

# Isle of Wight Council **RECRUITMENT POLICY & PROCEDURE**

**Ratified June 2019**

## **LA Policy – April 2019**

References to "The Council" in this policy shall apply to Medina House School.

References to "Elected Members" in this policy shall apply to Governors of Medina House School.

References to "senior managers/managers" in this policy shall apply, as appropriate, to the Headteacher, Assistant Headteacher and members of the SLT.

References to "policies/procedures" in this policy shall apply to policies and procedures approved by the governors of Medina House School.

Approved by Governing Board 6.6.2019

Signed ..... Matt Atkins  
Chair of Governors

Review Date; June 2020

Isle of Wight Council  
**RECRUITMENT POLICY &  
PROCEDURE**  
2019

## Document Information

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<b>Author:</b>	Jessica Payne, HR Adviser Corporate Services ✉ <a href="mailto:jessica.payne@iow.gov.uk">jessica.payne@iow.gov.uk</a> ☎ (01983) 821000
<b>Sponsor:</b>	Judy Mason, Principal Lawyer & HR Manager Corporate Services ✉ <a href="mailto:judy.mason@iow.gov.uk">judy.mason@iow.gov.uk</a> ☎ (01983) 821000
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# 1 Policy Statement

The **aim** of our recruitment is to;

- Recruit the right people, at the right place at the right time
- To attract the right people and retain our best talent to meet current and future workforce needs.
- Have a skilled, agile and engaged workforce where all staff feel empowered to achieve their full potential.
- Be a good employer, for the council to be recognised as an 'inspiring place to work' and one that staff feel proud to work for.

Our **vision** for our recruitment is to;

- Recruit the right people in a timely way who share the council's core values and demonstrate them through their behaviour.
- Maximise the potential of different recruitment approaches such as apprenticeships, secondments, and work experience.
- The skills, capability, and capacity of the workforce is understood which informs the recruitment process
- Have a clear employment offer that attracts and retains talented people and is well communicated to all staff
- Continue to promote equality and diversity that creates employment opportunities for all within our society.

The **Public Sector Equality Duty** requires employers to;

- Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Act.
- Advance equality of opportunity between people who share a characteristic and those who don't
- Foster good relations between people who share a characteristic and those who don't

The Isle of Wight Council is committed to the elimination of discrimination and to promoting equal treatment in employment. This applies at all stages of employment and prospective employment. [Equality Act 2010 advice for Schools](#) is specifically available.

This policy applies to all employees (fixed term workers, apprentices, casual staff, school employee's (burgundy and green book) and uniformed grey book staff). However, volunteers and agency workers are not in scope of this policy. Please refer to either the council's [Volunteers Policy](#) or the [Guidelines for the use of interim/professional services or agency staff](#) for guidance.

This policy works in conjunction with the '[Keeping Children Safe in Education](#)' guidance as set out by the government and the [Department for Education](#) guidance on the recruitment of Headteachers and the [Staffing and Employment Advice for Schools](#). The National Governance Association provides a '[Headteacher Recruitment Toolkit](#)' to further assist with the recruitment process.

## 2 Recruitment at a glance

### Step 1 – Pre-recruitment

Aim –

“Right people, right place, right time”  
 “Inspiring place to work”

Vision –

“Recruitment in a timely way”  
 “Clear employment offer”  
 “Promote equality & diversity”

Public Sector Equality Duty -

“Eliminate unlawful discrimination”  
 “Foster good relations between people”  
 “Advance equality of opportunity”

Recruitment planning –

“Timely way”  
 “Empowering existing individuals”  
 “Maximise opportunities”  
 “Future direction/aspirations”

### Step 5 - Other

Other –

- Unsuccessful candidates
- Induction
- Probation
- Maintaining a safer culture
- Relocation scheme/allowance



### Step 4 – Pre-employment checks

Pre-employment checks –

- References
- DBS Checks
- Qualifications
- Professional registrations
- Eligibility to work/live in the UK
- Medical checks
- Rehabilitation of Offenders Act 1974

### Step 2 – Essential pre-recruitment documentation

Generic role profile –

- Derived from the generic role profile
- Up to date to accurately reflect duties
- Recruiting a Headteacher guidance on schools JD's and PS'
- Templates - [here](#)

