

# NON-CONFIDENTIAL



**Borough of Tamworth**

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## APPOINTMENTS AND STAFFING COMMITTEE

16 January 2024

Dear Councillor

A meeting of the Appointments and Staffing Committee will be held in **Town Hall, Market Street, Tamworth on Wednesday, 24th January, 2024 at 6.00 pm.** Members of the Committee are requested to attend.

Yours faithfully

A handwritten signature in black ink, appearing to be 'AJS', followed by a long horizontal line.

**Chief Executive**

### A G E N D A

#### NON CONFIDENTIAL

**1 Apologies for Absence**

**2 Minutes of the Previous Meeting (Pages 5 - 10)**

*(To approve the minutes of the meetings held on the 29<sup>th</sup> March 2023 and the 14<sup>th</sup> November 2023)*

**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 HR Policies (Pages 11 - 72)**

*(Report of the Head of HR and OD)*

**5 Pay Policy 2023 (Pages 73 - 96)**

*(Report of the Head of HR and OD)*

**6 Appointment of a temporary Active Wellbeing Project Officer post & Active Wellbeing Engagement Officer (To Follow)**

*(Report of the Assistant Director, Environment, Culture and Wellbeing)*

**7 Exclusion of the Press and Public**

To consider excluding the Press and Public from the meeting by passing the following resolution:-

*"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 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"*

At the time this agenda is published no representations have been received that this part of the meeting should be open to the public.

**8 Staffing Report For Additional Disabled Adaptations Team Staff (Pages 97 - 106)**

*(Report of the Head of Assets)*

**9 Equal Pay Audit (Pages 107 - 130)**

*(Report of the Head of HR and OD)*

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## **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](mailto: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.*

*If a member of the public is particularly concerned about being filmed, please contact a member of Democratic Services before selecting a seat.*

## **FAQs**

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

To Councillors: P Turner, D Cook, S Daniels, C Dean and T Jay.

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## **MINUTES OF A MEETING OF THE APPOINTMENTS AND STAFFING COMMITTEE HELD ON 14th NOVEMBER 2023**

Present: Councillors D Cook and C Dean

The Following Officers were present: Anica Goodwin (Executive Director Organisation), Jackie Noble (Head of HR and OD), Wendy Smith (Head of Environmental Health) and Lara Rowe (Castle Museum and Archive Manager)

### **7 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors P Turner, T Jay, and S Daniels.

Appointment of Councillor D Cook as Chair of the meeting in absence of P Turner.

*(Moved by Councillor D Cook and seconded by C Dean)*

### **8 MINUTES OF THE PREVIOUS MEETING**

The minutes of the previous meeting held on 11<sup>th</sup> October 2023 were approved and signed as a correct record.

*(Moved by Councillor D Cook and seconded by Councillor C Dean)*

### **9 DECLARATIONS OF INTEREST**

There were no Declarations of Interest.

### **10 ENVIRONMENTAL HEALTH STAFFING PROPOSALS**

Report of the Assistant Director, Growth and Regeneration, to agree the proposed changes to the staffing of the Environmental Health Team ensuring they can continue to undertake food hygiene inspections and comply with the requirements of the Food Standards Agency (FSA).

It was noted that in the finance section of the report there is an error. Food Safety officer should read Public Health Officer (Food Safety) and the proposed Grade is

F not E, therefore the cost is £16,600 pre pay award total cost of the proposal was £69,030 instead of £62,201.

**RESOLVED** That the Committee:

1. Approved the proposed staffing structure as set out in this report; and
2. Authorised the Chief Executive to implement the changes.

*(Moved by Councillor D Cook and seconded by Councillor C Dean)*

## 11 HERITAGE ENGAGEMENT OFFICER

Report of the Assistant Director, Growth and Regeneration, to request permission from the Committee to create a temporary Heritage Engagement Coordinator post (up to two years) which will provide the skills and capacity to directly increase opportunities for participation in local arts, cultural and heritage activities, by establishing an activity plan to be delivered by the officer. The plan will create new activity streams linked to traditional skills and crafts designed to engage new and existing audiences, particularly young people, and those at risk of social isolation. Such activities will be linked to the town's social and cultural heritage for example pottery, textiles, blacksmithing and woodwork.

**RESOLVED** That the Committee:

1. Endorsed the amendment of the grade from D to E.  
Requested that 6 months after appointment to the post a review of the work is presented to ISAG
2. After consideration of this report, agreed to appoint a fixed term Heritage Engagement Coordinator (up to two years).

*(Moved by Councillor D Cook and seconded by Councillor C Dean)*

## 12 EXCLUSION OF THE PRESS AND PUBLIC

**RESOLVED:** That members of the press and public be now excluded from the meeting during consideration of the following item on the grounds that the business involves the likely disclosure of exempt information as defined in Paragraphs 1 and/or 2 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended).

*(Moved by Councillor D Cook and seconded by Councillor C Dean)*

**13 SUMMARY OF HR CHANGES TO 30 SEPTEMBER 2023**

Report of the Head of HR and Organisational Development to provide summary details of employment changes made to the Council's staffing structure by officers under the scheme of delegation and in line with prevailing policies. The time period is 1 October 2022 to 30 September 2023.

**RESOLVED** That the Committee:

1. Viewed the report for the purposes of information and oversight.
2. Requested that their formal thanks are given to the work of the managers in managing their teams and workloads.

*(Moved by Councillor D Cook and seconded by Councillor C Dean )*

**Chair** \_\_\_\_\_

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# **MINUTES OF A MEETING OF THE APPOINTMENTS AND STAFFING COMMITTEE HELD ON 29th MARCH 2023**

Present: Councillors J Oates (Chair), S Doyle, R Pritchard, M Summers and J Wadrup

The Following Officers were present: Anica Goodwin (Executive Director Organisation), Anna Miller (Assistant Director – Growth & Regeneration), Tina Mustafa (Assistant Director Neighbourhoods) and Jackie Noble (Head HR and Organisational Development)

## **32 APOLOGIES FOR ABSENCE**

There were no apologies for absence

## **33 MINUTES OF THE PREVIOUS MEETING**

The minutes of the meeting held on 26<sup>th</sup> January 2023 were approved and signed as a correct record.

*(Moved by Councillor R Pritchard and seconded by Councillor M Summers)*

## **34 DECLARATIONS OF INTEREST**

There were no Declarations of Interest.

## **35 HR POLICY**

Report of the Head of HR and OD to update Members regarding the development of a new HR policy, Onboarding.

**RESOLVED:** that Committee

approved the policy for immediate implementation.

*(Moved by Councillor J Wadrup and seconded by Councillor J Oates)*

**36 CLIMATE CHANGE OFFICER**

Report of the Assistant Director – Growth & Regeneration to agree the creation of a new post to assist with the delivery of the Net Zero transformational corporate project in response to the Borough Council’s Climate Change Declaration.

**RESOLVED:** that Committee

approved the creation of the Climate Change post, Grade G  
– 3 years.

*(Moved by Councillor S Doyle and seconded by Councillor  
M Summers)*

**37 EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED:** That members of the press and public be now excluded from the meeting during consideration of the following item on the grounds that the business involves the likely disclosure of exempt information as defined in Paragraphs 1 and/or 2 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended).

*(Moved by Councillor R Pritchard and seconded by Councillor M Summers)*

**38 HOUSING REGULATOR & HIGH-RISE CO-ORDINATOR POST**

RESOLVED That the Committee

Approved the recommendation in the report

*(Moved by Councillor R Pritchard and seconded by  
Councillor J Oates)*

Chair \_\_\_\_\_

Wednesday, 24 January 2024

**Report of the Head of HR and OD**

**HR Policies**

**Exempt Information**

None.

**Purpose**

To update members regarding the updating of three HR policies namely: Recruitment and Selection, Reservist and Secondment.

**Recommendations**

It is recommended that:

1. The policies are formally approved for immediate implementation.

**Executive Summary**

Three HR policies have been updated. All have been through the relevant consultation requirements with our recognised Trade Unions.

Recruitment and Selection policy

The existing Recruitment and Selection Policy has been in place for a number of years. The policy has been updated and now includes reference to:

- Veteran's Guaranteed Interview Scheme, which supports the Armed Forces Covenant and the organisation's Bronze status with the Employer Recognition Scheme.
- Safer Recruitment checks.
- Ban the Box/Fair Chance recruitment - Tamworth Borough Council will request details of convictions at the conditional offer stage of pre-employment vetting rather than when the applicant first submits their application. This promotes fairness and ensures excessive data is not collected in line with data protection requirements.
- Code of Practice on the English language requirements for public sector workers, and the 'fluency duty' for roles where the employee interacts with the public.

Reservist policy

The Reservist policy was updated to comply with Ministry of Defence guidance and best practice. This policy sets out how Tamworth Borough Council supports employees who are reservists. This includes 10 days paid time off for annual camp training and the procedure to be followed in the event the Reservist is called out for military operations.

The policy must be in place before the Council can apply for silver or gold accreditation for the Armed Forces Covenant Employer Recognition Scheme.

## Secondment policy

The Secondment policy has been updated to provide clarity on what a secondment is, the procedure for arranging a secondment and the terms and conditions of the secondment.

The policy puts in place a ceiling for secondment of two years and is classed as a movement or loan of an employee to a different part of the organisation or to an external organisation.

### **Options Considered**

Not applicable.

### **Resource Implications**

There are no resource implications for implementing the new policies. The management of the policies will be met from within existing budgets and resources.

### **Legal/Risk Implications Background**

Not having legally compliant HR policies exposes the organisation to a greater risk of Employment Tribunal claims.

### **Equalities Implications**

None. Each policy has been Community Impact Assessed.

### **Environment and Sustainability Implications (including climate change)**

None.

### **Background Information**

None.

### **Report Author**

Jackie Noble – Head of HR and OD

### **List of Background Papers**

None

### **Appendices**

Appendix 1 – Recruitment and Selection policy

Appendix 2 – Reservist policy

Appendix 3 – Secondment policy



## Recruitment and Selection Policy

Document Status: Final

Document Ref: HRPOL - 012

Originator: Jackie Noble

Updated: Jackie Noble

Owner: Anica Goodwin

Version: 01.01.01

Date: December 2023

**Approved by Corporate Management Team / Appointments and Staffing**

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Classification: SEC1 - Routine

## Document Location

This document is held by Tamworth Borough Council, and the document owner is the Head of HR & Organisational Development.

Printed documents may be obsolete; an electronic copy will be available on Tamworth Borough Councils Intranet. Please check for current version before using.

## Revision History

Revision Date	Version Control	Summary of changes
November 2023		Complete rewrite of policy

## Approvals Creation and Major Change

Name	Title	Approved
TULG		Dec 23
A&S		25 Jan 24

## Approvals Minor Change and Scheduled Review

Name	Title	Approved
CMT		
Appointments & Staffing Committee		

## Approval Path

### Major Change

Originator  
Owner  
TULG  
CMT  
Appts & Staffing Committee

### Action

HR  
Head of Paid Service  
Consultative Group  
Corporate Approval  
Council Approval

### Minor Change

HR  
TULG  
Director

Submission  
Consultative Group  
Delegated Approval

## Document Review Plans

This policy/ procedure will be reviewed on a 3 yearly basis unless it has:

- A monetary value included within it, in which case an annual review will be required, and/ or
- A legislative change is required as directed by government.

## Distribution

The document will be distributed through Astute and will also be available on the Intranet and paper based copies.

## Security Classification

This document is classified as SEC 1 Routine with access restricted to Tamworth Borough Council Staff and business partners.

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## **Introduction**

Tamworth Borough Council (TBC) is committed to ensuring that Tamworth is a place to live, visit and work. The Recruitment and Selection policy supports this aim by seeking to recruit the most suitable candidates with the appropriate skills, qualifications, and experience for identified vacancies to be able to deliver Council services to the community effectively.

## **Policy Statement**

The Council always aims to recruit the person who is most suited to the particular job. Recruitment will be solely based on the applicant's abilities and individual merit, as measured against the criteria for the job. Qualifications, experience and skills will be assessed at the level that is relevant to the job.

The Council will take action to ensure that its employees and those seeking employment will not be discriminated against or treated less favourably on any grounds. The Council removes personal information from the job application, known as blind recruitment, to ensure the shortlisting panel shortlists purely on the ability to undertake the role. TBC will not discriminate on the following grounds:

- Age
- Childcare and dependent responsibilities
- Disability
- Ethnicity
- Gender or gender reassignment
- Marital/Civil partnership status
- Nationality
- Political beliefs
- Pregnancy or maternity
- Religion or belief
- Sex
- Sexual Orientation
- Trade Union activities
- Unrelated criminal convictions where appropriate

## **Scope**

This policy applies to all recruitment, whether permanent or temporary. The Council recognises that a good recruitment process is key to ensuring that relevant legislation is adhered to and so that we can recruit and retain the best candidates. A good recruitment process will also promote a positive image of the Council as an employer and service provider.

## **Roles and responsibilities**

### **Managers**

- Ensuring policy and procedure is followed and implemented.
- Ensuring role profiles are up to date and job evaluated properly.

- Considering all applicants and make the recruitment decision in line with the Council's Equality and Diversity Scheme and safer recruitment practices.
- Gaining appropriate authorisation to recruit.
- Creating the advert.
- Making the necessary arrangements for interview.
- Shortlisting – ensuring the Disability Committed scheme is adhered to.
- Interviewing applicants fairly and consistently.
- Ensuring shortlisting criteria is relevant, unbiased and relevant to the role.
- Ensuring recruitment practice is fair and inclusive, using plain language and avoiding jargon/council acronyms.
- Undertaking identity check by viewing identity at interview.
- Making provisional job offers to the preferred candidate and contacting those unsuccessful after interview to confirm and offer constructive feedback.
- Sending details of those successful/unsuccessful after interview to HR.
- Completing recruitment paperwork e.g., appointment form, candidate assessment forms.
- Ensuring onboarding take place.
- Setting up the new starter with ICT equipment, with sufficient lead in time for ordering or preparing equipment.

### **Human Resources**

- Providing advice and guidance
- Providing coaching to managers
- Managing all aspects of the recruitment process to include the following: posting of adverts, application processing, administration of pre-employment checks, requesting and chasing references, producing offer letters and statements of particulars.
- Ensuring recruitment documents are quality controlled to ensure no discriminatory content has been included.
- Ensuring all recruitment documentation has been received and are satisfactory.
- Creating a personal file for new starter.

### **Identifying the requirements for the role**

A vacancy may arise for several reasons, for example, an employee leaves a post, new projects or funding, a restructure, to cover long term absence. However, before deciding whether to seek permission to fill a vacancy, managers should first consider the following:

- Is the post still required? If so, does it need to be in its current format, i.e., are the duties still relevant?
- Can the duties be undertaken elsewhere?
- Is the Role Profile up to date?
- Has the outgoing employee completed the exit questionnaire and does this include any points which should be taken into consideration when reviewing the role profile?
- Is the post needed permanently or on a fixed term or temporary basis?
- Is the post open to job share? Only in exceptional circumstances will a post not be available to job share.

- Does the budget exist to recruit immediately?
- What are the consequences of not recruiting?

Once it is decided that a vacancy needs to be filled, the manager will need to complete a Business Case ([Recruitment & Variations to Contracts | Infozone \(tamworth.gov.uk\)](#)). Details of any alternative options that may have been considered should also be included, this is then considered by the Executive Director Organisation/ Head of Paid Service. Requests to fill a vacancy via an agency should also be submitted for approval to the Executive Director/Head of Paid Service, the use of Agency cover should be kept to a minimum.

### **Role Profile**

This is the basis of the role. A well written role profile will give a clear indication of the duties and responsibilities of the role and attract the most suitable candidate for the role and reduce potential issues within the probationary period and in the future. Any review of the role profile should be done in conjunction with Human Resources as there could be job evaluation and grading implications.

