



A meeting of the **EMPLOYMENT COMMITTEE** will be held in **THE CIVIC SUITE (LANCASTER/STIRLING ROOMS), PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **WEDNESDAY, 24 JUNE 2026 at 7:00 PM** and you are requested to attend for the transaction of the following business:-

## **AGENDA**

### **APOLOGIES**

**1. MINUTES** (Pages 5 - 12)

To approve as a correct record the Minutes of the meeting of the Committee held on 11th February 2026 and 21st May 2026.

**Contact Officer: L Adams**  
**01480 388234**

**2. MEMBERS' INTERESTS**

To receive from Members declarations as to disclosable pecuniary, other registerable and non-registerable interests in relation to any Agenda item. See Notes below.

**Contact Officer: L Adams**  
**01480 388234**

**3. WORKFORCE INFORMATION REPORT (QUARTER 4)** (Pages 13 - 30)

To consider an update on HR matters impacting on the performance of the organisation.

**Contact Officer: L Harfield**  
**01480 388569**

**4. WORKFORCE STRATEGY UPDATE (Pages 31 - 44)**

By means of a presentation, the Panel will receive an update on the Workforce Strategy.

**Contact Officer: K Hans  
01480 388329**

**5. WORKFORCE EQUALITY REPORT (Pages 45 - 60)**

To consider an update on the profile of the workforce of Huntingdonshire District Council (HDC) by their protected characteristics as defined under the Equality Act 2010.

**Contact Officer: L Harfield  
01480 388569**

**6. TIME OFF FOR VOLUNTEERING POLICY (Pages 61 - 86)**

To consider and comment on the Council's Time Off For Volunteering Policy.

**Contact Officer: L Harfield  
01480 388569**

**7. REPRESENTATIVES OF EMPLOYEES**

At the request of representatives of employees to consider a range of issues.

16 day of June 2026

***Michelle Sacks***

Chief Executive and Head of Paid Service

**Disclosable Pecuniary Interests and other Registerable and Non-Registerable Interests.**

Further information on [Disclosable Pecuniary Interests and other Registerable and Non-Registerable Interests is available in the Council's Constitution](#)

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**Please contact Miss Lauren Adams, Democratic Services Officer, Tel No. 01480 388234/e-mail [Lauren.Adams@huntingdonshire.gov.uk](mailto:Lauren.Adams@huntingdonshire.gov.uk) if you have a general query on any Agenda Item, wish to tender your apologies for absence from the meeting, or would like information on any decision taken by the Committee/Panel.**

Specific enquiries with regard to items on the Agenda should be directed towards the Contact Officer.

Members of the public are welcome to attend this meeting as observers except during consideration of confidential or exempt items of business.

Agenda and enclosures can be viewed on the [District Council's website](#).

#### **Emergency Procedure**

In the event of the fire alarm being sounded and on the instruction of the Meeting Administrator, all attendees are requested to vacate the building via the closest emergency exit.

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## HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the EMPLOYMENT COMMITTEE held in THE CIVIC SUITE (LANCASTER/STIRLING ROOMS), PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN on Wednesday, 11 February 2026.

PRESENT: Councillor A Blackwell – Chair.

Councillors S Cawley, L Davenport-Ray, P A Jordan, P Kadewere, D N Keane and C Lowe.

APOLOGY(IES): Apologies for absence from the meeting were submitted on behalf of Councillors S A Howell.

### 19. MINUTES

The Minutes of the meeting of the Committee held on 22nd October 2025 were approved as a correct record and signed by the Chair.

### 20. MEMBERS' INTERESTS

No interests were declared.

### 21. WORKFORCE INFORMATION REPORT (QUARTER 2)/ (QUARTER 3)

The Committee received and noted reports for Quarters 2 and 3 on Human Resources (HR) matters impacting on the performance of the Council during the periods 1st July 2025 until 30th September 2025 and 1st October 2025 until 31st December 2025. The reports included the latest position and trends relating to employee numbers, salary costs and sickness absence. Copies of the reports are appended in the Minute Book.

The Committee heard that the workforce totalled 689 people, the fulltime equivalent (FTE) working out at 635.84 Officers in Quarter 2. In Quarter 3, the workforce totalled 688 people, the fulltime equivalent working out at 636.25 Officers. The figure for Quarter 2 represented an increase from the previous Quarter. The periods ended with an underspend of £1.65 million and an overspend of £1.9 million on Contractor and Agency costs.

It was confirmed that 33 individuals left the Council in Quarter 2 which was a slight increase from the previous Quarter when 25 employees left. 31 individuals left in Quarter 3. The overall turnover was 16.8% in Quarter 2 and 16.1% in Quarter 3. There were 2 retirements in each Quarter with a combined service period of 49 years. There had been an increase in recruitment with 59 roles advertised in Quarter 2 and 72 in Quarter 3. Sickness absence had increased from 8.4 days per

FTE to 9.6, and long-term sickness had increased to 24 employees.

In response to a question from Councillor Jordan regarding internal transfers of employees and the impact on their previous teams, Members were advised that certain departments within the organisation were considered effective entry points for employees. These roles provided opportunities for individuals to gain experience before exploring other areas of the organisation where their skills may be better suited. It was noted that staff movement between teams for development purposes was encouraged, and that restricting such progression may increase the risk of employees seeking opportunities outside the organisation.

The Committee requested further information regarding roles that had proven persistently difficult to fill, including whether Local Government Reorganisation (LGR) may have been a contributing factor and what actions could be taken to address this. Members were advised that the organisation was increasing its recruitment presence and exploring a range of alternative advertising methods. It was noted that many of the challenging vacancies related to specialised roles, and that a more proactive approach was being adopted, including targeted headhunting rather than relying solely on applications. In addition, attendance at recruitment fairs had increased to support those efforts.

The Committee further queried whether hard-to-fill roles could be advertised as remote working opportunities. Members were advised that the organisation was currently encouraging a return to office-based working and, as such, did not wish to promote these roles as fully remote positions.

Following a question regarding the costs associated with the food waste bin collection service, the Panel were advised that additional funding had been provided to support its introduction as a new service. It was further noted that, over time, the service would be absorbed into business-as-usual operations.

Following a question regarding the costs associated with the food waste bin collection service, the Panel were advised that additional funding had been provided to support its introduction as a new service. It was further noted that, over time, the service would be absorbed into business-as-usual operations.

In response to a question from the Chair, it was confirmed that 90 vouchers for staff had been obtained for the Flu vaccination but this did not include the employees who were eligible through their GP.

It was

RESOLVED

that the contents of the report be noted.

## **22. WORKFORCE STRATEGY UPDATE**

By means of a presentation (a copy of which is appended in the Minute Book) Kiran Hans, HR Coordinator – Project Delivery,

provided the Committee with an update on the Workforce Strategy. Reference was made to examples of training and development activities, such as the Management and Leadership programme.

Members were advised that all modules were being delivered with the aim of ensuring that as many managers as possible completed the training by the end of March 2026. It was noted that, following this date, the modules would transition into business-as-usual activity and would remain available for new managers, as well as for existing managers seeking refresher training.

The Committee was informed that the Electric Vehicle scheme had generated significant interest among staff. It was noted that a hybrid vehicle supplier was in the process of establishing a portal for employees, and that the organisation considered it important to provide access to both electric and hybrid options.

Attention was drawn to the Incremental Pay Progression process, which had been streamlined through the introduction of an electronic form to improve efficiency. It was noted that all submissions were subject to a robust moderation process.

It was noted that there were minimal issues with the implementation of the Hybrid Working Policy and that the Equality, Diversity and Inclusion Network had been launched.

The new support service through Anglian Water, SHOUT, was highlighted. Members heard this was a free confidential text service for mental health support.

Councillor Lowe commended the 'I Am Remarkable' sessions. In response to her question regarding staff support, the Panel noted the existence of a menopause support network, where articles and podcasts were shared via Teams. They also highlighted a menopause cafe, offering discussions on a range of beneficial topics for staff.

Councillor Davenport-Ray asked for further insight regarding Equality, Diversity and Inclusiveness, wondering whether this included neurodiversity. The Committee heard that neurodiversity was included.

Councillor Jordan praised the organisation's inclusive approach, noting its ongoing development and expansion across all areas. She suggested that promoting these efforts could help attract prospective employees.

Following earlier comments on internal recruitment, the Panel noted that the organisation's flexibility in enabling staff to move between teams contributed to improved job satisfaction. It was also observed that some teams chose to exceed the minimum requirement of two office days per week due to their positive experience of the working environment.

Councillor Kadewere expressed his appreciation for the clarity and quality of the reports prepared by Officers. Referring to Local Government Reorganisation (LGR), he asked whether the

organisation was prepared should Option E not be selected. The Panel were advised that, from an HR perspective, preparations were in place, including engagement with other councils and expanded collaborative efforts to plan for all potential outcomes. This included regular meetings with other local authorities to assess alignment, with examples such as the coordination of occupational health provision, to support a smooth transition.

After a question relating to Electric vehicles, the Panel heard that, although the Scheme was new, 4 Employees had signed up and the supplier had offered free home charging points as part of the package.

Councillor Lowe queried whether staff were being reminded to contribute to the ongoing LGR discussions, emphasising the importance of all input. It was confirmed this had been promoted via the intranet and the Chief Executive's weekly email.

It was

RESOLVED

that the information presented be received and noted.

### **23. GENDER PAY GAP REPORT MARCH 2025**

Consideration was given to the Council's Gender Pay Gap Report, which had been prepared by the Head of HR and OD (a copy of which is appended in the Minute Book). The Report was based on the employees as of 31st March 2025. The Council was legally required to publish the gender pay gap information each year. Member's attention was drawn to the fact that the Mean Pay Gap was -2.47% (£-0.36) which indicated the extent to which women earned on average more per hour than their male counterparts. Members were informed that this demonstrated the Council's ability to recruit and retain an equal workforce.

The Committee discussed the Mean Bonus Pay Gap. Following questions by Councillor Davenport-Ray regarding the data, it was advised that the data would be provided once it was ready at the end of the financial year.

Councillor Keane wondered how this would be affected by Local Government Reorganisation (LGR). The panel heard this would be reviewed once the decision regarding LGR had been shared in July.

Councillor Cawley praised the report and thanked the team for their hard work. He sought further clarity regarding the roles contained in the data. It was heard that further detail could be shared after the meeting but it was noted that the upper middle pay bracket is the higher skilled administrative roles which were predominantly female.

It was

RESOLVED

that the Gender Pay Gap Report – March 2025 be endorsed for publication.

**24. PAY POLICY STATEMENT 2026/2027**

With the assistance of a report by the Strategic HR Manager (a copy of which is appended in the Minute Book) the Committee considered the draft 2026/2027 Pay Policy Statement. The Statement provided information about the Council's policies relating to the pay and reward of Chief Officers and other employees, as required by the Localism Act. Members were informed that the Statement would be published on the Council's website together with data on Senior Officers' salaries as required by the Code of Recommended Practice for Local Authorities on Data Transparency.

Councillor Cawley sought further insight into the process which ensured fairness in the award of salary increments across the Organisation. It was stated that Staff were nominated by their Line Managers and decisions were made by Heads of Service that ensured consistency across the Service. Whereupon,

it was

RESOLVED

that the Council be recommended to approve the Pay Policy Statement for 2026/2027.

**25. REPRESENTATIVES OF EMPLOYEES**

It was noted that apologies had been received from the Representatives of Employees.

Chair

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## HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the EMPLOYMENT COMMITTEE held in THE CIVIC SUITE (LANCASTER/STIRLING ROOMS), PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN on Thursday, 21 May 2026.

PRESENT:

Councillors L Ascroft, A Blackwell, L Dewey-Beckett, J Francis, D Henly, D McIlwain, P Simpson and S Smith.

### 1. ELECTION OF CHAIR

A proposal to appoint Councillor A Blackwell as Chair of the Committee was moved and seconded. On being put to the vote the proposal was declared to be TIED.

A proposal to appoint Councillor D McIlwain as Chair of the Committee was moved and seconded. On being put to the vote the proposal was declared to be TIED.

### 2. MEMBERS' INTERESTS

No declarations were received.

### 3. APPOINTMENT OF VICE CHAIR

A proposal to appoint Councillor S Smith as Vice- Chair of the Committee was moved and seconded. On being put to the vote the proposal was declared to be TIED.

A proposal to appoint Councillor P Simpson as Vice- Chair of the Committee was moved and seconded. On being put to the vote the proposal was declared to be TIED.

Chair

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## Workforce Report Quarter Four 2024-25

### Report Highlights

Report Section	Measure	Trend	Q3 2024/25	Q4 2024/25
1.1	<a href="#">Headcount</a>	↑	668	687
1.1	<a href="#">FTE</a>	↑	608.28	620.13
1.2	<a href="#">Variable Employees</a>	↑	372	400
1.4	<a href="#">High Earners</a>	↓	57	55
1.5	<a href="#">Leavers</a>	↓	33	21
1.6	<a href="#">Turnover</a>	↑	17.5%	19%
1.7	<a href="#">Employment Offers Made</a>	↓	80	59
2.0	<a href="#">Sickness Days Lost per FTE</a>	↓	8.5	8.3
2.3	<a href="#">Sickness Absence – Long-Term</a>	↑	41.1%	54.45%
3.0	<a href="#">HR Caseload</a>	↑	72	95
3.1	<a href="#">HR Caseload – Sickness Absence Management</a>	↓	55.5%	53.6%
			2024/25 Budget	Q4 Forecast
1.3	<a href="#">Pay bill – Total</a>	↑	£30.7m	£31.9m
1.3	<a href="#">Pay bill – Employees</a>	↑	£30.4m	£30.3m
1.3	<a href="#">Pay bill – Contract &amp; Agency Staff</a>	↑	£0.3m	£1.6m

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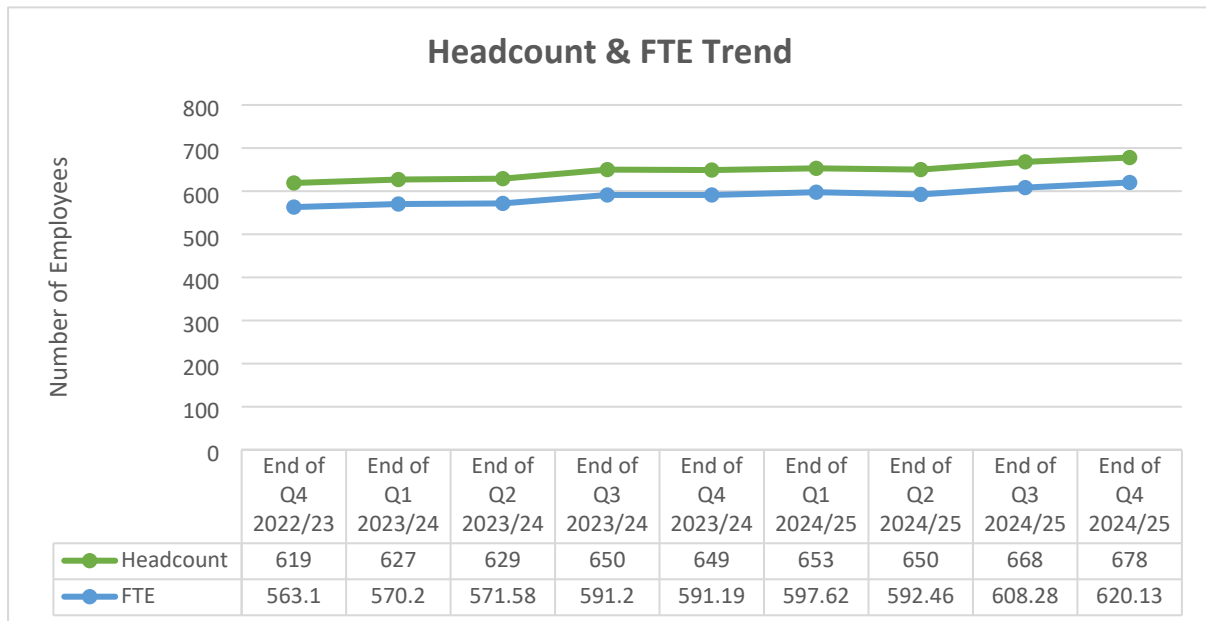
## 1.0 EMPLOYEE PROFILE

**Definition: Headcount** is the number of employees working within the Council, counting primary roles only, and excluding casual roles.