Advert –

- Consider knowledge, skills & experience
- Consider targeted recruitment/hard to recruit vacancies
- Template - [here](#)
- Schools recruitment – [Schools Teachers Pay and Conditions](#)

Service redesign report -

- Reorganisations/Restructure scenarios
- Service redesign report
- Contact your HR Lead

### Step 3 - Selection

Application forms –

- Initial sift of applications to go through to the next stage of the process
- Fair and consistent approach
- Shortlisting templates - [here](#)

Selection methods –

- Interviews/practical tests/in-tray exercises/role play scenarios
- Clarity on the methods being used
- Record keeping

Offer -

- As soon as possible
- Verbal offer is treated as legally binding
- Timelines (school appointments/notices)

Positive action –

- Prohibit acts of discrimination
- Equal merit
- Under-represented groups

### 3 Step 1 - Pre-recruitment process

Planning for recruitment helps to maximise the chances of appointing the right person. It is important to follow the stages outlined in this section before the vacancy is advertised.

Recruiting a candidate who shares the same values, behaviour, vision and strategy of the council/school is imperative. Before commencing recruitment, you should be clear what your current and future aspirations are to ensure that the prospective candidate aligns with this.

Schools with a religious character should ensure that any review of their vision is completed in line with the expectations of their appropriate faith body/diocesan authority. In maintained schools, it is the legal responsibility of the board to select a Headteacher. Schools should consider building sufficient time into their recruitment processes to take account of the need for successful candidates to serve notice at their current school and national recruitment.

#### 3.1 Recruitment planning

Before considering recruitment to a vacant position, the following should be considered:

- The speed in which you need to recruit an individual from vacant to filled –planning a recruitment in a **timely way** will assist with this.
- Is there **capacity** to distribute work to other staff either within the team or outside the team? Consider whether that task could be done by someone else, somewhere else etc. (it should be noted that under the Education Act 2002, it is a requirement for a maintained school to have a Headteacher – an individual carrying out the duties is only acceptable as an interim to the appointment to the post itself). Before any redistribution of work in schools, ensure that such tasks and workload assessed any that such redistribution does not contravene Ofsted and/or DfE guidance on workload.
- Restructure or re-design of work/the team to accommodate workload – is **current** team structure suitable to facilitate the tasks/duties? Should a restructure/re-design be considered to ensure that posts/structure are fit for purpose and suit the needs of the current and future needs of the business?
- **Empowering existing individuals** to act up within the team – Is there an existing team member that is able to act up/be promoted to the position to enable that team member to develop the skills and knowledge therefore, creating more skills within the workforce.
- Whether you are able to **maximise the opportunities** for apprenticeships and therefore, consider if they would be able to fulfil the role - for any posts under grade 3, these roles should initially be offered to young people within the 123 programme therefore giving those at these grades greater access to opportunities within the council. The 123 programme is programme set up by the Leaving Care Team in order to help those that are/have been in care to secure further training and employment via the Isle of Wight Council. As the Corporate Parent for those that have been in the care system, we have a duty to ensure that those young people get the best opportunities

we can offer them to help better their lives and careers. The programme is made up of; 1 work experience, 2 traineeship or 3 apprenticeships to those aged 17+.

- What are the new skills needed in light of existing **capabilities?** – Define what skills/experience may be needed in addition to those already within the team. Are there specific gaps in skills that could be pin-pointed/enhanced?
- Is the role a 'difficult to recruit to' role or specialist role and therefore, should the **employment offer** include a relocation allowance?
- Future direction/aspirations - When considering the strategic direction of your school, a checklist of questions that might be asked is provided within the [recruitment toolkit](#).

If it is decided that a position must be recruited to, then you should follow the authorisation process outlined [here](#). The same approval process applies for considering any re-organisations/restructures.



## 4 Step 2 - Pre-recruitment essential documentation

The key here is to ensure that all documentation is up to date and ready to use before producing the advertisement. Often, roles/duties change over time and therefore, the existing documentation will not truly reflect the requirement of the role now. Or, if it is a completely new role, it is essential to ensure that the documentation matches what the organisation requires from the new role.

- 4.1.2 Generic Role Profile/Job Summary** - If the role is a new position or, if the role's job description and person specification no longer reflects the role accurately, you will need to complete a job summary. The job summaries are based upon the generic role profiles (GRPs). Recruitment is an ideal opportunity to ensure that the documentation truly reflects the requirements of the role.