It is important to remember that the role profile will form part of the contract of employment and therefore special conditions such as a requirement for unsocial hours, car user level, the fluency duty and participation in an on-call rota should also be included where relevant.

### **Job Evaluation**

The recruiting manager/Head of Service is responsible for ensuring that the post is evaluated at the appropriate grade. Job evaluation will be conducted in conjunction with Human Resources. The purpose of job evaluation is to provide an analytical, systematic and consistent approach to grading the role.

### **Advertising a vacancy**

Once approval has been granted to advertise a vacancy, the manager should send the business case with the up-to-date role profile, advert, selection criteria and selection panel names to HR Admin.

### **Redeployment**

The Council is committed to safeguarding the employment of existing employees and therefore all approved vacancies will be advertised to redeployees in the first instance. Human Resources will send the details of the vacancies as they arise to those individuals, allowing two working days to express an interest in the position.

Once the vacancy has cleared the Redeployment process, the vacancy will progress to the next stage of the recruitment process.

## Writing an advert

When writing an advert, managers should ensure that it is appropriate and relevant to the role and have consideration of the Equality Act 2010. For example, instead of specifying years of experience, which is time based, so potentially indirectly age discriminatory, specify breadth or level of experience needs for the job and the skills and competencies required. Managers should consider the following points when drafting an advert:

- What are the main requirements of the role? For example, does the role have an essential qualification?
- What duties will the job holder be required to undertake?
- What are the working arrangements? For example, is it home, hybrid or site based? Is there a requirement to work outside of normal office hours?
- Is there a requirement to drive?
- Does the fluency duty apply? (for customer facing roles).
- If you have shortlisting or interview dates, note these in the advert.
- Closing date for applications (normally two weeks).
- Contact name and number for informal queries.

The purpose of an advert is to provide an overview of the terms and conditions and to encourage suitable applicants to apply. Managers should therefore consider how to appeal to their target audience with concise and attractive language. The advert is the opportunity to sell Tamworth Borough Council and the role to candidates.

For posts working with vulnerable groups, the advert should clearly state the individual's responsibility for promoting and safeguarding the welfare of vulnerable groups that they are responsible for or are in contact with.

Where roles are advertised as full time, TBC will consider applications from applicants who wish to work a part time or job share arrangement. Where this is declined, it will be in accordance with the criteria outlined in the Right to Request Flexible Working policy.

## Recruitment

All posts at grade D and above are normally advertised internally first. However, where there is a business need some vacancies will be advertised internally and externally simultaneously, the justification for this will be recorded.

As standard, all adverts are placed online or in appropriate media with a closing date of two weeks. The application process is via web recruitment, an online process. However, if requested, a hard copy of the application form is available as a reasonable adjustment.

Curriculum Vitae (CVs) are not accepted in replacement of application forms.

## Application Process

Applicants will apply online for vacancies; application forms can be provided in different formats for those with specific needs upon request. All correspondence will

be dealt with electronically where an online application form has been submitted, this will include invites to interview, outcome of interviews, offers of employment and contractual paperwork.

For some posts, where there is no requirement to have IT skills, the recruiting manager may work with Human Resources to agree an alternative process e.g., using an alternative application form. An interview and fair selection process will still take place and candidates may be required to attend a recruitment day rather than complete the standard online form.

### **The Selection Panel**

The selection panel will comprise of at least two people, where possible from a diverse range of backgrounds to ensure hiring decisions are not dominated by one person's opinion and guard against bias. The selection panel should select a chair that will have overall responsibility for ensuring the process is carried out fairly and consistently. All members of the selection panel must be involved at every stage of the process to include short listing and setting the interview questions.

If any member of the selection panel knows the applicant they must not allow any such knowledge influence their decisions, the panel must rely on the information provided by the applicant during the recruitment process.

Where a member of the selection panel is related to, or has a close personal relationship with a candidate, they will need to declare an interest and if possible, seek to remove themselves from the process. Where this is not possible, please seek advice from HR prior to shortlisting or interviewing.

In order to ensure fairness and promote equal treatment, the Council discourages the employment of partners, relatives and close friends within the same department when recruiting externally. The appointment of partners and/or immediate relatives within the same team will not be sanctioned in any circumstances, whether candidates are internal or external.

The selection panel will provide HR Admin with the details of the essential criteria the applications will be assessed against so that this can be input into the web recruitment system, alongside the advert, names of the panel and interview dates.

### **Shortlisting**

Once the advert has closed, each member of the selection panel will assess the applications received against the essential criteria noted in the role profile and provided to HR, recruiting managers will need to conduct the shortlisting exercise as soon as possible as delays may lead applicants to believe they have been unsuccessful and secure roles elsewhere.

Recruiting managers access their vacancy on iTrent web recruitment to view and download applications to start shortlisting. Please note that this function cannot be delegated to non-panel members.

Only those applicants that have demonstrated via their application form that they satisfy all the essential criteria will be shortlisted. Candidates should give clear examples of how they meet the criteria, at no time should assumptions be made.

The criteria must be role related, justifiable, non-discriminatory and be able to be tested. Setting unnecessary standards for qualifications, experience or personal qualities may unfairly discriminate unless the criterion is capable of being justified. Managers should be mindful of the number of criteria as setting an unnecessary amount will be hard to shortlist and may not attract candidates.

There may be times where the number of candidates who meet all the essential criteria is high and it may be impractical to interview all of them, this is known as the long list. At this point, the criteria noted as desirable and assessed via the application form can be considered for those candidates on the long list.

Once the shortlisting assessment has been completed by each member of the selection panel, they should discuss and agree the results.

If an applicant fails to demonstrate an essential criterion, they will not be shortlisted.

Once a short list has been confirmed, the selection panel will send the short list to HR Admin, along with the interview dates and times, and details of any tests and/or presentations to be undertaken as part of the selection process.

### **Informing applicants after shortlisting**

HR will send the invite to interview emails out to all shortlisted applicants. Applicants should receive five working days' notice of the interview unless the interview date has been stated in the advert. This is to ensure the candidate has adequate time to make arrangements.

There should also be some flexibility around avoiding religious dates and times. If a disabled candidate cannot attend the interview because it, for example, clashes with a medical appointment, Tamworth Borough Council will reschedule the interview as a reasonable adjustment.

Feedback to unsuccessful candidates is not normally provided at this stage of the process.

### **Testing/Assessments**

The Selection Panel must use objective methods of assessment to measure a candidate's ability to undertake a role. When used appropriately, testing can add considerable value to the selection process.

All short-listed candidates must be advised in advance if multiple selection methods are to be used in addition to an interview, details of which must be included in the email inviting them to interview.

The type of test used will be dependent on the role, but it should be measurable, and the selection panel should agree a scoring mechanism in advance. Depending upon the role it may be appropriate to use more than one test.

A competency test should include a number of job specific exercises. The test should be relevant, as far as possible, be a task the candidate would normally undertake in the job role and be used to score the essential criteria. This may also include a presentation, the topic for which is normally disclosed in advance to allow candidates time to research and prepare. However, if the topic is given on the day, candidates should be given time to prepare.

Other examples include report writing, prioritising, responding to a case study, data inputting/data analysis tests, in tray exercises, role play.

### **Interviewing**

Interviews should be face to face where possible. If Teams is used, it should be professional and private with no interruptions from household members. The interviewer must consider the background effect, there are professional backgrounds on the Teams software. Interview questions and assessments should use plain English, be jargon free with no council acronyms.

The interview panel will ensure that every candidate provides evidence at the interview of their identity by checking the validity of the document and being satisfied that the candidate is the person named in the documents presented by checking that any photographs contained in the documentation are consistent with the appearance of the holder. The panel must record on their notes what document was checked.

The aim of the interview is to determine the suitability of the candidates for the post based on objective information and should relate to the role profile. The selection panel should also allow time during the interview for points of clarification on an application form or for candidates to ask questions.

The selection panel must agree the interview questions which should relate to the criteria for the role being assessed via interview. All questions should be relevant and non-discriminatory.

Candidates should not be asked about age, sex, religion/faith, sexual orientation, family commitments, ethnic background, or disability unless these are strictly relevant to the job. If such information is obtained because of its relevance, it is recommended that all candidates are asked for the same information. The selection panel may, for example, ask candidates in general terms whether they can fulfil special conditions of the job, e.g., working unsocial or irregular hours but they are advised not to ask specific questions about personal and family commitments.

Where the role involves working with children or adults at risk of harm, it may be appropriate to consider the use of a test scenario and interview questions relating to safeguarding.

Type of questions	Comments	Examples
Competency	Competency questions require the candidate to be able to demonstrate from experience how they meet the competency being measured. Competency	Give me an example of when you have had to deal with a difficult customer.  Demonstrate how you



	<p>questions should focus on the STAR technique.</p> <p>The Situation The Task required as a result. The Action they took. The Result of that action</p>	<p>have applied your skills to bring about a major change programme in the workplace.</p> <p>Tell me about a time when you have had to deal with conflict and brought about a resolution.</p>
Open	<p>These are questions that a candidate is unable to answer Yes or No and usually start with Who, What, Where and How</p>	<p>How did you gain experience? What was your role in the team? Who was responsible for this project? Where did you find the resources to complete this project?</p>
Closed	<p>These are questions that candidates can answer Yes or No. They should be avoided unless you are seeking a specific answer and should be used following a series of open questions or where you want a direct and specific answer to a question</p>	<p>Did you achieve the objective? Were you personally responsible for the change?</p>
Probing	<p>Never take the answer to a question at face value – you may probe to ensure the candidate is really answering with knowledge and truthfully.</p> <p>If a candidate hasn't answered in full in order for you to assess them then ask further relevant questions until you are satisfied you have enough information on which to score them.</p> <p>Care must be taken not to treat one candidate differently from another by giving them an advantage through multiple probing questions.</p>	<p>How would you describe your style of management?</p> <p>Give me an example where you have applied this style of management to good effect?</p> <p>What was the long-term outcome of this?</p>
Hypothetical	<p>These are the questions that put candidates into hypothetical situations to answer a question.</p>	<p>What would you do if a customer was shouting at you?</p>



	<p>Wherever possible try to only use these if a candidate is unable to give you an example of a factual situation they have had to deal with rather than what they think they would do. Fact is always better than fiction.</p>	<p>Change this to “tell me about a situation you have had to deal with where the customer was shouting at you?”</p> <p>Or</p> <p>Give me an example of where you can demonstrate your ability to deal with angry customers.</p>
Leading	<p>These are questions that will lead a candidate into answering what you want to hear. You should avoid these where possible.</p>	<p>So you think you would be good at this job?</p> <p>So you were responsible for this project?</p>
Multiple or double headed	<p>This is where you string a number of questions together. A candidate can sometimes forget some of the questions you have asked either deliberately or unintentionally and you, as the interviewer, forget that they haven't answered the question in full.</p> <p>Separate out your questions to ensure the candidate answers in full.</p>	<p>Tell me why you think you would be good for this job; what qualities you can bring to the job and what would you want to achieve in the first three months if you were successful in being appointed.</p>

When setting questions, the panel should consider what answers they are expecting and how they will assess them.

### **Avoiding subjectivity and error/unconscious bias**

Sometimes discrimination is not overt, or obvious, but comes from an unconsciously held bias that taints the decisions made. Unconscious bias is when “we make judgements or decisions on the basis of our prior experience, our own personal deep seated thought patterns, assumptions and interpretations and we are not aware that we are doing it.” There are many forms of unconscious bias and the panel should be aware how their own experience and attitudes can distort perceptions:

1. Affinity bias – a preference for individuals who share the same characteristics, life experiences, personal and cultural values or social background.
2. Halo effect – Placing too much significance on a particularly great feature about an individual, whilst excluding other important factors.
3. Horns effect – Placing too much significance on an individual's negative trait.

4. Attribution bias – Evaluating an individual's behaviour and attributing it to something personal about them.
5. Beauty bias – Treating individuals too harshly or too favourably depending upon their appearance.
6. Gender bias – Displaying a preference for one gender over another.
7. Conformity bias – When an individual's views are swayed too much by other people.
8. Contrast effect – When individuals compare the second thing with the first thing, resulting in a skewed opinion of the overall picture.
9. Confirmation bias – Where individuals primarily search for evidence that backs up their opinions rather than looking at the whole picture objectively.
10. Accent bias – Where individuals are drawn to certain accents over others and allow them to frame opinions of people.

### Scoring

Each question will attract a score with a range. There are many examples of ranges to be used, TBC recommend the range below and anyone scoring a zero will not be invited to interview.

#### 0-3

- 0 = Inadequately demonstrated
- 1 = Partly demonstrated
- 2 = Well demonstrated
- 3 = Fully demonstrated

The panel may wish to attach a weight to a particular question should they feel it has a higher level of importance. It may be necessary to ask supplementary questions during the interview, but panel members must ensure this is done so one candidate is not advantaged.

It should be noted that the interview is not just a test of the candidate. It is also a test of the panel and their ability to listen, probe and assess objectively and fairly. Each panel member should take notes during the interview using the interview questions template (see infozone). Candidates can request to see notes relating to the interview under the Data Protection Act and therefore it is important that you record factual information i.e., what answers they gave to questions. Candidates may also for feedback so details of the process should be retained for six months.

The interview panel must:

- Write down key words and examples of what the applicant says.
- Do not include opinion or judgements at this stage.
- Do not ask questions of a discriminatory or personal nature unless relevant to the requirements of the post.
- Once the interview is complete review the evidence which you have written down and compare it to the criteria being assessed
- Allocate a score.

Finally, time should be allowed between interviews to allow members of the panel to score the answers given and discuss any issues.

## **Appointment Decision**

Following completion of the assessments, the panel should discuss and agree the scores for each candidate. Consideration should be given to performance across all assessments used, taking account of any weighting applied. The panel should aim to, as far as reasonably practical, look to the candidate who demonstrates their ability for the role, but also demonstrates the Council's core values and will work well with the team. Only candidates who have met the agreed appointable minimum score should be considered for appointment and the role offered to the highest scoring candidate.

The panel must be satisfied that the selected candidate has demonstrated their skills, knowledge and abilities for the role through the selection process and are the most suitable for the position based on factual and evidential information.

The chair of the panel should contact the successful candidate to make an offer of appointment first. It should be made clear that this offer is conditional upon satisfactory pre-employment checks. Should this candidate decline the offer, the panel may wish to consider the next highest scoring candidate, providing they are suitable and appointable.

Promises made verbally during the recruitment process are legally binding in addition to the signed statement of particulars. The chair of the panel must ensure that they do not make promises they are not able to honour or contravenes TBC policy. Therefore, the only terms applying to the employment relationship are those in the written offer and statement of particulars issued by HR which supersedes any other agreement made between the parties.

## **Feedback**

The chair should also contact all unsuccessful candidates advising them of the outcome. When informing the candidate they have been unsuccessful, the chair should confirm they are happy to provide feedback if the candidate so wishes, and that they can arrange a time to do so. The panel is responsible for this feedback and should do so within a reasonable timeframe of the request.

Feedback must be factual and based on the candidate's performance on the day. Include both areas where the candidate performed well and the areas where further improvement could be made. It is not helpful to say someone performed better on the day, and the panel should consider what was 'better' about the candidate they selected and how the unsuccessful candidate could improve for future similar application.

The chair should then email HR Admin advising of the outcome and send the interview notes and candidate assessment forms. HR will then begin the next stage of the process.

## **Commencing Salary**

Under normal circumstances, applicants should be offered the role at the lowest point of the scale applicable to the post at the time of the appointment.

However, it may be that the individual's current salary is higher than the lowest point. In such cases, as an incentive for the candidate to accept the post, the chair of the panel may be able to justify offering a higher point equivalent to the current salary by completing a business case for the Executive Director Organisation/Head of Paid Service's consideration and obtaining their approval.