A **full time equivalent** (referred to as FTE) is a measure of an employee's workload to make the position comparable across the workforce based on a 37-hour full-time working week. For example, an FTE of 0.5 indicates that the employee works half of a full-time working week (18.5 hours).

### 1.1 HEADCOUNT AND FTE

At the end of Quarter Four (31 March 2025), the total number of permanent and fixed term employees employed by Huntingdonshire District Council was 678 (excluding those employed on a variable or casual hour basis) with the number of full-time equivalent posts at 620.13.

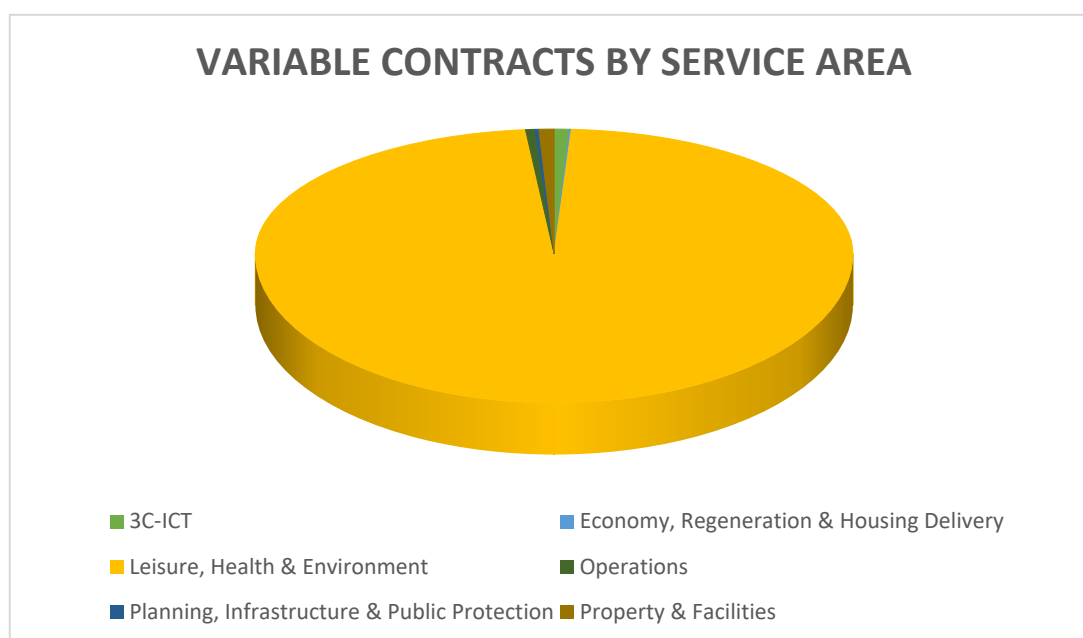


### 1.2 WORKFORCE BY CONTRACT TYPE

Data on Variable employees (zero hours basis contracts) is included in the below table. However, data on Variables are not included in the other areas of the workforce reporting. Variables are typically employed in multiple positions across Leisure services; though a small number of Variables are employed in Operations, Recovery Services, and ICT. At the end of Q4, HDC had 400 individuals employed in 820 posts. This is an increase from Q3.

The numbers in the table below may vary as they include employees with multiple contracts/ positions.

Employment Type	Q3 2024/25	Q4 2024/25
Fixed Term	43	42
Permanent	600	613
Apprentice	2	3
Secondment/Acting Up	29	20
<b>Grand Total</b>	<b>674</b>	<b>678</b>
Variable employees	372 (751)	400 (820)



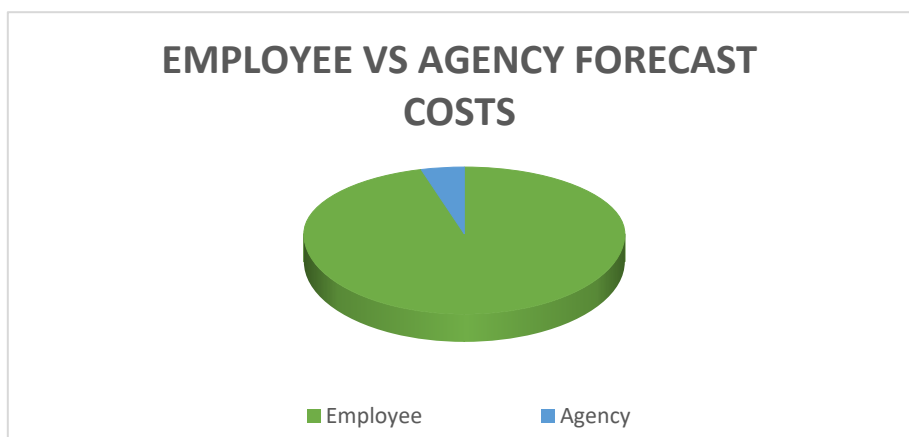
### 1.3 PAYBILL

The following table shows the employee pay costs over several years. At this stage of 2024/25 the forecast shows a projected overspend on all employee costs (staff, contractors and agency workers) of £1.137m. This arises from a spend of £1.640m on contractors and agency workers against a budget of £337,335, plus £165,000 projected underspend on employee salaries as shown below. The information from this year's agency spend has been taken into account for the 25/26 budget and appropriate budget has been allocated for the upcoming financial year.

The majority of our agency spend is centred towards our ICT and Operational Services teams.

Year	Employee Paybill Budget (£)	Employee Paybill Actual (£)	Employee Paybill Forecast (£)
2017/18	24,591,631	23,536,053	
2018/19	25,230,515	23,192,646	

2019/20	24,871,268	23,941,696	
2020/21	25,679,601	24,240,402	
2021/22	25,377,310	25,421,307	
2022/23	27,330,175	26,467,958	
2023/24	27,848,427	27,157,627	
2024/25	30,414,246		30,248,936



## 1.4 HIGH EARNERS

**Definition: High earners** are classified as employees who are paid at £50,000 or above. This information is already published annually in line with the Government's commitment to improve transparency across the public sector and the target hasn't changed since it was introduced. The Councils pay policy distinguishes authorisation of salaries over £75,000 per annum.

At the end of Quarter Four, there were 55 employees paid at FTE salaries of £50,000 or above, representing 8.1% of the total workforce. 1.2% of the workforce are paid salaries over £75,000. The total number of employees classed as high earners is has decreased since the previous Quarter (57).

## 1.5 LEAVERS

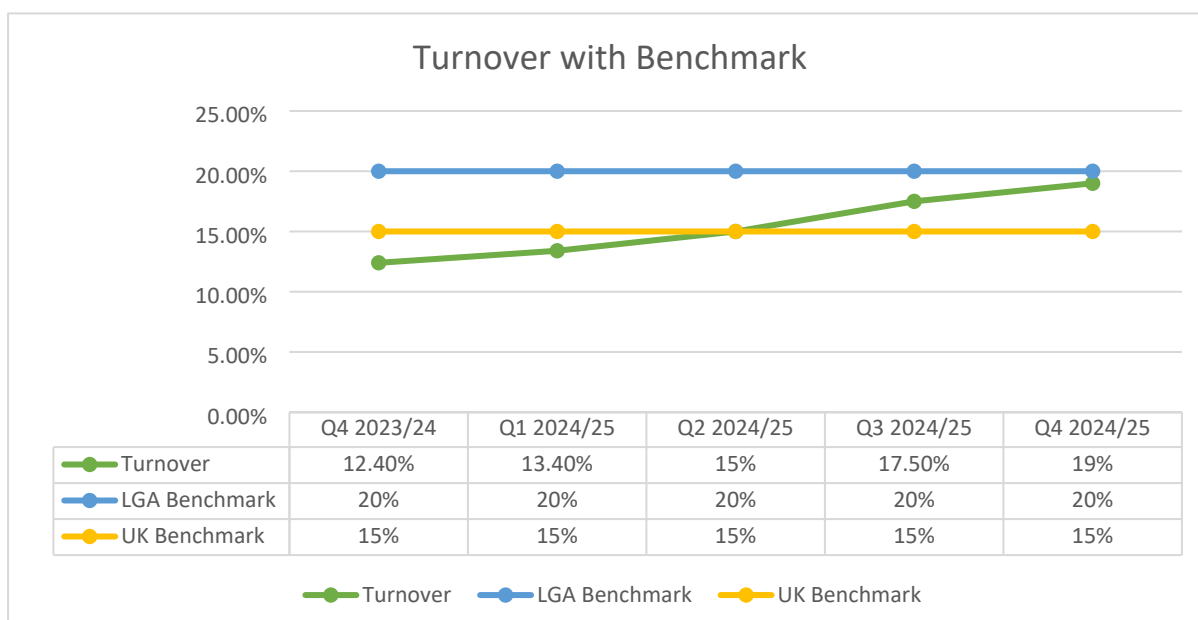
During Q4, there were 21 full-time/part-time employees on permanent or fixed-term contracts who left the organisation, which is lower than the total leaving in the previous Quarter (33).

8 of the leavers from Q4, resigned to take up other posts with either commercial or public sector employers, this is a decrease from the 9 in last quarters report. We had no retirements during this quarter.

Leaving Reason	Permanent	Fixed-term
Dismissal Capability	1	0
Dismissal Ill Health	0	0
Dismissal Misconduct	1	1
End of Contract	0	0
Failed Probation	0	0
Redundancy	1	0
Retirement	0	0
Settlement Agreement	0	0
Voluntary Resignation	15	2
<b>Total</b>	<b>18</b>	<b>3</b>

## 1.6 TURNOVER

In the 12 months to 31<sup>st</sup> March 2025, 126 employees left the Council. As a proportion of the average number of permanent/fixed term employees over this period, the overall annual turnover rate for employees is 19%, which is higher than the previous quarter but remains below the LGA benchmark. Data from exit interviews is analysed to see where additional support may assist with staff retention.



## 1.7 RECRUITMENT METRICS

Recruitment activity has remained busy, reflecting the dynamic and competitive nature of the current job market. There has been an 41.97% increase in number of roles advertised compared to Q3.

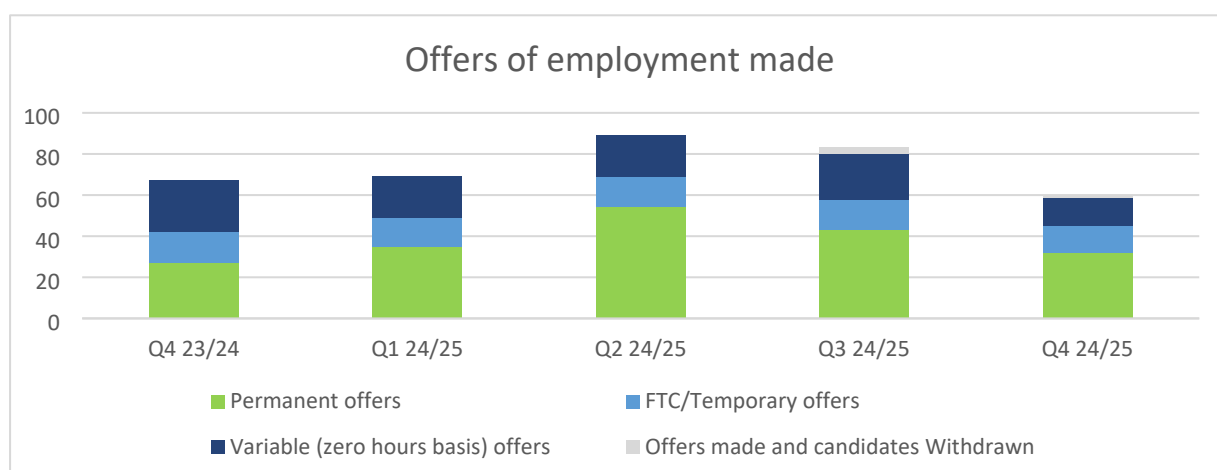
Of the 59 offers made through core recruitment activities, 15 were existing HDC staff, promoted or moving into other positions around the council. The HR team will continue to support the business with creating opportunities to grow and develop our workforce, careers, and mobility around services.

Advertised Roles	Q4 23/24	Q1 24/25	Q2 24/25	Q3 24/25	Q4 24/25
	46	83	83	47	81

Advertised Roles per business area	Q4 23/24	Q1 24/25	Q2 24/25	Q3 24/25	Q4 24/25
ICT	7	6	1	5	6
Corporate Services (HR, Finance, Facilities, Dem Services)	15	8	10	2	6
COO (Development/Planning, Community, Revs & Bens, Customer Services)	2	9	17	3	11
Strategic Housing & Growth	2	2	4	3	3
One Leisure	6	36*	21	25	32
Recovery Services (Car parking; Countryside, Parks & Open Spaces)	3	1	6	5	6
Operations (Waste, CCTV, Grounds Maintenance, Street Cleaning)	11	17	17	3	15
Executive/Transformation/Communications	0	4	7	1	2

\*includes One Leisure review.

Number of candidates applied	Q4 23/24	Q1 24/25	Q2 24/25	Q3 24/25	Q4 24/25
	362	604	1129	763	994



## 1.8 RECRUITMENT CHALLENGES/SUCCESSSES

There has been a continuation in the trend of heightened candidate attraction this quarter.

The data continues to demonstrate real success in reaching candidates with 994 applications compared to 763 in the previous quarter.