Templates and detailed guidance on how to complete a job summary can be found via the [Human Resource pages](#).

Guidance on the completion of job descriptions and person specifications for Headteachers can be found via the '[Recruiting a Headteacher](#)' guidance document and the [National Standards of Excellence for Headteachers](#). The standards can be used to support the recruitment and appointment of Headteachers and assist in shaping role descriptions and person specifications.

The role of Fire and Rescue employees are those defined within the Integrated Risk Management Plan and as laid down in the NJC document – *Fire and Rescue Services Rolemaps*.

- 4.1.3 Advert** – a template advert is available [here](#). This allows managers to be able to access a readily available template in the council's format as well as the standard paragraphs.

When writing the advertisement, consider what knowledge/experience you need. Consider what skills you need the individual to have to effectively carry out the job.

If more targeted recruitment is required i.e. for a more senior role or a difficult to recruit to post, please liaise with your HR Adviser/adverts team. It may also be appropriate to offer a relocation scheme or allowance as part of the recruitment process. Further details can be found below in step 2 guidance below.

- 4.1.4** The [School Teacher's Pay and Conditions Document](#) sets out the overriding requirements of Headteachers, and their central professional responsibilities, and whilst academies may not be bound by this, it provides a useful framework for defining a particular post. If the role is an NQT post, it is worth noting on the advert the induction period and entitled to quality training. Service redesign report – This is only required for re-organisation/restructure scenarios. If you are looking to undertake a re-organisation/restructure, please contact the HR Lead at the earliest stages prior to writing the service redesign report. Your HR Advisor will then support you from consultation to implementation.

## 5 Step 3 - Scrutinising and shortlisting

A shortlisting process should commence upon receiving application forms. At this stage the panel should determine what selection method(s) it is going to use before scrutinising and shortlisting.

The panel for shortlisting ideally should be the same panel as those that will be interviewing the shortlisted candidates. The panel should contain a minimum of two people, one of whom should act as chair (or a minimum of three governors where recruiting Headteachers in maintained schools).

The panel chair and panel members should have undertaken Recruitment and Selection training, appropriate Safeguarding training and Equality and Diversity training (i.e. IHASCO) every three years (or as defined by the individual school).

All applications must be thoroughly scrutinised to ensure that they are fully and properly completed, that this information provided is consistent and doesn't contain any discrepancies. It is important to identify any gaps in employment.

Incomplete applications should not be accepted. Additionally, managers can reserve the right to state "previous applicants need not apply"

### 5.1 Shortlisting application forms

A fair and consistent shortlisting method should be adopted and applied to all applications/applicants.

You should use the generic role profile and job summary to measure up applicants to determine whether they meet the essential criteria for the role. Once you have undertaken this shortlisting, you will then have a group of candidates for the next phase of the process (interview and/or other methods).

The council is a Disability Confident Employer and therefore commits to interviewing (including other selection methods) any disabled candidate that meets the essential criteria. Therefore, automatically being shortlisted to interview.

**Casual workers** - are eligible to apply for internal vacancies from day one of their engagement.

**Agency workers** – agency workers will be entitled to apply and be considered for internal vacancies, alongside council employees from day 1 of their agency position starting.

**Former employees** - where a former employee has taken voluntary redundancy, they will not be re-employed on a permanent or temporary basis for a period of 6 months following the voluntary redundancy dismissal date. If they were subject to compulsory redundancy, they may not re-engage with the council for a period of 4 weeks (or sooner if they return their redundancy payment in full).

**Redeployees** will be prioritised within the selection process. Redeployee applicants will be identified by Human Resources for priority interview.

### 5.1.1 Selection methods

As a panel it may be necessary to set a threshold to ensure that only a certain number of applicants progress to the next stage (for instances where you have a large number of applications). It is essential that this is done objectively.

The interview is a standard method for identifying a successful candidate. There are a number of other methods that can be used (examples; interview, practical tests, word/excel tests, in-tray exercises and role play scenario's) depending on the job to be filled. In cases of Headteacher recruitment, further methods may be used (presentations to a selection panel, leading an assembly, teaching a lesson and a financial/budgeting task – further methods are outlined in the Recruiting a Headteacher guide).

