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Tendring District Council

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AGENDA

HUMAN RESOURCES AND COUNCIL TAX COMMITTEE

DATE:	**Tuesday, 21 October 2025**
TIME:	**7.30 pm**
VENUE:	**Committee Room, Town Hall, Station Road, Clacton-on-Sea, CO15 1SE**

MEMBERSHIP:

Councillor Chapman BEM (Chairman)
Councillor Calver (Vice-Chairman)
Councillor Baker
Councillor Guglielmi
Councillor Keteca
Councillor Morrison
Councillor G Stephenson

Chief Executive
Ian Davidson

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DATE OF PUBLICATION: Monday, 13 October 2025

AGENDA

1 Apologies for Absence and Substitutions

The Committee is asked to note any apologies for absence and substitutions received from Members.

2 Minutes of the Last Meeting (Pages 7 - 16)

To confirm and sign as a correct record, the minutes of the last meeting of the Committee, held on Monday, 28 July 2025.

3 Declarations of Interest

Councillors are invited to declare any Disclosable Pecuniary Interests, Other Registerable Interests of Non-Registerable Interests, and the nature of it, in relation to any item on the agenda.

4 Questions on Notice pursuant to Council Procedure Rule 38

Subject to providing two working days' notice, a Member of the Committee may ask the Chairman of the Committee a question on any matter in relation to which the Council has powers or duties which affect the Tendring District **and** which falls within the terms of reference of the Committee.

5 Career Track - Verbal Update

The Committee will receive an oral update regarding the Council's Career Track.

6 Report of the Assistant Director (People) - A.1 - Workforce Update (Pages 17 - 26)

To provide Members of the Committee with an update on current workforce statistics, including key trends in staffing levels, recruitment, retention, and diversity. This update supports the Committee's ongoing oversight of workforce matters and reflects the Council's commitment to transparency and continuous improvement in its employment practices.

7 Report of the Assistant Director (People) - A.2 - Recruitment and Selection Policy and Procedure (Pages 27 - 50)

To present the revised Recruitment and Selection Policy and Procedure for Tendring District Council. The updated policy reflects procedural enhancements following the implementation of the Council's HR and Payroll System (iTrent), incorporates current best practice, and reinforces the Council's commitment to fair and inclusive recruitment. It ensures that all candidates, internal and external, have equitable access to employment opportunities, enabling the Council to attract and retain a diverse and skilled workforce.

The policy also clarifies the roles and responsibilities of recruiting managers and the HR team and provides comprehensive guidance on legal obligations associated with recruitment activity.

The Human Resources and Council Tax Committee is asked to note the updates made to the policy in accordance with the delegated authority of the Assistant Director – People, acting in consultation with the Head of Paid Service.

Date of the Next Scheduled Meeting

The next scheduled meeting of the Human Resources and Council Tax Committee is to be held in the Town Hall, Station Road, Clacton-on-Sea, CO15 1SE at 7.30 pm on Monday, 2 March 2026.

Information for Visitors

FIRE EVACUATION PROCEDURE

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Your calmness and assistance is greatly appreciated.

**MINUTES OF THE MEETING OF THE HUMAN RESOURCES AND COUNCIL TAX COMMITTEE,
HELD ON MONDAY, 28TH JULY, 2025 AT 7.31 PM
IN THE COMMITTEE ROOM - TOWN HALL, STATION ROAD, CLACTON-ON-SEA, CO15 1SE**

Present:	Councillors Chapman BEM (Chairman), Calver (Vice-Chairman), Baker, Guglielmi, Keteca and G Stephenson
Also Present:	Councillors Morrison and Placey
In Attendance:	Katie Wilkins (Assistant Director (People)), Clare Lewis (Careline and Community Manager) (except items 8 and 9), Jo Williams-Lota (Human Resources Manager), Debianne Messenger (Work Based Learning Manager), Marcia Fuller (People Development Manager), Bethany Jones (Democratic Services Officer) and Rebecca Catchpole (Leadership Support Officer)

1. CHAIRMAN'S ANNOUNCEMENT

The Chairman (Councillor Chapman BEM) addressed the Committee with the following announcement:-

"Good evening everyone,

I'm very pleased to share some excellent news with you today. Tendring District Council has recently undergone a full reassessment — a rigorous reaccreditation process — of its Disability Confident Leader status, and I'm proud to announce that we have successfully maintained this accreditation for a further three years.

This is a significant achievement and one that reflects our ongoing commitment to being an inclusive, supportive, and forward-thinking employer.

The Disability Confident scheme, led by the Department for Work and Pensions, is designed to help employers recruit and retain those people with additional barriers to employment. Being recognised as a Leader — the highest level of the scheme — means that we are not only meeting the standards expected, but we are also actively championing disability inclusion both within our organisation and across our wider community.

This recognition is a reflection of our values and our people. I'd like to thank everyone involved in the reaccreditation, and all our staff who contribute every day to making Tendring District Council a place where diversity is celebrated and inclusion is embedded in everything we do.

Let's continue to build on this success and ensure that our workplace remains accessible, welcoming, and empowering for all.

In addition, I'm pleased to share another important development. Members will recall that at its meeting on 25 February, the Human Resources and Council Tax Committee was informed of the Authority's aspirations to become a Fostering Friendly employer through the Fostering Friendly Network.

Following the Committee's support for the adoption of this policy, I'm delighted to confirm that Tendring District Council has now received this accreditation. This further demonstrates our commitment to supporting employees with caring responsibilities and to fostering a workplace culture rooted in compassion, flexibility, and community values.

Thank you."

2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

An apology for absence was received on behalf of Councillor Amos (with no substitution).

3. MINUTES OF THE LAST MEETING

It was moved by Councillor Baker, seconded by Councillor Guglielmi and:-

RESOLVED that the minutes of the last meeting of the Committee, held on Monday, 24 February 2025, be approved as a correct record and be signed by the Chairman.

4. DECLARATIONS OF INTEREST

There were no declarations of interest on this occasion.

5. QUESTIONS ON NOTICE PURSUANT TO COUNCIL PROCEDURE RULE 38

No Questions on Notice pursuant to Council Procedure Rule 38 had been submitted on this occasion.

6. CAREER TRACK - VERBAL UPDATE

The Committee received a verbal update on the work of the Council's Career Track which included:-

- 48 apprentices were on the programme – 26 of the 48 apprentices were employed at Tendring District Council;
- the current success rate was at 92% for the academic year 2024/25 which was an increase from last year's rate of 89%;
- the Council was still a 'good' provider following an Ofsted inspection; and
- that currently 1 in 5 of the Council's employees were/or had started as a Career Track apprentice.

The Committee endorsed a Member's suggestion to send a letter to the Leader of the Council and to the Chief Executive requesting them to positively advocate the continuation of the Career Track scheme to the new Unitary Authority following the Local Government Reorganisation.

7. REPORT OF THE CORPORATE DIRECTOR (FINANCE & IT) & ASSISTANT DIRECTOR (PEOPLE) - A.1 - VIBRATION GUIDANCE - BEST PRACTICE FOR MANAGERS

The Committee heard that, the Council's current procedures were fully compliant with the Control of Vibration at Work Regulations 2005, reflecting its ongoing commitment to safeguarding employee health and wellbeing. Those regulations required employers to assess and monitor vibration exposure, implement effective control measures, and provide health surveillance where risks were identified.

Members were told that, the report (A.1) introduced the Vibration Guidance – Best Practice for Managers, a new document developed to further support managers in effectively identifying, assessing, and mitigating the risks associated with employee exposure to vibration in the workplace. The guidance reflected current best practice and had been developed in collaboration with Human Resources, Unison, and relevant service leads.

Officers informed the Committee that, within certain areas of the Council's operations, particularly in services such as Public Realm and Engineering, employees might be exposed to vibration through the use of percussive handheld tools or by operating machinery such as mowers and other vehicles. Regular and prolonged exposure to vibration could result in serious and permanent health conditions, including Hand-Arm Vibration Syndrome (HAVS) and Carpal Tunnel Syndrome (CTS), which could significantly affect an employee's ability to work and overall wellbeing.

The Committee was made aware that, to support compliance, employees in high-risk roles benefited from annual health surveillance assessments carried out by an external provider. This proactive approach enabled early detection of any symptoms and reinforced the Council's commitment to maintaining a safe and healthy working environment.

Members noted that, all equipment was routinely inspected and maintained in line with the Provision and Use of Work Equipment Regulations 1998 (PUWER), ensuring it remained safe and fit for purpose. Where a case of HAVS was identified, it was promptly reported to the Health and Safety Executive (HSE) under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 (RIDDOR), following a thorough investigation by the Council's Health and Safety Team.

The Committee was also told that the introduction of the Vibration Guidance – Best Practice for Managers, whilst not a statutory requirement, reflected best practice by providing managers with clear and practical advice on conducting risk assessments, monitoring and recording exposure, implementing control measures, delivering appropriate training, and ensuring timely health surveillance and reporting. Developed in line with recommendations from the HSE, the guidance was designed to enhance the Council's existing procedures by embedding a consistent and proactive approach to vibration risk management across all relevant service areas.

The Human Resources and Council Tax Committee was asked to approve the implementation of the guidance, in support of the Council's continued commitment to maintaining a safe working environment and promoting best practice in vibration risk management, noting that the Council was already fully compliant with its statutory obligations in that area.

It was moved by Councillor Guglielmi, seconded by Councillor Baker and unanimously:-

RESOLVED that the Human Resources and Council Tax Committee:-

a) acknowledges that the Council remains fully compliant with all relevant statutory obligations in relation to vibration-related risks and therefore approves and adopts the Council's Vibration Guidance – Best Practice for Managers to support the consistent and proactive management of such risks across relevant service areas; and

b) requests that Officers report to the Committee in 12 months' time following implementation to provide an update on how the guidance has operated in practice, including any lessons learned and proposed refinements.

8. REPORT OF THE ASSISTANT DIRECTOR (PEOPLE) - A.2 - FAMILY LEAVE AND SUPPORT POLICY (FORMERLY THE COUNCIL'S MATERNITY POLICY) (INCORPORATING MATERNITY, PATERNITY, ADOPTION, SURROGACY, AND NEONATAL CARE PROVISIONS)

The Committee heard that, the Council was committed to fostering a diverse, inclusive, and supportive working environment. As part of that commitment, the updated Family Leave and Support Policy set out the current rights and responsibilities of employees in relation to maternity, adoption, paternity, neonatal care, and parental leave. The policy reflected the Council's legal obligations under employment and equality legislation and ensured that staff were supported through key life events.