LinkedIn continues to support our talent acquisition activity. We have achieved 219,000+ impressions, 10,600+ job views and 938+ total apply clicks resulting in 6 hires. In addition, our followers have grown by 259. This is very encouraging, and we will continue to use all the tools at our disposal to grow our LinkedIn network.

Following the successful first in-house executive search for the role of Chief Digital Information Officer last quarter, we have successfully carried out our second executive search for the Head of Democratic Services and Monitoring Officer role. This achievement continues to demonstrate the team's capability to manage future executive searches and will have a positive impact on recruitment efforts in several ways:

- **Enhanced Reputation:** The team's ability to attract and evaluate top-tier candidates will bolster HDC's reputation, making it easier to engage high-calibre talent in future searches.
- **Increased Confidence:** This achievement will boost the team's confidence, encouraging the council to take on more challenging and executive recruitment projects.
- **Refined Processes:** The experience gained will allow us to refine strategies and processes, leading to more efficient and effective recruitment efforts.
- **Stronger Networks:** Building relationships with outstanding candidates and industry professionals will expand the council's network, providing access to a broader talent pool in the future.

## 1.9 LEARNING & DEVELOPMENT AND EMPLOYEE ENGAGEMENT

Activities that have taken place in the last quarter to help support employee engagement and aid in retention the following activities have taken place:

- Learning & Development (L&D) continue to work closely with Cambridge Regional College (CRC), with a view to hosting work experience placements with us during the year. Work experience placements are very popular compared to previous years, and new links with local educational settings are proving worthwhile with several placements in the pipeline.
- A shared graduate with Huntingdonshire District Council, Cambridge City and South Cambridgeshire District Council started with us in February for their 8

month and final placement on the National Graduate Development Programme and is enjoying working here.

- In the lead-up to and during February, in celebration of National Apprenticeship Week, a dedicated team at HDC organised an event to recognise apprentices across the county. Apprentices were invited to attend and network, while apprenticeship teams, neighboring local authorities and local businesses showcased their programmes. The event also featured inspiring on-stage stories from apprentices, who shared their personal journeys and experiences.
- The Leadership Development Programme launched in March with the first course of many running over this financial year, the programme is fully supported by the Corporate Leadership Team (CLT) the programme is designed for all people managers across the council.
- L&D continue to provide up to date apprenticeship information when required to managers and individuals to explore apprenticeship opportunities for existing staff as well as new apprenticeship contracts to the council.
- Apprenticeships during Q4; three staff have successfully completed all the required learning components of the apprenticeship programme and are working towards their respective End Point Assessments in the following apprenticeships:
  - Digital and technology solutions specialist (integrated degree), Level: 7
  - Community sport and health officer, Level: 3
  - Countryside ranger, Level: 4

### **Apprenticeships**

- The apprenticeship programme is continuing to develop and support internal staff within HDC. By the end of Quarter Four (31 March 2025), 2 new apprenticeships, one is a new apprentice contract the other an existing employee.
- The figures shown in the table below are as at the end of March 2025.

	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>	<b>Level 6</b>	<b>Level 7</b>	<b>Total</b>
<b>New Apprenticeships</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>
<b>Ongoing</b>	<b>11</b>	<b>6</b>	<b>4</b>	<b>1</b>	<b>6</b>	<b>28</b>

- L&D will continue to link in with East of England Local Government Association to understand the changes to the levy and the impact this will have on some apprenticeships.

- The Workforce Strategy Team are continuing to deliver the next 4 priorities, these are Electric Vehicles via a salary sacrifice scheme, Social Committee, Leisure Discounts and ICT access for all.
- Focus groups have been held across all areas of the workforce to re-develop the new 1-2-1 process which has been re-launched as 'My Conversation'. This will be rolled out to all staff from April 2025
- A Cervical Screening van was arranged at Pathfinder House for staff to book appointments following feedback that appointments were difficult to book at GP surgeries
- The Leadership and Development training sessions started and have so far been well received by staff. These will continue to roll out
- Roadshows were held in February to update staff on what had been put in place so far as part of the Workforce Strategy and to gain more feedback and engagement from them
- A Council wide bake off was arranged for Red Nose Day with money raised for the cause
- Random Act of Kindness Day and Brew Monday were also promoted with staff encouraged to take part

## 2.0 SICKNESS ABSENCE

**Definition:** Long term sickness is classified as a continuous period of absence of 28 or more calendar days. All other periods of absence are defined as **short term**.

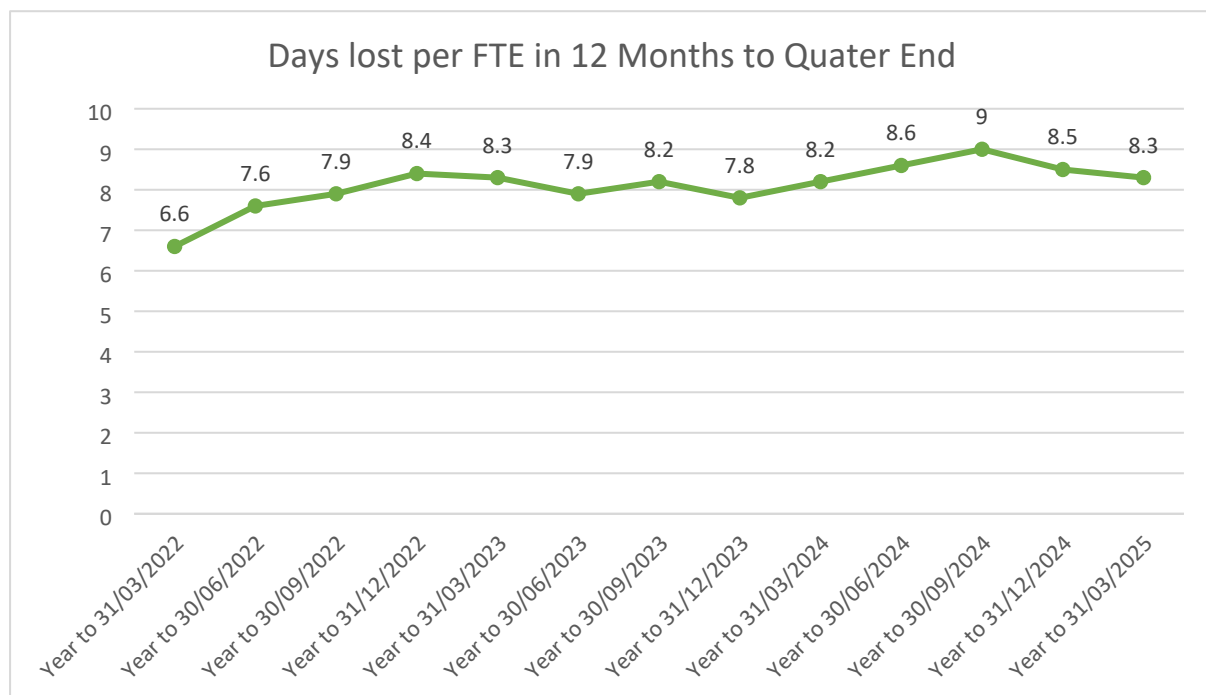
The absence data is calculated per full-time equivalent (FTE) as per the guidelines set out in the previous Best Value Performance Indicators (former statutory dataset) for sickness to account for adjustments in working hours.

Trigger points for management action under HDC policy are as follows:

- 3 or more periods of absence in a rolling 3-month period
- 6 or more periods of absence in a rolling 12-month period
- 8 working days or more in a rolling 12-month period
- Long term absence of 28 calendar days or more
- Patterns of absence  
(e.g., regular Friday and/or Monday; repeated absences linked to holidays)

## 2.1 TREND OF WORKING DAYS LOST ACROSS HDC

The graph shows the trend in sickness absence per FTE employee over a rolling period to the end of each Quarter since March 2022. It shows that sickness absence to the end of Q4 has decreased to 8.3 days per FTE which is a decrease from 8.5 days per FTE last quarter.



## 2.2 REASONS FOR SICKNESS ABSENCE

The top 5 reasons for sickness absence by category below: -

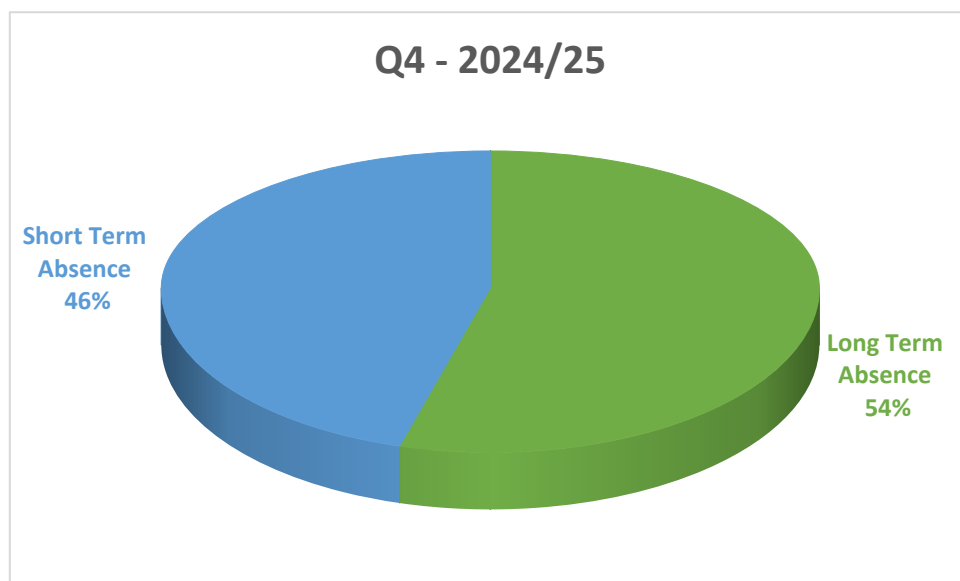


## 2.3 SICKNESS ABSENCE BREAKDOWN

Days lost due to long-term sickness has reduced in Q4 compared to the previous Quarter. This is due to a number of complex sickness absence cases being resolved. Short term sickness has increased compared to last quarter, however when compared to Q4 in the previous year it is significantly below that and there were higher than usual national cases of norovirus and covid being reported.

Quarter	Total days of long-term sickness	Total Working days lost (Short term sickness)	% of total absence long-term	% of total absence short-term
Q3 2022/23	771 (15)	635.5	54.82%	45.18%
Q4 2022/23	348 (8)	752	31.60%	68.40%
Q1 2023/24	590 (11)	411	58.90%	41.10%
Q2 2023/24	820 (20)	379	68.30%	31.70%
Q3 2023/24	878 (24)	541	61.80%	38.20%
Q4 2023/24	859 (29)	472	64.50%	35.50%
Q1 2024/25	859 (22)	449.5	65.60%	34.40%
Q2 2024/25	823 (18)	566.01	59.30%	40.70%
Q3 2024/25	525 (17)	663.29	44.10%	55.90%
Q4 2024/25	716 (22)	599	54.45%	45.55%

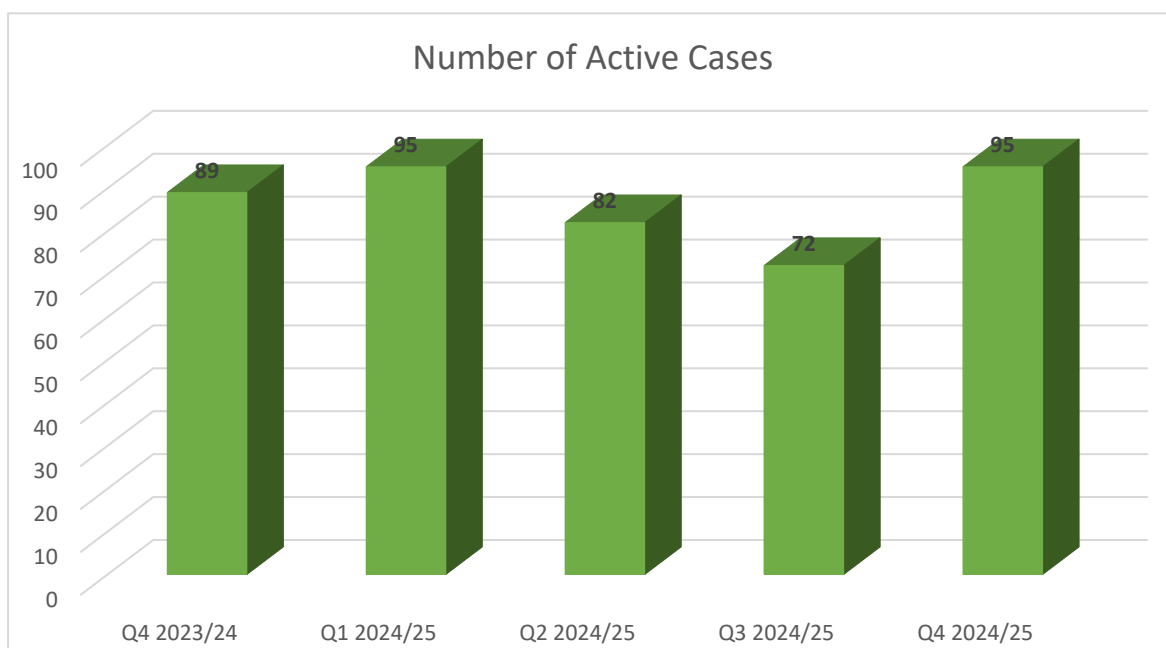
\*Brackets denotes number of employees absent.



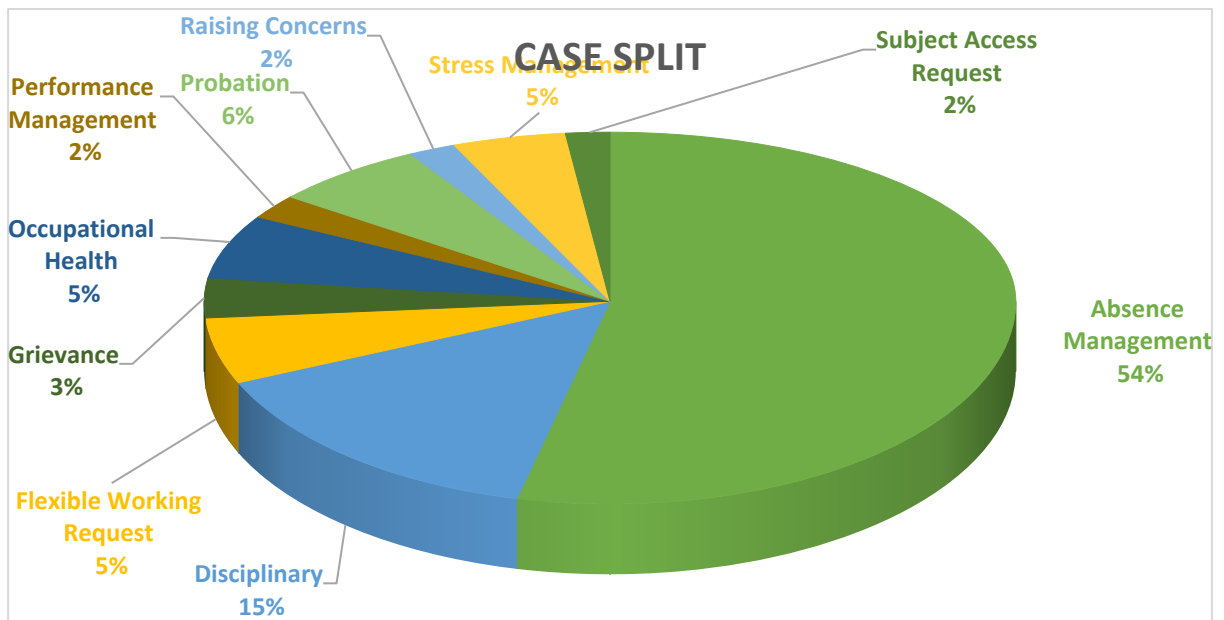
### 3.0 HR CASELOAD

The caseload is recorded to provide an indicator of the type of HR issues that the organisation has been dealing with over the last 12 months.