You should be clear with the candidate what method you are using and that these will form part of the whole selection process. Regardless of the chosen selection method, a fair and consistent scoring system should be used. These scores will then be used to determine which candidate is deemed successful.

It is essential that records of the results (regardless of the test) and subsequent discussions are held and that these form part of the overall selection decision. This will make a process robust and defensible against any potential future challenges. For retention information, see the council's [Retention Policy](#).

When considering who to select, alongside the interview, you should consider the relevant scores/outcome of any other selection methods. For schools, this may include pupil feedback, governors' feedback if they have been involved in some elements in addition to the panel members.

In accordance with regulations for maintained schools, the board of governors will need to approve the decision of the selection panel. This may be done during a meeting of the board where the selection panel identifies the preferred candidate and the panel's reasons for selecting them. This is followed by an endorsement vote of the board.

### 5.1.2 Offer

Once the successful candidate has been determined, you should offer them the post as soon as possible. A written offer letter should be sent to ensure that the terms of the offer are clear, including any conditions that the offer is subject to (such as satisfactory references, DBS checks, qualifications etc.).

Be aware that a verbal offer of appointment may be treated as a legally binding agreement between the council and the applicant. Any verbal offer must be treated the same way as a written offer.

Appointment timelines for appointments of Teachers/Headteachers are imperative. Step 3 guidance below outlines the requirements.

The Education (Independent School Standards) Regulations 2014 require an academy to provide the name of the Headteacher to parents and carers of pupils and prospective pupils

and on request to the Chief Inspector, the Secretary of State or an independent inspectorate. The information must also be made available on the school premises during the day.

### **5.1.3 Positive Action**

The main purpose of positive action is to prohibit acts of discrimination with regard to access to employment and training. When two or more candidates meet the requirements for a position and are of equal merit, legislation allows us as the employer to choose one over the other. This will occur only on the basis of a particular characteristic (as outlined above) to ensure that certain people who meet under-represented groups or characteristics are provided a positive advantage by the employer.

The Equality Act 2010 allowed employers to make recruitment decisions based upon improving equal access to employment. The act protects people from being treated less favourably because they have a 'protected characteristic'.

## 6 Step 4 - Pre-employment checks

A series of checks will need to be undertaken on the successful candidate. Some of these checks are a legal requirement and others are policy. In both cases, full checks must be completed before the individual can start work.

It is best practice to start to gather documentation at the interview stage. This can include UK ID and copies of qualifications/registration for example. This makes for a smoother recruitment process for both the manager and the individual if deemed the successful candidate.

Further information can be found via the HR Assistants 'Guidance for Managers – updated November 2017'. This is available directly from [hr@iow.gov.uk](mailto:hr@iow.gov.uk)

### 6.1 References

The application form informs the candidate that references will be sought once an offer of employment is made (the offer is the subject to satisfactory receipt of references).

References should be sought on all short listed candidates, unless people are already working in the team. If they are new to the authority, two references should be sought. If they are internal (from another team), one reference is required.

They can be requested prior to interview but, they must be sought once an offer of employment has been made. The offer must be conditional upon receiving satisfactory reference(s).

Reference templates are available to suit all recruitment including those posts that are working with children and/or vulnerable adults.

#### Causes for concern

Any information about past disciplinary action or allegations or criminal convictions should be considered in the context of the case. Cases in which an issue was satisfactorily resolved some time ago, or an allegation was determined to be unfounded or did not require formal disciplinary sanctions, and in which no further issues have been raised, are less likely to cause concern than more recent or serious issues.

Some past disciplinary action should be disregarded and/or not even referred to by the provider of the reference as it will have been 'spent' and should have been expunged from the employee's HR file after a reasonable period of time (excluding information in respect of the Rehabilitation of Offenders Act, in which case further advice from your HR Adviser should be sought).

#### 6.1.1 Providing references

References must be true, accurate and fair and not create a misleading impression. This applies to the whole reference. Wherever possible there should be evidence to support the content of the reference provided. Managers providing references have a duty of care to the council, to the recipient of the reference, and also to the individual to whom the reference

refers. The council as well as the person who gave the reference could be held liable for providing a negligent reference.

There is no such thing as 'off the record' references. Be clear when providing a reference of the context in which it is being provided (i.e. manager/character reference).