### **Safer recruitment checks during the selection and appointment process**

To help deter, reject, or identify people who pose a risk to children and or adults at risk, Tamworth Borough Council operates recruitment processes and procedures which places importance on the consideration of protection and safeguarding issues, promoting the welfare of children and adults at risk of harm at every stage of the recruitment process.

Tamworth Borough Council has a duty to ensure the suitability of all those it employs in whatever capacity. Enhanced Disclosure and Barring Service (DBS) checks will be made on applicants appointed to work with children and adults at risk of harm.

It is the chair's responsibility to ensure that certain checks are undertaken both during the selection process and after. Some are legal requirements and ensure that a selected candidate is not at risk to themselves or to others by accepting the job offer.

For posts which involve working with children and adults at risk of harm, we will exercise vigilance and apply rigorous selection criteria. References must be requested and checked, as must previous employment history. Interviewers must check if there are any gaps in employment and the reasons for these recorded.

Where a position requires regular contact with a child or adult at risk, managers should include questions and/or assessment to determine whether that individual is personally suitable to undertake that work.

### **Gaps in employment**

The panel must carefully assess each application form to ensure that any gaps in employment, training or experience are detailed and any anomalies are noted to ensure that they are explored at interview. This is a mandatory requirement for all posts. Records must be placed on the successful candidate's file to demonstrate that the relevant checks have been explored and any reason for these anomalies should be noted.

### **Pre-employment Checks**

All appointments, including those made internally, will be made conditionally based on satisfactory pre-employment checks. These will vary according to the post but may include:

### **Medical clearance**

The Council should be satisfied that the health and physical capability of the appointed candidate is sufficient to fulfil the duties of the role. Therefore, candidates

will be asked to complete a medical questionnaire which in turn will be assessed by the Council's Occupational Health provider. Occupational Health may then contact the candidate.

### **Eligibility to work in the United Kingdom**

The Council has a legal responsibility to ensure that they take the necessary action to ensure their employees are eligible to work in the UK. This should be done during the recruitment process and during employment, where an employee's status may change in the future, e.g., where a temporary work visa is in place.

An employer is acting unlawfully if they employ a person who does not have the right to work in the UK and can be fined if they are found to do so.

To determine if a candidate or current employee is eligible to work in the UK, appropriate documentation must be checked. This is important, even where the person claims to have been a resident in the UK since birth.

Those wishing to present their evidence of right to work in the UK using the Home Office online service may do so by visiting <https://www.gov.uk/prove-right-to-work>. Applicants may then either email the link code direct to [hadmin@tamworth.gov.uk](mailto:hadmin@tamworth.gov.uk) or generate an email to [hadmin@tamworth.gov.uk](mailto:hadmin@tamworth.gov.uk) via the online system.

As of 1<sup>st</sup> January 2021, free movement has ended for the UK and employers must be granted a Sponsor Licence to employ any nationals from countries outside of the UK's resident labour market (i.e., applicants needing to apply to work in the UK via the Skilled Worker Route).

If the successful applicant has a time limit on their stay in the UK, repeat checks will be carried out in accordance with the dates within their identification document.

### **Disclosure and Barring Service (DBS)**

The Council recognises its obligation to safeguarding children and adults at risk of harm. Applicants will be vetted to the level required for their role in accordance with our DBS policy.

### **References**

Candidates should provide details of at least two referees, one of which should be the most recent employer or school/college. Upon offer of appointment, candidates will be made aware that these references will be sought. The HR team will forward completed references to the recruitment manager for acceptance. Should managers have any concerns regarding the content of the reference, they should discuss this with HR. In these circumstances, and dependent upon the content of other clearances, it may be necessary to withdraw the conditional job offer.

References will be checked against the application form to ensure that information provided by the applicant is consistent with what the reference states.

Ideally, a minimum of two references should be obtained. However, there may be times where despite several attempts, only one reference can be obtained.

Furthermore, where an appointment is made internally, there may not be a need to take up references, these cases can be discussed with HR.

Character references will only be acceptable where the applicant has just left school, has not been employed in any capacity or where they have had one employer for a long period and can only provide one employment reference. A friend, relative or partner will not be permitted to supply a character reference.

References will only be obtained by HR after the successful candidate has been offered the position and they have provided their consent for references to be requested and will not be used as a selection method during the selection stage.

All references will be requested in writing and must be received in writing. Verbal or telephone references are not acceptable in any circumstances.

### **Qualifications and professional membership**

Where a qualification or professional membership has been noted as essential on the role profile, candidates will be expected to produce appropriate certification. If the successful candidate cannot produce original documents or certified copies, written confirmation of their relevant qualification must be obtained from the awarding body (by the applicant). Where this is not possible, this may lead to a withdrawal of the conditional offer.

### **Baseline Personal Security Checks (BPSS)**

For posts where there is a requirement to access Public Service Network (PSN), be it a network, email or database, the Council is obliged to ensure that various checks are completed as part of the BPSS.

The BPSS is the minimum standard required to ensure the identity and integrity of an employee with access to sensitive information. It involves:

- An appropriate identity check.
- Confirmation of nationality and immigration status.
- Employment history (for the past three years).
- Third party verification of unspent convictions.

### **First day and employee induction**

Only once all relevant pre-employment checks are complete can a start date for employment be confirmed. The manager should contact the appointee to agree the start date and thereafter maintain contact with the appointee up to their start date so that appropriate arrangements can be put in place for their first day; the Onboarding policy covers this in more detail.

### **Guaranteed Interview Schemes**

Tamworth Borough Council operates two guaranteed interview schemes, which support individuals who meet all the essential criteria to be guaranteed an interview for a vacancy. The Disability Committed Employer scheme supports applicants with a



disability and the Veterans Guaranteed interview scheme supports those defined as veterans.

### **Disability Confident Committed Employer**

Tamworth Borough Council is a Disability Confident Committed employer, which means we are committed to interviewing all applicants with a disability who meet all the essential criteria for the role applied for. Applicants who have selected they wish to be considered under this scheme and have met all of the essential criteria will be invited to interview. The recruiting manager will check the relevant section on the application and for information relating to any reasonable adjustments. Should the applicant have requirements, HR will inform the recruiting manager and it will be the manager's responsibility to action and implement.

### **Veteran's Guaranteed Interview**

The Veteran's Guaranteed Interview scheme supports our Armed Forces Community Covenant, and means we are committed to interviewing all applicants who are former Armed Forces personnel who have previously serviced for at least one day, military spouses/partners and cadet instructors. The Government defines veterans as "anyone who has served for at least one day in 'His Majesty's Armed Forces (Regular or Reserve) or Merchant Mariners who have seen duty on legally defined military operations" and therefore Tamworth Borough Council uses the same definition.

Under this scheme, applicants who have selected they wish to be considered under this scheme and who have met all the essential criteria, must be invited for interview. The manager must check the relevant section on the application for this indication.

### **Recruitment of Ex-Offenders – Ban the Box/Fair Chance Recruitment**

Tamworth Borough Council undertakes not to discriminate unfairly against people who have had criminal convictions.

Tamworth Borough Council is committed to the "Ban the Box"/Fair Chance recruitment. There are over 11 million people in the United Kingdom with a criminal record; employment reduces reoffending by up to a half so it is critical to reduce barriers to work for individuals with convictions. The "Ban the Box" initiative removes the criminal record section from the application form and the candidate's criminal convictions will be asked at a later stage of the recruitment process. Its aim is to provide a fairer opportunity for people with convictions to compete for jobs with employers considering applicants' skills and abilities before asking for a criminal conviction declaration.

Open and transparent recruitment practices give people with criminal convictions, who are skilled and able to work, the opportunity to compete fairly for roles and move on from their past mistakes, increasing the diversity of the talent pool and reducing the unnecessary exclusion of talented individuals from roles.

Collecting criminal record data from all applicants, when many will not be shortlisted, could be construed as excessive data collection. Instead, TBC will request criminal

record details at the point when it is really needed, at the conditional offer stage rather than at the initial recruitment stage.

### **Code of practice on the English language requirements for public sector workers, the ‘fluency duty’**

Public authorities defined in section 78 of the Immigration Act 2016 as bodies which carry out functions of a public nature are subject to the fluency duty. To serve the public it is vital that those working in public facing roles can communicate in English with members of the public receiving local authority services.

When determining whether a role is public facing or not, the council will consider the following aspects of the work involved:

- Is there a business need for interaction with the public?
- What is the frequency and form of this interaction?
- What is the level of service quality and responsiveness expected by the public?
- What is the proportion of the role which would require spoken interaction with members of the public?
- What is the nature of the role?
- Is English language the primary language required for the role?

Examples include:

- An employee working in Customer Services, receiving calls and fielding questions from members of the public would be viewed as operating in a public facing role as they will have regular telephone and face to face conversations with the public.
- A local authority street cleaner would not be viewed as working in a public facing role as their main duties do not require regular interaction with members of the public.
- An IT technician providing internal support within the council would not be viewed as working in a public facing role.

Employees in such roles, whatever their nationality, must be able to speak fluent English. This means they must have a command of spoken English which is sufficient to enable the effective performance of their role. Therefore, the ability to converse at ease with members of the public and provide advice in accurate spoken English will be essential for all public facing roles.

Fluency does not relate to regional or international accents, dialects, speech impediments or the tone of the conversation.

Adverts and role profiles for relevant roles will include the statement “The ability to converse with members of the public and provide advice in accurate spoken English is essential for the post.”

### **Organisational Values**

All recruitment will be conducted in accordance with our corporate values.



- Accountability
- Challenge
- Compassion
- Courtesy
- Decisiveness
- Empowerment
- Honest, integrity and respect
- Openness
- Professionalism

We expect all recruiting managers and those involved in recruitment to demonstrate these values throughout the process and for any selected candidates to also demonstrate these values.

### **Interview expenses**

Applicants will not be reimbursed for any interview expenses.

### **Time off for interviews/assessments**

Where practical, reasonable time will be granted to employees who attend interviews within Tamworth Borough Council during working hours. Reasonable time off with pay will also be granted for interviews and assessments for vacancies within organisations covered under the Redundancy Modification Order. Proof of interview invites must be provided for tensor to be credited.

### **Probationary Period**

All new entrants will be required to serve a 6-month probationary period to give them an opportunity to establish their suitability for the job. During this time there will be formal reviews, at 8, 16 at 24 weeks.

### **Declarations**

The Council requires any job applicant to state in writing whether they are related to an existing Councillor or employee of the Council.

No applicant related to a councillor or an employee will be appointed without the authority of the Head of Paid Service. Where the post is in a service or function managed by them it will be referred to the Chief Executive. In the event that the applicant is related to the Chief Executive or a Corporate Director, authority must be obtained from at least two of the following:

- Chief Executive
- Monitoring Officer
- Section 151 Officer

The Council will disqualify any applicant who directly or indirectly seeks the support of any councillor for any appointment to the Council. No Councillor will seek support for any person for any appointment with the Council.

The full Council will appoint all statutory officers which currently include; the Head of Paid Service, Monitoring Officer, Executive Director, Chief Executive

### **Politically restricted posts**

Certain posts in the Council are identified as 'Politically Restricted' as laid down by the Local Government and Housing Act 1989.

Applicants who apply for 'Politically Restricted' posts cannot become (or remain) an Elected Member of any local authority, other than a parish or community council, a Member of Parliament or a Member of the European Parliament, a member of the Scottish Parliament or Welsh Assembly. They are subject to prescribed restrictions on their political activity through the Local Government Officers (Political Restrictions) Regulations 1960, this includes canvassing and speaking or writing in public in a manner which appears to be designed to affect public support for a political party.

Also, in accordance with S.116 of the Local Government Act, 1972 as amended by the Local Authorities (Executive and Alternative Arrangements) (Modifications of Enactments and Other Provisions) (Wales) Order 2002, an Elected Member of an authority cannot be appointed to any paid employment with the Council for 12 months after their membership ceases.

Categories of roles covered by the provisions of the Act include:

- Chief Executives, Chief and Deputy Officers, the Monitoring Officer, Political Assistants and Officers to whom the Council has delegated any of its decision making powers.
- Chief Officers are defined as anyone working directly for the Chief Executive and Deputy Chief Officers, those who work directly for the Chief Officers. Staff whose duties are clerical, secretarial or otherwise in support services are excluded.
- Staff on salary grade linked to spinal column point 44 and above. (This includes salaried staff whose basic salary grade is less than spinal column point 44 but whose total remuneration package would take them beyond point 44)
- Staff on salary grades less than spinal column point 44 but whose posts have been listed by the Authority as politically sensitive on the basis that they regularly give policy advice to Council Committee or Sub Committee rather than simply providing factual information and/or speak authoritatively and regularly to journalists on behalf of the Council rather than simply providing factual information.

Tamworth Borough Council's politically restricted posts are:

Chief Executive, Deputy Head of Paid Service and Returning Officer  
Executive Director Organisation, Head of Paid Service and Deputy Chief Executive  
Executive Director Communities  
Executive Director Finance and Section 151 Officer  
Assistant Director People  
Assistant Director Environment, Culture and Wellbeing  
Assistant Director Partnerships  
Assistant Director Finance and Deputy Section 151 Officer

Assistant Director Growth and Regeneration  
Assistant Director Neighbourhoods  
Assistant Director Assets  
Monitoring Officer

Recruitment advertisements for posts subject to the Act must state that this is the case.

At the selection interview, the Chair of the Panel is responsible for reminding each candidate that they will be subject to the Act should they be appointed.

### **Outside Commitments**

In line with the Code of Conduct and Secondary Employment policies, employees may need to have written consent to take any outside employment (paid and unpaid) and must not undertake any outside employment which conflicts with the Council's interests.

### **Complaints**

It is important that clear and factual notes are kept to record decisions that the selection panel has made on all candidates throughout the process. Aside from being helpful when giving feedback to the unsuccessful candidates, these notes may need to be used where a complaint is raised regarding the recruitment and selection process.

Candidates wishing to raise a complaint under the process should do so in writing.  
Internal applicants – Through the Council's grievance procedure  
External applicants – by writing to the Head of HR & OD



Part 1 – Details		
What Policy/ Procedure/ Strategy/Project/Service is being assessed?	Recruitment and Selection Policy	
Date Conducted	December 2023	
Name of Lead Officer and Service Area	Jackie Noble HR	
Commissioning Team (if applicable)	N/A	
Director Responsible for project/service area	Anica Goodwin	
Who are the main stakeholders	Employees	
Describe what consultation has been undertaken. Who was involved and what was the outcome	CMT TULG Members	
Outline the wider research that has taken place (E.G. commissioners, partners, other providers etc)		
What are you assessing? Indicate with an 'x' which applies	A decision to review or change a service	<input type="checkbox"/>
	A Strategy/Policy/Procedure	<input checked="" type="checkbox"/>
	A function, service or project	<input type="checkbox"/>
What kind of assessment is it? Indicate with an 'x' which applies	New	<input checked="" type="checkbox"/>
	Existing	<input type="checkbox"/>
	Being reviewed	<input type="checkbox"/>
	Being reviewed as a result of budget constraints / End of Contract	<input type="checkbox"/>

## Part 2 – Summary of Assessment

Give a summary of your proposal and set out the aims/ objectives/ purposes/ and outcomes of the area you are impact assessing.

The policy provides a framework for the recruitment and selection processes.

Who will be affected and how?

All Employees and applicants

Are there any other functions, policies or services linked to this impact assessment?

Yes  No

If you answered 'Yes', please indicate what they are?

All employees

Other policies:

DBS

Onboarding

Part time working

Job Share

Probationary Periods

Code of Conduct

Secondary employment

Right to request flexible working

## Part 3 – Impact on the Community

Thinking about each of the Areas below, does or could the Policy function, or service have a direct impact on them?