Members were told that, the review had been undertaken in response to recent changes in employment legislation, including provisions introduced in April 2025. Those changes entitled eligible employees to up to 12 weeks paid leave where their baby had been admitted to hospital for neonatal care within 28 days of birth. The policy also expanded adoption leave eligibility to include employees involved in surrogacy arrangements and overseas adoptions, ensuring the Council's approach remained inclusive and legally compliant.

Key areas covered by the policy included:-

- Entitlement to pay, time off, and return-to-work arrangements;
- Employee responsibilities regarding maternity and parental provisions; and
- Managerial guidance and expectations for supporting staff.

Officers informed the Committee that, the policy reinforced the Council's duty of care in safeguarding the health and safety of employees during pregnancy, post-childbirth, and whilst breastfeeding. Employees were expected to notify their line manager and Human Resources to enable timely risk assessments and appropriate workplace adjustments.

The Committee was made aware that recognising that family-related entitlements could be complex, the updated policy provided a clearer and comprehensive framework to support informed decision-making and proactive planning by both employees and managers. It applied to all employees, regardless of working hours or length of service, and reflected an inclusive approach to all family structures, gender identities, and arrangements – including same-sex couples, Foster to Adopt placements, and surrogacy.

Members noted that, to support implementation, employees were encouraged to engage with Human Resources early, to access advice and guidance. Dedicated Human Resources Advisors would be available to provide support to managers in addressing any service-related challenges, whilst they managed the increased statutory entitlements to family-related leave. That might include the need to source temporary cover or relocating internal resources, to ensure continuity of service delivery during an employee's period of absence. Additionally, resources and supporting materials would be made available via the Council's intranet.

The Human Resources and Council Tax Committee was asked to approve the implementation of the revised Family Leave and Support Policy, reaffirming the Council's commitment to supporting staff through key life events and maintaining a fair, inclusive, and legally compliant workplace.

It was moved by Councillor Baker, seconded by Councillor Guglielmi and unanimously:-

RESOLVED that the Human Resources and Council Tax Committee:-

a) adopts the Council's Family Leave and Support Policy (*formerly the Maternity Policy)*, which consolidates and updates various leave and payment arrangements including maternity, adoption, neonatal care, parental, and paternity provisions;

b) authorises the Assistant Director (People), in consultation with the Head of Paid Service, to make any necessary and consequential amendments to associated people policies and procedures arising from the implementation of the updated policy; and

c) authorises the Assistant Director (People), in consultation with the Head of Paid Service, to make any further amendments to the policy (*and any associated policies)* as may be required to ensure compliance with future changes to employment legislation, including those anticipated under the Employment Rights Act, particularly in relation to family leave and support provisions.

9. REPORT OF THE ASSISTANT DIRECTOR (PEOPLE) - A.3 - PEOPLE DEVELOPMENT REPORT

The Committee heard that the aim of this Officer report (A.3) was to provide Members with an overview of current people development activities across the Council, key achievements, emerging priorities, and future plans. The programme supported the strategic aim to build a skilled inclusive and motivated workforce, whilst ensuring the staff were in the best possible position as Officers prepared staff for the transition through the Local Government Organisation (LGR).

Members were told that the training and development statistics provided within the Officer report were based on the past year, i.e. 1 July 2024 to 30 June 2025. Training identified would be a combination of mandatory training, employees requesting additional support through learning, and managers recommendations for their team members.

Apprenticeships

Officers informed the Committee that the Council offered apprenticeship training through the use of the Council's successful Career Track programme, but also through the use of external providers where qualifications needed to be gained in specialist areas of work. Those currently included:-

- Level 2 Leisure Team Member;
- Level 2 Horticulture Construction Operative;
- Level 2 Digital Marketing; and
- Level 3 CIPD Learning and Development.

The Committee was made aware that further apprenticeship courses were available through the use of the Government's Apprenticeship Levy. The levy fund had been incorporated into law by Part 6 of the Finance Act 2016, and had come into effect on 6 April 2017. As a larger employer, the Council was able to access those Government funds for apprenticeships through the Council's Apprenticeship Service Account. The account created a funding amount through a levy fund based on the Council's pay bill and contributions to HMRC, which the Council could either:

- spend on TDC own apprenticeship training and assessment costs; or
- transfer up to 50% of the funds to another employer known as levy sharing or levy transfer.

Members were informed that the Council had chosen not to share or transfer the funding available, and had ensured that 100% of the levy funding was invested into the Council's own employees through apprenticeship training, and in some cases had accessed transferable levy funds from other organisations. There was a dedicated list of apprenticeships which could be accessed using the levy fund, and that information was regularly accessed and shared with managers to ensure the courses were utilised wherever possible.

The Council was committed to making full use of their allocated Government levy fund, with 100% of the available funding actively being invested in workforce development through those available apprenticeships. That approach ensured that resources were being used efficiently to enhance the Council's employees' skills, improving service delivery, and contributing to staff development and retention. The Council remained committed to leveraging every opportunity to support learning and development across its service areas, thus providing cost effective training without impacting the Council budgets.

It was reported that current reports stated that, with effect from January 2026 the existing Government levy funding for Level 7 apprenticeships would increase for anyone aged 22 and over. As a result, the Council would ensure that any employees who would like to undertake one of the funded Level 7 apprenticeships was identified, in order to utilise the levy fund whilst it was still available.

E-Learning and Development

The Committee heard that the Council currently had two e-learning platforms, each offering a variety of online training courses accessible to the staff via the Council's Intranet. The systems were called iHasco and Skillgate, and each platform offered the

opportunity for staff to search for relevant training, complete the course online at a time that suited them, and attain a pass mark and for some courses, a certificate.

Members were told that the courses available were easily accessible and supported the continuous professional development of the workforce. The iHasco e-learning platform specialised in offering training relating to health, safety and wellbeing, whereas the Skillgate e-learning platform was more focused on improving skills and knowledge.

Skillgate and iHasco were used to deliver the Council's mandatory training courses to employees, allowing the Council to ensure that it remained a compliant workforce, remaining up to date with ever-changing legislation and best practice. Employees received regular email reminders from the e-learning systems until the mandatory courses had been completed.

iHasco E-Learning Data	
Total number of courses completed during this period:	2,635
Total number of different types of courses accessed:	67
Of those, number of mandatory training courses completed: • Sexual Harassment Awareness • Fire Awareness • Essential Health and Safety Training • Environmental Awareness	 606 205 195 138

Skillgate E-Learning Data	
Total number of courses completed during this period:	2,379
Total number of different types of courses accessed:	345
Of those, number of mandatory training courses completed: • Understanding the Safeguarding of Children, Young People and Adults Level 1 and 2 • Equality, Diversity and Inclusivity • Environmental Awareness at Work • Lone Working Safety for Home and Remote Workers	 405 376 369 364

Sponsored Qualification Training

The Council actively sponsored its staff to gain professional qualifications aligned with their roles, personal development and aspirations. Through structured training programmes, funding support, and dedicated time for learning, the Council was able to support its employees in developing expertise and to progress their careers. The Council was keen to nurture its existing staff through the use of targeted training to

enable them to progress within career progression pathways, support succession planning and encourage staff retention.

Sponsored qualification training courses which were either completed in the past year, or were within a current period of study included:-

- Msc Environment Health x 2;
- Msc Town and Country Planning x 2;
- Access to HE Diploma;
- AEA Foundation Course x 3;
- Higher Certificate in Food Control;
- AAT Level 3;
- Level 3 Certificate in Housing x 2;
- Level 4 Certificate in Housing;
- Msc Emergency Planning;
- CIH Housing Certificate in Practice;
- Data Protection;
- Bsc Access Module x 2;
- Level 7 Total Leadership; and
- PACE Interviewing.

The Committee noted that all staff had the opportunity to apply to undertake a qualification sponsored by the Council. A Qualification Sponsorship Application Form had to be completed and submitted outlining why the qualification was essential for their role, and how undertaking the course would support the strategic and operational priorities. Section A of the application was completed by the employee, outlining how the qualification would support the competencies for their role and benefit their service area. Section B was completed by the employee's Senior Manager or Assistant Director, endorsing how the requested qualification would meet the development needs of the employee and the service objectives.

Members were made aware that all requests were considered on their merits, the business needs of the Council and the training budget available. Those that were successful, entered into a legally binding Training Agreement with the Council. The agreement stated that an employee would be asked to reimburse the Council for the training costs if they failed to complete the course or terminated their employment within 2 years of completion of their qualification. That agreement acted as an incentive to gain commitment from the employee whilst protecting public funds.

The Council's current training and development programmes played a vital role in supporting Principle E of the Annual Governance Statement 2023-24: 'Developing the Council's entity, including the capacity of its leadership and the individuals within it'. Through the use of a planned and structured training programme and continuous professional development, the Council ensured that its staff were equipped with the skills, knowledge, and capabilities needed to deliver a high standard of service. That investment on the Council's workforce strengthened the Council's resilience, supported succession planning, and underpinned good governance practices across the Council.

Workforce Development

Members also heard that the Council was firmly committed to investing in the growth, capability, and career progression of its workforce. Officers recognised that empowering staff through continuous training and development was fundamental to continuing to deliver high-quality services and fostering a resilient workforce who felt confident as the Council prepared for LGR. In addition to e-learning and apprenticeships, the following training courses had been delivered between 1 July 2024 and 30 June 2025:-

- Mental Health First Aid Training;
- Mental Health First Aid Refresher Training;
- Strategic Emergency Management Course;
- PLPO Training;
- Professional Boundaries Training;
- Customer Care Excellence;
- Freedom of Information Practical Training;
- CSAS Training;
- Vehicle Examination Training;
- MBTI Team Development for Sports and Leisure;
- Effective Complaint Handling;
- Mediation Training; and
- Sexual Harassment Training for Managers.

People Strategy Priorities

The Council's People Strategy 2024 – 2029 set out the Council's aims for the support and development of its staff for the 5-year period. The Strategy aimed to compliment the Corporate Plan and the organisation's key objectives and priorities.

Workforce Planning

The People Development Manager was currently undertaking one-to-one meetings with the Assistant Directors to review their structures, teams, identify critical roles and undertake skills gaps analysis. The review also ensured that career grades were being monitored whilst succession planning was considered.

Members were told that, as LGR would be guiding the Council's organisation into a Unitary Authority over the next 3 years, consideration was being given to the timescale when considering the length of qualification training courses and career progressions.

In response to the ongoing recruitment challenges in key service areas such as Planning and Environmental Health, the Council was committed to a 'grow their own' approach to reduce the Council's budgets, and by investing in staff, the Council aimed to build a more stable, skilled, and cost-effective workforce that could meet the longer-term needs of the organisation. It was therefore essential that where Career Grade Schemes were linked to a specific job role, that the employee in post was encouraged through their performance appraisals, to develop their skills and qualifications to progress through the grade range.