## 6.2 Disclosure and Barring Service (DBS)

DBS checks will be undertaken *after* the offer of appointment but, *before* commencing of the appointment.

Please refer to the DBS Policy for information, policy and guidance around conducting DBS checks.

## 6.3 Qualifications and/or professional registration

It is best practice to obtain relevant copies of qualifications and/or registration *prior* to the interview stage. Original copies of certificates should be provided and not copies.

In addition to qualifications, for some roles, professional registration is also required (such as Social Workers/Teachers). Original copies/evidence of registration should be provided. Some registration can be checked online without the need for further evidence.

If there are any doubts please contact the HR Assistants.

## 6.4 Eligibility to work & live in the UK

You must check whether a prospective successful job applicant is entitled to work in the UK *before* you employ them. You should check thoroughly that all necessary paperwork is correct and up to date, as there are significant fines for failing to carry out the necessary checks appropriately.

'Checking' means making sure that any photographs match the individual, any expiry dates have not passed, that dates of birth seem reasonable in relation to the individual, that two documents do not have different names on them and that any stamps or endorsements relate to the type of work the person will be doing.

The Home Office sets out guidance [HERE](#) on the process and requirements of checking an applicant's right to work in the UK and it is important that you familiarise yourself with this.

Any documentation checked **must** be copied and kept on the employee's personal file in HR.

If you're an EU, EEA or Swiss citizen, you and your family will be able to apply to the EU Settlement Scheme to continue living in the UK after 30 June 2021. Further information is available via the government website; <https://www.gov.uk/settled-status-eu-citizens-families>

For more about eligibility to work in the UK and an employer's obligations, go to [Check if someone can work in the UK - GOV.UK](#) or [Check a job applicant's 'right to work' documents - GOV.UK](#) for more information including:

- Checking if someone can work in the UK

- An employer's guide to right to work checks
- The Home Office's code of practice for employers on avoiding unlawful discrimination while preventing illegal working.

## **6.5 Medical checks**

Where applicable to the role, verification of the candidate's medical fitness will need to take place before the individual can formally commence employment. Further guidance can be found via step 4 guidance below on when it may be appropriate to seek pre-employment medical assessments of fitness).

Some areas of work demand that a new employee must be both physically and mentally fit in order to demonstrate competence to fulfil the duties of their job – post employment medical checks can and should be carried out in these circumstances, but advice should be sought from Human Resources first.

## **6.6 Rehabilitation of Offenders Act 1974**

We are committed to ensuring that people who have been convicted are treated fairly and given the opportunity to establish their suitability for a position.

Further information surrounding appointed an ex-offender can be found via the DBS Policy.

## 7 Unsuccessful candidates

Unsuccessful candidates should be contacted as soon as possible. It is good practice to call or email them as soon as the decision to appoint has been made, but only after the successful applicant has verbally confirmed that they will accept the position. It is good practice to provide feedback, where requested, for example;

- Start positively, thanking them for attending the interview
- Tell the candidate why they were unsuccessful, i.e. it was felt that they did not have the necessary skills or enough knowledge for the job whereas the successful candidate demonstrated significant capability for that particular role
- Avoid using any comments that could be perceived as discriminatory. All feedback should only relate to the job summary and generic role profile, remaining tactful to ensure feelings are not hurt
- The feedback should aim to help the candidate in future interviews, not to damage confidence

The council wants to remain at the top of people's lists of potential employers when they are applying for vacancies, so it is important that we promote a positive image even if they are unsuccessful. This can include taking the time to provide feedback where applicants have asked for it.

### 7.1.2 Keeping records

All information relating to each short listed applicant must be kept securely in accordance with the council's ['Corporate Retention Policy'](#).



## 8 Induction

The importance of inducting a new member of staff cannot be over emphasised. This is the opportunity to induct them not only to the organisation but, the team and role too. Time should be taken to go through with the individual what the values, behaviours and expectations are of them as well as providing information on the jobs duties/deadlines and so forth.

An induction is also an opportunity to help individuals settle in and ensure they have the knowledge and support they need to perform their role as well as understanding the culture and support available. Social Workers, NQT's may be subject to separate induction requirements. This will be defined by management.