### 3.1 BREAKDOWN OF HR CASES BY TYPE



During Q4 there were 95 cases in progress, of which 25 were dealt with under formal procedures. The Overall total was higher than in the previous Quarter.

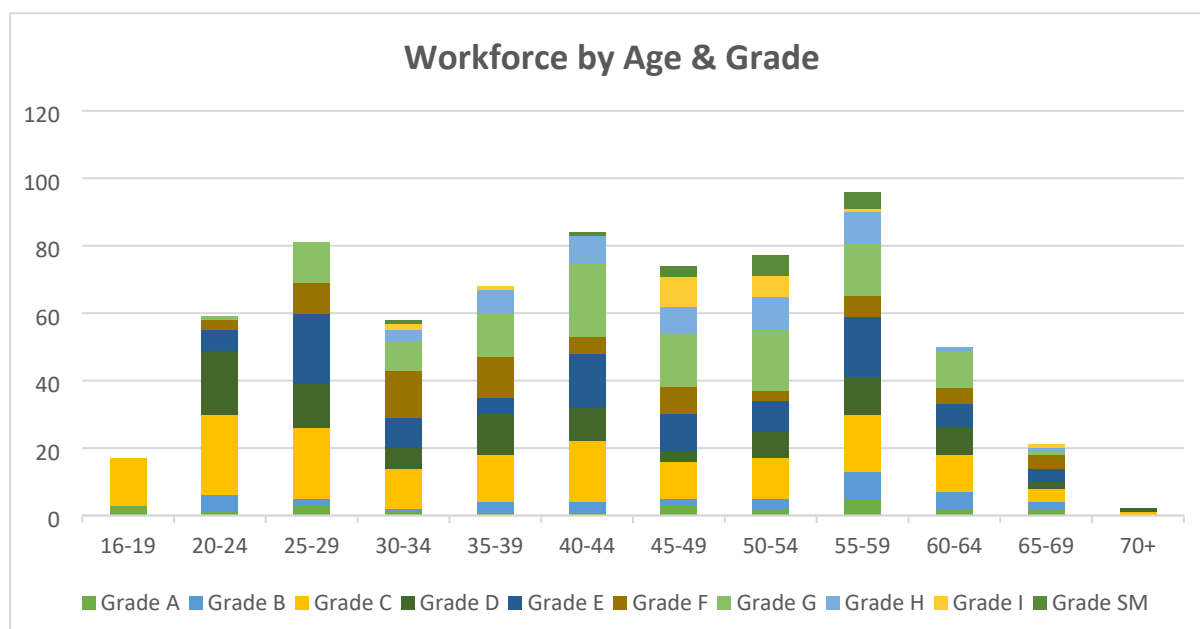


## 4.0 EQUALITIES DATA

Equality Data may be presented using percentages and not specific numbers as in some cases the sharing of specific numbers would mean that a small group of people could be easily identified.

### 4.1 WORKFORCE BY AGE AND GRADE

The number of employees by 5-year age band is depicted below by pay grade. Please note that where an employee has two jobs on different grades, they have been counted within their age band against both grades.



For the purposes of simplifying this graph, employees who have transferred into the Council on existing terms and conditions have been linked to Huntingdonshire District Council pay grades based on their current salary levels.

### 4.2 WORKFORCE GENDER

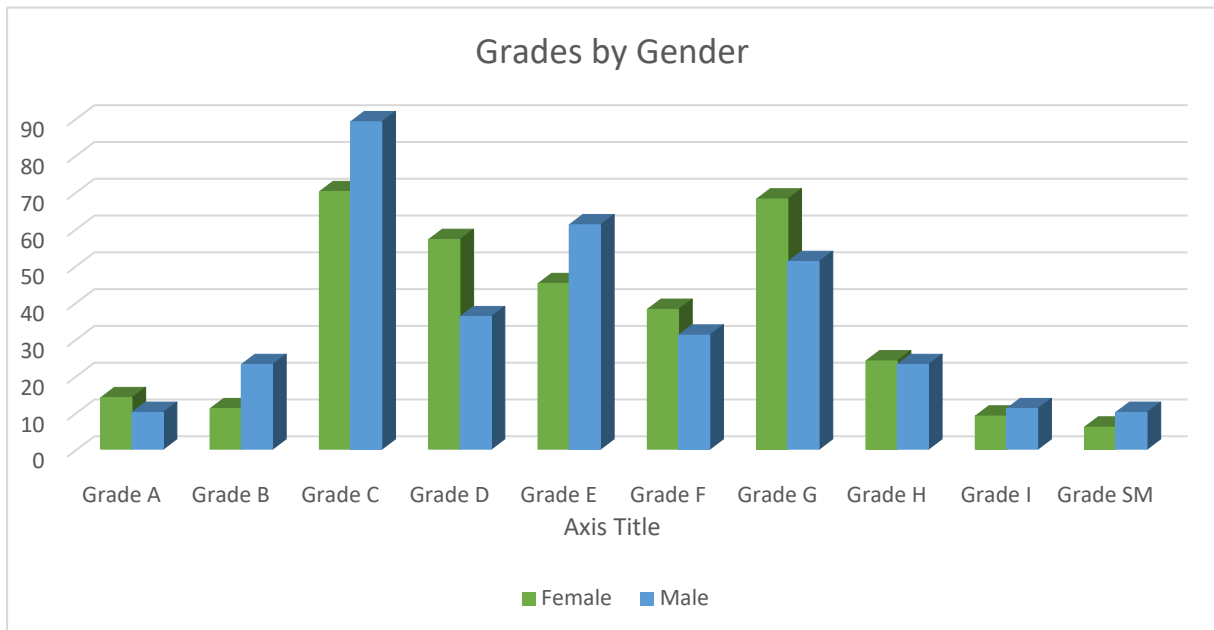


342



345

### 4.3 EMPLOYEES BY GRADE AND GENDER



### 4.4 WORKFORCE BY ETHNICITY

Ethnicity	% of workforce
Asian	2.04%
Black	1.46%
Mixed	1.31%
Not Stated	9.32%
Other Ethnic Groups	0.44%
White	85.44%

### 4.5 DISABILITY DATA

Disability Status	% of work force
No	75.55%
Not Known	12.95%
Yes	11.50%

## 5.0 ACCIDENT / INCIDENT REPORTS

This section reports on the number and nature of accidents and incidents occurring in owned, managed and occupied premises or associated with work activities undertaken by the Council's employees, during the period 1<sup>st</sup> January to 31<sup>st</sup> March 2025.

**Definition:** Accidents reported to the Incident Control Centre under the requirements of the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations are referred to as RIDDOR accidents.

### 5.1 OPERATIONS SERVICES

There was one RIDDOR accident reported.

There were Three non-RIDDOR accidents relating to employees recorded.

The table below summarises the employee related accidents recorded by nature and severity:

Type	Category	Severity	No of cases
Non-RIDDOR accident	Contact with moving machinery	No First Aid	1
Non-RIDDOR accident	Fall from a height - <i>up to and inc 2 metres</i>	GP Recommended	1
Non-RIDDOR accident	incident/no injury	Ambulance Called	1

### 5.2 OFFICE-BASED PREMISES

There were no RIDDOR accidents reported.

There were no non-RIDDOR accidents relating to employees recorded.

There were no non-RIDDOR accident relating to non-employees recorded.

### 5.3 ONE LEISURE AND ONE LEISURE ACTIVE LIFESTYLES

There were no RIDDOR accidents reported.

There were four non-RIDDOR accidents relating to an employees recorded.

The table below summarises the employee related accidents recorded by nature and severity:

Type	Category	Severity	No of cases
Non-RIDDOR accident	Struck by moving, including flying/falling, object	First Aid	1
Non-RIDDOR accident	Strike against something fixed or stationary	First Aid	1
Non-RIDDOR accident	Exposure to fire or heat	First Aid	1
Non-RIDDOR accident	Struck by moving, including flying/falling, object	First Aid	1

A total of eighty-four accidents were recorded involving non-employees.

There were no RIDDOR reportable accidents involving non-employees recorded.

There were seventeen recommendations to seek further medical attention and one ambulance was called.



# Workforce Strategy Update

## Kiran Hans



# Background and Aims

- ▶ Higher quality services for our customers, greater staff engagement and retention, and lower levels of stress.
- ▶ Value for money services with our workforce made up of the right people in the right places, the cost of getting it wrong can be significant.
- ▶ To ensure that we can deliver our organisational priorities with our workforce.
- ▶ Become an employer of choice by providing training and empowering an innovative workforce.

## Workforce Strategy:

- Developed through employees
- 3 pillars:
  - ❖ Attraction and Retention
  - ❖ Engagement
  - ❖ Well-being
- 49 overarching actions, 119 broken down

# Activity Since Launch

- ▶ Leadership Development Programme
- ▶ New One to one form
- ▶ Buddy scheme for new starters
- ▶ Launching an Employee Assistance Programme with counselling, financial, legal, family, property advice plus more
- ▶ New Employee Handbook
- ▶ Equality Diversity and Inclusion Network
- ▶ My Money Matters - voluntary contributions scheme and financial advice
- ▶ Engagement activity – International Men’s/women’s day, Roadshows quarterly at all sites, pensions advisor
- ▶ Health kiosks, Nurse MOT checks, cervical screening

# Activity since February

- Electric and Hybrid Vehicles
- Perkbox (Discounts platform renewal)
- Job shadowing Process
- Roadshows
- Tri Sector Challenge
- Volunteers Policy
- Incremental progression

# Activity since February

- Grade compression A- D
- Family friendly events
- Work well
- Health initiatives
- Coaching and Mentoring Cohort launch for all staff
- Coaching for senior managers
- Secured 3 Graduates via IMPACT
- iCare Awards 2026

# iCare Awards Pics



# iCare Awards Pics



# Engagement Activity - February - June



Random Acts of Kindness - 17 February



International Women's Day - 11 March



Comic Relief bake off - 18 March



GamCare support session 19 March



Introduction to Sign Language - 20 March



5th set of roadshows in diary w/c 23 March

# Engagement Activity Continued



Impact and Presence workshop - 25 March



Endometriosis Awareness session - 27 March



Mental Health Awareness Week - 11-17 May



Learning week - 18-24 May (Nutrition and Hydration talk)



Mini Health Kiosk - 16 June



5th set of roadshows in diary w/c 22 June

# Engagement Activity - February to June



Page 41



## Next Priorities:

- Health and Wellbeing Strategy
- Healthcare insurance/cash back plans
- Review of Mandatory Training

# Progress on Actions:

<b>November 24 Committee</b>	<b>February 25 Committee</b>	<b>July 25 Committee</b>	<b>October 25 Committee</b>	<b>February 26 Committee</b>	<b>June 26 Committee</b>
9 Completed	11 Completed	18 Completed	22 Completed	30 Completed	41 Completed
15 in progress	19 in progress	18 in progress	17 in progress	13 in progress	8 in progress
25 to start	19 to start	13 to start	10 to start	6 to start	0 to start

Any Questions





Insert:  
Committee – 24 June 2026

Report by: Leanne Harfield, Head of HR and OD

Lead Cllr: Cllr Davenport-Ray  
Portfolio Holder for Workforce



Wards	Open / Exempt	Key Decision?
All	Open	No

## Workforce Equality Profile Report

### Executive Summary:

The purpose of this report is to provide an annual summary of the profile of the workforce of Huntingdonshire District Council (HDC) by their protected characteristics as defined under the Equality Act 2010.

All public sector employers, including local authorities, have a statutory duty under the Equality Act (2010) to publish the equality profile data it holds for its directly employed workforce on a regular annual basis. The latest workforce information for HDC is based on data obtained as at 31 March 2025.

### Recommendations

1.1. Employment Committee are requested to note this report and the actions.

	Key Corporate Plan Priorities
1	<i>Doing our Core Work Well</i>

**Report Author(s)**

Leanne Harfield, Head of HR. [Leanne.harfield@huntingdonshire.gov.uk](mailto:Leanne.harfield@huntingdonshire.gov.uk)

## **1. PURPOSE OF THE REPORT**

- 1.1** This report provides a summary the Workforce Equality Profile as 31 March 2026 broken down protected characteristics as defined under the Equality Act. The data from this report will be used to develop an action plan which will be brought to the next Employment Committee.

## **2. BACKGROUND & CONTEXT**

**2.1** The three aims of Equality Duty are:

- Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and people who do not share it
- Foster good relations between people who share a protected characteristic and people who do not share it

As equality monitoring questions are optional, the Council does not hold a full set of information for every employee. Where employees did not answer or did not want to state their protected characteristics, these are shown as “not declared”

As a public sector organisation we have a requirement to comply with the Equality Duty and therefore use this data to support our work towards creating a meaningful action plan.

## **3. ALTERNATIVE OPTIONS CONSIDERED & NOT RECOMMENDED**

**3.1** N/A.

## **4. COMMENTS OF OVERVIEW & SCRUTINY**

**4.1** N/A

## **5. POST-DECISION IMPLEMENTATION**

**5.1** N/A

## **6. IMPLICATIONS OF THE DECISION**

### **6.1 Council Key Priorities and Performance**

- Improving quality of life for local people
- Creating a better Huntingdonshire for future generations
- Doing our core work well

The data provided support HDC to ensure they have a representative workforce, with the right processes and procedures in place to support staff to do our core

work well and to deliver the Council's key Priorities. This allows HDC to continue to work towards being an employer of choice.