Career Grade Schemes were widely used throughout the organisation, empowering the staff to grow within their roles whilst increasing their contribution to their service. There were currently 389 posts across the Council which had Career Grades Schemes attached to the job description and grade range. The schemes linked clear criteria,

through either gaining additional competencies and skills or by gaining qualifications, to motivate staff to continuously improve and progress. Offering clear pathways of career advancement, encouraged staff to work towards their own progression within their roles, and encouraged staff retention. That approach not only motivated and retained talent but also helped to cultivate the next generation of Local Government Officers and Leaders.

Future Initiatives

It was essential that, over the next 3 years, the Council continued to work closely with Senior Management to create a skilled and resilient workforce, who were able to react positively to the impending changes in Local Government. By prompting continuous learning and development, the Council aimed to prepare employees for the evolving roles and opportunities ahead, ensuring that as an organisation, the Council's workforce was able to adapt to the changes, whilst being attentive to staff welfare as the Council supported them through any transitional challenges.

Through the use of Career Grade Schemes and continued investment in skills and qualifications, the Council aimed to improve staff retention, reduce turnover, retain talent and increase loyalty. The Council aimed to ensure that staff, with the potential to progress, were given those opportunities, within the Council's financial parameters.

It was moved by Councillor Guglielmi, seconded by Councillor Baker and unanimously:-

RESOLVED that the contents of the People Development Update Officer report (A.3) be noted.

The meeting was declared closed at 8.11 pm

Chairman

HUMAN RESOURCES AND COUNCIL TAX COMMITTEE

21 OCTOBER 2025

REPORT OF ASSISTANT DIRECTOR PEOPLE

A.1 WORKFORCE UPDATE REPORT

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

The purpose of this report is to provide Members of the Human Resources and Council Tax Committee with an update on current workforce statistics, including key trends in staffing levels, recruitment, retention, and diversity. This update supports the Committee's ongoing oversight of workforce matters and reflects the Council's commitment to transparency and continuous improvement in its employment practices.

EXECUTIVE SUMMARY

This report provides Members with an overview of the Council's workforce profile, drawing on current data and comparing it with both local and national benchmarks. It forms part of the standard reporting cycle to the Human Resources and Council Tax Committee.

As of the reporting date, Tendring District Council employs 763 individuals, including casual workers and apprentices, equating to 499.3 full-time equivalent (FTE) roles. This comprises 401 full-time and 151 part-time staff, alongside 23 apprentices and 188 casual workers.

Recruitment and retention rates remain positive, with the upcoming Local Government Reorganisation having little impact. The Council remains an employer of choice, with response rates being closely monitored to ensure the People Team can respond swiftly to any emerging trends.

Furthermore, despite national recruitment challenges as highlighted in the Chartered Institute of Professional Development's (CIPD) Labour Market Outlook Spring Report 2024, which reported that 52% of public sector employers face hard-to-fill vacancies, the Council has successfully appointed to several historically difficult-to-recruit roles. These include Planning and Environmental Health Officers, Solicitors, Project Managers, and Garden Communities posts.

The Council's workforce spans a broad age range, from 16 to 86. While staff retention across all age groups is strong, proactive workforce planning remains essential to sustain service delivery and organisational resilience.

There has been no change in the reported workforce diversity figures since the last reporting period. Currently, 1.3% of contracted staff identify as being from an ethnic minority background, compared to 3.8% within the wider Tendring population. Similarly, 9 employees have declared a disability, although this figure may be under-represented due to the voluntary nature of disclosure.

The Council maintains a broadly balanced gender profile. Among full-time staff, 49.3% identify

as male and 50.7% as female, with senior management roles showing a relatively balanced distribution of 55.1% male and 44.9% female.
As part of its commitment to fostering an inclusive workplace culture, the Council has introduced a number of employee Ambassadors. These individuals support the organisation's efforts to embed inclusive practices, and ensure all staff feel valued and empowered.

RECOMMENDATION(S)

It is recommended that:

a) The content of this Workforce Update report be noted.

REASON(S) FOR THE RECOMMENDATION(S)

The analysis of workforce data provides Members with statistics relating to the Council's workforce and how this compares to the Tendring district and national averages. Monitoring our workforce, recruitment and retention data will allow us to identify and respond to any changes in workforce trends as we approach the Local Government Reorganisation.

This is a standard report that is provided to the Human Resources and Council Tax Committee periodically.

ALTERNATIVE OPTIONS CONSIDERED

In accordance with Part 3 of Tendring District Council's Constitution, the Human Resources and Council Tax Committee is responsible for decision-making on key human resource and personnel matters not otherwise reserved by the Council or delegated to officers. This includes receiving periodic reports on the Council's workforce and staffing matters, ensuring appropriate oversight of employment practices, workforce trends, and organisational capacity.

The presentation of this report aligns with that constitutional requirement and supports the Committee's role in maintaining transparency, accountability, and strategic oversight of the Council's workforce.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

A revised Corporate Plan and Vision was approved by Full Council at its meeting on 28 November 2023. One of the six included themes is Financial Sustainability and Openness, with a commitment to continue to deliver effective services and get things done whilst looking after the public purse; that means carefully planning what we do, managing capacity and prioritising what we focus our time, money and assets on.

The proposals in this report align with:

The Council's Our Vision (Corporate Plan) 2024/28 priorities of:

- Working with partners to improve quality of life

- Raising aspirations and creating opportunities

By supporting our employees—many of whom are also residents—we contribute positively to both workforce wellbeing and the wider community.

Tendring District Council's People Strategy 2024 – 2029 by ensuring that:

- The organisation complies with the legislative and best practice requirements for employment;
- Managers are appropriately knowledgeable and skilled in people management in addition to their professional expertise;
- Human Resources and Organisational Development practitioners are appropriately skilled and qualified to provide professional advice and guidance on operational and strategic development and practice.

LEGAL REQUIREMENTS (including legislation & constitutional powers)

The Council must ensure compliance with Employment Legislation, the Equalities Act 2010, and the Working Time Directive.

The Council has a legal duty of care to employees to ensure their health and safety at work, as set out in the Health and Safety at Work Act 1974, the Management of Health and Safety at Work Regulations 1999 and other related legislation.

The Human Resources & Council Tax Committee has responsibility for the discharge of Part II – miscellaneous functions as set out in Schedule 1 to the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (as amended) and as detailed in Appendix 1 to Part 3 of the Constitution; including the 'decision-making on key Human Resource and Personnel issues not reserved by the Council or delegated to officers'.

In accordance with the Council's Constitution, the Head of Paid Service holds delegated authority to determine the overall staffing structure, ensuring alignment with organisational needs and strategic priorities. The Assistant Director – People holds delegated authority to make operational decisions and implement changes to Human Resources policies and procedures, including those necessary to ensure compliance with legislation and best practice, in consultation with the Head of Paid Service where appropriate.

FINANCE AND OTHER RESOURCE IMPLICATIONS

There are no direct financial implications as this report is to provide an update.

USE OF RESOURCES AND VALUE FOR MONEY

It is envisaged that this report does not require additional resources.

The following are submitted in respect of the indicated use of resources and value for money indicators:

A) Financial sustainability: how the body plans and manages its resources to ensure it can continue to deliver its services;	The regular monitoring of the Council's workforce ensures that the authority is able to monitor its spend on staffing resources, ensuring sufficient resources to maintain

	adequate service delivery.
B) Governance: how the body ensures that it makes informed decisions and properly manages its risks, including; and	The Council ensures strong governance through informed decision-making, effective risk management, and alignment with legal requirements. Regular monitoring of the workforce and review of the authority's people practices and policies in line with recognised best practice, ensures compliance with Employment Legislation.
C) Improving economy, efficiency and effectiveness: how the body uses information about its costs and performance to improve the way it manages and delivers its services.	The Council uses data and performance insights to enhance service delivery. As a major employer in the district, the Council's ambition is to contribute to building a more prosperous local community by modelling good employment practice. Tendring District Council is also an 'Anchor' organisation – Anchors play a key role in shaping and developing the skills of the local workforce.

MILESTONES AND DELIVERY

a) Management Team 23rd September 2025.
b) Human Resources and Council Tax Committee 21st October 2025.

ASSOCIATED RISKS AND MITIGATION

Failure to monitor the authority's staffing levels and demographic, including vacancies, could impact upon the authority's ability to meet service demand.

OUTCOME OF CONSULTATION AND ENGAGEMENT

The local union branch executive is consulted on all staff change management programmes and is regularly updated on the authority's staffing levels.

EQUALITIES

Section 149 of the Equality Act 2010 creates the public sector equality duty, which requires that when the Council makes decisions it must have regard to the need to:

(a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act.
(b) Advance equality of opportunity between people who share a protected characteristic and those who do not.
(c) Foster good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.

The protected characteristics are age, disability, gender reassignment, pregnancy and

maternity, race, religion or belief, gender and sexual orientation. The Act states that `marriage and civil partnership' is not a relevant protected characteristic for (b) or (c) although it is relevant for (a).

The Council is committed to being an inclusive employer and a 'Family Friendly Employer', in all of its people policies and practices.

As a Disability Confident Leader, and an Anchor organisation, the Council will proactively identify and facilitate ways to recruit individuals who may experience barriers to employment. The Council will also take an active leadership role in encouraging and working with local communities and employers to do the same.

SOCIAL VALUE CONSIDERATIONS

Social Value is defined through the Public Services (Social Value) Act 2012 and requires all public sector organisations (and their suppliers) to look beyond the financial cost of a contract and consider how the services they commission and procure might improve the economic, social and environmental well-being of an area.

The Council seeks to lead by example as a major local employer. This includes following recognised best practice and ensuring full compliance with legislation.

The Council is also an Anchor organisation. Anchor organisations are usually large organisations which are local to place and have the leverage to maximise social value through their role as workplace developers, employers and procurers, their core business (for example health and education) and the linkages they have to the place they operate.

IMPLICATIONS RELATED TO DEVOLUTION AND/OR LOCAL GOVERNMENT REORGANISATION

Effective workforce monitoring is essential as the Council prepares for Local Government Reorganisation. By maintaining a clear and up-to-date understanding of workforce composition, skills, and capacity, the Council is better positioned to manage change, support staff through transition, and ensure continuity of service delivery. Monitoring also enables informed decision-making around resource planning, succession strategies, and the identification of potential risks or gaps during the reorganisation process.

IMPLICATIONS FOR THE COUNCIL'S AIM TO BE NET ZERO BY 2030

This report has no direct implication on the Council's aspiration to be net zero by 2050.

OTHER RELEVANT IMPLICATIONS

Consideration has been given to the implications of the proposed decision in respect of the following and any significant issues are set out below.