### 8.1.1 Induction purpose

A generic induction checklist can be found [HERE](#). This provides a framework for a discussion between the individual and managers on day one of starting their role. Equally, managers should take time to familiarise themselves with the form to ensure any pre-employment requirement are completed.

### 8.1.2 Probation

Everyone commencing employment within the council will be subject to a probationary period whether brand new to the Local Authority, brand new to the Isle of Wight Council or, new to a different role.

Individuals appointed to a new role within the council will be subject to the necessary probationary period. Further details can be found via the [Probation Policy](#). Individuals employed under the burgundy book will be subject to a probationary period as outlined within the individuals contract of employment. Those under grey book terms and conditions are equally governed by a 6 month probationary period however, will also be subject to the Firefighters Training Programme.

## 9 Maintaining a Safer Culture

The Safeguarding Statement carries up to date information on the scope of safeguarding, how to recognise safeguarding issues and how concerns are escalated. The statement can be found [HERE](#).

It is essential that boards within schools adopt recruitment procedures that help deter, reject or identify people who might pose a risk or abuse children. Further information about the responsibilities placed on schools when carrying out recruitment procedures can be found in the DfE statutory guidance 'Keeping Children Safe in Education'.

## 10 Relocation scheme/allowance

The Scheme is divided into three distinct sections. The intention of this policy is to set out:-

- A. A home relocation / recruitment benefit for new employees:** the financial support available for new employees required to relocate to the Isle of Wight or to a location within commutable distance when taking up their first post with the Council;
- B. As a travel allowance in hard to recruit occupational areas:** the financial support available to attract and retain new or existing employees in hard to recruit occupations where relocation is not feasible or desired but are located within a commutable distance to the Isle of Wight.
- C. As a work base relocation allowance for existing employees:** the financial support available to an employee whose work base is relocated. This policy sets out the conditions for eligibility, the types of expenses that may be claimed and any other specific conditions that may apply

There is no automatic entitlement to relocation expenses. Any agreement to offer the relocation scheme/allowance must first be agreed via the recruitment process and considered in line with budgeting for the post/advertisement.

Consideration will be given as to whether;

- The post needs to be advertised within a national / international market.
- There is a need to increase the potential of recruiting high calibre staff to key posts.
- There is a need to increase the potential of recruiting to particularly “hard to fill” occupations.
- The post is permanent (although if deemed to be a key post on a fixed term contract of up to two years, consideration can be given to an appropriate level of reimbursement).

In agreeing to relocation expenses, the successful candidate’s existing residence must be outside of what is considered to be a reasonable commuting distance from the Isle of Wight (for guidance purposes, normally beyond 50 miles) or outside of a reasonable commuting time.

### General Conditions

Original receipts must be produced to support all claims for reimbursement. Without receipts, claims will not be processed.

Employees who voluntarily leave the service of the Council within two years of starting their employment will be required to repay all relocation expenses (plus VAT) received on the following scale:

- Up to 1 year – 100% repayment
- Over 1 year – 2 years – pro rata percentage decrease by 1/12th for each completed month’s service.

An employee claiming under the scheme will be expected to move home within twelve months of taking up appointment. Where the move is likely to take place more than twelve months after taking up appointment, and in cases of hardship due to the prevailing housing market, special application for entitlement under the scheme may be made to the Director of

Corporate Services who would make a decision with the Chief Executive and/or board of governors. Any extension has to be agreed with HMRC in advance of the twelve month expiry, and they are unlikely to extend beyond a further year.

In accordance with the HM Revenue and Customs (HMRC) rules for the exemption of tax and NIC liability, all claims must be made before the end of the tax year, following the year in which the employee starts their new employment with the Council. This deadline can only be extended in extenuating circumstances and with the approval of the Head of Corporate Services in conjunction with the Chief Executive and Head of the employing service department.

Qualifying payments up to £8,000 made within this scheme are currently tax free. However, for tax exemption to be available any expenses must be incurred or benefits provided before the end of the tax year following the year in which the newly appointed member of staff starts his or her new job.

Any payments in excess of £8,000 are subject to income tax and will also be subject to an end of year P11D return. Any relocation assistance over £8,000 will be included in the year end return to the HM Revenue and Customs (HMRC) on form P11D.