Impact Area	Yes	No	Reason (provide brief explanation )
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of age and explicitly references indirect age discrimination
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of disability and explicitly references reasonable adjustment

Gender Reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of gender reassignment
Marriage & Civil Partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of marital status
Pregnancy & Maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of pregnancy and maternity
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of race
Religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Policy addresses adjustment for religious observance
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sexual orientation
Sex	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sex
Gypsy/Travelling Community	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Caring/Dependent responsibilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those having an offending past	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Our commitments to Ban the Box is referenced
Children	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Safer recruitment commitment is detailed
Vulnerable Adults	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Safer recruitment commitment is detailed
Families	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those who are homeless	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those on low income	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Drug or Alcohol problems	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Mental Health issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Physical Health issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Other (Please Detail)	<input type="checkbox"/>	<input type="checkbox"/>	Armed forces covenant is referenced Ban the Box is referenced

#### Part 4 – Risk Assessment

From evidence given from previous question, please detail what measures or changes will be put in place to mitigate adverse implications

Impact Area	Details of the Impact	Action to reduce risk
<i>Eg: Families</i>	<i>Families no longer supported which may lead to a reduced standard of living &amp; subsequent health</i>	<i>Signposting to other services. Look to external funding opportunities.</i>

	<i>issues</i>	
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**Part 5 - Action Plan and Review**

Detail in the plan below, actions that you have identified in your CIA, which will eliminate discrimination, advance equality of opportunity and/or foster good relations.

If you are unable to eliminate or reduce negative impact on any of the impact areas, you should explain why

Impact (positive or negative) identified	Action	Person(s) responsible	Target date	Required outcome
	Outcomes and Actions entered onto Pentana			

Date of Review (If applicable) .....





## Reservist Policy

Document Status: Final

Document Ref: HRPOL - 011

Originator: Zoe Wolicki

Updated: Jackie Noble

Owner: Anica Goodwin

Version: 01.01.03

Date: December 2023

**Approved by Corporate Management Team / Appointments and Staffing**

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Classification: SEC1 - Routine

## Document Location

This document is held by Tamworth Borough Council, and the document owner is the Head of HR & Organisational Development.

Printed documents may be obsolete, an electronic copy will be available on Tamworth Borough Councils Intranet. Please check for current version before using.

## Revision History

Revision Date	Version Control	Summary of changes
December 2017	01.01.02	TULG feedback, draft for CMT consideration
September 2017	01.01.02	New format, new CIA, review process
June 2023	01.01.03	Updated to incorporate GOV.UK guidance for employers

## Approvals Creation and Major Change

Name	Title	Approved
Appointments & Staffing	Final Approval	09.03.16
Appointments & Staffing	Final Approval	January 2024

## Approvals Minor Change and Scheduled Review

Name	Title	Approved
A. Goodwin	Director of Transformation & Corporate Performance	September 17

## Approval Path

### Major Change

Originator  
Owner  
TULG  
CMT  
Appts & Staffing Committee

### Action

HR  
Head of Paid Service  
Consultative Group  
Corporate Approval  
Council Approval

### Minor Change

HR  
TULG  
Director

Submission  
Consultative Group  
Delegated Approval

## Document Review Plans

This policy/ procedure will be reviewed on a 3 yearly basis unless it has:

- A monetary value included within it, in which case an annual review will be required, and/ or
- A legislative change is required as directed by government.

## Distribution

The document is non mandatory and will be available on the Intranet and paper based copies.

## Security Classification

This document is classified as SEC 1 Routine with access restricted to Tamworth Borough Council Staff and business partners.

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## 1. Introduction

This policy sets out how Tamworth Borough Council (TBC) supports employees who are Reservists. The reserve forces include the Army Reserve, Royal Naval Reserve, Royal Marines Reserve and Royal Auxiliary Air Force.

TBC recognises that many of the skills that Reservists gain during their training are transferable to the workplace and the valuable contribution Reservists make to the UK Armed Forces. TBC will assist Reservists as far as possible, for example by considering unusual leave requirements or the need to amend working patterns.

## 2. Purpose and Scope

TBC pledges its support for members of, or those wishing to join the Reserved Forces and acknowledges the training undertaken by Reservists that enables them to develop skills and abilities that are of benefit to both them and TBC. This policy intends to define our obligations towards all employees who are members of the Reserve Forces.

TBC will not disadvantage those Reservists who provide notice of their reserve status or those Reservists who are made known to TBC directly by the Ministry of Defence (MoD).

TBC will, subject to the provisions set out in this policy, agree to release Reservists for attendance at Reserve Forces training events where these take place on their normal working days.

TBC will continue to treat the contracts of employment of employees mobilised for Reserve Service as operable throughout the period of such service and there will be no loss of continuous service or service related benefits under The Reserve Forces (Safeguarding of Employment) Act 1985, an employee's service is terminated on mobilisation, but providing the employee follows the correct notification procedure under the Act, they can return to employment upon which their continuity of service will be restored).

TBC will act in accordance with The Reserve Forces (Safeguard of Employment) Act 1985 (SOE 85) which provides Reservists who have a liability to be mobilised with two types of protection:

- Protection of employment: the Act provides protection from unfair dismissal and makes it a criminal offence for an employer to terminate a Reservist's job without their consent solely or mainly because they have a liability to be mobilised.
- Rights to reinstatement: the Act provides a legal right to reinstate the Reservist to their former job, subject to certain conditions.

and

The Reserve Forces Act 1996 (RFA 96), which set out the call out powers under which reservists can be mobilised for full time service.

### **3. Types of Reservist**

There are two main types of Reservist:

- Volunteer Reservists – civilians recruited into the Royal Naval Reserves, Royal Marine Reserves, Army Reserve and Royal Auxiliary Air Force.
- Regular Reservists – ex-regular servicemen who may retain a liability to be mobilised depending on how long they have served in the Armed Forces.

The Reserve Forces Act 1996 also provides for other categories, such as:

- Full Time Reserve Service – Reservists who wish to serve full time with regulars for a predetermined period in a specific posting.
- Additional Duties Commitment – part-time service for a specified period in a particular post.
- Sponsorship Reserves – These are personnel employed by a contractor to provide a service to the Ministry of Defence (MoD).
- High Readiness Reserves – These are Reserves, usually with a particular skill set, that are available at short notice (with written agreement from their employer).

### **4. Informing TBC that you are a Reservist**

So that TBC can support Reservists, new recruits who are already Reservists or existing staff who become Reservists must inform their line manager as soon as possible that they are, or intend to become, Reservists. This request is made purely to allow TBC to deal with the practical implications and Reservists who do this will not be disadvantaged in any way.

The MoD will issue written confirmation to TBC advising that the employee is a Member of the Reserve Forces. The MoD will issue a follow up letter each year to confirm that the information held is accurate.

### **5. Time off for activities in the reserve force**

Reservists are typically committed to 19-27 days training per annum depending on which Service they belong to and any with specialist skills an average training requirement of 24 – 40 days training per year. Training tends to take place one evening per week, over various weekends throughout the year and one two-week training period also known as ‘annual camp’. Training commitments vary but, in most cases, include:

- Weekly training – most Reservists train at their local centre for around two and a half hours, one evening per week.
- Weekend training – all Reservists are expected to attend a number of training weekends which take place throughout the year.
- Annual training – a two-week annual training course sometimes referred to as 'annual camp'. This may take place at a training establishment, as an attachment to a Regular Unit, a training exercise or a combination of any of these. Training normally takes place within the UK, although each year some Reservists train overseas.

Each leave year, Reservists will be given 10 days' extra paid leave (pro rata) to help them to meet their commitments to the reserve forces. The Reservist should make the request to their line manager in the same way as normal annual leave is requested, coding the request "Military Reserve leave". TBC will do its best to accommodate any requests to use this extra leave, TBC cannot guarantee that Reservists' extra leave requests will be given priority. To avoid Reservists being unable to take time off when needed, they should apply for this extra leave as soon as possible after they are informed that they need to take time off.

This entitlement is available only to employees who provide evidence that they need to take the time off as a Reservist (for example, a letter from their commanding officer) at the time when they are booking leave for the purpose of doing the reservist activities. The entitlement cannot be used for days when the Reservist is not undertaking reservist activities (for example, to recover from the physical demands of a weekend away with the reserve forces).

Additional unpaid leave or annual leave from the employee's normal annual leave entitlement will be granted for short periods of training provided adequate notice is given and where such training cannot be undertaken in off duty time.

Reservist employees should give as much notice as possible of training commitments to allow appropriate planning for absences.

## **6. Right to request flexible working**

TBC operates a flexible working policy for all employees that goes beyond the statutory minimum. It will consider requests from all employees, regardless of their length of service.

A request for a change to working hours or pattern of working may be made for a temporary period or on a permanent basis.

Reservists should refer to the Right to Request Flexible Working policy.

## 7. Unauthorised absence

TBC will treat any instances of unauthorised leave, where perpetrated by Reservists as a serious disciplinary matter that could result in disciplinary action, up to and including dismissal. Employees should be aware that, if they take a period of leave that has not been approved, they will be subject to disciplinary action on their return to work. All reservist activities are now protected by statutory entitlements so there should be no need for employees who are Reservists to not inform their line manager of any activities.

## 8. Reservists' call-outs

Reservists may be called out for military operations, when they receive a 'call out notice', this notice is typically given 28 days before mobilisation, but could be less if they are needed urgently, notice can last up to 12 months.

Call out is the legal authority to mobilise Reservists. On being called out, the Reservist should present their mobilisation papers, typically together with a letter from the Ministry of Defence (MoD) to TBC, outlining the date, and possible duration, of their mobilisation. TBC will also be sent a pack from the MoD about their rights and responsibilities.

A period of mobilisation comprises three distinct phases:

- Medical and pre-deployment training.
- Operational tour.
- Post-operational tour leave.

The following actions must be taken:

Pre-mobilisation:

- Meet the Reservist to ensure all mobilisation paperwork is completed (including pay, benefits and pension arrangements).
- Make a claim for financial assistance as appropriate.
- Discuss any handover of work and return of equipment.
- Agree arrangements for keeping in touch and check next of kin details are up to date.

During Mobilisation:

- Keep in touch with the Reservist as arranged.

Post Mobilisation:

- Ensure both employer and Reservist fulfil their return-to-work obligations.

- After care and support requirements.

## 9. Applying for Exemption/Deferral/Revocation

TBC recognises that, under the Reserve Forces (Safeguard of Employment) Act 1985, if it believes that the employee's absence on military service is likely to do "serious harm" to it, it may apply for an exemption, deferral or revocation of mobilisation. TBC recognises that the criteria for exemption, deferral or revocation are strict and will seek an exemption, deferral or revocation only in exceptional circumstances.

Definitions of harm will vary from case to case but may include:

- Loss of reputation, goodwill or other financial harm.
- Impairment of the ability to produce goods or provide services.
- Harm to the research and development of new productions, services or processes (which could not be prevented by the granting of financial assistance under sections 83 and 84 of The Reserve Forces Act 1996).

TBC's application must be submitted to the relevant adjudication officer within the period of seven days immediately following the date of the employee's receipt of the mobilisation notice.

There is financial assistance available to the organisation from the Ministry of Defence when a Reservist is called up.

More details of how TBC can seek an exemption, deferral or revocation and the financial assistance that is available to it can be found on <https://www.gov.uk/employee-reservist>

## 10. Reservists' rights during mobilisation

TBC will continue to treat the contracts of employment of employees mobilised for reserve services as operable throughout the period of such service and there will be no loss of continuous service or service-related benefits. (Under The Reserve Forces Act Safeguarding of Employment Act 1985), an employee's service is terminated on mobilisation, but providing the employee follows the correct notification procedure under the Act, they can return to employment upon which their continuity of service will be restored.

There is no requirement for TBC to pay the Reservist during their absence on military operations. During this period the Reservist receives service pay from the Ministry of Defence, along with a standard award to make up any difference (up to the statutory limit) between their service pay and normal average weekly earnings and cost of any benefits in kind which TBC stops, this is known as Financial Assistance and the Awards to Reservists.



The Ministry of Defence also pays TBC's contributions to the Reservist's occupational pension scheme (as long as the Reservist gives an undertaking to continue paying their own contributions to the scheme), and premiums paid by TBC in relation to medical, health or life insurance. Alternatively, the Reservist can ask for the days they are mobilised to count towards the Armed Forces Pension Scheme. Under the Armed Forces Pension Scheme 2015, the Reservist will need to 'Opt Out' of this pension scheme if they intend to apply for the MoD to pay the employer contributions into their occupational pension scheme.

## **11. Annual Leave**

Reservists are encouraged to take any accrued annual leave before mobilisation. TBC is not obliged to accrue annual leave for a Reservist employee during the period of mobilisation. Reservists accrue annual leave with the MoD whilst they are in full time service. When they demobilise, Reservists are entitled to a period of post operational leave (POL). During this period, they will continue to be paid by MoD.

## **12. Dismissal/Redundancy**

A Reservist's employment cannot be terminated on the grounds of their military duties or their liability to be mobilised. To do so would breach The Reserve Forces (Safeguarding Employment) Act 1985.

Reservists could be included in the redundancy pool if this is necessary due to a downturn in business or a closure of a department. However, all employees should be treated consistently, and redundancy criteria should not discriminate against Reservists on the grounds of their Reserve service or call-up liability.

The Defence Reform Act 2014 introduced legislation in the UK to provide Reservists with immediate right of access, without a qualifying period, to an Employment Tribunal for unfair dismissal if the dismissal relates to Reserve Service.

## **13. Sick Pay**

Should a Reservist become sick or injured during mobilisation they will be covered by the Defence Medical Services and any financial assistance will continue to be received including pay until demobilised. If the sickness or injury continues and this results in early demobilisation, the Reservist will remain covered by Defence until the last day of paid military leave.

## **14. Payroll**

Mobilisation does not break continuity of employment (s.217(a) Employment Rights Act 1996) and therefore it is recommended:

- Not to issue a P45 for service of less than 12 months
- For payroll purposes put the individual on a period of 'special leave'
- Note that any period of mobilisation does not count towards reckonable service periods.

Full guidance is covered in <https://www.gov.uk/employee-reservist>

## **15. Reservist's demobilisation/return to work**

Once a Reservist's deployment or task finishes, they are demobilised at a nominated mobilisation centre. The Reservist undergoes checks and briefings including medical, welfare and a period of post operational leave will follow. TBC will be notified of the demobilisation date and the Reservist's last day of permanent service. After this date, the Reservist can return to work. Regardless of the length of the military action, the mobilised reservist has the right to be reinstated into their former job within six months of demobilisation, on terms and conditions that are no less favourable than those that would have been in place but for the enforced absence from the organisation.

If it is not reasonably practicable to reinstate the reservist to their former job, TBC will re-engage them in the most favourable occupation and on the most favourable terms and conditions that are reasonable and practicable in the circumstances. This is the same statutory right or entitlement as afforded employees returning from maternity or shared parental leave.

To exercise the right to be reinstated, the Reservist must write to the organisation no later than the third Monday after demobilisation confirming their intention to return to work within 6 weeks of their last full-time service.

Once the reservist has been reinstated, TBC will continue to employ them in the same role (and on the same terms and conditions) for a minimum period of 13, 26 or 52 weeks, depending on their length of service prior to mobilisation.

## **16. Continuity of employment**

The continuity of the Reservist's period of employment is not broken by a period of mobilisation, if they are reinstated to their former employment within six months of demobilisation.

However, when calculating the employee's total period of continuous employment, TBC will discount the number of days falling in the period between the date on which the Reservist is called up for military operations and the day immediately preceding the day on which they return to work.