Crime and Disorder	Not applicable.
Health Inequalities	Employment is known to be a significant factor supporting the health of individuals. The Council is a major employer in the area contributing to the wider determinants of health and wellbeing.

Area or Ward affected	Not applicable.

ANY OTHER RELEVANT INFORMATION

There are no background papers associated with this report.

PART 3 – SUPPORTING INFORMATION

BACKGROUND

In April 2024, the Payroll and Human Resources teams implemented a new integrated Payroll and HR software package called iTrent. This system allows the monitoring and manipulation of captured workforce data, and produces statistical reports to enable profiles to be generated.

Workforce Statistics

Of the total workforce of 763, Tendring currently employs 401 full-time staff. The gender balance of the full-time staff is: 198 males* (49.3%) and 203 females* (50.7%). For the remaining 151 part-time staff, 27 are males* (17.8%) and 124 are females* (82.2%). The remaining workforce are made up of 23 apprentices and 188 staff employed on a casual basis.

*(*The terms 'female' and 'male' used throughout this report refers to how individuals have identified themselves'.)*

Senior Management Gender Representation

At the time of reporting, there are 78 senior managers across the organisation, with 43 males* (55.1%) and 35 females* (44.9%), indicating a relatively balanced gender representation at leadership level. The Council's Management Team currently has a 28.6% female representation.

Staff Retention Data

Since the last Workforce Update report was submitted to the Committee in February 2025, a total of 66 individuals have been appointed to the organisation, of which 29 are males* and 37 are females*.

Of those, the following types of employment were made:

- 20 permanent employees
- 7 temporary employees
- 7 Career Track apprentices
- 32 casual workers

During this same period, the People Team have advertised 93 vacant posts. Of which, 68 were advertised externally on the Council's website, and 25 internally via the Council's intranet where posts were considered suitable opportunities for internal progression.

During this reporting period, 91 staff left the organisation, of which 39 were full-time and 44 were part-time, with 8 apprentices leaving after completing their training programme. Some vacant posts are still open to recruitment, while others form part of minor structure changes to better meet the service demands of the organisation.

The advertised posts generated a total of 724 applications received by the People Team. Of those, 593 were received via the external website and 131 internally. Each recruitment process includes the team:

- Gaining approval via the Workforce Panel
- Advertising the vacant post
- Acknowledging receipt of job applications received
- Collating applicants for each vacancy
- Providing applicant packs to managers for shortlisting
- Inviting shortlisted candidates to interview
- Creating interview documentation pack for managers including interview questions, venues and assessments
- Notifying the successful candidate
- Notifying the unsuccessful candidates
- Completing pre-employment checks including references, medical questionnaires and Disclosure and Barring Services (DBS) checks where necessary
- Issuing contracts of employment and notifying IT and other internal departments
- Conducting inductions on the new employees first day of work

Workforce Changes

All proposed changes to the Council's established workforce structure must be approved through the Workforce Panel, via submission of a Workforce Approval Proforma. The panel, managed by the HR Team, comprises the Corporate Director (Finance and IT) and the Acting Head of People. Over the past year, 223 proformas have been processed, covering a range of employment changes and other contractual amendments. Career Grade progression requests are approved separately by the Acting Head of People.

The Council continues to promote the organisation as an employer of choice, supporting family friendly practices including flexible working, hybrid working, being accredited by the Essex County Council Charter Accreditation Scheme for Family Friendly Employers, and more recently implementing a Fostering Friendly Policy and Family Leave and Support Policy.

Disability Profile

Of the 552 contracted staff (excluding apprentices and casuals), 9 employees have self-declared that they have a disability, which shows no change since the last Committee report. Members should be reminded that the declaration of a disability is discretionary by employees, and we are only able to report on data submitted.

Ethnic Diversity

The 2021 Census states that ethnic minority groups (i.e. all groups other than White) make up 18.3% of the population in England and Wales, and 3.8% of the Tendring population.

The current percentage of Council contracted staff who disclosed their ethnicity other than

White is 1.3%. (Members should note that 459 staff have chosen not to disclose their ethnicity, which limits the ability to provide an accurate representation of our workforce in this statistic.)

Gender Pay Gap Reporting

Under legislation that came into effect in April 2017, UK employers with over 250 employees are required to publish their gender pay gap. The gender pay gap is a mathematical indicator of the gender balance within an organisation. It measures the difference between the average earnings of all male and female employees, irrespective of their role or seniority. It is different from equal pay, which is about ensuring that men and women are paid the same for carrying out work of equal value.

Tendring District Council is confident that as a result of regular analysis and monitoring, we meet our equal pay obligations. This includes ensuring that all officers are paid fairly, have equal access to jobs and that employment practices are supportive of families and work life balance. Our gender pay gap figures have been calculated in line with the regulations set out in the gender pay gap reporting legislation.

As previously reported, the Council's figures demonstrate that our gender pay gap is in keeping with the UK average of 7.0% (ONS April 2024). An overview of Tendring's pay gap figures is as follows, with data based on the 'snapshot date' of 31 March 2024.

Tendring's figures for 2024/25 are as follows: -

- The male* mean** hourly rate is 4.8% (£0.81) higher than the female* UK average mean hourly rate.
- The female* median*** hourly rate is 2.5% (£0.36) higher than the male* UK average median hourly rate.

***The mean or average is determined by adding all the data points in a population and then dividing the total by the number of points.*
****The median is determined by arranging all the observations in order, from smallest to largest value, and the median is the middle value.*

Age Profile

As we are measuring a complete workforce, we can see a wider spectrum of ages across the organisation, with the employee age range being from 16 to 86. The highest proportion of staff falls within the 51 to 60 age brackets, with the next highest age range being 21 to 30 years. However, this is closely followed by the age range of 41 to 50 years. This indicates that the Council is retaining staff at all ages.

Sickness Absence

The reported absence figure for this report period was 2.84 days absence per employee, which shows the rate to be well below the indicated national level at 9.4 days per

employee. The current national average marks a 62% increase compared to the pre-pandemic levels, when the average was around 5.8 days. This figure (2.84 days) has decreased since the last report in February, where the figure was 3.65 days absence per employee.

Sickness absence is closely monitored via the HR database system, iTrent, which enables any potential long term ill health cases to be identified in the early stages. The list below indicates the top three recorded reasons for absence during the reporting period:

- Stomach
- Viral, i.e. Cold, Flu
- Head i.e. Headache, Migraine

Employees' general health and well-being continues to be supported through a fully funded Employee Assistance Programme (*which offers a holistic approach),* greater flexible working options, Corporate Gym Membership, flu vaccinations and access to an Occupational Health Specialist.

PREVIOUS RELEVANT DECISIONS TAKEN BY COUNCIL/CABINET/COMMITTEE ETC.

Not applicable – this report provides an update only.

BACKGROUND PAPERS AND PUBLISHED REFERENCE MATERIAL

Office for National Statistics: Census 2021 – Census - Office for National Statistics
Gender Pay Gap Report - GPG - 2024 - 25 Reporting Year.pdf

APPENDICES

None.

REPORT CONTACT OFFICER(S)

Include here the Name, Job Title and Email/Telephone details of the person(s) who wrote the report and who can answer questions on the content.

Name	**Marcia Fuller**
Job Title	**Acting Head of People**
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HUMAN RESOURCES & COUNCIL TAX COMMITTEE

21 October 2025

REPORT OF ASSISTANT DIRECTOR - PEOPLE

A.2 RECRUITMENT AND SELECTION POLICY AND PROCEDURE

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

This report presents the revised Recruitment and Selection Policy and Procedure for Tendring District Council. The updated policy reflects procedural enhancements following the implementation of the Council's HR and Payroll System (iTrent), incorporates current best practice, and reinforces the Council's commitment to fair and inclusive recruitment. It ensures that all candidates, internal and external, have equitable access to employment opportunities, enabling the Council to attract and retain a diverse and skilled workforce.

The policy also clarifies the roles and responsibilities of recruiting managers and the HR team and provides comprehensive guidance on legal obligations associated with recruitment activity.

The Human Resources and Council Tax Committee is asked to note the updates made to the policy in accordance with the delegated authority of the Assistant Director – People, acting in consultation with the Head of Paid Service.

EXECUTIVE SUMMARY

Tendring District Council recognises that its workforce is its most valuable asset, and that attracting and retaining the right talent is essential to delivering high-quality public services. The revised Recruitment and Selection Policy and Procedure establishes a clear, fair, and transparent framework for recruitment, from role definition through to final offer, ensuring that every candidate has a positive experience and that all appointments are made solely on merit.

The Council's ambition to be an employer of choice is reflected in its commitment to:

- Providing a positive and inclusive recruitment journey for all applicants
- Acting with responsiveness, respect, and equity throughout the process
- Leaving unsuccessful candidates with a constructive impression of the Council
- Treating recruitment as the initial phase of a new employee's induction

By embedding these principles, the Council will:

- Strengthen its employer brand and showcase organisational values
- Engage a diverse and skilled talent pool
- Apply robust and objective assessment methods
- Offer clear communication and reasonable adjustments to candidates
- Integrate recruitment into a seamless onboarding experience

The updated policy consolidates procedural changes following the implementation of the iTrent Recruitment and Onboarding modules, which enhance automation, data accuracy, and process efficiency. To further strengthen governance, a mandatory Pre-Recruitment Proforma has been introduced to clarify responsibilities, documentation requirements, and timelines prior to initiating recruitment activity.

The policy reinforces the Council's legal obligations, particularly under the Equality Act 2010, by ensuring reasonable adjustments are made for candidates and new recruits with disabilities or medical conditions. It also reflects current best practice in public sector recruitment by introducing a structured mechanism for analysing recruitment performance data, such as application rates, vacancy fill times,

and retention trends. This approach supports continuous improvement, strengthens workforce planning, and promotes long-term value for money, demonstrating that the Council's recruitment practices are both compliant and progressive.

The policy applies to all employment recruitment, including apprenticeships, but excludes volunteers and agency workers, who are covered by separate policies.

The Human Resources and Council Tax Committee is asked to note the implementation of the revised Recruitment and Selection Policy and Procedure, which has been updated in accordance with the delegated authority of the Assistant Director – People, and reflects the Council's ongoing commitment to fair, inclusive, and legally compliant recruitment practices.

RECOMMENDATION(S)

It is recommended that the Human Resources and Council Tax Committee:

a) **Notes the updates to the Council's Recruitment and Selection Policy and Procedure.**
b) **Acknowledges the existing delegation to the Assistant Director – People, in consultation with the Head of Paid Service, to make any necessary amendments to this policy and associated people policies and procedures, including those required to ensure compliance with employment legislation and to reflect best practice.**

REASON(S) FOR THE RECOMMENDATION(S)

Updating the Recruitment and Selection Policy and Procedure is essential to ensure it remains legally compliant, inclusive, and responsive to the evolving needs of both candidates and the organisation. The revised policy reflects procedural improvements following the implementation of the Council's HR and Payroll System (iTrent) and aligns with current best practice in recruitment.