In the event of two people sharing the same household and are both taking up employment with the Isle of Wight Council, relocation allowances are payable to one party only. Any questions on the interpretation of the scheme should be referred to Human Resources.

## Entitlements

Relocation expenses will not exceed £8,000 (including VAT) unless there are extenuating circumstances to be taken into account. For expenditure to exceed £8,000 the appropriate Director must obtain approval from SMT/Headteacher/board of governors. This might include;

- an appointee losing the sale of their current property or the purchase of their new home outside of their control; or
- where in the prevailing housing market an appointee is experiencing difficulties in selling and moving, thus incurring significant additional costs in overnight stays; or
- where “hard to fill” posts have already taken a long time to recruit to, have incurred high advertising etc costs, and re-advertising will be equally as high.

The following costs associated with relocation may be claimed under the scheme where applicable. In order to allow flexibility of expenses claims, there is no cap placed on any of the following entitlements as long as the total aggregate cost does not exceed £8000 (including VAT). Receipts must be provided unless otherwise stated.

## Entitlements

1. Domestic White Goods - New domestic white goods for a new residence can qualify only for fixed and essential items (such as washing machines, fridges and freezers) that would be unreasonable to expect an employee to take with them from their old residence.
2. Removal Expenses - The costs associated with moving furniture and belongings, (including insurance and storage charges). Please note that in the event of an

employee taking up temporary accommodation in the first instance, only the cost of the first removal will be reimbursed.

3. Legal and House Agent Fees - Legal costs, valuation, survey and estate agent expenses including stamp duty for the sale of the existing property and / or purchase of a new property.
4. Travelling and Overnight Accommodation Expenses - Associated travelling and overnight accommodation expenses for the employee and any dependents, incurred whilst making accommodation arrangements prior to taking up appointment or travelling from old home to new home. Travelling costs will be reimbursed at public transport rates (second class rail) or the HMRC car mileage rate whichever is the lower.
5. Disturbance / Settlement Allowance - A monthly disturbance / settlement allowance is payable (and will be taxable), to employees who are relocating to the Island but where their house sale is proving to be problematic, and as a result are maintaining two homes.

Individuals may take up temporary residence through rented accommodation and a copy of the tenancy agreement along with proof that your house is on the market must be provided in order to make regular monthly payments.

Where this allowance is being claimed, the employee will not be eligible to claim travelling and overnight accommodation expenses.

Claims may not exceed £8000 and the total of any claims made for this allowance will be deducted from the overall £8000 limit for all claims made under this scheme.

Reimbursement will not be made for expenses which do not qualify. You should refer to the HM Revenue and Customs (HMRC) website for current information.

The payment of travel allowances under Section 87(4) of the Income Tax (Earnings & Pensions) Act 2003 means that any employee who is provided with or receives a payment for ferry travel or other travel related costs which are classed as ordinary commuting journeys will be considered to be a benefit and as such is treated as earnings. This means that individual employees being provided with any such allowance will incur tax and National Insurance as if the value of the season ticket was additional salary and so will be deducted through the pay as you earn payroll process.

The amount of the allowance payable will be determined by the cost of a season ticket or purchase of a book of tickets whichever is the cheaper option, by the route of ferry travel from the mainland ports and will be reimbursed by way of an additional payment to salary. It is expected that any such applicants for payment of this allowance will have utilised the negotiated discounts with ferry companies for staff of the Isle of Wight Council.

**Please note that if the employee leaves during the claiming period then outstanding amounts will be recovered. This must be made clear to the employee at the start of their employment.**

There is no entitlement to home relocation expenses for staff required to move their work base.

Where an employee relocates to another work location *on* the Island, no associated expenses of any kind will be payable, including excess travel or mileage costs or additional travel time.

When an employee relocates to another work location *off* the Island in accordance with the Council's local terms and conditions of employment set out above, the amount of excess travel expense and travel time may be taken into account as agreed on a case by case basis in order that reasonable reimbursement can be made. Any reimbursement would be taxable under current HMRC rules.

**Claim;**

To be reimbursed for re-location expenses you should submit your claim(s) to [payroll.sapgeneralenquiries@iow.gov.uk](mailto:payroll.sapgeneralenquiries@iow.gov.uk) using the form that can be found at <http://wightnet.iow.gov.uk/documentlibrary/view/relocation-claim-form> along with all original receipts, which will need to be approved by your line/service manager. The payment will be made with your normal salary payment once payroll have received the approved request.