## **6.2 Financial Implications**

6.2.1 N/A

## **6.3 Policy Implications**

6.3.1 Any relevant policies will be amended to ensure that they are in line with legislative updates and best practice.

## **6.4 Legal & Constitutional Implications**

6.4.1 Any relevant policies will be amended to ensure that they are in line with legislative updates and best practice.

## **6.5 Community Impact**

6.5.1 Equality Impact Assessment will be carried out for each policy following endorsement

## **6.6 Environment & Climate Change Implications**

6.6.1 N/A

## **6.7 Equality & Diversity Implications**

6.7.1 Equality Impact Assessment will be carried out for each policy following endorsement

## **6.8 Implications on Resources**

6.8.1 N/A

## **6.9 Health & Wellbeing Implications**

6.9.1 N/A

## **6.10 Local Government Reorganisation (LGR) Implications**

6.10.1 All neighbouring Councils will also be required to comply with this duty

## **7. RISK MANAGEMENT**

7.1 N/A

## **8. BACKGROUND PAPERS– LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

8.1 N/A.



# WORKFORCE PROFILE

as at 31 March 2026



## Equality Act 2010: Public Sector Equality Duty

The purpose of this report is to provide an annual summary of the profile of the workforce of Huntingdonshire District Council (HDC) by their protected characteristics as defined under the Equality Act 2010.

All public sector employers, including local authorities, have a statutory duty under the Equality Act (2010) to publish the equality profile data it holds for its directly employed workforce on a regular annual basis. The latest workforce information for HDC is based on data obtained as at 31 March 2026.

The three aims of the Equality Duty are:

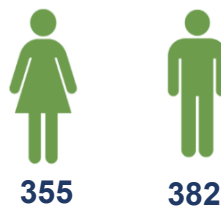
- Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and people who do not share it
- Foster good relations between people who share a protected characteristic and people who do not share it

As equality monitoring questions are optional, the Council does not hold a full set of information for every employee. Where employees did not answer or did not want to state their protected characteristics, these are shown as “not declared”

## Huntingdonshire District Council 2025/26 - Headcount and Gender

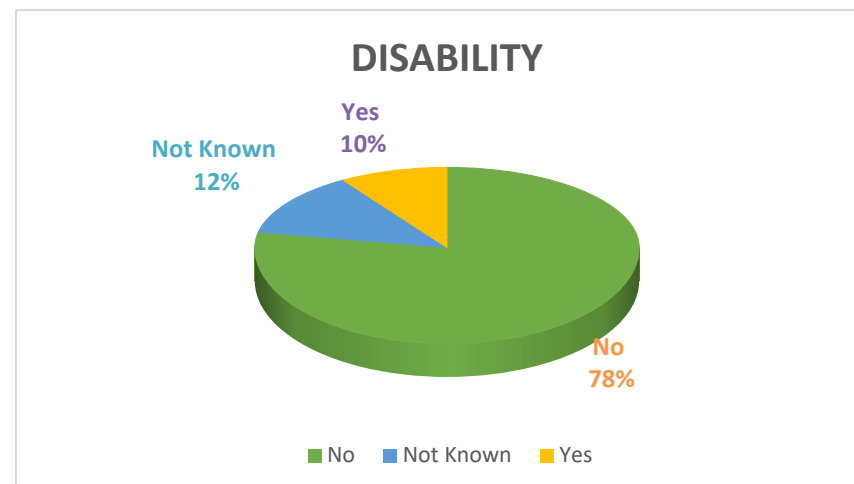


The figures are split by Total Headcount



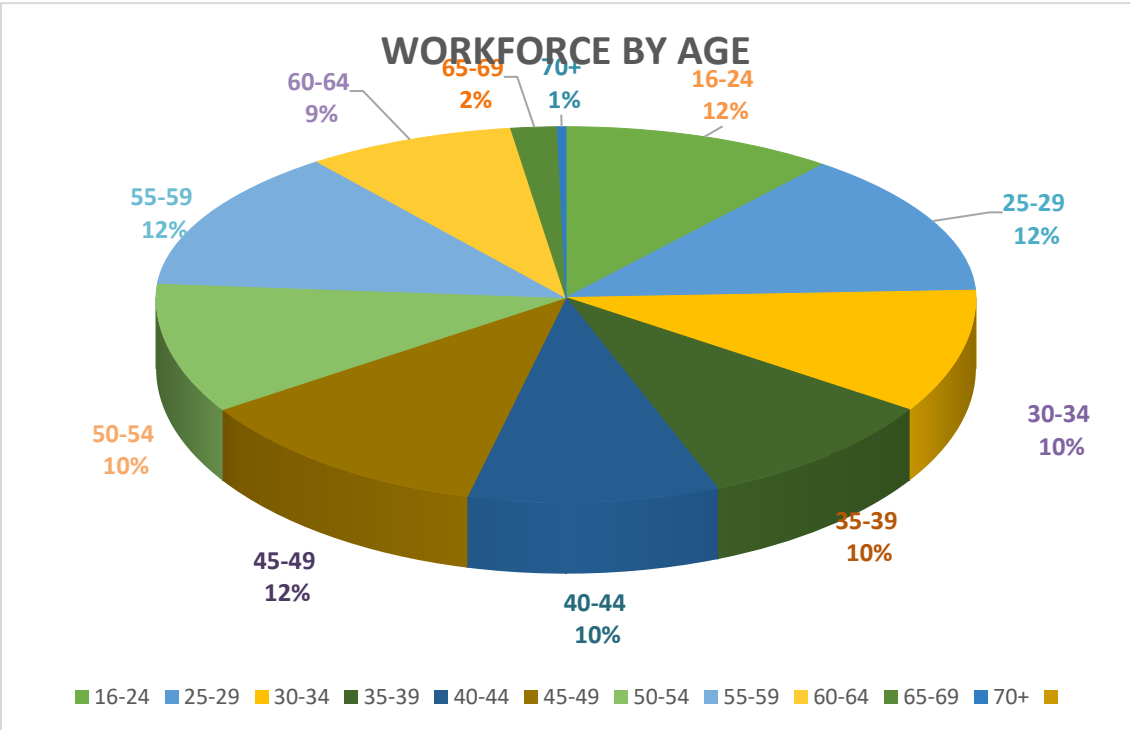
## Huntingdonshire District Council 2025/26 - Disability

Year	No	Yes	Not Known
2024	468 (72%)	73 (11%)	108 (17%)
2025	507 (75%)	81 (12%)	90 (13%)
2026	572 (78%)	77 (10%)	88 (12%)



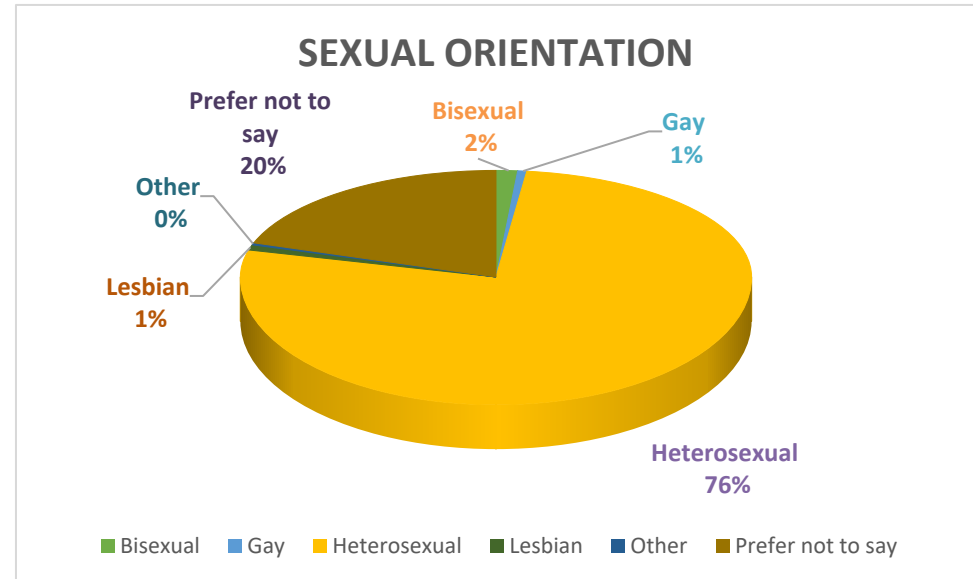
## Huntingdonshire District Council 2025/26 - Age

Age Group	Number of Employee	Percentage
16-24	90	12%
25-29	90	12%
30-34	72	10%
35-39	72	10%
40-44	73	10%
45-49	88	12%
50-54	76	10%
55-59	89	12%
60-64	68	9%
65-69	16	2%
70+	3	1%



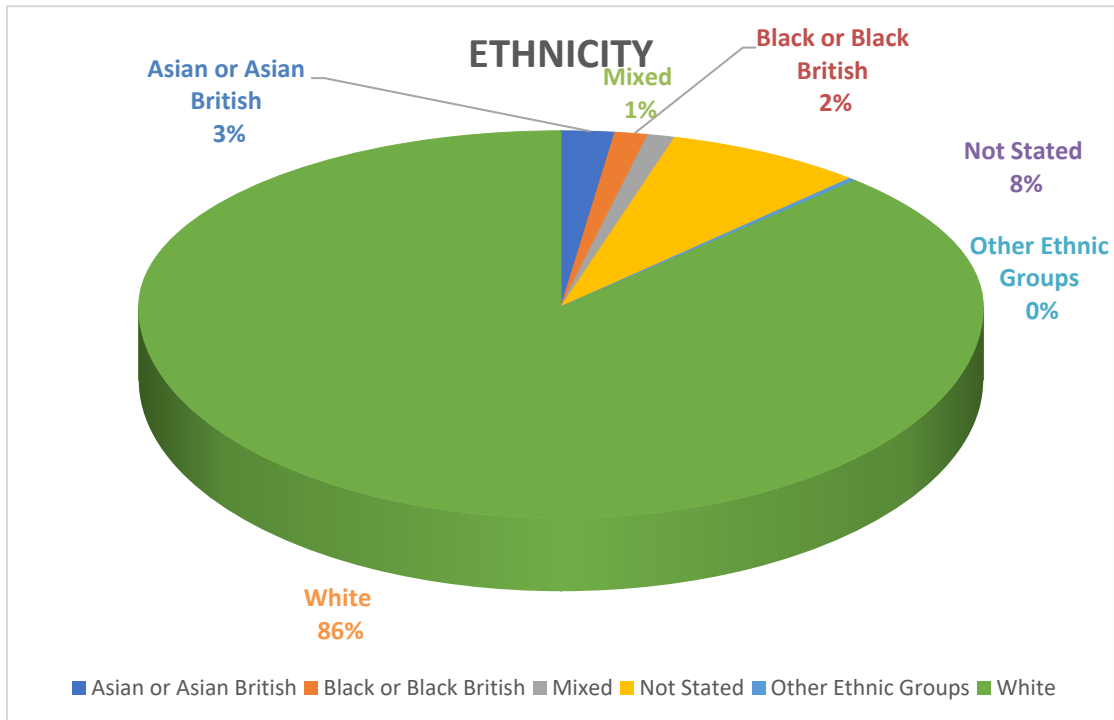
## Huntingdonshire District Council 2025/26 - Sexual Orientation

Sexual Orientation	No of Employees	Percentage
Bisexual	12	1.6%
Gay	5	0.7%
Heterosexual	561	76.1%
Lesbian	5	0.7%
Other	2	0.3%
Prefer not to say	152	20.6%
Bisexual	12	1.6%



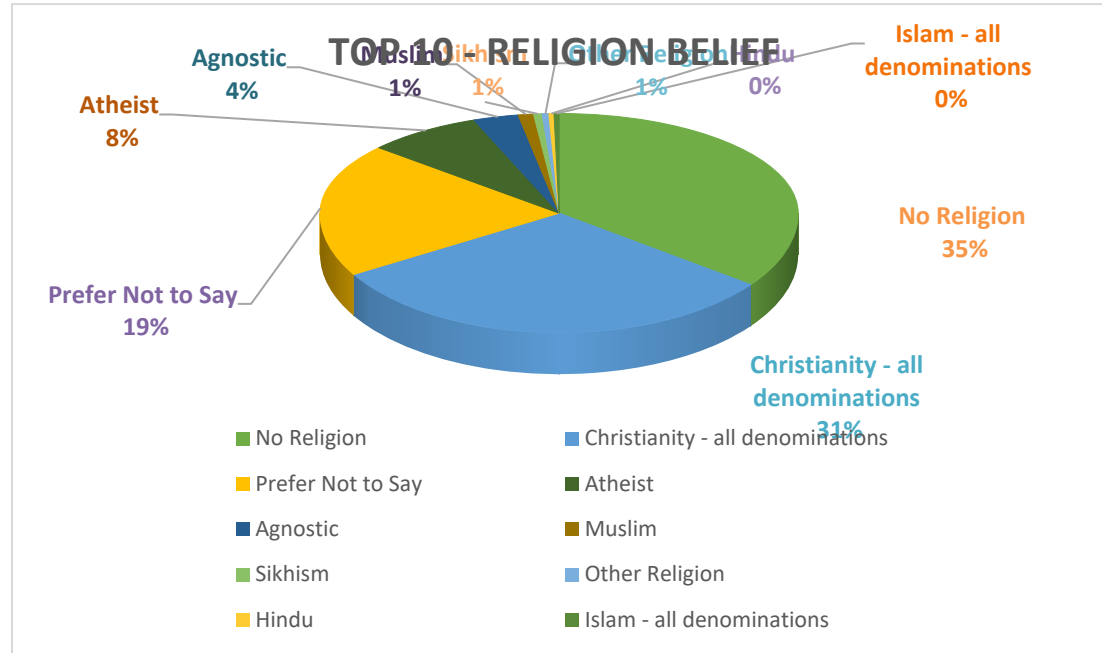
## Huntingdonshire District Council 2025/26 - Ethnicity

Ethnicity	Number of Employee	Percentage
Asian or Asian British	18	2.4%
Black or Black British	11	1.5%
Mixed	9	1.2%
Not Stated	61	8.3%
Other Ethnic Groups	2	0.3%
White	636	86.3%