The updated policy enhances the Council's compliance with the Equality Act 2010, by clarifying guidance on reasonable adjustments for candidates and new recruits with disabilities or medical conditions. This proactive approach mitigates legal and reputational risks and reinforces the Council's position as a fair and forward-thinking employer.

A new Pre-Recruitment Proforma has been introduced to improve governance and consistency. This mandatory step ensures Recruiting Managers are fully informed of their responsibilities, required documentation, and key timelines, supporting a transparent and accountable recruitment process.

The policy also introduces a mechanism for analysing recruitment performance data, including application rates, vacancy fill times, and retention trends. This data-driven approach enables continuous improvement, supports effective workforce planning, and promotes long-term value for money.

The scope of the policy has been widened to include apprenticeships, ensuring consistent and positive recruitment practices across all employment types.

Failure to update the policy in line with legislative requirements and operational developments may expose the Council to legal challenge, particularly in areas relating to equality, data protection, and employment rights. A consolidated and current policy reduces the risk of misinterpretation and differing practices across departments and demonstrates the Council's ongoing commitment to being a progressive, inclusive, and supportive employer.

ALTERNATIVE OPTIONS CONSIDERED

There is no viable alternative to updating the Recruitment and Selection Policy and Procedure. Failure to review and revise the policy in line with current legislation, best practice, and system developments may result in significant operational and reputational risks for the Council.

An outdated policy may lead to inconsistent decision-making, as recruiting managers could rely on incomplete or inaccurate guidance that does not reflect the Council's current recruitment systems and governance requirements. This increases the likelihood of procedural errors, undermines fairness and transparency, and may expose the Council to legal challenge.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

A revised Corporate Plan and Vision were approved by Full Council at its meeting on 28 November 2023. One of the six included themes is Financial Sustainability and Openness, with a commitment to continue to deliver effective services and get things done whilst looking after the public purse; that means carefully planning what we do, managing capacity and prioritising what we focus our time, money and assets on.

The development and implementation of the updated Recruitment and Selection Policy and Procedure also aligns with Tendring District Council's Corporate Plan 2024–2028 themes of "working with partners to improve quality of life" and "raising aspirations and creating opportunities." By supporting our employees—many of whom are also residents—we contribute positively to both workforce wellbeing and the wider community.

LEGAL REQUIREMENTS (including legislation & constitutional powers)

The Council must comply with a range of statutory rights and legal obligations designed to ensure recruitment is fair, transparent, and legally compliant. These include:

Equality Act 2010 - Prohibits discrimination based on protected characteristics—including age, race, sex, disability, religion, sexual orientation, gender reassignment, pregnancy/maternity, and marital status. Employers must ensure job adverts, interview questions, and selection criteria are fair and inclusive. Discrimination—direct or indirect—is unlawful unless objectively justified.

Employment Rights Act 1996 - Sets out employees' rights, including the right to a written statement of employment terms.

Rehabilitation of Offenders Act 1974 (as amended) - Allows certain criminal convictions to become "spent" after a rehabilitation period, meaning they don't need to be disclosed. Employers cannot reject candidates solely for spent convictions unless the role is exempt (e.g. working with vulnerable groups).

Data Protection Act 2018 & UK GDPR - Regulates how personal data is collected, stored, and processed. Employers must obtain consent to collect candidate data, use it only for recruitment purposes, and store it securely. Candidates have the right to access and correct their data.

Trade Union and Labour Relations (Consolidation) Act 1992 - Protects individuals from being treated unfairly due to trade union membership or activities. It's unlawful to reject or penalise a candidate based on union affiliation.

Police, Crime, Sentencing and Courts Act 2022 - Amended the Rehabilitation of Offenders Act to shorten rehabilitation periods for certain convictions. Employers must stay updated on what convictions are considered "spent" and avoid unlawful discrimination.

Failure to comply with employment-related legislation may expose the Council to significant risks.

Employees may pursue claims through an Employment Tribunal, particularly in cases involving discrimination, where compensation awards are uncapped.

Furthermore, a breach of the Equality Act 2010, could potentially amount to direct or indirect discrimination. Discrimination claims can attract media attention and pose a significant reputational risk to the Council as an inclusive and fair employer.

The Human Resources & Council Tax Committee has responsibility for the discharge of Part II – miscellaneous functions as set out in Schedule 1 to the Local Authorities (*Functions and Responsibilities)* (*England*) Regulations 2000 (*as amended*) and as detailed in Appendix 1 to Part 3 of the Constitution; including the 'decision-making on key Human Resource and Personnel issues not reserved by the Council or delegated to officers'. This extends to the agreement on key personnel policies.

In accordance with Tendring District Council's Constitution, the Assistant Director – People holds delegated authority, in consultation with the Head of Paid Service, to make amendments to people-related policies and procedures. This includes updates required to ensure compliance with employment legislation, alignment with best practice, and operational effectiveness. The revisions to the Recruitment and Selection Policy and Procedure presented in this report have been made under this delegation.

FINANCE AND OTHER RESOURCE IMPLICATIONS

Failure to comply with statutory rights and legal obligations, as outlined in the previous section, may result in legal proceedings through an Employment Tribunal and may include substantial financial penalties or compensation.

Enforcement action or legal proceedings present both financial and reputational risks to the Council. This is especially pertinent in cases involving discrimination, where compensation is not subject to a statutory cap, unlike other employment claims. As a result, discrimination claims may lead to substantial financial settlements and heightened public scrutiny.

By adopting and implementing the revised Recruitment and Selection Policy and Procedure, the Council reinforces its commitment to legal compliance, mitigates risk, and demonstrates a proactive approach to the recruitment and selection of staff.

USE OF RESOURCES AND VALUE FOR MONEY

The Best Value Duty relates to the statutory requirement for local authorities and other public bodies defined as best value authorities in Part 1 of the Local Government Act 1999 ("the 1999 Act") to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". In practice, this covers issues such as how authorities exercise their functions to deliver a balanced budget (Part 1 of the Local Government Finance Act 1992), provide statutory services and secure value for money in all spending decisions.

The following are submitted in respect of the indicated use of resources and value for money indicators:

A) Financial sustainability: how the body plans and manages its resources to ensure it can continue to deliver its services;	To support financial sustainability, the Council manages its resources efficiently to ensure the safe and effective delivery of services. The Recruitment and Selection Policy and Procedure plays a critical role in this by helping to minimise service disruption through the attraction and appointment of skilled and capable individuals. This approach safeguards workforce wellbeing, enhances retention and motivation, and ensures continuity in service provision. Furthermore, the policy supports financial resilience by mitigating risks and avoiding potential costs associated with non-compliance, such as legal claims, fines, and reputational damage.
B) Governance: how the body ensures that it makes informed decisions and properly manages its risks, including and	The Council ensures strong governance through informed decision-making, effective risk management, and alignment with legal requirements. The Recruitment and Selection Policy

	and Procedure reinforces this by providing a clear, consolidated, and updated framework that promotes clarity and consistency in application, reducing the risk of misinterpretation or uneven practices across service areas.
C) Improving economy, efficiency and effectiveness: how the body uses information about its costs and performance to improve the way it manages and delivers its services.	The Council actively uses data and performance insights to inform decision-making and enhance the management and delivery of its services. The Recruitment and Selection Policy and Procedure contributes to this by streamlining recruitment processes, reducing costs associated with advertising, and improving time-to-hire metrics. By analysing recruitment performance data, such as application rates, vacancy fill times, and retention trends, the Council can continuously refine its approach, ensuring resources are used efficiently and services are staffed effectively. This data-driven strategy supports better workforce planning, minimises disruption, and promotes long-term value for money.

MILESTONES AND DELIVERY

The adoption and implementation of the Recruitment and Selection Policy and Procedure will follow the timeline below:

- Management Team – 30 September 2025
- Human Resources and Council Tax Committee – 21 October 2025
- Officer Decision – 28 October 2025
- Publication to TDC Intranet – 17 November 2025
- Circulation to Relevant Services – 17 November 2025

Following formal approval, the policy and procedure, and supporting training will be shared with managers across the organisation to promote a consistent and robust approach to recruiting and selecting staff.

ASSOCIATED RISKS AND MITIGATION

This report proposes the introduction of the reviewed Recruitment and Selection Policy and Procedure which will play a critical role in managing and mitigating a wide range of organisational risks, and supports the Council's legal compliance, employee recruitment and retention, and operational resilience.

OUTCOME OF CONSULTATION AND ENGAGEMENT

Full consultation has taken place with the local UNISON Branch Executive, who are fully supportive and welcome the updated policy.

Furthermore, input was sought from service areas involved in facilitating this policy to ensure it is practical, relevant, and aligned with operational needs.

EQUALITIES

Section 149 of the Equality Act 2010 establishes the Public Sector Equality Duty (PSED), which requires public authorities, including the Council, to have due regard to the need to:

(a) Eliminate unlawful discrimination, harassment, victimisation, and other conduct prohibited by the Act.
(b) Advance equality of opportunity between people who share a protected characteristic and those who do not.
(c) Foster good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.

The protected characteristics under the Act are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation. Marriage and civil partnership is also a protected characteristic, but it is only relevant to the duty to eliminate unlawful discrimination.

The Council is committed to being an inclusive and supportive employer in all its people policies and practices.

The implementation of a clear policy to promote a consistent, Council-wide approach to recruitment and selection will help ensure non-discriminatory and consistent practices are adopted, in accordance with the Council's Equality and Diversity Policy.

An Equality Impact Assessment has been completed and indicates that the proposals in this report will not have a disproportionately adverse impact on individuals with any protected characteristic.

SOCIAL VALUE CONSIDERATIONS

Under the Public Services (Social Value) Act 2012, public sector organisations are required to consider how the services they commission and deliver can improve the economic, social, and environmental wellbeing of their communities.

The revised Recruitment and Selection Policy and Procedure contributes to this duty by fostering a fair, consistent, and supportive working environment across Tendring District Council. By clearly defining expectations, responsibilities, and entitlements, the policy empowers employees to manage their health and wellbeing effectively, while equipping managers to respond with confidence and sensitivity.

This proactive and inclusive approach not only enhances individual wellbeing but also reflects the Council's commitment to delivering services in a socially responsible and sustainable manner, aligned with its broader corporate values and community-focused objectives.