## 17. Aftercare

A Reservist returning to work will benefit from a smooth re-integration into the workplace. The following should be considered as part of this process:

- The need to update on changes and developments.
- The need to offer specific refresher training where it is sought/considered necessary.
- Where the job duties have changed since mobilisation a period of skills training may be required to assist with the new aspects of the job.
- Whether the Reservist can meet up with colleagues informally or socially before or after return to work to prevent any feeling of dislocation, if this is sought.
- Discuss any health concerns. If there is concern that a Reservist may be experiencing issues (physical or mental) as a result of their deployment, then the Reservist should be encouraged to seek advice and help from their GP or unit.

## 18. Further information

Further sources of information and guidance can be obtained from the websites for the Royal Navy, British Army and the Royal Air Force.

- Defence Relationship Management
- <https://www.gov.uk/government/groups/defence-relationship-management>

Part 1 – Details		
What Policy/ Procedure/ Strategy/Project/Service is being assessed?	Reservist Policy	
Date Conducted	December 2023	
Name of Lead Officer and Service Area	Jackie Noble HR	
Commissioning Team (if applicable)	N/A	
Director Responsible for project/service area	Anica Goodwin	
Who are the main stakeholders	Employees	
Describe what consultation has been undertaken. Who was involved and what was the outcome	CMT TULG Members	
Outline the wider research that has taken place (E.G. commissioners, partners, other providers etc)		
What are you assessing? Indicate with an 'x' which applies	A decision to review or change a service	<input type="checkbox"/>
	A Strategy/Policy/Procedure	<input checked="" type="checkbox"/>
	A function, service or project	<input type="checkbox"/>
What kind of assessment is it? Indicate with an 'x' which applies	New	<input type="checkbox"/>
	Existing	<input checked="" type="checkbox"/>
	Being reviewed	<input checked="" type="checkbox"/>
	Being reviewed as a result of budget constraints / End of Contract	<input type="checkbox"/>

## Part 2 – Summary of Assessment

Give a summary of your proposal and set out the aims/ objectives/ purposes/ and outcomes of the area you are impact assessing.

To ensure all TBC employees are treated fairly regardless of their protected characteristics in their entitlement to the being a Reservist.

Who will be affected and how?

All employees who are a Reservist. This policy provides guidance on the process and entitlements for all employees who are also Reservists.

Are there any other functions, policies or services linked to this impact assessment?

Yes  No

If you answered 'Yes', please indicate what they are?

All employees

## Part 3 – Impact on the Community

Thinking about each of the Areas below, does or could the Policy function, or service have a direct impact on them?

Impact Area	Yes	No	Reason (provide brief explanation )
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of age
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of disability
Gender Reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of gender reassignment
Marriage & Civil Partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of marital status
Pregnancy & Maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of pregnancy and maternity
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair

			treatment irrespective of race
Religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of religion or belief
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sexual orientation
Sex	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sex
Gypsy/Travelling Community	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Caring/Dependent responsibilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	This policy applies consistent and fair treatment to those with caring responsibilities
Those having an offending past	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Children	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Vulnerable Adults	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Families	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those who are homeless	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those on low income	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Drug or Alcohol problems	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Mental Health issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Physical Health issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Other (Please Detail)	<input type="checkbox"/>	<input type="checkbox"/>	

#### Part 4 – Risk Assessment

From evidence given from previous question, please detail what measures or changes will be put in place to mitigate adverse implications

Impact Area	Details of the Impact	Action to reduce risk
<i>Eg: Families</i>	<i>Families no longer supported which may lead to a reduced standard of living &amp; subsequent health issues</i>	<i>Signposting to other services. Look to external funding opportunities.</i>

**Part 5 - Action Plan and Review**

Detail in the plan below, actions that you have identified in your CIA, which will eliminate discrimination, advance equality of opportunity and/or foster good relations.

If you are unable to eliminate or reduce negative impact on any of the impact areas, you should explain why

Impact (positive or negative) identified	Action	Person(s) responsible	Target date	Required outcome
	Outcomes and Actions entered onto Pentana			

Date of Review (If applicable) .....

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## Secondment Policy

Document Status: Final

Document Ref: HRPOL - 011

Originator: Christie Tims

Updated: Jackie Noble

Owner: Anica Goodwin

Version: 01.01.03

Date: December 2023

**Approved by Corporate Management Team / Appointments and Staffing**

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Classification: SEC1 - Routine

## Document Location

This document is held by Tamworth Borough Council, and the document owner is the Head of HR & Organisational Development.

Printed documents may be obsolete, an electronic copy will be available on Tamworth Borough Councils Intranet. Please check for current version before using.

## Revision History

Revision Date	Version Control	Summary of changes
8 May 2013	Approved Policy	Updated references and Appendix
December 2023		Updated secondment agreement and use of fixed term contracts for secondments 2 years and over.

## Approvals Creation and Major Change

Name	Title	Approved
A&S		January 2024

## Approvals Minor Change and Scheduled Review

Name	Title	Approved

## Approval Path

### Major Change

Originator  
 Owner  
 TULG  
 CMT  
 Apts & Staffing Committee

### Action

HR  
 Head of Paid Service  
 Consultative Group  
 Corporate Approval  
 Council Approval

### Minor Change

HR  
 TULG  
 Director

Submission  
 Consultative Group  
 Delegated Approval

## Document Review Plans

This policy/ procedure will be reviewed on a 3 yearly basis unless it has:

- A monetary value included within it, in which case an annual review will be required, and/ or
- A legislative change is required as directed by government.

## Distribution

The document is non mandatory and will be available on the Intranet and paper based copies.

## Security Classification

This document is classified as SEC 1 Routine with access restricted to Tamworth Borough Council Staff and business partners.

## Introduction

This policy aims to explain what secondment is and how it works, the procedures for arranging secondments, and the terms and conditions of employment.

## Policy Statement

As part of its commitment to flexible working and staff development, Tamworth Borough Council supports the principle of secondment of its employees to alternative employment within Tamworth Borough Council, or appropriate organisations (for example Staffordshire County Council and West Midlands Employers), where it is felt beneficial to the employee, Tamworth Borough Council and the external organisation (host organisation).

To ensure that the Policy is equitable and that the benefits of the secondment are maximised a formal policy has been developed.

It is management's responsibility to follow these guidelines, and to ensure that all employees have access to the opportunities presented by secondment and gain the maximum benefit from them.

## Scope

This policy applies to all employees of Tamworth Borough Council.

## What is a Secondment?

A secondment is the temporary placement of no more than two years\*, movement or 'loan' of an employee to a different part of the organisation (or to/from an external organisation) for the mutual benefit of the employee and the organisation, for a specific purpose and usually for a specific period. The employee's substantive job is kept open for their return. It is one of a range of development opportunities that can be used as appropriate to develop and motivate staff.

A secondment also provides managers with the opportunity of rapidly filling a temporary vacancy, with a person who does not require an induction period into the Council, and who may bring valuable skills and knowledge from another service or organisation.

Secondments must be mutually agreed in advance between the employee, the substantive manager and the secondment manager. There is no automatic right to be released to undertake a secondment, however managers are encouraged to support requests wherever possible (even if this means a delay to the commencement of the secondment),

Secondments should normally be for no longer than two years. Anything in excess of this may attract redundancy costs and also mean that a fixed term contract is necessary.

\* For secondments that could possibly exceed the two year limit these secondments will be considered as permanent full time and as such budgetary provision for continuation of service or redundancy will be factored into the budget.

## Benefits

Managers are encouraged to release employees on secondments, as this benefits both the employee and the organisation by;

- Providing a short-term resource for specific projects, fluctuating service needs, maternity leave cover, staff shortages etc.
- Enabling employees to gain enhanced skills, knowledge and confidence to support career development and succession planning.

- Making the best of our resources and tapping into the talent and creativity of our employees.
- Strengthening a culture of flexibility and supporting employees to embrace change.
- Supporting service improvement and 'one council' working across all departments.
- Fully utilising expertise and sharing skills and knowledge across the organisation and wider community.
- Supporting partnership working.
- Helping to attract employees who are flexible and keen to develop by actively promoting learning and development.

### **Types of secondment**

Secondment opportunities can be either:

- Post/Project led
- Person-led, or
- Temporary posts that are advertised and appeal to employees for their personal development.

### **Post/Project led secondments**

A post/project led secondment is a task/project or a planned programme of development of a reasonable and predetermined length of time.

All temporary vacancies (e.g. maternity/sickness cover) are potential secondment opportunities, unless the department can justify excluding the post from the policy.

There are various other situations, beside temporary vacancies, where secondment may be appropriate.

For instance:

- Special projects of limited duration (whether or not constituting an established post)
- Posts which are linked to ringfenced and time limited funding.
- Posts that are difficult to fill
- Any other posts considered to offer potential development in terms of skills, abilities and experience.
- All vacancies designated for a post/project-led secondment should be advertised internally. However, managers may offer secondment opportunities arising in their own service to members of their own staff initially if the skills and knowledge required are very service specific.
- The opportunity to apply can thus be targeted to a particular work area, who would benefit from the development offered by the secondment.

Otherwise, the vacancy can be advertised and anyone interested can choose to apply.

There may be occasions where an individual employee has expressed a desire to obtain experience in another section, or department via the PDR process. Alternatively, departments may request the assistance via secondment, of an individual who has the skills and experience they are seeking.

Person-led secondments that are arranged to meet specific individual and/or departmental needs would not be advertised. It is however important to ensure that giving priority to individual employees in this way is not abused and is fully justified by considering:

- Service and Council objectives
- Career and personal development requirements

- Motivational aspects
- Retention needs
- Equal opportunity factors

N.B. A person-led secondment to a higher-graded position would not normally be appropriate because of the Council's policies on recruitment and selection and equal opportunities.

### **Temporary Vacancies**

Any short-term vacancy is capable of being carried out as a secondment subject to manager approval and approval by the Head of Paid Service via a business case.

### **Length of secondment**

Secondments should not normally be for longer than two years. If a post is likely to exceed two years, this should be advertised as a fixed term contract rather than a secondment opportunity. Permanent employees may choose to apply for a fixed term post but there is no automatic right to return to their substantive post if the secondment exceeds two years. Managers should monitor and manage secondments effectively to ensure they do not continue indefinitely.

For secondments which are extended beyond two years duration, there is no guarantee that the individual will be able to return to their substantive post.

If there is no agreement by the substantive department to an extension and an individual decides not to return to their substantive post, then any extension would be offered on a fixed term basis and the individual would relinquish their right to return to their substantive post. At the end of the fixed term appointment, TBC will aim to find a suitable alternative post through the redeployment process, however employees should be aware that this may not be possible, and the employee will be in a redundancy situation of which the continuous service of the employee will be the basis for the redundancy payment. Managers therefore need to build redundancy costs into their business case.

### **If the secondment opportunity becomes permanent**

A seconded employee does not have an automatic entitlement to be 'slotted' into the post they are seconded into if it becomes permanent. However, the manager should consider which of the following options applies:

- i) Advertise the post as permanent.
- ii) Slot/offer the employee currently seconded into the post the opportunity on a permanent basis as long as the employee was offered the secondment originally following an internal advert and the duties of the job they were recruited into, and the grade have not changed and there are no employees 'at risk' with priority status who should be considered for redeployment into the role.

### **Procedure for Arranging a Secondment**

#### Recruitment and Selection

All vacant temporary posts will be advertised as a potential for secondment if under two years in duration unless the department concerned specifically asks for it to be excluded from the Policy and can justify such a decision. This should be done on the business case and agreed with the Head of Paid Service.

As with any recruitment and selection situation, the aim of selecting a secondees is to match the skills and abilities of the applicant with those required to perform the task. It is therefore essential for a role profile to be drawn up.

There are two further points to consider when recruiting for a Secondment:

- how the secondment might best strengthen an individual's personal and technical skills and develop potential.
- how the experience might be used on return to the permanent post.

Applicants applying for secondments must have their application approved by their Manager/Head of Service prior to submitting their application, If approval to apply is refused, the employee may appeal. (See following section).

The actual selection of secondees i.e. shortlisting, testing, interviewing and appointment will then follow the normal recruitment and selection procedure.

Where secondees are appointed to temporary posts, the duration of the secondment contract should be agreed at the outset and any extensions need to be discussed with Human Resources and approved by the Head of Paid Service via a business case.

### **Contractual Arrangements**

A secondment agreement for external secondments will be issued by HR. Employees on internal secondments will receive a letter confirming the arrangements and statement of particulars (contract).

The salary, grade and terms and conditions of employment of the seconded employee will be those applicable to the seconded post. These may be more generous than those applying to the secondee's substantive post.

The employee will be made aware of any contractual changes for the duration of the secondment.

If there is no agreement for the substantive manager to release the employee from their substantive job, or to extend an existing secondment agreement, the employee may decide to accept an offer of a fixed term contract instead and resign from their substantive job. There will be no right to return to their substantive job and a fixed term contract will be issued.

If there is agreement from the substantive manager to extend and the business case is approved by the Head of Paid Service. HR will issue an extension letter.

If the secondment is required to end early for any reason, instigated by any party, the secondment will end with the agreement of the secondment manager and substantive manager. If the employee resigns from Tamworth Borough Council the normal contractual notice period will apply for the seconded post.

Employees seconded to external organisations retain full continuity of employment with Tamworth Borough Council and will remain an employee of the council throughout.

### **Substantive post affected by a service review**

If the employee's substantive post is included in a service review during the secondment period, the employee will automatically be fully included in any consultation process.

If the substantive post is deleted from the structure, the term 'secondment' will no longer apply as there is no substantive post to return to. The secondee may continue in the secondment role until their last day of notice. Following this, if the employee continued in the temporary job, this would have to be on a fixed term basis. At the end of the fixed term contract period, employment would be terminated unless an alternative job is secured.

### **Secondment affected by a service review**

Normally, employees seconded into an area which is subsequently restructured or reviewed, should return to their substantive post, and not be included in the ring-fencing arrangements.

### **The Appeals Procedure**

The Appeals procedure applies only to post/project-led secondments.

An employee who is refused a request to apply for an advertised secondment opportunity can appeal to the appropriate Director.

The appeal must be in writing as soon as possible after the refusal, and in any case before the closing date of the vacancy in question. The Director will consider the appeal with support from Human Resources.

The response from the Director should also be before the final closing date, or, where this is not possible, in time for the advertising service to consider a late application where the original decision is overturned.

The decision of the Director is final. Where a refusal is upheld, reasons for the decision must be given to the appellant in writing.

Where a refusal is upheld, and the employee still wishes to apply for a temporary vacancy, this can be done on the understanding that if they are appointed, the original department is under no obligation to hold open the substantive post if it is vacated. Such an arrangement would not be within the scope of the Secondment Policy.

### **Important factors to consider:**

#### **Secondment Contract (for external secondment)**

Once a secondee has been chosen, a written contract (secondment agreement) should be issued by Human Resources. This contract includes the following:

- the objectives of the secondment
- the arrangements for the induction
- the duration of the secondment
- The terms and conditions of employment relating to the secondment
- The monitoring arrangements
- The arrangements for the returning to the original post (which must be kept open for the secondee).
- Evaluation of secondment placements

This contract should be understood and agreed to by the three parties to the secondment (i.e. Secunder, Secondee and Host). Attention should be drawn to that the normal period of notice to end a secondment placement would be a minimum of one month. This can be altered subject to agreement of all involved and dependant on the circumstances. Human Resources will provide advice and guidance as well as issuing formal confirmation of the secondment terms.

The contract is entered into voluntarily, and if any one party is unhappy with it, the secondment should not go ahead.

The secondment will be monitored and reviewed periodically. The secondment agreement must be in place prior to any secondment taking place.

### **Service Budgets and Secondments**



Unless an alternative agreement is reached between the Services concerned, a secondment opportunity will only be offered where the necessary financial resources are available within the receiving department. As secondments are usually into existing posts this should not cause a problem.