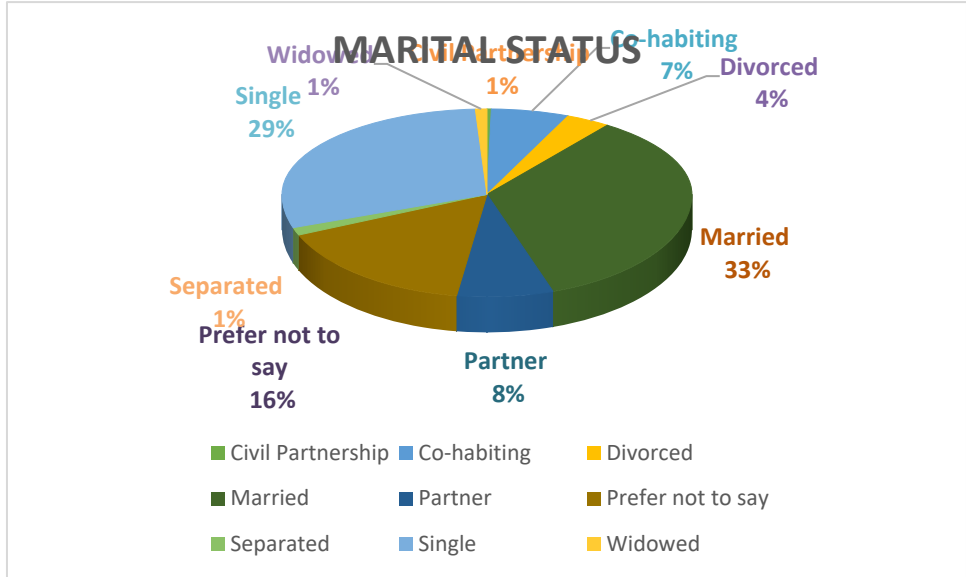
## Huntingdonshire District Council 2025/26 - Religion Belief

Religion	Number of Employees	Percentage
No Religion	258	35.01%
Christianity - all denominations	229	31.07%
Prefer Not to Say	136	18.45%
Atheist	60	8.14%
Agnostic	26	3.53%
Muslim	9	1.22%
Sikhism	5	0.68%
Other Religion	4	0.54%
Hindu	3	0.41%
Islam - all denominations	3	0.41%
Judaism - all denominations	2	0.27%
Buddhism - all denominations	1	0.14%
Rastafarian	1	0.14%



## Huntingdonshire District Council 2025/26 – Marital Status

Marital Status	Number of Employees	Percentage
Civil Partnership	3	0.41%
Co-habiting	53	7.19%
Divorced	28	3.80%
Married	246	33.38%
Partner	56	7.60%
Prefer not to say	119	16.15%
Separated	9	1.22%
Single	215	29.17%
Widowed	8	1.09%



## Recommendations

Work during 2025/2026 has been focused on increasing the declaration rate for protected characteristics. This has helped to improve the data and this will continue, recommendations and future steps include the following:

- Continue to work at increasing the data on protected characteristics.
- Carry out analysis on the data we have and compare this against census data and bring back to October Employment Committee.
- Continue to work on action plan from last year and bring an update to September Employment Committee with a progress update on the actions (October 2025 Action Plan is included below for information)

## Equality Action Plan 2025/26

Equality Actions		Owned by	Update	Progress
	More education needs to be done around promoting awareness of men's health	Kiran Hans	These will form part of the engagement Calander and International Men's day to be celebrated.	Completed
<b>Disability</b>	Explore with IT a Dyslexia friendly font, so that emails can be in the correct size, justified appropriately and using the correct font.	Lisa Baggaley		In Progress
	Explore Mindful employer charter, this charter is about taking positive approach to mental health at work.	Kiran Hans		Carry over
<b>Age</b>	Continue to work on bringing in more Apprenticeships and increase the number of graduate opportunities in HDC.	Julie Holland	We have a number of work experience students from local education settings and colleges some of these have been employed as apprentices in the difficult to recruit to areas such as ICT. This practice will continue annually. HDC recruited a shared graduate who has taken up permanent employment within the council this year. CLT have requested that I explore a graduate in 2026. HDC apprentices are generally across all age groups.	In Progress
	Develop a coaching and mentoring scheme for all employees but to also help younger employees.	Julie Holland	L&D are delivering a coaching and mentoring course this year. This course will be open to all staff in 2026. There is an Early Careers Network in HDC aimed at those employed for the first time in	In Progress

			local government and an opportunity to buddy up with other employees.	
<b>Sexual Orientation</b>	Work needs to continue on increasing the not shared rate and education on the categories on the system will help with this, as this could be contributing.	Chloe George	Declaration has increased due to targeted approach, will continue to encourage completion as an annual exercise	Ongoing as an annual exercise
<b>Ethnicity</b>	Explore The Race at work charter and UNISON Anti Racism Charter to see which actions can be implemented at HDC.	Kiran Hans	EDI groups will look at this now they have been set up	Carry over
	Reach out to the Workforce to promote cultural days as part of the workforce Strategy	Kiran Hans	This has started but low response so will try again through EDI group.	In Progress
	More data is needed on the non-declaration rate.	Chloe George	this will be an annual exercise	ongoing
<b>General Actions</b>	Work during 2024/2025 has focused on decreasing the number of employees that have not declared their protected characteristics. This has helped to improve the data but will need to continue through managers and individuals by explaining the benefits of capturing this information and by being specific about the data that is missing.	Chloe George	This will be an annual exercise	ongoing

	Update the Equal Opportunities Policy.	Lisa Baggaley	We are currently waiting on some guidance from the Equality and Human Rights Commission before updating	In Progress
	Workforce Strategy includes a number of areas that will support the work around Equalities.	Kiran Hans/Chloe George	In progress	Carry over

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Insert:  
Committee – 24 June 2026

Report by: Leanne Harfield, Head of HR and OD

Lead Cllr: Cllr Davenport-Ray  
Portfolio Holder for Workforce



Wards	Open / Exempt	Key Decision?
All	Open	No

## Employment Policies Update

### Executive Summary:

HR have a programme of undertaking a programme to review and refresh current policies to ensure that they are accurate, legally compliant and reflect current practice within HDC. We are therefore bringing the next set of policies we have reviewed to you.

### Recommendations

1.1. Employment Committee are requested to endorse these policies

1	<b>Key Corporate Plan Priorities</b> <i>Doing our Core Work Well</i>
---	---

**Report Author(s)**

Leanne Harfield, Head of HR. [Leanne.harfield@huntingdonshire.gov.uk](mailto:Leanne.harfield@huntingdonshire.gov.uk)

## 1. PURPOSE OF THE REPORT

1.1 This report provides a summary the policies that are being submitted for endorsement.

## 2. BACKGROUND & CONTEXT

2.1 The policies reviewed in this period are:

- Volunteering Policy (new)
- Overtime and Expenses Policy (new)
- Recruitment Policy (updated)

Summary of the changes:

Policy	Amendments
Volunteering Policy	This is a new policy which has been created as part o the workforce strategy to support staff who carry out volunteering roles
Expenses and Overtime Policy	This is a new policy to formalise the Overtime and Expenses practices that are currently employed across HDC
Recruitment Policy	Amendments have been made to section 18 to reflect current practices within the team

## 3. ALTERNATIVE OPTIONS CONSIDERED & NOT RECOMMENDED

3.1 N/A.

## 4. COMMENTS OF OVERVIEW & SCRUTINY

4.1 N/A

## 5. POST-DECISION IMPLEMENTATION

5.1 Policies endorsed will be reviewed in line with the policy schedule.

## 6. IMPLICATIONS OF THE DECISION

### 6.1 Council Key Priorities and Performance

- Improving quality of life for local people
- Creating a better Huntingdonshire for future generations
- Doing our core work well

These policies support the organisation to ensure that they are legally compliant and have the right processes and procedures in place to support staff to do our core work well and to delivery the Council's key Priorities. This allows HDC to continue to work towards being an employer of choice.

### 6.2 Financial Implications

6.3 Expenses, Allowances and Overtime Policy - There will be no significant financial implications as this formalises current working practices and ensures consistency across all service areas.

Volunteering Policy – there will be a cost impact due to hours lost for the day, however as this will not be backfilled, it is expected to be absorbed internally by the team. We do not foresee any additional cost associated. Any decision to approve will need to be in line with service need.

Recruitment and Selection Policy – no additional cost associated.

#### **6.4 Policy Implications**

**6.4.1** These have been amended to ensure that they are in line with legislative updates and best practice.

#### **6.5 Legal & Constitutional Implications**

**6.5.1** These have been amended to ensure that they are in line with legislative updates and best practice.

#### **6.6 Community Impact**

**6.6.1** Equality Impact Assessment will be carried out for each policy following endorsement

#### **6.7 Environment & Climate Change Implications**

**6.7.1** N/A

#### **6.8 Equality & Diversity Implications**

**6.8.1** Equality Impact Assessment will be carried out for each policy following endorsement

#### **6.9 Implications on Resources**

**6.9.1** N/A

#### **6.10 Health & Wellbeing Implications**

**6.10.1** N/A

#### **6.11 Local Government Reorganisation (LGR) Implications**

**6.11.1** LGR is taken into consideration for all policies that are reviewed or updated in line with legal requirements, and where possible, taking into consideration what neighbouring Council's approaches are.

### **7. RISK MANAGEMENT**

**7.1** These policies are designed to mitigate risk to the organisation and to allow consistent application across all service areas.

### **8. BACKGROUND PAPERS– LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

**8.1** N/A.

# Time Off for Volunteering Policy

Version 1.1

<u>Version Control</u>			
<u>Version</u>	<u>Author</u>	<u>Date</u>	<u>Changes</u>
1.1	Kiran Hans	April 2026	New Policy

Name of Policy:	Time Off for Volunteering Policy
Person/posts responsible:	Kiran Hans
Date Endorsed/adopted:	June 2026
Endorsed by:	Employment Committee
Review Date:	June 2028

## **1. Policy statement**

- 1.1 This policy outlines how colleagues are encouraged and supported to undertake volunteering within Huntingdonshire. It also provides guidance to managers on how to consider and approve requests for time off for volunteering.
- 1.2 Volunteering supports local communities and individual wellbeing while enabling colleagues to develop new skills and knowledge. Through volunteering, colleagues contribute to HDC Corporate priorities - Improving quality of life for local people and creating a better Huntingdonshire for future generations. Volunteering within communities provides opportunities to connect with residents and make a positive difference.
- 1.3 Undertaking volunteering benefits both colleagues and the organisation. Colleagues gain new skills, meet new people, and contribute directly to community outcomes, while the organisation strengthens its links with the communities it serves. Skills and knowledge acquired through volunteering can be applied within paid roles.

## **2. The Purpose**

- 2 The purpose of this policy is to provide paid time off to enable employees to undertake volunteering activities during their normal working day.
- 2.1 Volunteering enables colleagues to develop skills, broaden experience, and contribute positively to residents and communities, while supporting the organisation through enhanced community connection and transferable learning.
- 2.2 Paid volunteering time is intended to enable volunteering during normal working hours only. It cannot be used to offset other commitments already undertaken outside contracted working hours.

## **3. Paid Time Off for Volunteering**

- 3.1 Colleagues may request up to 3 days within a 12-month period. This entitlement is provided pro-rata for colleagues who work part time or who are on short-term contracts.
- 3.2 The 12-month time period runs from 1<sup>st</sup> April to 31<sup>st</sup> March.
- 3.3 These volunteering hours are separate from annual leave entitlement and any time off taken for public duties.

Colleagues may undertake full days of volunteering or spread volunteering hours over a longer period such as regularly committing an hour per week to a volunteering role.

## 4. Team Volunteering

- 4.1 Teams could also decide to use their hours collectively to undertake team volunteering, working together on a volunteer project, could be part of team building but will need to be in line with business needs.
- 4.2 Teams proposing team volunteering should discuss the practical arrangements with their team manager or Head of Service, including the impact on service delivery. One team member should take the lead in organising the placement and securing approval.

## 5. Types of Volunteering

5.1 The volunteering you undertake must:

- Must be for an organisation based in or working in Huntingdonshire and volunteering needs to take place within Huntingdonshire itself (even if you live outside of the area).
- Must be for an organisation that is aligned with the Council's values.
- Should support our corporate priorities (more information available [Corporate Plan 2023-2028](#)).
- Volunteering hours must not be used to undertake political or activist activity or volunteer for an organisation whose primary focus is politics or activism.

5.2 Examples of volunteering opportunities that you can use this time for are:

- Supporting charities or partner organisations assisting individuals facing financial hardship (e.g. food banks).
- Contributing to organisations that provide care or support services.
- Participating in projects aligned with improving the environment we live in.
- Volunteering to support care-experienced young people and care leavers in Huntingdonshire.
- Assisting in council-run services involving volunteers (e.g. Countryside/Rangers).
- Committing regular time to volunteer in a Huntingdonshire school.
- Supporting the Cadet Movement as a Cadet Force Adult Volunteer or in a related supporting role.

## 6. Conflicts of Interest

6.1 Colleagues must agree the volunteering with their manager, who will consider the request ensuring there is no conflict of interest with their paid role. Where support is needed the Monitoring Officer can provide advice.

## 7. Process for Arranging Volunteering

7.1 The following process applies for arranging volunteering:

- Identify a suitable volunteering opportunity.
- Discuss the proposed volunteering and dates with your line manager **at least one months' notice in advance**.
- The manager will consider alignment with this policy, adherence to organisational values, conflicts of interest, and service delivery needs.

Requests will be accommodated wherever possible (for further advice contact HR or the Monitoring Officer).

- Arrange the volunteer placement with the host organisation.
- Any required induction or pre-engagement checks form part of the overall volunteering hours.
- Use performance and development discussions to reflect on volunteering experiences and how skills gained can be applied in paid roles.

## 8. Recording Volunteering Hours

- 8.1 Volunteering hours must be requested and recorded via iTrent system as an **Absence Request**, selecting **Special Leave (Paid)** and then **Volunteering Leave**. Colleagues should also clearly record volunteering time in their Outlook calendar.

## 9. Insurance

- 9.1 When volunteering within council teams, colleagues are covered by the Council's Public Liability Insurance. When volunteering for external organisations, colleagues must check that the host organisation provides appropriate insurance cover.

## 10. Expenses

- 10.1 When volunteering employees are responsible for any travel or other expenses that maybe incurred.

## 11. Advice

- 11.1 Colleagues with questions about this policy should speak to their line manager. Managers should contact their HR Business Partner for advice on applying the policy.

## 12. Review and Monitoring

- 12.1 This policy will be reviewed periodically to ensure it remains effective and appropriate. The organisation retains discretion to review the policy at any time and to consult as appropriate.

# Expenses and Allowances Policy

## 1.1

<b>Version Control</b>			
<b>Version</b>	<b>Author</b>	<b>Date</b>	<b>Changes</b>
1.1	Leanne Harfield	December 2025	This is a new policy to formalise the Overtime and Expenses practices that are currently employed across HDC

Name of Policy	Expenses and Allowances Policy
Person/posts responsible	Head of HR
Date approved/adopted	June 2026
Endorsed by	Employment Committee
Review Date	June 2028

# Expenses and Allowances Policy

## 1.0 Policy Statement

- 1.1 Huntingdonshire District Council's (HDC) Expenses and Allowances Policy complies with HMRC rules and is based on the following key principles:
- employees should be reimbursed for expenses incurred while travelling on Council business.
  - employees should neither 'profit' from the scheme nor 'subsidise' travel undertaken for Council business purposes;
  - employees must travel by the most cost-effective route and should only undertake business journeys that are absolutely necessary.
- 1.2 The Council applies the approved HMRC mileage rates. If the HMRC rates change, the revised rates will be applied accordingly (up or down).
- 1.3 All claims will be reviewed by line managers and reimbursement may be adjusted if the principles in 1.1 have not been followed.