IMPLICATIONS RELATED TO DEVOLUTION AND/OR LOCAL GOVERNMENT REORGANISATION

While the adoption of the revised Recruitment and Selection Policy and Procedure does not have a direct impact on the Council's current devolution agenda or the ongoing local government reorganisation in Greater Essex, it contributes positively to the Council's preparedness for future structural changes. By aligning recruitment practices with legislative requirements and recognised best practice, the Council strengthens its operational resilience and legal assurance. This proactive approach ensures that, in the event of transition to a Unitary Authority or other restructured governance model, the Council is well-positioned to maintain continuity, compliance, and consistency in its employment practices.

IMPLICATIONS FOR THE COUNCIL'S AIM TO BE NET ZERO BY 2050

Consideration has been given to the Council's aim to be net zero by 2050; there is no direct implication related to the content of this report.

OTHER RELEVANT IMPLICATIONS

Consideration has been given to the implications of the proposed decision in respect of the following and any significant issues are set out below.

Crime and Disorder	Not applicable
Health Inequalities	Not applicable.
Subsidy Control (the requirements of the Subsidy Control Act 2022 and the related Statutory Guidance)	This proposal does not involve the provision of financial assistance or confer any economic advantage to external organisations; therefore, subsidy control considerations are not applicable in this instance.
Area or Ward affected	Not Applicable.

ANY OTHER RELEVANT INFORMATION
None.

PART 3 – SUPPORTING INFORMATION

BACKGROUND
Tendring District Council recognises that its workforce is central to delivering high-quality public services, and that attracting the right talent is critical to achieving organisational success. The revised Recruitment and Selection Policy and Procedure sets out a clear, fair, and transparent framework for recruitment, ensuring that every candidate, internal or external, has a positive experience and that all appointments are made solely on merit. This reflects the Council's ambition to be an employer of choice in a competitive labour market. The updated policy consolidates procedural improvements introduced through the implementation of the Council's Recruitment and Onboarding modules within the HR and Payroll System (iTrent). These modules enhance automation, improve data accuracy, and streamline recruitment workflows, supporting a more efficient and consistent approach. To further strengthen governance, a mandatory Pre-Recruitment Proforma has been introduced. This document must be completed prior to initiating any recruitment activity and provides Recruiting Managers with a clear overview of their responsibilities, required documentation, and key timelines. This measure supports a structured, transparent, and accountable recruitment process. The Council is required to comply with a range of statutory obligations designed to protect candidates and new recruits, including the Employment Rights Act 1996, Equality Act 2010, Rehabilitation of Offenders Act 1974 (as amended), and the Data Protection Act 2018 & UK GDPR. The revised policy reinforces these legal responsibilities, particularly under the Equality Act 2010, by ensuring reasonable adjustments are made for candidates and new employees with disabilities or medical conditions. This commitment is aligned with the Council's status as a Disability Confident Leader and reflects best practice in inclusive recruitment. By embedding these principles, the Council promotes equitable access, enhances candidate experience, and mitigates legal and reputational risks. In addition, the policy introduces a commitment to monitor and analyse recruitment performance data, such as application rates, vacancy fill times, and retention trends. This data-driven strategy enables continuous improvement, supports effective workforce planning, and promotes long-term value for money. The scope of the policy has been expanded to include the recruitment of apprentices ensuring consistent and inclusive practices across all employment types. Volunteers remain governed by the Council's Volunteer Policy 2023. By consolidating and updating the policy, the Council ensures clarity, consistency, and compliance across its recruitment activities, while reaffirming its commitment to being a progressive, inclusive, and supportive employer.
PREVIOUS RELEVANT DECISIONS TAKEN BY COUNCIL/CABINET/COMMITTEE ETC.
None.
BACKGROUND PAPERS AND PUBLISHED REFERENCE MATERIAL
There are no background papers or published reference material associated with this report.

APPENDICES
Appendix A – Recruitment and Selection Policy and Procedure

REPORT CONTACT OFFICER(S)	
Name	**Karen Hardes**
Job Title	**HR Advisor**
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RECRUITMENT & SELECTION POLICY

Issued by – People

Updated – October 2025

Tendring District Council

Recruitment and Selection Policy

Contents

1. Introduction

Tendring District Council recognises that our people are our greatest asset, and attracting the right talent is key to delivering exceptional public services. This policy sets out a clear, fair and transparent process, from defining each role through to the final offer, so every candidate enjoys a positive experience, and every appointment is based solely on merit. Our ambition to be an employer of choice will help us stand out in a competitive market.

To achieve this, we will:

- Ensure the recruitment journey is a positive experience for every applicant;
- Act with responsiveness, respect and equity at every stage;
- Leave unsuccessful candidates with a positive impression of the Council;
- Treat recruitment as the first phase of a new employee's induction.

By following these principles, we will:

- Showcase our values and strengthen our employer brand;
- Reach and engage a diverse talent pool;
- Assess skills and potential using robust, objective methods;
- Support candidates with clear communications and reasonable adjustments;
- Embed recruitment into a seamless onboarding experience.

This framework ensures Tendring District Council recruits effectively, fairly and consistently.

2. Our Commitment

Tendring District Council is committed to equal opportunity in recruitment and selection, recognising that fair access to roles enables us to harness the full range of skills and experiences from both the external labour market and our existing workforce. We value the diverse backgrounds, perspectives and contributions that strengthen our organisation (*see our Equality and Diversity Policy for full details*).

As a Disability Confident Leader (*Department for Work and Pensions*), we:

- Provide accessible information at every stage;
- Guarantee an interview to any disabled applicant who meets the essential criteria;
- Offer reasonable adjustments throughout application, assessment and interview;
- Support work experience placements and apprenticeship opportunities.

Under the Armed Forces Covenant Employer Recognition Scheme, we ensure ex-service personnel receive equitable treatment, full access to council vacancies and are guaranteed an interview if they meet the essential criteria.

All managers and supervisors involved in recruitment will receive compulsory training on inclusive selection practices. They are encouraged to consult the HR team for guidance on any aspect of recruitment, from advert design through to candidate feedback.

To build a more diverse, inclusive and high-performing workforce, we will also:

- Proactively advertise in channels and community networks that reach under-represented groups (*women in non-traditional roles, ethnic minorities, disabled people, ex-Forces personnel*);
- Monitor key diversity data, applicant data, conversion rates and hires, and report progress to the Human Resources and Council Tax Committee;
- Use data insights to refine our outreach, ensure balanced shortlists and close representation gaps.

These positive action commitments sit alongside our merit-based selection process, ensuring we appoint the very best talent while fostering an inclusive workplace.

3. Recruitment Procedures

3.1 Vacancy

3.1.1 Vacancies will either arise following the resignation of the previous postholder or as a result of the creation of a new post, following a restructure within the directorate for example.

3.1.2 If the postholder has resigned, the line manager must formally notify the People team and the Payroll and Payments team by completing a Termination Form and attaching a copy of the resignation letter. This should be done as soon as the manager receives the employee's resignation letter, to enable the relevant paperwork concerning the employee's termination to be processed. Termination Forms are available via the intranet.

3.1.3 If the vacancy is as a result of a new post being created, a similar job description can be amended within 25% (*please speak to the People team*) or the post must be evaluated through the Job Evaluation process. In order to do this, a Job Evaluation Questionnaire must be completed and a job description written. Both documents should be submitted to the People team, for an evaluation to take place.

3.1.4 The recruiting manager should use the resignation of an employee to review the current content of the job; they must decide whether there are alternative methods of service delivery and whether the post needs to be filled again, and if so, whether the content of the job should be altered - jobs often change as the postholder develops them. This is the best opportunity to review and update the job content, for example:

- Could the work of the post be absorbed by another post in the directorate/Council?
- Is there still a need for a full-time post or could a part-time post be an option?
- Could a proportion of the role be absorbed by IT systems?

Considering options such as these will help to ensure that the advertising of a job will best meet the requirements of the directorate or achieve an efficiency saving.

3.2 Authorisation to fill a vacancy

3.2.1 Before any vacancies can be advertised, authorisation must first be gained. The Line Manager of the vacancy must submit a vacancy approval proforma to the People team requesting that the post be filled and providing the justification. Once authorisation to fill has been approved by the Workforce Panel, a Pre-Recruitment

Form can be completed, this contains all the important information that is required to advertise and recruit for the post (*the vacancy approval proforma and Pre Recruitment form are available via the intranet*).

3.3 Apprentices

Requests to fill an apprenticeship vacancy will be submitted to the People Team and approval will be dependent on the business need and budget availability. Where an apprentice is recruited and is undertaking an apprenticeship via Career Track, the Council's in-house training provider, the usual recruitment process will be followed. In addition, Career Track and external training providers will need to undertake their own assessments to determine whether the preferred candidate is suitable and eligible to undertake the identified apprenticeship course before the apprenticeship can be offered. The Council's apprenticeship vacancies will be advertised on the Gov UK Apprenticeship website.

3.4 Agency

This policy does not apply to agency workers. Where an agency worker is required, the business area must ensure appropriate governance is in place.

Tendring District Council has a collaboration agreement with Essex County Council to access an agency timesheet and invoicing system. All agency requests must be discussed with the People team, who will advise on the process and applicable service level agreements.

3.5 The Recruitment Process

Before the recruitment process can begin, the recruiting manager must complete a Pre-Recruitment Form, this captures all the required information to recruit to a post. There are also a number of additional documents which need to be in place. These are:

- Current job description and person specification, and career grade scheme (*if applicable*);
- Draft advert;
- Authorisation to fill vacancy (*signed Workforce Proforma or Memorandum of Understanding*);
- Point of contact within the directorate who is leading on making decisions on advert content, the method of advertising and the appointment;
- Interview Panel (*minimum of 2 on panel, however 3 is ideal*)
- Dates and times for interviews (*It is recommended that approximately 2 weeks be allowed between closing dates and interviews. If less than this is allowed, candidates may not be unable to attend due to short notice, thus resulting in delays in the process and restricting your field of applicants*).

3.6 Declaration of Candidate Associations

To uphold the integrity and impartiality of the recruitment process, all panel members are required to declare any prior knowledge, personal association, or professional relationship with any candidate to the People team. This declaration must be made before engaging in shortlisting activities or proceeding with any further stage of the selection process. Failure to disclose such information may result in the panel member's removal from the recruitment exercise and could constitute a breach of the organisation's Code of Conduct.

4. Stages of the Recruitment Process

4.1 The Advert

At this stage of the process, the People team need to be in receipt of the draft advert for the vacancy and be advised where the directorate would like the advert placed. The People team will insert standard information about the Council, the benefits of working for us and details of how to apply.

It is important that adverts are targeted at the right people. The content of the advertisement is as essential to successful recruitment as the media in which the job is advertised. The aim is to target the most suitable pool of applicants from which the successful candidate will be selected. Advert text should be clear and simple.