In the case of secondments to specific projects or new areas of work, the receiving department must allocate resources from elsewhere within its own budget in line with the recruitment approval and seek approval via a business case.

### **Covering the Secondee's post**

It is an important aspect of the Secondment Policy that the department holding the budget for the secondee's substantive post, can use those resources to pay for either acting up arrangements or another secondee if they so wish. The budget would therefore not follow the secondee except by agreement between the departments concerned.

Careful consideration must also be given by the service holding the substantive post to the alternatives available to direct replacement. An evaluation of re-organising work, using other in-house teams must be made before any additional recruitment is considered.

There are several options available for covering the vacant substantive post, recruitment as a temporary backfill, a further secondment or temporary appointment, or a direct swap of two secondees.

When recruiting cover for the secondee's substantive post, managers should bear in mind that the secondment could be terminated with a minimum of one months' notice, and that the person appointed as cover should be made aware of the implications of this.

N.B. Where an employee is seconded to a higher graded post, they may be paid at an intermediate point between their own salary and that of the secondment, if they cannot fulfil all the duties of the post. The Manager/Head of Service of the Host department and Human Resources will undertake an assessment of this using job evaluation and skills matching. A revised job description will be agreed and discussed with the employee. Consideration will also need to be given to the effect this may have on service delivery. This only applies to post/project led secondments.

Furthermore, periods of time spent in a higher graded post on secondment cannot be used as a justification for regrading the original post on a secondee's return. The job will still be the same, even though the secondee's abilities, skills and experience may have increased.

### **Secondment Induction**

Once the secondment has been finalised on all sides, the secondee should be given a proper induction in preparation for the role.

### **During the Secondment**

During the secondment, it is essential that contact and communication are maintained between the seconder and secondee, to monitor its effectiveness. The Host Service also has a responsibility to ensure that the secondment is achieving its stated objectives.

The secondment may be terminated before the stated finish date by mutual agreement between the three parties if the original objectives of the secondment are not being or cannot be met. A minimum of one month's notice must be given by the party proposing the termination. The secondee would then return to their substantive post.

If a secondee is identified at risk from their substantive role during the secondment, they would be eligible for redeployment in the same way as other at-risk employees. Employees are no more or less at risk whether they are on secondment or remaining in their substantive post.

At all times early and continued communication will be undertaken with the individual.

Where a notice of redundancy from the substantive post is issued, the Seconding manager should discuss the situation with the secondee, and the completion of the secondment can be open to negotiation with the Host manager.

### **Extensions to Secondment Contracts**

A manager is under no obligation to guarantee a secondee's return to their substantive post beyond the original duration of the secondment. Where extensions are agreed, the terms of the secondment can be renegotiated.

### **At the End of the Secondment**

The return to the substantive post should be included in the secondment contract.

This should outline the arrangements in place to ensure that the employee understands any changes to working practices or systems and provide for additional training as necessary.

It may also be appropriate to allow some time for the employee to return to their substantive role before the end of the secondment as part of their reintroduction to their role.

An evaluation of the placement should be completed to establish the extent objectives have been met and how the experience will be used in the future. Re-induction and a personal development review soon after are also advisable.

If a vacant post exists or continues at the end of a secondment, normal recruitment and selection procedures should take place.

### **Secondment to an External Organisation**

It is recognised that there would be benefits for an employee to have an opportunity to be seconded to an external organisation. In all instances the principles outlined above will be followed as well as:

- Type of organisation that would be the host (i.e. identification of transferable skills and knowledge).
- Length of secondment.
- Contractual arrangements in place to support the council fill the vacant post.
- Arrangements to maintain contract with the seconder department.
- Level of post and duties undertaken.

On all occasions when a secondment to an external organisation is considered contact should be made immediately with the Human Resources department. Each application would be considered on its individual merits and will involve the employee, host organisation, Head of Service and or Human Resources representative.

If the application is approved all the factors outlined above will need to be considered. The final decision on whether to permit a secondment to an external organisation will be taken by the Manager.

If the employee wishes to appeal against the decision, they should follow the procedure outlined above.



Part 1 – Details		
What Policy/ Procedure/ Strategy/Project/Service is being assessed?	Secondment	
Date Conducted	December 2023	
Name of Lead Officer and Service Area	Jackie Noble HR	
Commissioning Team (if applicable)	N/A	
Director Responsible for project/service area	Anica Goodwin	
Who are the main stakeholders	Employees	
Describe what consultation has been undertaken. Who was involved and what was the outcome	CMT TULG Members	
Outline the wider research that has taken place (E.G. commissioners, partners, other providers etc)		
What are you assessing? Indicate with an 'x' which applies	A decision to review or change a service	<input type="checkbox"/>
	A Strategy/Policy/Procedure	<input checked="" type="checkbox"/>
	A function, service or project	<input type="checkbox"/>
What kind of assessment is it? Indicate with an 'x' which applies	New	<input type="checkbox"/>
	Existing	<input checked="" type="checkbox"/>
	Being reviewed	<input checked="" type="checkbox"/>
	Being reviewed as a result of budget constraints / End of Contract	<input type="checkbox"/>

### Part 2 – Summary of Assessment

Give a summary of your proposal and set out the aims/ objectives/ purposes/ and outcomes of the area you are impact assessing.

To ensure all TBC employees are treated fairly regardless of their protected characteristics in their entitlement to undertaking a secondment.

Who will be affected and how?

All employees on secondment.

Are there any other functions, policies or services linked to this impact assessment?

Yes  No

If you answered 'Yes', please indicate what they are?

All employees

### Part 3 – Impact on the Community

Thinking about each of the Areas below, does or could the Policy function, or service have a direct impact on them?

Impact Area	Yes	No	Reason (provide brief explanation )
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of age
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of disability
Gender Reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of gender reassignment
Marriage & Civil Partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of marital status
Pregnancy & Maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of pregnancy and maternity

Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of race
Religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of religion or belief
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sexual orientation
Sex	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sex
Gypsy/Travelling Community	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Caring/Dependent responsibilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	This policy applies consistent and fair treatment to those with caring responsibilities
Those having an offending past	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Children	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Vulnerable Adults	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Families	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those who are homeless	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those on low income	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Drug or Alcohol problems	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Mental Health issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Physical Health issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Other (Please Detail)	<input type="checkbox"/>	<input type="checkbox"/>	

#### Part 4 – Risk Assessment

From evidence given from previous question, please detail what measures or changes will be put in place to mitigate adverse implications

Impact Area	Details of the Impact	Action to reduce risk
<i>Eg: Families</i>	<i>Families no longer supported which may lead to a reduced standard of living &amp; subsequent health issues</i>	<i>Signposting to other services. Look to external funding opportunities.</i>

**Part 5 - Action Plan and Review**

Detail in the plan below, actions that you have identified in your CIA, which will eliminate discrimination, advance equality of opportunity and/or foster good relations.

If you are unable to eliminate or reduce negative impact on any of the impact areas, you should explain why

Impact (positive or negative) identified	Action	Person(s) responsible	Target date	Required outcome
	Outcomes and Actions entered onto Pentana			

Date of Review (If applicable) .....

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**Wednesday, 24 January 2024**

**Report of the Head of HR and OD**

**Pay Policy 2023**

**Exempt Information**

None.

**Purpose**

The report details Tamworth Borough Council's Pay Policy Statement (including the Council's pay scale) so that statutory guidance as set out in Section 38 of the Localism Act is adhered to. In addition, the Gender Pay Gap report is also included for consideration and approval.

**Recommendations**

It is recommended that:

**The Committee approve the Policy Statement 2023 including the Gender Pay Gap report to be presented to Full Council for adoption and publication in line with the Localism Act 2011.**

**Executive Summary**

Under Section 112 of the Local Government Act 1972, the Council has the "power to appoint officers on such reasonable terms and conditions as authority thinks fit". The Pay Policy Statement (Appendix 1) sets out the Council's approach to pay in accordance with the requirements of Section 38 of the Localism Act 2011.

The purpose of the statement is to provide transparency with regards to the Council's approach to setting the pay of its employees by identifying:

- The methods by which salaries of all Tamworth Borough Council employees are determined,
- The detail and level of remuneration of Tamworth Borough Council's most senior staff i.e. 'Chief Officers', as defined by the relevant legislation (detailed at Appendix 2),
- The Committees responsible for ensuring the provisions set out in this statement are applied consistently throughout the Council and recommending any amendments to Full Council.

Once approved by Full Council, this policy statement will come into effect and will be subject to review on a minimum of an annual basis in accordance with the relevant legislation prevailing at that time.

The Equality Act 2019 (Specific Duties and Public Authorities) Regulations 2017 require Tamworth Borough Council to calculate and publish the pay gap (detailed at Appendix 3) between male and female employees each year. The data is based on the pay situation as of 31<sup>st</sup> March each year and is published on Tamworth Borough Council's and the Government's website.

**Options Considered**

Not applicable.

### **Resource Implications**

There are no resource implications associated with this report. All pay is accounted for within the approved Council budget; current salaries are budgeted at £14,162,342.97 for 2023/24.

### **Legal/Risk Implications Background**

Section 38 of the Localism Act must be complied with, therefore, so as to minimise the risk this report must be approved by full Council.

### **Equalities Implications**

The Localism Act was subject to consideration in terms of compatibility with the European Convention of Human Rights and contains a statement by the then Secretary of State that the provisions are compatible with equalities legislation. The Pay Policy Statement is now part of a wider transparency and equalities framework alongside gender pay gap reporting requirements.

### **Environment and Sustainability Implications (including climate change)**

Not applicable.

### **Background Information**

The Council has published a pay policy on an annual basis, in line with legislation, since 2012. The first annual Gender Pay Gap report was published in 2018 to meet new legislative requirements.

### **Report Author**

Jackie Noble – Head of HR and OD,

### **List of Background Papers**

Pay Policy 2022.

### **Appendices**

Appendix 1 – Pay Policy Statement 2023

Appendix 2 – Salary Scales

Appendix 3 – Gender Pay Gap 2023

## Appendix 2

Tamworth Borough Council Grade Structure from 01/04/2023		01.04.23 salary	01.04.23 new mthly
Grade	Spinal Column Point		
A	2	22,366	1,863.83
B	3	22,737	1,894.75
C	4	23,114	1,926.17
	5	23,500	1,958.33
	6	23,893	1,991.08
D	7	24,294	2,024.50
	8	24,702	2,058.50
	9	25,119	2,093.25
	10	25,545	2,128.75
	11	25,979	2,164.92
	12	26,421	2,201.75
	13	26,873	2,239.42
Not used	14	27,334	2,277.83
	15	27,803	2,316.92
	16	28,282	2,356.83
E	17	28,770	2,397.50
	18	29,269	2,439.08
	19	29,777	2,481.42
	20	30,296	2,524.67
	21	30,825	2,568.75
	22	31,364	2,613.67
F	23	32,076	2,673.00
	24	33,024	2,752.00
	25	33,945	2,828.75
	26	34,834	2,902.83
	27	35,745	2,978.75
	28	36,648	3,054.00
G	29	37,336	3,111.33
	30	38,223	3,185.25
	31	39,186	3,265.50
	32	40,221	3,351.75
H	33	41,418	3,451.50
	34	42,403	3,533.58
	35	43,421	3,618.42

	<b>36</b>	44,428	3,702.33
<b>Not used</b>	<b>37</b>	45,441	3,786.75
	<b>38</b>	46,464	3,872.00
<b>I</b>	<b>39</b>	47,420	3,951.67
	<b>40</b>	48,474	4,039.50
	<b>41</b>	49,498	4,124.83
	<b>42</b>	50,512	4,209.33
	<b>43</b>	51,515	4,292.92
<b>J</b>	<b>44</b>	52,751.30	4,395.94
	<b>45</b>	54,039.41	4,503.28
	<b>46</b>	55,320.26	4,610.02
Assistant Directors	<b>AD1</b>	68,052.48	5,671.04
	<b>AD2</b>	69,704.16	5,808.68
	<b>AD3</b>	71,355.48	5,946.29
	<b>AD4</b>	73,557.60	6,129.80
Executive Director	<b>EX2</b>	97,779.72	8,148.31
Executive Director - Head of Paid Service	<b>EX1</b>	103,284.72	8,315.99
Chief Exec	<b>100</b>	125,304.72	10,008.95

**Tamworth Borough Council**  
**Gender Pay Gap Report 31 March 2023**

### Background

Tamworth Borough Council (TBC) is committed to embedding equality, diversity and inclusion in delivery of its services and in the employment of its workforce. We have a duty to comply with the Public Sector Equality Duty and Equality Act 2010. The gender pay gap information forms part of that.

We have a commitment to closing the gender pay gap and are proud of the work done since 2017 which continues to see a decline in the gap. We have published its Gender Pay Gap since 2018 to meet government requirements that employers with 250 or more employees must publish information each year to show the difference in average pay between male and female employees.

This is TBC's seventh annual report and provides data as at a "snapshot" date of 31st March 2023.

The gender pay gap report sets out Tamworth Borough Council's results in relation to 6 calculations:

Mean Gender Pay Gap	The difference between the mean hourly rate of pay of male full pay relevant employees and that of female full pay relevant employees.
Median Gender Pay Gap	The difference between the median hourly rate of pay of male full pay relevant employees and that of female full pay relevant employees.
Mean Bonus Gap	The difference between the mean bonus pay paid to male relevant employees and that paid to female full pay relevant employees.
Median Bonus Gap	The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees.
Bonus proportions	The proportions of male and female relevant employees who were paid a bonus during the relevant period.
Pay Quartile	The proportions of male and female full pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands.

The Council must publish its result both on its own website and the government gender pay gap service website. The data analysed relates to all employees of Tamworth Borough Council employed in temporary or permanent contracts on the reporting snapshot date (known as relevant employees). It includes those under an apprenticeship or contract to provide a service which falls under the IR35 regulations. Pay is based on ordinary pay which includes basic pay (hourly rate), contractual enhancements (such as stand by or essential car user) and sick pay. Pay excludes expenses, overtime pay, pay in lieu of leave, benefits in kind and redundancy pay.

### How does Tamworth Borough Council's gender pay gap compare to previous years?

#### Headcount:

Tamworth Borough Council's headcount was 341 as of 31 March 2023.

225 (65.98%) of employees are female and 116 (34.02%) of employees are male. This is an increase in headcount of 3. The proportion of female employees has increased by 2.37%.



34.02%



65.98%

	Female's earnings are
Mean gender pay gap in hourly rate	6.39% lower
Median gender pay gap in hourly rate	1.58% lower

### Gender Pay Gap Outcomes

The results of the 6 required calculations are outlined below, based on data for the snapshot date of 31<sup>st</sup> March 2023 and are also compared with the data from previous years.

Gender	Full pay relevant employee count						
	31 March 2023	31 March 2022	31 March 2021	31 March 2020	31 March 2019	31 March 2018	31 March 2017
Female	225 (65.98%)	215 (63.61%)	196 (63.84%)	206 (64.58%)	216 (62.42%)	217 (63.26%)	214 (61.85%)
Male	116 (34.02%)	123 (36.39%)	111 (36.16%)	113 (35.42%)	130 (37.58%)	126 (36.67%)	132 (38.15%)
Total	341	338	307	319	346	343	346

### Mean Gender Pay Gap

The mean (average) gender pay gap is the difference between the mean hourly pay rate of relevant male employees and that of relevant female employees as a percentage of men's earnings.

Gender	Mean hourly rate						
	31 March 2023	31 March 2022	31 March 2021	31 March 2020	31 March 2019	31 March 2018	31 March 2017
Female	15.83	14.64	14.63	13.92	13.60	13.11	13.11
Male	16.91	15.57	15.80	14.87	15.29	15.00	14.79
Mean Average	16.19	14.98	15.05	14.26	14.24	13.80	13.75
% mean hourly rate is lower for women	6.39%	5.96%	7.42%	6.41%	11.03%	12.6%	11.37%

The mean hourly pay for female employees is £15.83 and for male employees it is £16.91. The mean gender pay gap is 1.08p per hour or 6.39%. The mean hourly pay gap has **increased** by 0.43%.