## 2.0 Scope of the Policy

- 2.1 The Expenses and Allowances Policy applies to all those employed on Huntingdonshire District Council's terms and conditions of employment and, where appropriate, also applies to non-employees, e.g. student placements and volunteers.

## 3.0 Associated Policies

- 3.1 When further information is needed on the application of allowances it is recommended that Human Resources (HR) advice is sought and that reference is made to the policies and/or guidance that cover the following areas.
- ⇒ Pay Policy
  - ⇒ The Driving Handbook

## 4.0 Objectives

- 4.1 This policy aims to deal with all HDC expenses and allowances and is to be followed in line with the Pay Policy. The objectives of this policy are to:
- ⇒ provide a transparent and consistent framework for allowances within HDC;
  - ⇒ provide guidance and a process for employees to claim expenses.

## 5.0 Responsibilities

- 5.1 Managers are responsible for ensuring that all aspects of the policy and procedure are correctly applied.

5.2 If an Employee uses a private vehicle (car or motorcycle) for Council business, they are responsible for ensuring that they are insured to drive it and that the vehicles insurance includes business use cover. Employees are required to provide annually to their line manager the following records in respect of any vehicle that they use on Council business, irrespective of whether they make any claim for reimbursement of mileage.

- MOT documentation
- Driving Licence
- Vehicle Insurance Policy

Managers shall keep a written record of the evidence provided and shall not authorise any mileage expenses claim until the records have been checked.

5.3 HR and Payroll are able to provide advice and support to Managers and employees on the application of allowances or payment of expenses.

5.4 Employees should select the most appropriate method of transport. Alternatives to single occupancy car use must be chosen wherever viable and practical. This includes:

- Audio and videoconferencing (where available)
- Public transport (bus, train, tube etc)
- Pool vehicles (where available)
- Cycling
- Walking (If reasonable)
- Taxi
- Car hire
- Car sharing

5.5 All claims are to be submitted within 3 months of the date incurred and any claims not submitted within this period will only be approved in exceptional circumstances and with the Head of Service's authorisation.

## 6.0 Travel Expenses

6.1 An employee's main work base is stated in their contract of employment, e.g. Pathfinder House, One Leisure St Ives. This is the work base that should be used for the purposes of deducting home to work mileage, when calculating mileage claims.

6.2 Where an employee has a 'notional' work base stated in their contract of employment, e.g. because they are required to work from various sites, the notional work base should be used for the purpose of calculating mileage claims. Only **excess** miles undertaken for the purposes of work related travel (business travel or travel for training purposes) can be claimed. Normal home to work mileage, e.g. from home to the employee's contractual work base, should be deducted on each occasion (this also applies to Variable staff)

6.3 Under HMRC regulations payments for business journeys are not subject to tax and National Insurance.

6.4 Where it is more beneficial for an employee to travel directly from home to a work appointment, or vice versa, rather than call into the workplace first, only mileage in excess of the normal 'home to work' mileage can be claimed.

- 6.5 Where an employee travels to work by car to attend a business appointment, even where this is not the normal method of travel to work, they can claim for excess mileage only - home to work mileage must be deducted.
- 6.6 Where an employee agrees to work on a day that they would not normally work, it remains their responsibility to get to work and home to work mileage will not be payable.
- 6.7 Where attendance at an evening meeting is required, the employee should make every effort to adjust their working day to avoid the need to travel home and then out again for an evening meeting.
- 6.8 Home-based employees will have an employment contract specifying that they will be based permanently from home but may be required to attend a designated office base for a small part of their working week. Permanent designated home workers can claim all mileage undertaken for work related purposes. This is because their contract of employment states that their work base is their home, i.e. no home to work mileage needs to be deducted.
- 6.9 The Council applies the current mileage rates in line with HMRC guidance.
- Please note:** The rate per mile will drop to the lower rate after an employee has travelled 10,000 business/training miles in a claim year (April to March).
- Any employees attending HDC funded training and subject to a training and qualification financial assistance agreement are paid at the lower rate.
- Mileage undertaken by non-employees (e.g. student placements, volunteers) is paid at the higher rate unless an alternative local rate has been agreed.
- Where an employees has an electric vehicle through a salary sacrifice scheme they are treated the same as any employee driving a company car for business travel. Therefore, mileage reimbursement is based on HMRC's Electric Rate.
- 6.10 Public Transport fares for journeys undertaken on Council business will be reimbursed on production of a valid VAT receipt. The most cost-effective type of ticket should be purchased in advance and only standard class travel will be reimbursed.
- 6.11 Employees can claim for the cost of fuel used for hire cars - a VAT receipt is required.
- 6.12 Employees in receipt of a standby allowance who are required to attend work in an emergency situation are able to claim home to work mileage and HDC will cover the cost of the additional tax element in this situation.
- 6.13 All claims should be authorised by the line manager, if they are not available, the claim should be authorised by an equivalent manager or a more senior officer and submitted manually to payroll.

## 7.0 Subsistence

- 7.1 Employees cannot claim for the cost of any meals or food and drink purchased while undertaking Council business, except where an employee is required to stay overnight and a meal is included in the accommodation price i.e. Bed and Breakfast rate or the

employee has agreed with the line manager in advance of travel that the overnight meal allowance rate is appropriate. Receipts will need to be provided.

- 7.2 The Council will not reimburse any hospitality costs.
- 7.3 The Council will not fund employee retirement/leaving parties.
- 7.4 Parking fees will be reimbursed on production of a valid receipt, only where it is incurred as an additional expense whilst travelling on Council business. For example where an employee travels to a business meeting away from their normal workplace and pays to park at that location. Car park timed tickets are acceptable as proof of expenditure.
- 7.5 Parking fees will not be reimbursed where an employee pays to park at their own place of work. Employees do not have a contractual entitlement to an on-site car parking space at any Council site. Therefore, parking costs incurred at an employee's own place of work are deemed a personal expense.
- 7.6 The Council will not reimburse parking/speeding fines or surcharges incurred by employees. Employees are personally liable for such fines/charges.
- 7.7 Where employees are required to stay overnight as part of a business appointment/course/conference, reasonable accommodation expenses will be reimbursed. Employees must demonstrate to their manager that the cost of overnight accommodation is reasonable for the area. Wherever possible, overnight accommodation should be pre-booked and paid for using a Huntingdonshire District Council Corporate 'Purchase Card'.
- 7.8 In order to meet HMRC audit requirements, employees claiming business mileage must obtain at least one VAT receipt for fuel purchased each month. It is important that a VAT receipt is requested - a card payment slip is not a valid VAT receipt and cannot be used to cover the VAT reclaim. VAT receipts should be retained by the employees department in case of a VAT audit.

## **8.0 Professional Subscriptions and allowances**

- 8.1 HDC will not pay personal subscription fees for any professional bodies with the exception of the Section 151 Officer and Legal statutory positions.
- 8.2 Legal statutory positions such as Section 151 Officer and Monitoring Officer will receive an allowance of £5,000 per annum
- 8.3 Deputy statutory positions such as Section 151 Officer and Monitoring Officer will receive an allowance of £2,500 per annum

## **9.0 Reorganisation and Relocation Allowance**

- 9.1 Reorganisation allowance is paid to employees to recognise the extra cost and inconvenience of travelling further to get to their new place of work where there is a requirement to change their work base location. No mileage allowance can be claimed for the excess mileage travelled where a reorganisation payment has been paid for the change in base. Any mileage above this can be claimed in line with HMRC rates.

9.2 The allowance is payable for a maximum 1-year period, provided that the employee continues to incur excess travel, i.e. the entitlement to reorganisation allowance will be reviewed if the employee moves home within the 1-year period (whether or not as a result of the reorganisation) or increases/decreases the number of hours/days worked per week, and will cease automatically if the employee:

- leaves the employment of HDC; OR
- voluntarily takes up a new post within HDC.

9.3 Reorganisation allowance is calculated, depending on the number of days worked per week, in accordance with the information and table shown in appendix A.

9.4 Relocation expenses are not normally paid by HDC. Any exceptions to this should be agreed by Corporate Leadership Team in advance of being offered to the preferred candidate.

## **10.0 Standby, Attendance and Closed Attendance Allowances**

10.1 Standby, attendance and closed attendance allowance arrangements are utilised in some services to ensure 24/7 cover and/or to provide additional cover at particular peaks in demand and/or to undertake duties outside the agreed normal working week.

10.2 There are three different types of arrangement:

1. Standby Allowance may be paid where an employee is contactable outside of normal office hours and available to attend call-outs if necessary on a rota basis.
2. Attendance Allowance may be paid when an employee is required to carry out work outside of their contracted hours (i.e. beyond being on a call out rota on standby).
3. Closed Attendance Allowance may be paid when there is no contractual requirement for the additional work to be undertaken, but the employee volunteers to participate in a specific duty scheduled in advance.

10.3 The amount of standby allowance paid for a particular job role will be agreed by CLT prior to the implementation of any such allowance and will be in line with the remuneration for the particular job role.

### **10.4 Housing**

Receive an allowance of £23.08 per month for being on rota to take calls out of hours.

### **10.5 ICT**

Receive a standby allowance details of which are covered in the '*3C ICT – HDC One Leisure Out of Hours' Support Agreement*'

## **11. Shift Allowances**

11.1 All staff on salary grades A-E, who are contracted to work on a Saturday, Sunday or Bank Holidays as part of their weekly contracted hours will be paid an 'unsocial hours'

enhancement of 10% on their hourly rate. This should be claimed by employees on completion of the shift through iTrent and authorised by their line manager.

#### 11.2 **CCTV**

Monitoring Operators are eligible for a shift allowance of 10% of the basic salary to account for the 24x7 shift pattern that is carried out by CCTV. This applies only to staff who work a 24x7 shift pattern. This is paid monthly as part of their salary.

#### 11.3 **Caretakers**

Caretakers are required to cover a 24/7 on call rota for which they will receive an 8% on call allowance. This is paid monthly as part of their salary.

### **12. Emergency Planning**

12.1 HDC operates an Emergency Planning Response as part of the Civil Contingencies Act.

12.2 All staff on salary grades (with the exception of ICT and Communications) Grade I, SM and SM Plus are required to be on the Emergency Planning Silver or Gold Rota for which an additional payment of £1,250 per annum is paid once training has been completed. This is paid monthly as part of their salary.

12.3 Volunteers who are trained to work on the Bronze Response are entitled to a £250 call out payment in line with the Emergency Planning Policy. Payments are authorised directly to Payroll by the Emergency Planning Manager on completion of the incident.

12.4 Communications staff are required to work on the Communications Team out of hours rota and will be paid £3,000 per annum. This is paid monthly as part of their salary.

### **13. Overtime**

13.1 HDC operates a flexi scheme which is managed under the Flexible Working Policy and therefore overtime should not be paid as standard as time accrued should be taken off in lieu in line with the Flexible Working Policy.

13.2 Where this it is not possible for time accrued to be taken off in lieu in line with the Flexible Working Policy, such as within the Operations Team, overtime payments may be approved in advance by Head of Service or budget holder.

13.3 Any time that is claimed as overtime but has not been pre-approved by Head of Service or budget holders will not be approved.

13.4 For part time workers, 37 hours must be worked in a week before overtime can be claimed. Any hours completed up to 37 hours per week can be claimed back at flat rate.

13.5 Approved overtime will be paid at the following rates:

Monday -Friday x 1 the usual hourly rate

Saturday – x 1.5 the usual hourly rate

Sundays and Bank Holidays x 2 the usual hourly rate

## Appendix A : Reorganisation Allowance

- a. Reorganisation allowance is subject to Tax and NI deductions
  
- b. Where an employee does not travel to work on a fixed number of days per week, an allowance of 'best fit' should be agreed, by calculating an average number of days travelled per week. In each case a typical sample period of time should be used to calculate an average week, e.g. if an employee's work pattern changes over a 4-week period an average week would be calculated as follows:
  - Week 1 – travels to the office Monday/Tuesday/Friday (3 days)
  - Week 2 – travels to the office Tuesday/Thursday (2 days)
  - Week 3 – travels to the office Friday (1 day)
  - Week 4 – travels to the office Monday/Friday (2 days)
  - Average Week = 2 days
  
- d. Variable hours employees claim all payments and monies in arrears. Reorganisation allowance is calculated so that they are recompensed for extra travelling on each occasion that they do it.
  
- e. In exceptional circumstances employees may be required to move their main office base again, due to reorganisation by the Council, during the 1-year period in which they are receiving a reorganisation allowance for a previous office move. In these cases reorganisation allowances for the two office moves are treated as separate 1-year entitlements, but are amalgamated for the period of overlap. For example, an employee receives a reorganisation allowance (based on a total of 6 excess travel miles) from the 1<sup>st</sup> January 2026. On the 1<sup>st</sup> July 2026 the employee is required to move to a new office base and, as a result, incur a further 6 excess travel miles to and from the new work base. This would mean receiving 6 miles payment for the first 6 months, 12 miles for the next 6 months and 6 miles again for the last 6 months.