The People team will advertise all posts on the Council Internet site, or on the Council's Intranet site, through the HR & Payroll system and the recruiting panel will be given access to enable them to see progress etc.

In addition, where appropriate, adverts may be placed on external job sites or in specialist journals (*funded from business area*).

Once the advert proof has been agreed, it will be advertised through the agreed method. The advert must include the closing date which should be a minimum of 2 weeks for external recruitment. This is to allow applicants to apply, complete and submit the forms.

4.2 Recruitment Documentation

Applicants are able to access the Council's website to view all current job vacancies. Information available includes:

- A copy of the job description, person specification and career grade (*if applicable*);
- An online Application Form (*an Internal Application Form is available for employees – this omits the 'personal details' element of the standard application form*);
- Candidate Information – information about the Council and guidance on how to complete the application form;
- Any additional information supplied by the recruiting directorate;
- If the post advertised requires special conditions e.g. a DBS or is Politically Restricted, employment with the Council will be subject to the outcome of this check and reference to this must be made in the advert.

All applicants are requested to complete a Council Application Form (*paper copies are available*), unless stated otherwise on the advert. If an application form is required and a Curriculum Vitae (CV) is submitted, this will be disregarded, since the wide variety of formats used makes it difficult in practice to interpret information and to compare candidates, and therefore will not comply with the Council's Equality and Diversity Policy (Employment).

4.3 Shortlisting Applicants

The purpose of shortlisting is to assess applications against the requirements of the role as detailed in the job profile. From this assessment the panel will agree who best matches the criteria and should be invited to interview.

After the closing date, the People team will provide access to the electronic application forms, via the HR & Payroll System, to the recruiting manager/s.

It is essential that all panel members conduct the electronic shortlisting process, through the HR & Payroll System, to demonstrate objectivity.

Panel members should individually assess each applicant and complete the electronic shortlisting matrix before discussing with other panel members. All applicants should be assessed against the key criteria for the role, as agreed from the job profile.

The following ratings should be used to assess the evidence provided for each requirement:

1- **Poor** Strong weaknesses across the competency
2- **Marginal** Strong weakness across some of the competency
3- **Moderate** Acceptable across the competency as a whole
4- **Good** Strengths across some of the competency
5- **Excellent** Strengths across the competency

When the shortlisting is complete, the recruiting manager should submit the results to the People team using the HR & Payroll system. All returned shortlist matrices are checked by a member of the People team, and any problems are discussed with the recruiting manager.

The recruiting manager is then required to contact all internal applicants who were not selected for interview, to provide constructive feedback before an automated unsuccessful email is issued.

An automatic unsuccessful outcome email will be generated from the HR & Payroll System for all relevant candidates.

Tendring District Council is accredited with the Disability Confident scheme; this states that we are positive about employing disabled people. By displaying this logo, we agree to guarantee an interview to any disabled applicant who meets the necessary/minimum criteria. The People team will assist the recruiting manager with identifying those applicants who fit within this category, through an electronic flag on the application. This electronic flag is also present for ex-forces personnel.

Recruiting Managers should complete the shortlisting within 2 working days. Once the scored application forms have been received by the People team, the planning of interviews can begin. At least 5 working days notice is required between the shortlisted forms being returned and the interview date. This is to enable the next stage of the

selection process to be carried out. It also gives candidates time to prepare themselves, for example to arrange the necessary time off work to attend.

4.4 Interviewing

On receipt of the shortlisting via the HR & Payroll System, the People team will contact the recruiting manager to confirm if any testing or presentation arrangements are required, start times of interviews, venue, and duration of interviews. The recruiting manager is responsible for all the administration on the day of the interviews, unless prior support has been requested from the People team.

Candidates may be asked to complete assessments / tests relevant to the role. Tests should be chosen based on their relevance to specific competence criteria to the post as identified in the Job Description and Person Specification and where the use of such test data can fairly and reasonably contribute to the assessment of candidates. These may include:

- Skills Tests – Practical tasks to demonstrate job-related abilities.
- Aptitude Tests – Measure problem-solving, reasoning, and numerical skills.
- Personality/Behavioural Assessments – Explore working styles and team fit.
- Situational Judgement Tests (SJTs) – Assess decision-making in hypothetical scenarios.
- Psychometric Testing – Objectively evaluate cognitive and personality traits.
- Technical/Practical Tests – For specialist roles, aligned with Council standards.

Tests must be applied consistently and reflect role requirements. Reasonable adjustments should be made for accessibility. Candidates are informed in advance of format and purpose. Results are handled securely and used only for recruitment.

A suitable room should be booked in advance for the interview venue, and test (*if appropriate*) where there will be no interruptions or distractions.

The People team will contact candidates, via the HR & Payroll System, by email to invite them to interview, usually with 5 days' notice. The interview invitation requests candidates to advise prior to the interview if they require any reasonable adjustments to be made for the interview and also to confirm their attendance.

A text alert will also be sent to candidates.

Candidates will have the opportunity to select through the HR and Payroll System, which date and time works best for them for interview from the recruiting managers identified availability.

Applicants are requested to bring with them any proof of qualifications that may be relevant to the vacant post, and proof of right to work in the UK, e.g. passport or birth certificate (*a copy of the accepted documents will be sent to the applicants*).

An interview panel of at least two, ideally three officers should be used to maximise objectivity. The People team do not automatically attend interviews, however, are available for advice and support, or to attend the interview as required.

Recruiting managers should prepare questions in advance based on the requirements of the role as stated in the job profile. All candidates should be asked the same set of core questions to make objective comparisons between candidates. A selection of competency-based questions are available - please contact the People team for further

information. Interview questions should be submitted to the People team for approval at least 48 hours before the interview.

Panel members must ensure they have a copy of each shortlisted candidate's application form and shortlist matrix with them at the interview. They should also have a copy of the current job description, person specification, career grade scheme (where relevant) and Interview Assessment Form.

The panel must meet before the interview to agree:

- The format of the interview;
- Who will be the Chairperson;
- Who will make the introductions;
- Who will be asking which questions.

Sufficient time should be given for the above preparation.

In addition, adequate time should be allowed for interviews (*normally 30 - 45 minutes per interview*). Each panel member should observe and record the answers to the questions during the interview, using the Interview Assessment Form.

The panel members should ensure that all candidates feel at ease and comfortable at the start of the interview, this will help them relax and perform better during the interview. The panel needs to ask 'open' questions - these allow the candidate the opportunity to expand on their skills and abilities. Examples of open questions could include 'Tell me about' or 'Give examples of'. If the candidate seems to be struggling with a question, panel members may need to rephrase it in a way the candidate can understand.

Reasonable Adjustment considerations during the recruitment process

Below are common reasonable adjustments that recruiting managers should consider to ensure an inclusive, accessible process for all candidates:

- Provide application materials in alternative formats (large print, Braille, easy-read, audio) and forms via email, phone or video as needed;
- Allow extended deadlines or flexible submission methods to accommodate slower typing and assistive-tech use;
- Offer remote interview options (telephone or video call) for candidates unable to travel easily;
- Ensure interview rooms are fully accessible (level access, ground-floor, lift access, clear signage) and provide quiet spaces for those with sensory sensitivities;
- Allow candidates to be accompanied by sign-language interpreters, communication support workers or have access to real-time captioning on request;
- Where the relevant support criteria has been met, give candidates the interview questions or test instructions in advance, and allow extra time or breaks during written or practical assessments;
- Adapt tests to the candidate's needs (*e.g. replace written tests with oral questioning or provide a scribe*);
- Permit candidates to bring a job coach, support worker or trusted companion into the interview room if required for communication or confidence;

- Use accessible online platforms that work with screen-readers and allow keyboard navigation; offer paper-based alternatives where digital tools aren't suitable;
- Be prepared to adjust scheduling or location for cultural, religious or medical reasons *(e.g. prayer breaks, medical appointments*).

Implementing these adjustments proactively—and asking candidates at the earliest stage what they need—ensures everyone can compete on a level playing field.

Think carefully about asking about personal circumstances (e.g. childcare arrangements, marital status) as these types of question are almost certain to be unrelated to the job, and thus potentially discriminatory. Such questions should be avoided at all costs. If questions which are a genuine occupational qualification need to be asked, agree these with a member of the People team in advance.

Exploring work history will normally follow the introductory part of the interview. If the candidate has little or no work experience the panel should focus on experience within voluntary work, home responsibilities or educational experience. If the candidate has gaps or uncertainties in their employment history on their application form, then these can be probed at interview and noted in additional notes section.

Ensure that the candidate is given the opportunity to ask questions at the end of the interview. If any questions are unable to be answered at the time, the panel must ensure that they agree with the candidate how the information will be communicated to them. Ensure that any qualification documents requested have been examined for authenticity and noted before the candidate leaves the interview, or that this process is completed outside of the interview itself. Any other documents produced, e.g. passports, should be noted and authenticated via a signature and date from the recruiting manager.

Evidence provided by candidates during the interview should be scored by each panel member using the following ratings:

1- Poor Strong weaknesses across the competency
2- Marginal Strong weakness across some of the competency
3- Moderate Acceptable across the competency as a whole
4- Good Strengths across some of the competency
5- Excellent Strengths across the competency

It is vital that notes are made of the candidates' responses to interview questions. These notes must be legible, comprehensive, factual, and relate directly to the answers given by the candidates - not the panel's instincts or gut feeling. There is space provided on the reverse of the Job Interview Assessment Form to allow for note taking. All questions asked must be relevant to the competencies outlined for that post.

4.5 Outcome

The decision-making process brings together all relevant evidence from the application form, selection interview and any tests or presentations.

Individual panel members should complete an Interview Assessment Form for each candidate, separately, ideally after each interview. It is important to remember that the candidate is being assessed against how they meet the requirements of the job description and competencies. Each form must be signed and dated by the person

completing it. All interview documents must be collated and forwarded to the People team electronically.

The People team will contact all unsuccessful external interviewees, via the HR & Payroll System, by email to confirm they have been unsuccessful. This contact should be made within a reasonable timeframe after the interviews have taken place. Recruiting managers must inform internal candidates of the outcome for successful and unsuccessful interviewees. Recruiting managers are required to provide constructive feedback where requested.

The People team will check all interview documentation and confirm the successful candidate's contact details.

Recruiting managers must contact the successful candidate to offer them the role, subject to satisfactory pre-employment checks. Recruiting managers must confirm the salary offered and the offer details by completing a Notification of Appointment Form (NOAF) and submitting this to the People team, who will then proceed with the pre-employment checking and provisional offer process.