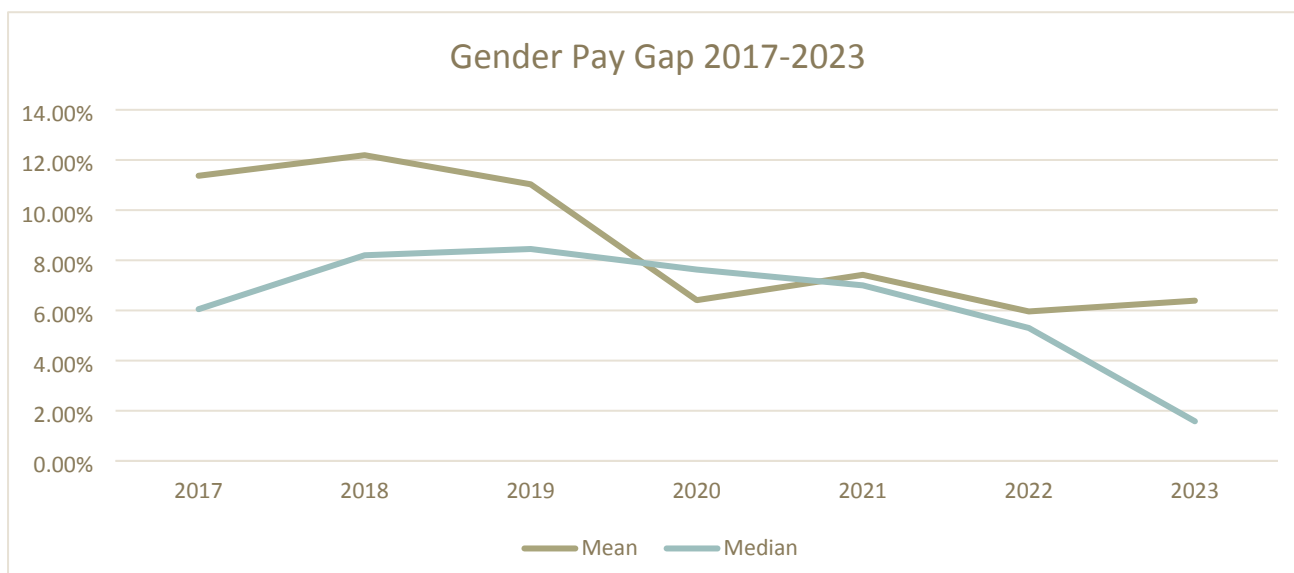
## Median Gender Pay Gap

The median (middle value) gender pay gap is the difference between the median hourly pay rate of the relevant male employees and that of relevant female employees as a percentage of men's earnings.

Gender	Median Hourly Rate						
	31 March 2023	31 March 2022	31 March 2021	31 March 2020	31 March 2019	31 March 2018	31 March 2017
Female	14.63	13.41	13.03	12.59	12.08	11.98	12.18
Male	14.87	14.16	14.01	13.63	13.19	13.05	12.97
Median Average	14.63	13.42	13.44	12.99	12.66	12.70	12.8
% median hourly rate is lower for women	1.58%	5.3%	7%	7.63%	8.45%	8.2%	6.05%

The median hourly pay for female employees is £14.63 and for male employees it is £14.87. The mean hourly pay gap is 0.23p per hour or 1.58%. The mean hourly pay gap **decreased** by 3.72% to 1.58%.

## Comparison of mean and median:



	2017	2018	2019	2020	2021	2022	2023
Mean	11.37	12.19	11.03	6.41	7.42	5.96	6.39
Median	6.05	8.2	8.45	7.63	7.7	5.3	1.58

### Breakdown by quartile:

The breakdown of genders in each quartile shows an increase of female employees in the top quartile; 64.71% female employees compared to 58.43% in the previous year. 35.29% of employees in this quartile are male compared to 41.57% in the previous year. The percentage remains reflective of the organisation's overall gender profile with 65.98% of females making up the workforce. There has been significant progress in this quartile, with an increase of 15.39% of female employees within this quartile since reporting commenced.

The upper middle quartile is 68.24% female and 31.76% male. The percentage of females in this quartile remained the same from the previous year. The number of females within this quartile is now slightly higher than the organisation's overall gender profile.

The lower middle quartile is 57.65% female and 42.35% male. The percentage of females in this quarter increased by 3.21% from the previous year which demonstrates that females have moved from this lower middle quartile to the upper middle quartile.

The lower quartile is 74.12% female and 25.88% male. This is comparable to previous years and continues to reflect a disproportionate number of females in this quartile compared against the overall gender breakdown of the organisation.

### Quartile Pay Bands

The proportions of male and female relevant employees in the four quartiles for the current and previous submissions:

Proportion of male and female by quartile:

	2023	2022	2021	2020	2019	2018	2017
Lower Quartile	85	79	70	128	71	69	61
Lower Middle Quartile	85	90	82	92	102	102	109
Upper Middle Quartile	85	80	76	83	84	86	103
Upper Quartile	85	89	79	78	89	86	73

Proportion of males in each quartile

	2023	2022	2021	2020	2019	2018	2017
Lower Quartile	22 25.88%	20 25.32%	17 24.29%	42 32.81%	18 25.35%	13 18.84%	14 22.95%
Lower Middle Quartile	36 42.35%	41 45.56%	31 37.80%	33 35.87%	42 41.17%	41 40.20%	44 40.37%

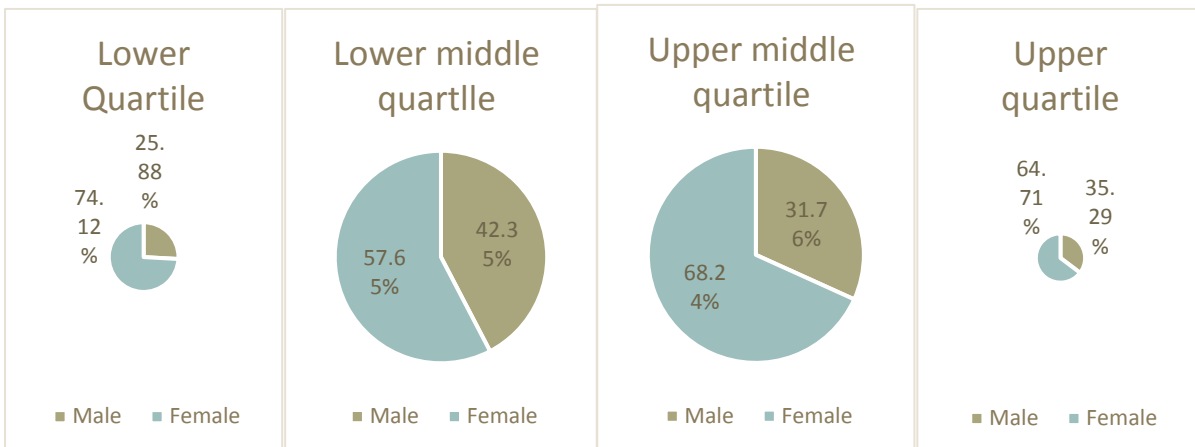


Upper Middle Quartile	27 31.76%	25 31.25%	31 40.79%	31 37.5%	27 32.14%	29 33.72%	37 35.92%
Upper Quartile	30 35.29%	37 41.57%	32 40.51%	33 42.31%	43 48.31%	43 50%	37 50.68%

Proportion of females in each quartile

	2023	2022	2021	2020	2019	2018	2017
Lower Quartile	63 74.12%	59 74.68%	53 75.71%	86 67.19%	53 74.65%	56 81.16%	47 77.05%
Lower Middle Quartile	49 57.65%	49 54.44%	51 62.20%	59 64.13%	60 58.82%	61 59.80%	65 59.63%
Upper Middle Quartile	58 68.24%	55 68.75%	45 59.21%	52 62.65%	57 67.86%	57 66.28%	66 64.08%
Upper Quartile	55 64.71%	52 58.43%	47 59.49%	45 57.69%	46 51.69%	43 50%	36 49.32%

By pay quartile for employees of Tamworth Borough Council



The above charts shows Tamworth Borough Council's workforce divided into four equal-sized groups based on hourly pay rates, the lowest paid 25% of employees (the lower quartile) rising to the highest paid 25% (the upper quartile).

Within the Council, 74.12% of the employees in the lower quartile are women and 25.88% are men. A disproportionate number of women are within this quartile, which is known as occupational segregation, where more women than men are concentrated in certain occupations. Historical societal factors, such as gender stereotypes, affect career choices. In TBC's case roles such as Cleaners and Customer Service Assistants are the lowest pay grade within the Council and are still predominantly female.

## **Bonus Pay Gap**

Tamworth Borough Council does not pay bonus payments to employees in line with the criteria within the scope of the data requirements and therefore we are unable to report on this element.

## **How does Tamworth Borough Council's gender pay gap compare with that of other organisations?**

The Office of National Statistics (ONS) reports the median pay gap for 2022 was 8.2%.

The Annual Survey of hours and earnings, April 2002, reports within the public sector, it was 11.2%, private sector it was 13.8% and non-profit bodies it was 12.6%

The mean was reported as 4.1% in local authorities and for local authorities in the West Midlands area, it was 5.2%.

## **What are the underlying causes of Tamworth Borough Council's gender pay gap?**

Incremental progress has been made since 2017 when we were first required to report on the gender pay gap.

Under employment legislation, men and women must receive equal pay for:

- The same or broadly similar work;
- Work related as equivalent under a job evaluation scheme; or
- Work of equal value.

Tamworth Borough Council is therefore confident that its gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather its gender pay gap is the result of the roles in which men and women choose to apply for within the organisation and the salaries that these roles attract.

Across the UK economy as a whole, men are more likely than women to be in senior roles (especially very senior roles at the top of organisations), while women are more likely than men to be in front line roles at the lower end of the organisation. Women are more likely than men to have had breaks from work that have affected their career progression, for example to bring up children. They are also more likely to work part time, and many of the jobs that are available across the UK on a part time basis are relatively low paid.

The pay award effective from 1 April 2022 has favourably impacted on this year's gender pay gap. All employees received a lump sum payment of £1,925 (FTE), which amounted to a pay award ranging from 10% for those occupying the lowest graded roles, to 1.0% for the highest graded role. As females occupy more roles in the lowest quartile, their salaries increased more percentage wise, thus reducing the median gender pay gap.

## **What is Tamworth Borough doing to address its gender pay gap?**

Tamworth Borough Council is an inclusive and fair employer, committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. It has a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other characteristic set out above). As such, job roles are evaluated to determine pay grades irrespective of the post holder's gender.

To date, Tamworth Borough Council has taken steps to promote gender diversity in all areas of its workforce. The Council has considered all aspects of the employee life cycle; attraction, recruitment, on boarding, development, retention and separation, including the following:

- All vacancies are eligible for part time and full time staff.
- Recruitment is standardised with a structured interview and often with tasks to reduce bias.
- Recruitment adverts ensure inclusivity and are not gender biased.
- Our SMART Working strategy continues to assist to attract and develop the best talent.
- Applicants are shortlisted with their personal details anonymised.
- Governance is in place to ensure starting salaries above the minimum spinal column point for the grade are fair and equitable.
- All job roles are evaluated via nationally recognised mechanisms.
- The executive levels of the organisation are appointed to spot a salary which limits the opportunity to negotiate and thus removes bias.
- Leave policies promoting flexible working; including part time, job share, flexible start and finish times for all staff and new entrants.
- TBC supports parents with maternity leave, shared parental leave and adoption leave.
- Male and female employees receive the same enhancements for overtime and allowances.
- Employees with caring responsibilities are supported with carer's leave
- Training and development (including professional qualifications) is available to all staff.
- We will continue to encourage and monitor the take up of mandatory Diversity and Inclusion training to further minimise discrimination.
- We will provide a leadership and management development programme to establish a talent pipeline for leaders and managers of the future.
- Performance is not linked to pay awards. Research has proven men are more successful at negotiating higher performance ratings.
- Exit interviews are carried out and any areas of concern are examined.

Work continues to deliver the actions above.

### **Future actions**

None of these initiatives, will, of itself, remove the gender pay gap – and it may be several years before some have any impact at all. In the meantime, TBC is committed to reporting on an annual basis on what it is doing to resolve the gender pay gap and the progress it is making. Furthermore, TBC policies are community impact assessed to minimise unfavourable treatment on staff. Tamworth Borough Council continues to be committed to report on an annual basis on what it is doing to reduce the gender pay gap will continue to embed equality and diversity within everything we do.

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Pay Policy Statement 2023

Document Status: Draft

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Originator: Jackie Noble

Owner: Zoe Wolicki/ Anica Goodwin

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**For Approval by Full Council**

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Classification: SEC1 - Routine

## Document Location

This document is held by Tamworth Borough Council, and the document owner is Anica Goodwin. Printed documents may be obsolete; an electronic copy will be available on Tamworth Borough Councils Intranet. Please check for current version before using.

## Revision History

Revision Date	Version Control	Summary of changes
17.01.13	2013	Update figures and spinal column points
09.01.14	2014	Reviewed & updated with 2013 pay settlement
10.02.15	2015	Updated following 2015 settlement
04.03.15	2015	Finalised figures based on recommendations of Leader & Appointments & Staffing Committee 26.2.15
17.02.16	2016	Reviewed & Updated
16.02.17	2017	Reviewed and updated
20.03.17	2017 final	Finalised for Full Council Approval
13.04.18	2018	New format, reviewed information and updated with 2018 pay settlement Addition of gender pay information
04.04.19	2019	Reviewed information and updated with 2019 new grade structure and gender pay information
24.08.20	2020	Reviewed and updated
07.09.20	2020	Updated to take into account 2020 pay settlement
17.05.21	2021	Reviewed and updated with 2021 pay settlement
23.05.22	2022	Reviewed and updated with 2022 pay settlement
24.11.23	2023	Reviewed and updated with 2023 pay settlement

## Key Signatories

### Approvals Creation and Major Change

Name	Title	Approved
Appointments & Staffing	Head of Paid Service	
Full Council	Leader of the Council	

## Approval Path

### Major Change

Anica Goodwin

Andrew Barratt

Trade Union Liaison Group

Appointments & Staffing

CMT / Cabinet

Full Council

### Action

Submission

Sponsor

Consultative Group

Approval

Corporate Approval

Council Approval

## Document Review Plans

This document is subject to a scheduled annual review. Updates shall be made in accordance with business requirements and changes and will be with agreement with the document owner.

## Distribution

The document will be published on our internet site.

## Security Classification

This document is classified as SEC 1 Routine with access restricted to Tamworth Borough Council Staff and business partners.