<b>Reorganisation Annual Allowance</b>					
<b>Total Excess Travel undertaken Each Day (both ways)</b>	<b>Annual Allowance (5 day week) £</b>	<b>Annual Allowance (4 day week) £</b>	<b>Annual Allowance (3 day week) £</b>	<b>Annual Allowance (2 day week) £</b>	<b>Annual Allowance (1 day week) £</b>
<b>1-10 Miles</b>	£230	£184	£138	£92	£46
<b>11-20 Miles</b>	£673.7	£538.9	£404.2	£269.5	£134.7
<b>21-30 Miles</b>	£1133.7	£907	£680.2	£453.5	£226.7
<b>31-40 Miles</b>	£1478.1	£1182.5	£886.9	£591.2	£295.6
<b>41-50 Miles</b>	£1922	£1537.6	£1153.2	£768.8	£384.4
<b>51-60 Miles</b>	£2364.9	£1891.9	£1418.9	£946	£473
<b>61-70 Miles</b>	£2825	£2260	£1695	£1130	£565
<b>71-80 Miles</b>	£3169.4	£2535.5	£1901.6	£1267.7	£633.9
<b>81-90 Miles</b>	£3612.3	£2889.8	£2167.3	£1444.9	£722.4
<b>91-100 Miles</b>	£4056.2	£3244.9	£2433.7	£1622.5	£811.2

**Section A: Declaration by Employee**

Name

Address

Directorate

Section / Team

Payroll Number

I confirm that following the reorganisation of my work base on  (date)

from  (original work base)

to  (new work base)

I am required to travel a total extra  (the **total** number of excess miles travelled for the Journey to and from work each day)

I travel to my work base on  (number of days) per week

Signature of Employee:

Date:

**Section B: To be completed by Authorising Manager**

I authorise the payment of a Reorganisation Allowance to be paid for a maximum of 1 year to the above employee, based on the additional miles travelled as stated above

Signature of Authorising Manager:

Date:

**Section C: To be completed by HR Transactions Team**

Total Extra Miles Per Day:

Number of Days Per Week:

Annual Allowance:

Start  
Date:

Expected End Date for Allowance:

Date Recorded on Payroll:

Signature of HR Business Partner:

Date:

# Recruitment & Selection policy

## 1.1

<b>Version Control</b>			
<b>Version</b>	<b>Author</b>	<b>Date</b>	<b>Changes</b>
1.1	Sam Sanderson	May 2025	Updated to reflect process change and included approach to secondments and internal moves. Included The Immigration Act 2016
1.2	Sam Sanderson	May 2026	Updated to reflect approach to references in Section 18

Name of Policy	Recruitment & Selection Policy
Person/posts responsible	Head of HR and OD
Date adopted	June 2026
Endorsed by	Employment Committee
Review Date	July 2028

# Recruitment and Selection Policy

## 1. Policy Statement

- 1.1 Huntingdonshire District Council (HDC) acknowledges that recruiting and retaining a skilled workforce is essential for achieving our goals. This policy promotes fair and consistent recruitment practices that support equality of opportunity, vital for service delivery.
- 1.2 Recruitment and selection are critical management functions representing significant investments. Our policy ensures effective recruitment practices to build a diverse workforce that enhances our service quality.
- 1.3 The policy is based on equal opportunities, emphasising equity, fairness, consistency, and merit-based appointments.
- 1.4 It aims to appoint the best candidates, support diversity, and ensure cost-effectiveness in the recruitment process.
- 1.5 HDC commits to ensuring hiring managers are trained and competent in managing recruitment and understanding equality standards.

## 2. Scope of Policy

- 2.1 Effective recruitment is key to HDC's success, requiring employees with the skills and qualifications to meet strategic objectives.
- 2.2 This policy applies to all permanent and fixed-term employees directly employed by HDC and serves as a guideline for recruiting temporary and contract staff.

## 3. Policy Objectives

- 3.1 We value diversity in our workforce and are committed to fostering diversity through our recruitment practices.
- 3.2 The recruitment policy will be regularly reviewed to ensure fair and equitable processes that do not discriminate unlawfully on various grounds.
- 3.3 All colleagues involved in recruitment must adhere to our Equality and Diversity Policy and Code of Conduct; violations may result in disciplinary action.
- 3.4 We will promote vacancies to a wide pool of candidates, encouraging applications from under-represented groups and considering positive action where appropriate.
- 3.5 Recruitment decisions will be based on merit, incorporating results from role-related assessments and interviews.
- 3.6 We will support career mobility by considering internal promotions and secondments.
- 3.7 Flexible working options will be offered where appropriate.

- 3.8 Agencies providing temporary workers must adhere to an open and transparent process aligned with HDC values.
- 3.9 Coaching and training on recruitment, equality, and diversity will be provided to all involved in the recruitment process.

#### 4. Recruitment Steps

It is HDC policy to follow the steps below when considering the recruitment of new staff. Please refer to our Recruitment Processes Guide for Hiring Managers for more detail.

- 4.1 When an existing position becomes vacant, the hiring manager must review the requirements of the role and determine if the role is still required. If it is, considerations should be made to determine if a like for like replacement, or a revision of the role is required. If recruitment is necessary, the existing job description should be reviewed and any necessary changes made.
- 4.2 All new job descriptions must be evaluated before recruitment; existing posts should be re-evaluated if there are any changes made to the job description.
- 4.4 For any recruitment need, the hiring manager must complete and submit a vacancy authorisation form (VAF) to the recruitment team, for CLT approval.
- 4.5 Upon VAF approval, the hiring manager will provide advert copy along with a job description to the recruitment team, and a recruitment timetable will be established.
- 4.6 Job advertisements will usually close at least two weeks from publication, although the advertising period can be shortened, depending on business need. Hiring managers are encouraged to review applications regularly and can close the advert early, should sufficient applications be received. Shortlisting will be completed within five working days and the completed shortlisting matrix and interview schedule emailed to the recruitment team to action.
- 4.6 Secondment opportunities will be advertised internally.
- 4.7 Interview panel members must be informed of the timetable and collaborate and agreed on interview questions in advance.
- 4.8 Recruitment documentation will be retained for 12 months post-appointment and then destroyed.
- 4.9 If the successful candidate declines the offer or the post becomes available within six months, other suitable candidates will be contacted.

#### 5. Advertising

- 5.1 We will ensure advertisements reach a diverse candidate pool, with all permanent and fixed-term posts advertised internally and externally as needed.
- 5.2 All vacancies will be posted on the HDC website, and advertising expenditures will be coordinated through the recruitment team.
- 5.3 The most effective advertising methods will be utilised, and positive action may be taken to encourage applications from under-represented groups.
- 5.4 Cost-effective campaigns may be run for specific posts.
- 5.5 In certain cases, vacancies may be offered to redeployees or as secondments instead of external advertising.

## 6. Information for Applicants

All advertised roles must include:

- Application instructions
- Job description and person specification
- Contract length and salary/grade
- Closing date and potential interview dates
- Location
- Working hours
- Background information on HDC and/or the role
- Any conditional offer requirements (e.g., DBS checks, Drug and Alcohol screening)
- Equality and diversity statement

## 7. Shortlisting

- 7.1 The application forms received by the closing date will be longlisted by the hiring manager. Applicants **must** be chosen against the essential criteria. It is the responsibility of the hiring manager at this stage to record on the shortlisting matrix scores for all applicants. The completed shortlisting matrix and interview schedule must be returned to the recruitment team who will invite selected candidates for interview. This will include timetabling the interviews and arranging any pre-employment checks if appropriate. Candidates who have not been shortlisted will also be informed by the recruitment team.
- 7.2 HDC is a Disability Confident employer. Being a Disability Confident employer means actively committing to attracting, recruiting, retaining, and developing a diverse workforce, including disabled people. A key component is the "guaranteed interview" aspect, where if an applicant with a disability meets the essential criteria (minimum requirements) outlined in the job description, they are guaranteed an interview. It is the responsibility of the hiring manager to ensure disabled candidates who meet the essential criteria, are shortlisted for interview.
- 7.3 The appointing manager will approach suitable colleagues to assist with **shortlisting and interviewing**. At least two people should be involved in shortlisting and sit on the interview panel. The same people should be involved in all interviews where possible to ensure consistency. If a panel member feels there is a conflict of interest with a candidate, they should seek advice from the recruitment team at the earliest opportunity.

## 8. Interviews

- 8.1 The hiring manager must lead the interview panel, familiar with equality, diversity, and recruitment policies. All panel members should have received relevant training.
- 8.2 The interview panel should ideally consist of two members, ensuring diversity. More senior positions may require three members.
- 8.3 Candidates will be given reasonable notice for interviews and any required tests, with adjustments made for disabled candidates.
- 8.4 The panel will discuss questions in advance, covering requisite skills and HDC values. Consistency is essential; all candidates should be asked the same core questions.

- 8.5 Interview durations should be consistent, and notes should be taken and retained for 12 months.
- 8.6 Appropriate selection methods will be used, including assessment centres or tests as needed.
- 8.7 The panel will score candidates based on their performance, considering both technical competence and alignment with HDC values.

## 9. Selection and Offer

- 9.1 Following interviews, the panel will compare candidates' answers against the person specification and decide on suitability.
- 9.2 Panel scores will be recorded, and appointment decisions will be made by consensus. If no candidates are suitable, the post may be re-advertised.
- 9.3 The hiring manager will inform the successful candidate and agree on a start date and salary.
- 9.4 Feedback will be provided to all interviewed candidates within 48 hours of the final interview. For external candidates, the recruitment team will facilitate this on behalf of the hiring manager. For internal candidates, the hiring manager is responsible for communicating the outcome and feedback.

## 10. External Offers

- 10.1 It is the responsibility of the hiring manager to extend the verbal offer. Once accepted, the hiring manager will complete a preferred candidate form and email it along with the interview notes to the recruitment team.
- 10.2 The recruitment team will contact the selected candidate with a written conditional offer, subject to satisfactory pre-employment checks.
- 10.3 The recruitment team will ask the candidate for evidence of their right to work in the UK at point of offer. The hiring manager will verify the original right to work in the UK documentation on the candidate's first day and email it to the recruitment team for our records. HDC does not hold a Sponsorship Licence and is unable to provide a Certificate of Sponsorship (CoS) or take over existing sponsorship.
- 10.4 Employment commences upon receipt of satisfactory references and required pre-employment checks, including an occupational health fit certificate.
- 10.5 The Recruitment team will manage DBS/BPSS checks, with costs covered by HDC. If the new starter requires a BPSS, the hiring manager will need to request this from the recruitment team.
- 10.6 Any unsatisfactory pre-employment checks (as laid out in section 16.1), may lead to a withdrawal of the conditional offer.

## 11. Internal Offers

- 11.1 It is the responsibility of the hiring manager to extend the verbal offer. Once accepted, the hiring manager will complete an internal mover's form and email it along with the interview notes to the recruitment team.
- 11.2 The recruitment team will contact the selected candidate with a written conditional offer, subject to any necessary pre-employment checks.

- 11.3 Hiring managers are advised to follow the guidelines as set out in the Guidance for Secondments and Internal Moves.

## 12. Redeployees

- 12.1 The Council is committed to minimising compulsory redundancies and redeploying employees who are no longer able to fulfil their current role. One way of achieving this is to redeploy employees who are at risk to other jobs within the Council.
- 12.2 Redeployees need only to demonstrate during the shortlisting and interview process that they meet the essential criteria in the person specification in order to be appointable to the job. The post must be deemed a suitable alternative employment.
- 12.3 Please see the Redundancy Policy for more details.

## 13. Secondments and Internal Moves

- 13.1 We encourage the use of secondment arrangements as a valuable means of providing cost-effective career development opportunities for our employees. Secondments are also a way of effectively covering the need for resources on a fixed term basis and for resourcing project work. Managers are advised to follow the guidelines as set out in the Guidance for Secondments and Internal Moves.
- 13.2 Hiring managers are advised to conduct a formal interview process ensuring fairness and transparency by ensuring all interested parties are asked the same interview questions.
- 13.3 Applications shall be accepted from internal applicants who are: not subject to a current capability action plan concerning performance, not subject to current disciplinary proceedings or not subject to a live formal disciplinary sanction.

## 14. Acting Up

- 14.1 It is the responsibility of the Hiring Manager to determine the need for an acting up arrangement, usually in response to a temporary vacancy, absence, or project requirement. This assessment should involve consultation with your HR Business Partner.
- 14.2 The hiring manager must clearly communicate the acting up opportunity to all members of the team, outlining the reasons for the arrangement, the role's responsibilities, and the expected duration. This can help to manage expectations and encourage suitable candidates to apply.
- 14.3 Where more than one expression of interest is made, or there is more than one suitably qualified member of staff, hiring managers are advised to conduct a formal interview process ensuring fairness and transparency by ensuring all interested parties are asked the same interview questions. If there is only one expression of interest, it is the hiring manager's decision as to whether to conduct a formal interview process.

## 15. Equality and Diversity

- 15.1 HDC recruits based on ability and job requirements.
- 15.2 The Equality and Diversity statement is included in all external advertisements and is available on HDC's careers page.

- 15.3 Applicants will complete an equality and diversity monitoring form, securely stored to ensure fairness in recruitment.

## 16. Employment Checks

- 16.1 The following checks are to be used to ensure suitability of all new colleagues, prior to commencement of employment at HDC.
- Proof of identity and right to work in the UK
  - Reference checks for two previous employers, or previous three years of employment, or character/education references if no employer references are available.
  - Occupational Health fit certificate
  - Proof of qualifications (if relevant to the role)
  - Valid UK driving licence (if relevant to the role)
  - DBS (if relevant to the role)
  - Drug and Alcohol screening (if relevant to the role)
- 16.2 All candidates must have the proof of identity confirmed by the hiring manager and recruitment before they are offered employment. They must submit original documents (on the [approved list](#)) to prove their identity and their right to work in the UK. HDC does not hold a Sponsorship Licence and is unable to provide a Certificate of Sponsorship (CoS) or take over existing sponsorship.
- 16.3 Candidates are required to disclose any unspent criminal convictions under the Rehabilitation of Offenders Act 1974. Possession of a criminal record does not necessarily preclude the candidate from employment. Information which has a bearing on the requirements of the post will normally be discussed with the candidate at interview.
- 16.4 If information given during the application process is found to be untrue, the offer of employment will be withdrawn.

## 17. English language

- 17.1 The Immigration Act 2016 created a duty for public sector employers to ensure that each person who works for them in a customer facing role speaks fluent English.
- 17.2 Fluency relates to an individual's ability to speak with confidence and accuracy, using accurate sentence structures and vocabulary, all without hesitation and appropriate to the situation in hand. It does not relate to regional accents, dialects, speech impediments or the tone of conversations.
- 17.3 The person specification for customer facing roles explains what our fluency standard is for those roles.
- 17.4 Job applicants will demonstrate their level of fluency by competently answering interview questions in English.

## 18. References

- 18.1 Employment references are required for each new colleague to cover the last two employers or previous three years of employment. One must be from their current or most recent employer unless suitable reason is given.

- 18.2 Where the candidate has no previous employment record, a reference from their school or other educational institution should be obtained where relevant. In exceptional circumstances, where no employment or education reference we will accept character references.
- 18.3 Where the candidate was self-employed, they will need to provide evidence that their business was properly conducted, i.e references from clients, bank manager, or accountant.
- 18.4 The recruitment team will take up references. If there are concerns about a reference, we will contact the referee for further information. If this is not possible or there is difficulty obtaining references, we will contact the hiring manager for authorisation to proceed without the required references.
- 18.5 If satisfactory references are not received within a reasonable timescale, the conditional offer of employment may be withdrawn.

## 19. Health

- 19.1 All employees at HDC are asked to complete an occupational health questionnaire via our occupational health provider. This is to ensure the employee is able to undertake all of the duties expected of them in line with the job requirements.
- 19.2 Successful applicants who share they are disabled or may require adjustments to their work or working environment may be referred to our Occupational Health provider. Where reasonable adjustments are agreed these must be recorded in writing using the adjustment passport. The candidate should also receive written confirmation of whatever adjustments have been agreed.

## 20. Use of Agencies

- 20.1 In circumstances where there is deemed a business need, HDC shall use an agency to assist with finding the right candidate for a role.
- 20.2 Recruitment is responsible for all contact with the agencies and for negotiating the recruitment fees. Managers or other employees should have no contact with agencies unless agreed by Recruitment and all enquiries from agencies should be re-directed to Recruitment. Equality and inclusion policies of all agencies shall be verified by Recruitment.

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