Interview notes will be retained by the People team along with the unsuccessful candidate's application form for a period of 6 months, after which time it will be destroyed in line the Retention Policy. Notes regarding the successful candidate will form part of their personal employment file.

5. Pre-employment Checks

References

All applicants are asked to provide contact details for references to cover the past three years of employment and also a character reference. Any gaps in employment should be explained.

Health

All candidates are required to complete a pre-employment medical declaration. If a candidate declares that they have a medical condition or disability that may impact their ability to perform their role, they are asked to share more information so that reasonable adjustments can be considered. This might involve a referral being made to Occupational Health for specialist advice and support.

Eligibility to work in the UK

All employees must meet the requirements of the Immigration, Asylum and Nationality Act 2006 by demonstrating that they are eligible to live and work in the UK. The People team will contact the successful candidate with advice about how to meet the requirements. Right To Work checks may be performed at interview or will form part of the pre-employment checks.

Valid Driving Documents

All employees who are required to drive must provide a valid, relevant driving license.

DBS Check

If the post advertised involves the applicant working with children or having regular contact with vulnerable adults, then the successful applicant will be subject to a Disclosure Barring Service (DBS) check. Their employment with the Council will be subject to the outcome of this check.

A basic DBS check will also be carried out for those roles which will have access to Department of Work and Pension's Northgate system.

The recruiting manager will have indicated this on the Pre-Recruitment Form and this will be in supported recruitment documentation.

Qualifications
The People team may ask candidates to provide evidence of essential qualifications or professional memberships.

Continuous Service
Where a candidate has indicated that their most recent employment was with another local authority or a relevant public body, as defined under the Redundancy Payments (Continuity of Employment in Local Government, etc.) (Modification) Order 1999, the People team will, as part of the pre-employment checks, seek formal confirmation of continuous service from the previous employer. Where continuity of service is verified and remains unbroken, it will be duly recognised and honoured in accordance with applicable employment provisions.

Reasonable Adjustment Considerations Post-Appointment
Under the Equality Act 2010, employers have a continuing duty to make reasonable adjustments once an individual starts in post, ensuring any disability-related disadvantage is removed or minimised. Regular review and proactive planning help new employees settle in and perform at their best.

Managers should work with a new joiner to identify and implement reasonable adjustments across the following areas:

Workspace & Equipment Ergonomic desks/chairs; assistive software (*screen readers, voice recognition*); hearing-aid-compatible headsets.

Work Patterns Flexible start/finish times; additional breaks; paid time off for medical or therapy appointments.

Support & Training Accessible induction materials (*large print, audio*); one-to-one coaching; a workplace buddy or mentor.

Health & Safety Personal Emergency Evacuation Plans (PEEPs); clear guidance on safe egress.

Ongoing Review Regular one-to-one check-ins during probation and beyond; update adjustments as needs evolve.

Communication Provide instructions and policies in the employee's preferred format (*e-document, paper, captioned video).*

Professional Advice Engage Occupational Health for specialist recommendations, signpost Employee Assistance Programmes.

By building these considerations into the induction and probation phases and revisiting them periodically, managers foster an inclusive environment where all employees can thrive. More information and guidance is available from the People team.

Contract Stage

Once all pre-employment checks are complete and approved, a start date can be agreed This needs to be agreed prior to the Statement of Written Particulars being issued, as this information is recorded on their contract. A minimum of 2 weeks is required to generate a Statement of Written Particulars and arrange IT equipment prior to the agreed start date. The pre-employment checks are:

- All interview notes
- Two satisfactory references (*employment reference covering the last 3 years*)
- DBS check – if applicable
- Proof of right to work in the UK
- Medical declaration

The People team will issue the Statement of Written Particulars to the candidate, along with a copy of the Council's Staff Handbook and their job description. The Payroll and Payments team will then issue a Personal Details Form including their bank details for payroll and details about the Local Government Pension Scheme.

In addition, the candidate should be given clear guidelines of where to report to on their first day, what time to arrive, who to ask for and where to park. Candidates will usually be asked to attend the People team's office on their first day, to go through a brief 'first day induction' prior to joining their new service area.

6. Other Information

Employment of Ex-offenders

Under the Rehabilitation of Offenders Act 1974, candidates do not need to provide details regarding criminal convictions to prospective employers if they can be regarded as "spent" under the Act. Candidates are required to declare "unspent" convictions and this information is collected via the Criminal History Self Declaration form.

The Council is committed to ensuring that people who have criminal convictions are treated fairly and given the opportunity to demonstrate their suitability for employment.

The following should be considered:

- Whether a conviction or caution is relevant to the job.
- The seriousness of the offence.
- The length of time since the offence occurred. The chance for rehabilitation must be weighed against the need to protect children and vulnerable people.
- Whether the applicant has a pattern of offending behaviour or whether the offence was a one-off – a series of offences over a period is more likely to give cause for concern than an isolated minor conviction.
- Whether the applicant's circumstances have changed since the offence.
- The circumstances surrounding the offence and the explanation offered.

Canvassing direct or indirect

Canvassing of Councillors or employees of the Council by or on behalf of, yourself will result in disqualification of the candidate.

Relatives of Members of the Authority or Officers
Every applicant shall when making an application disclose in the space provided on the application form, whether or not they are related to a Councillor or Officer of the Council. Deliberate omission to make such a disclosure will disqualify the candidate.

Employment of Councillors
If you are currently a Councillor for Tendring District Council or have been within the last 12 months, then you are disqualified from applying for and being appointed to any paid appointment with Tendring District Council. This is detailed in the Local Government Act 1972 (s. 116).

Involvement of Elected Members in the Recruitment & Selection Process
The Local Authorities (Standing Orders) (England) Regulations 2001 set out the principle that (with exceptions for political and mayoral assistants) elected members cannot be involved in the appointment of staff below the level of Deputy Chief Officer (Heads of Service).

For recruitment and appointment of Senior Officers, including Chief Executive, other Statutory Chief Officers (Section 151 and Monitoring Officer posts), Chief Officer posts (Corporate Directors/certain Heads of Service) and all Deputy Chief Officers (Heads of Service), a Sub-Committee Panel of the Human Resources and Council Tax Committee will be constituted.

The Panel shall comprise of three members, at least one is required by the legislation to be a member of the Cabinet; to be appointed by the Leader at the appropriate time, this could be the relevant Portfolio Holder for the service concerned. The panel shall also include the Chairman (or Vice Chairman) of the Human Resources and Council Tax Committee and a named committee member from an opposition group to be appointed by Full Council.

The Panel will be supported by the Head of paid Service (Chief Executive) as the designated Proper officer and the Assistant Director, People (*or an Officer delegated to act in their absence*). If the appointment relates to the Chief Executive, the Assistant Director, People will be the designated Proper Officer and support the Panel with an external adviser. Committee Services will in consultation with and on behalf of the Chairman of the Human Resources and Council Tax Committee for the necessary Sub-Committee Panel.

The Sub-Committee must take into account the views and professional advice given by the relevant officers before an offer of appointment can be made. No offer of appointment shall be made to the applicant for a post referred to above until:

- The appointing committee had notified the Assistant Director, People of the name of the person to whom the post is to be offered and any other matter relevant to the appointment;
- The Assistant Director, People has notified all members of the Cabinet of the name of the person to whom the post is to be offered and any other matter the committee regards as relevant to the appointment;
- The period for objections by Cabinet members to making the offer by the person concerned has expired; this period will be three days. Any objection to the appointment shall be communicated to the Assistant Director, People

through the Leader of the Council. The appointing committee shall determine whether the objection is valid and the offer of appointment should be made.

In the case of the Chief Executive and Monitoring Officer, the Full Council must approve the appointment before an offer is made.

Data Protection and Candidate Experience
The Council is committed to handling candidate data in full compliance with data-protection laws and enhancing the applicant journey:

- All personal data collected via online forms or e-mail is stored securely in the HR & Payroll System and retained only for the statutory period before secure deletion;
- A clear Privacy Notice will accompany every job advert and application form, explaining how data is used and how candidates can request deletion or correction;
- Candidates may raise recruitment-related complaints via a dedicated e-mail address; the People team will acknowledge within two working days and resolve or escalate to the head of the directorate within ten working days;

Recruitment analysis, Reporting and Continuous Improvement
To ensure transparency and continuous learning, the People team will collect and monitor key recruitment metrics on a quarterly basis:

- Time to fill (*days from vacancy approval to offer acceptance*);
- Source effectiveness (*applicant-to-hire ratio by channel*);
- Diversity benchmarks (*gender, ethnicity, disability, ex-forces representation*).

The HR team will:

- Analyse performance against targets;
- Identify process bottlenecks or bias patterns;
- Review candidate feedback survey results for satisfaction and fairness;

Onboarding, and Induction
Every new joiner will begin their onboarding programme before their first day in post. Following confirmation of a start date, they will be set up on the HR & Payroll System and have access to key policies and procedures, and information to welcome them to the Council.

A structured onboarding programme will begin on day one and transition from HR-led induction to line-manager-led development. Key elements include:

- Day 1 HR welcome covering policies, IT access and site tour;
- Week 1 introduction meeting with line manager to set objectives and training plan;
- Month 1, 3, 4.5 and 6 probation-review meeting assessing behavioural competencies, performance goals and ongoing support needs.

All new joiners will receive an onboarding schedule, with milestones recorded in the HR & Payroll System and reminders sent to managers to ensure consistent delivery.

Appendix A

Pre-Recruitment Proforma

To be completed and submitted to the People team.

1.Post Details	**Workforce Panel & date / MT Agreement or decision date**		
	Post Number		
	Post Title		
	Directorate / Section		
	Grade / SCP		
	Hours		
	Shift Pattern (if applicable)		
	Contract Type (Permanent/ F*ixed Term / Casual*)		
	End Date (*if Fixed Term*)		
	DBS Level (*if applicable*) *A basic DBS will be required if the Officer has access to Northgate and/or Searchlight databases.*	Basic	
		Enhanced	
	Driving Licence / Ability to Travel Independently *(Yes / No)*		
2.Terms and Conditions of Employment / Special Conditions	**Politically Restricted Role** *(Yes / No)*		
	Market Forces *(Yes / No)*		
3.Financial information	**Cost Code**		
4.Advert Details	**Interview Panel *Members*** *(2 minimum)*		
	Interview Date		
	Contact Details for Advert (*Name / Contact number*)		
	Advert placement • *External (2 weeks)* • *Internal (1 week)* • *Other*		
5.Attachments	**Job Description and Person Specification**		
	Career Grade Progression Scheme		
	Advert Wording		
6.Signature of Assistant Director/Senior Manager	*I confirm that the information provided above is accurate and that appropriate governance is in place to support this recruitment.* Signed: Date: **Assistant Director/Senior Manager**		