## 1. Purpose and Scope of the Policy Statement

- 1.1 Section 38 (1) of the Localism Act 2011 requires the Council to prepare an Annual Pay Policy Statement.
- 1.2 The purpose of this statement is to provide transparency about the Council's approach to setting the pay of its employees by identifying:
- The detail and level of salary for each of the Chief Officers as defined by relevant legislation
  - The salary of the lowest paid employee
  - The relationship between the salaries of Chief Officers and other employees
  - The methods by which salaries and grades of employees are determined
  - The committee responsible for ensuring the provisions set out in this statement are applied consistently throughout the council and recommending any amendments to full council
- 1.3 In determining the pay of all employees, the Council will comply with all relevant employment legislation. This includes the:
- Equality Act 2010 (incorporating the Gender Pay Gap Regulations 2017)
  - Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000,
  - Agency Workers Regulations 2010 (amended 2020)
  - Transfer of Undertakings (Protection of Earnings) Regulations 2006
  - National Minimum Wage (Amendment) Regulations 2018
- 1.4 This Pay Policy Statement applies to the Council's Chief Officers. It addresses the legal requirement to set out how pay is determined for this group. This includes the following posts within Tamworth Borough Council:
- Chief Executive
  - Executive Directors
  - Assistant Directors
- 1.5 This Pay Policy Statement is a supplement to Tamworth Borough Council's overarching pay and associated policies which form part of the terms and conditions of employees. These include but are *not limited to*:
- Tamworth Borough Council Pay Policy
  - Job Evaluation Scheme
  - NJC Terms and Conditions of Employment (Green Book)
  - JNC Terms and Conditions for Chief Executives (Chief Executive and Deputy Chief Executive are appointed to these terms and conditions)
  - JNC Terms and Conditions for Chief Officers (Executive Directors & Assistant Directors within Tamworth Borough Council are appointed to these Terms and Conditions).
  - Honorarium, Acting Up and Ex gratia Policy
  - Travel, Subsistence & Expenses Policy
  - Flexible Retirement Policy
  - Additional Payments Policy
  - Other Payments Policy including long service award
  - Employer Pension Discretion Policy
  - Smart Working policy including home working allowance

1.6 Once approved by full council, this policy statement will come into immediate effect and will be subject to review on a minimum of an annual basis.

## **2. Arrangements for Officer Pay**

- 2.1 The general terms and conditions of employment are governed by the following national agreements:
- Chief Executive, Executive Directors and Assistant Directors - JNC for Chief Officers of Local Authorities,
  - All other Employee Groups - NJC for Local Government Services
- 2.2 The Council uses two forms of Job Evaluation to identify officer pay. This is either through the Council's Gauge Job Evaluation Scheme or the Hay Evaluation Scheme. The Hay Job Evaluation scheme is used to evaluate the following roles within the Council:
- Chief Executive
  - Executive Directors and Assistant Directors
  - Heads of Service are evaluated under Gauge and Hay (this is due to the cross over point of the two schemes).

All other posts within the Council are evaluated under the Gauge evaluation scheme in accordance with the agreed policies.

TBC conforms with the Local Government Association "Diverse by Design Guide" which provides a range of steps to positively influence a culture of equality and inclusion. In order to have a transparent and fair reward and recognition scheme, the Job Evaluation Scheme brings equity and fairness to the way TBC values and rewards jobs, it brings pay transparency and reduces pay inequality by providing a framework which is applied consistently. Job Evaluation evaluates the job and not the person and judges the demands of the job in a way that is as objective as possible. Furthermore, it removes any element of discretion, which can introduce bias.

- 2.3 Based on the application of the relevant Job Evaluation process; the Council uses the nationally negotiated pay spine as the basis for its local grading structure. The Council remains committed to adherence with national pay bargaining in respect of the national pay spine and any annual cost of living increases negotiated within this.
- 2.4 The pay award for NJC and Chief Executive employees, effective from 1 April 2023, was agreed on 1 November 2023 for NJC employees and Chief Executives and processed for payment in November 2023. The pay award for grades A – I was an increase of £1,925 (FTE) which in real terms is an increase ranging from 9% for our lowest graded staff and 3.88% for the higher graded staff. The Chief Executive grades received a pay increase of 3.50%. On 5 May 2023, agreement was reached for Chief Officer's pay, basic salaries were increased by 3.50%.
- 2.5 As part of the 2022 pay agreement, spinal column point 1 was deleted from the pay structure, this was effective from 1 April 2023. This means Grade A employees commence at spinal column point 2 and Grade B employees are paid on spinal column point 3. This affected 28 employees who are primarily cleaners, Customer Service Assistants, and Castle Seasonal staff. This ensures



that the lowest spinal column points remain above the national living wage.

- 2.6 **Appendix 1** details the Council's pay scale effective from 1 April 2023.
- 2.7 In determining its grading structure and setting remuneration levels for all posts, the Council takes account of the need to ensure value for money in respect of the use of public expenditure, balanced against the need to recruit and retain employees who are able to meet the requirements of providing high quality services to the community, delivered effectively and efficiently and at times at which those services are required.
- 2.8 The Executive Director Organisation (Head of Paid Service) under the general scheme of delegation within the Council will determine the terms and conditions of employment of all officers.
- 2.9 The Council also recognises that it may need to make additional payments to individuals taking on temporary assignments and responsibilities as a honorarium or acting up payment using the Job Evaluation Scheme to measure the additional responsibilities. Where the level of remuneration cannot be determined using the job evaluation framework, this may be a discretionary payment as an ex gratia payment. The Council retains the right to make payments not set within the pay scale, where these can be objectively justified.
- 2.10 All other pay related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining machinery and/or as determined by Council Policy. The Acting Up, Honoraria and Ex gratia Payments Policy specify such payments that may be made.
- 2.11 Additional payments are made to any Council Officers who act as Returning Officers and carry out duties at elections. These payments are calculated according to the approved scale or set by a government department depending on the nature of the election. For the year commencing 1<sup>st</sup> April 2023 the annual payment has been calculated as £4,322.20, with 70% of this amount paid to the Deputy Returning Officer.
- 2.10 New appointments will normally be made at the lowest point of the relevant grade, although this can be varied where necessary to secure the best candidate with approval from the Head of Paid Service and will be subject to an equality impact assessment. Employees who transfer within the organisation to a job of the same grade will transfer on their current spinal column point.
- 2.11 Tamworth Borough Council employees enjoy the benefit of a company paid healthcare cash plan at a cost of £4.33 per month per employee.
- 2.12 In exceptional circumstances the Council may make a payment to an individual under a Settlement Agreement. Such agreements protect the Council where there is a risk of compensation and/or damages claim, which could have high financial impact and/or damage the Council's reputation. Payments for all officers would be authorised by the Head of Paid Service. In the event a Settlement Agreement involving the Chief Executive or Head of Paid Service, the decision would be made by Full Council.

### 3. Chief Officer Remuneration

3.1 For the purposes of this statement, senior management means Chief Officers as defined within S43 of the Localism Act. The posts falling within the statutory definition are set out below, with details of their basic salary and allowances as of 29<sup>th</sup> December 2023.

<b>Job Type / Allowance</b>	<b>Scale Point</b>	<b>Salary</b>	<b>Car Allowance</b>
<b>Chief Executive</b>	CE1	£125,304.72	£963
Returning Officer Fee		£4,322.20	
<b>Executive Director, Head of Paid Service and Deputy Chief Executive</b>	EX1	£103,284.72	£963
<b>Executive Director</b>	EX2	£97,779.72	£963
<b>Executive Director</b>	EX2	£97,779.72	£1239
<b>Assistant Director</b>	AD4	£73,557.60 Plus £11,500 ex gratia payment	£963
<b>Assistant Director</b>	AD4	£73,557.60 Plus £11,000 ex gratia payment	£1239
<b>Assistant Director</b>	AD4	£73,557.60	£963
<b>Assistant Director</b>	AD4	£73,557.60	£1239
<b>Assistant Director</b>	AD1	£68,052.48	£1239
<b>Assistant Director</b>	AD2	£69,704.16	£0
<b>Assistant Director</b>	AD4	£73,557.60 plus £11,700 ex gratia payment	£963

#### 4. Additions to Salary of Chief Officers

- 4.1 In the event that a Chief Officer vacancy is covered by the distribution of duties to other Chief Officers ex gratia payments will be made.
- 4.2 The salary details given in **3.1** also provides details of additional payments made to Chief Officer salaries including:
- Essential Car User Allowances as determined by the Council's Travel, Subsistence & Expenses Policy and reviewed and updated in line with NJC rates.
  - Returning Officer/Registration of Electors duties are determined by Electoral Registration Officer Section 8 Representation of the People Act 1983 and Returning Officer Section 35 Representation of the People Act 1983. They are based on the size of the electorate multiplied by a figure set by County Council on an annual basis.
- 4.3 The council does not apply any bonuses to its Chief Officers.

#### 5. Relationship between the Remuneration of Chief Officers and others

- 5.1 In comparing the Chief Executive pay with the wider workforce the Council will use the following definitions:
- The lowest-paid employee: the employee or group of employees with the lowest salary (full-time equivalent) employed by the Council at the date of assessment.
  - The median: the mid -point salary when full-time equivalent salaries are arranged in order of size (highest to lowest). Based on salary levels of staff on the date of assessment.
  - This excludes those employed on casual contracts of employment, but includes part time employees where their salaries are normalised to the full-time equivalent. It also excludes Apprentices who are employed on the Tamworth Borough Council apprentice pay grade, which mirrors age related national minimum wage.

Statutory guidance recommends that the most appropriate metric for measuring the relationship between pay rates as a multiple of Chief Executive pay to median salary. Tracking this multiple will allow the Council to ensure that public services are accountable for the relationship between top pay and that paid to the wider workforce.

	<b>Annual Salary</b>	<b>Ratio to Highest</b>
Highest Salary	£125,304.72	
Median (Mid-point) value	£29,269	<b>1:4.3</b>
Lowest full time salary	£22,366	<b>1:5.6</b>

## 6. Lowest Paid Employee

- 6.1 The lowest paid persons employed under a contract of employment with the Council are employed on full time 37 hours equivalent salaries in accordance with the minimum spinal column point currently in use within the Council's grading structure. As of 1 April 2023, the lowest spinal column point is spinal column point 2 (£22,366).

The Council employs Apprentices who are not included within the definition of 'lowest paid employees' as they are paid the age related Apprenticeship rate. From 1 April 2023 the National Living Wage (for 23 and over) and National Minimum Wage rates paid are:

23 and over	21 to 22	18 to 20	Under 18	Apprentice
£10.41	£10.18	£7.49	£5.28	£5.28

## 7. Recruitment of Chief Officers

- 7.1 The Council's policy and procedures with regard to recruitment of Chief Officers is set out within the Officer Employment Procedure Rules as detailed in Part 4 / Schedule 8 of the Constitution. When recruiting to all posts the Council will take full and proper account of its own Equality and Diversity, Recruitment and Selection, Employment Stability and Re-engagement Policies. The determination of the remuneration to be offered to any newly appointed Chief Officer will be in accordance with the pay structure.
- 7.2 Where the Council remains unable to recruit Chief Officers under a contract of service, or there is a need for interim support to provide cover for a vacant substantive Chief Officer post, the Council will, where necessary, consider and utilize engaging individuals under 'contracts for service' (subject to the relevant tests for compliance with IR35 Intermediaries Regulations). These will be sourced through a relevant procurement process ensuring the council is able to demonstrate the maximum value for money in securing the relevant service. In the last year the Council engaged three Chief Officers, two under a contract for service and one via an agency.

## 8. Payments on Termination - Chief Officers

- 8.1 The Council's approach to statutory and discretionary payments on termination of employment of chief officers, prior to reaching normal retirement age, is set out within its policy statement in accordance with Regulations 5 and 6 of the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006. We have chosen not to adopt Regulations 12 and 13 of the Local Government Pension Scheme (Benefits, Membership and Contribution) Regulations 2007.
- 8.2 Any other payments falling outside the provisions (such as Settlement Agreements) or the relevant periods of contractual notice shall be subject to a formal decision made by the Chief Executive and Head of Paid Service with delegated authority to approve such payments. With regards to any proposed payment to the Chief Executive or Head of Paid Service, to prevent a conflict of interest, it is expected that the payment should be approved by a panel including at least two independent persons.

## **9. Special Severance Payments (Exit Pay Cap)**

- 9.1 Payments of £100,000 and above must be approved by a vote of full Council, as set out in the Localism Act 2011.
- 9.2 Payments of £20,000 and above, but below £100,000 must be personally approved and signed off by the Head of Paid Service, with a clear record of the Leader's approval through a scheme of delegation and that of any others who have signed off the payment.
- 9.3 Payments below £20,000 must be approved according to the scheme of delegation.

## **10. Gender Pay Gap Reporting**

- 10.1 The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 require Tamworth Borough Council to calculate and publish the gender pay gap between male and female employees each year.
- 10.2 The data based on the pay situation as at 31<sup>st</sup> March 2023 and indicates a mean hourly gender pay gap of 6.39% and a median hourly gender pay gap of 1.58%. **Appendix 2** details the Gender Pay Gap report in more detail.

## **11. Accountability and Decision Making**

- 11.1 In accordance with the Constitution of the Council, the Appointments and Staffing Committee are responsible for decision making in relation to employment policies including recruitment, pay, terms and conditions and severance arrangements in relation to employees of the Council. Where appropriate, implementation of these policies may be delegated to the Chief Executive or Head of Paid Service in accordance with the scheme of delegation.

## **12. Publication**

- 12.1 Once approved by full Council, this policy statement and any subsequent amendment will be published on the Council's website. Human Resources will be responsible for the annual review to ensure an accurate pay policy is published each financial year and that the Council remains compliant with legislation.
- 12.2 In accordance with the Code of Practice on Local Authority Accounting, the annual Statement of Accounts must include pay details of Senior Officers (as defined by the Accounts and Audit (England) Regulations 2015) where the salary is above £50,000 per annum. The following aspects must be included:
  - Salary, fees or allowances paid to or receivable by the person in the current and previous year;
  - Any sums payable by way of expenses allowance that are chargeable to UK income tax;
  - Any compensation for loss of employment and any other payments connected with termination;
  - Any benefits received that do not fall within the above – including contribution to the person's pension.

The Council complies with this requirement and publishes the data on the Tamworth Borough Council website.

## Appendix 1

Tamworth Borough Council Grade Structure from 01/04/2023		01.04.23 salary	01.04.23 new mthly
Grade	Spinal Column Point		
A	2	22,366	1,863.83
B	3	22,737	1,894.75
C	4	23,114	1,926.17
	5	23,500	1,958.33
	6	23,893	1,991.08
D	7	24,294	2,024.50
	8	24,702	2,058.50
	9	25,119	2,093.25
	10	25,545	2,128.75
	11	25,979	2,164.92
	12	26,421	2,201.75
	13	26,873	2,239.42
Not used	14	27,334	2,277.83
	15	27,803	2,316.92
	16	28,282	2,356.83
E	17	28,770	2,397.50
	18	29,269	2,439.08
	19	29,777	2,481.42
	20	30,296	2,524.67
	21	30,825	2,568.75
	22	31,364	2,613.67
F	23	32,076	2,673.00
	24	33,024	2,752.00
	25	33,945	2,828.75
	26	34,834	2,902.83
	27	35,745	2,978.75
	28	36,648	3,054.00
G	29	37,336	3,111.33
	30	38,223	3,185.25
	31	39,186	3,265.50
	32	40,221	3,351.75
H	33	41,418	3,451.50
	34	42,403	3,533.58
	35	43,421	3,618.42

	<b>36</b>	44,428	3,702.33
<b>Not used</b>	<b>37</b>	45,441	3,786.75
	<b>38</b>	46,464	3,872.00
<b>I</b>	<b>39</b>	47,420	3,951.67
	<b>40</b>	48,474	4,039.50
	<b>41</b>	49,498	4,124.83
	<b>42</b>	50,512	4,209.33
	<b>43</b>	51,515	4,292.92
<b>J</b>	<b>44</b>	52,751.30	4,395.94
	<b>45</b>	54,039.41	4,503.28
	<b>46</b>	55,320.26	4,610.02
Assistant Directors	<b>AD1</b>	68,052.48	5,671.04
	<b>AD2</b>	69,704.16	5,808.68
	<b>AD3</b>	71,355.48	5,946.29
	<b>AD4</b>	73,557.60	6,129.80
Executive Director	<b>EX2</b>	97,779.72	8,148.31
Executive Director - Head of Paid Service	<b>EX1</b>	103,284.72	8,315.99
Chief Exec	<b>100</b>	125,304.72	10,008.95



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