To receive a disturbance/settlement allowance the manager will need to email [payroll.sapgeneralenquiries@iow.gov.uk](mailto:payroll.sapgeneralenquiries@iow.gov.uk) letting them know the monthly amount to be paid and the length of time the allowance should be paid for along with a copy of the rental agreement and proof that the house is on the market. The allowance will be paid monthly along with normal salary payments and will show on your wage slip.

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## **Guidance**

The follow section provides additional guidance to the above policy.

It should be used to supplement the information provided above by way of a toolkit. This enables you as managers/governing boards to understand the 'must do' (policy) and the 'should do' (processes/procedures) to ensure you are following the council's way of working.

In addition to this, the HR Assistants have produced a manager's guide to recruitment. This provides information on; which form to complete, what templates to use and so forth.

For schools, this can be found via SharePoint.

For central staff, this is available here; <http://wightnet.iow.gov.uk/documentlibrary/view/hr-transactional-guidance-for-managers>

For any questions regarding the manager's guide, please contact [hr@iow.gov.uk](mailto:hr@iow.gov.uk).

## Step 1 – Guidance (pre-employment considerations)

Recruiting and training can be expensive and time consuming so when you are recruiting; you need to make sure that you are making the right choices. Investing in recruitment at the earliest stages will enable you to minimise the time, cost and resource in repeating the process later on.

### **Timely way**

If you need a new recruit to start by a particular date, you will need to work backwards from this date to establish when you need to start the recruitment process and therefore, being to collate the documentation/costs/requirements etc

### **Capacity**

With the exception of schools, the work may be able to be distributed to another staff within the team. Does it need to be carried out by someone at that level? Does it need to sit with a particular post? Is there another closely linked team that the task could sit better within? Is it a historical factor that the task sits within your team? Is now the opportunity to check and challenge this?

### **Current team's structure**

Simply, is the structure fit for purpose in order to meet the needs of the current and future needs of the business?

### **Empowering existing individuals**

Promotions/acting up can be an opportunity for individuals to expand their knowledge and skills whilst also retaining them within the team itself. Acting up allowances must be paid in accordance with the [Acting up/Secondment Policy](#).

### **Apprenticeships\***

In order to 'grow our own' and provide individuals with an opportunity to gain experience, qualifications and a position, an apprenticeship should be considered. Before advertising and appointing an apprentice, due consideration should be given to liaising with the Learning and Development department to ensure that relevant training providers are available and funding is equally available.

### **Capabilities**

What are your current skills, knowledge and experience within the team? By doing a skills gap analysis within your team, you may look to recruit an individual focussing on this skills gap.

### **Relocation**

Relocation allowances are in place to support the employment offer of working within the council. Further details can be found in section 10 of this policy.

In order to ensure the open, fair and ultimately successful recruitment of the very best candidate, it is important to establish a set of principles that will outline how the you will conduct your recruitment and selection processes.

For maintained schools, the School Teacher's Pay and Conditions Document (STPCD) provides the statutory framework for teachers' pay. It sets out the available pay ranges for Headteachers depending on the size and phase of the school and the flexibility available to boards to exceed those ranges in exceptional circumstances.



Academy trusts have greater flexibility over pay, but many have chosen to adopt the STPCD as their pay structure.

Academy trusts are free to set their own salaries for staff, but we would expect this to reflect the size and complexity of the trust, as they must deliver value for money (subject to further provisions as set out in the Recruiting Headteacher guidelines).

In some limited cases, it is possible for schools to appoint a Headteacher without advertising the vacant post but only if the board can demonstrate there is a good reason not to do so. Such exceptions may arise where there is a pressing need to appoint a Headteacher quickly on occasions when the appropriate notice period is not, or cannot be, observed (for example, following ill health or if there is a long standing vacancy which has not been filled via the usual recruitment method).

## Step 2 - Guidance (Essential pre-recruitment documents)

### Advertisement

The advert must be on the council's advert template which is available [here](#). The advert must comply with the Equality Act 2010. When writing the advert, you should consider;

- Does it give a clear indication in terms of what the job requirements are
- It is easily understood, clear and to the point?
- Does it convey the council/schools values, behaviour, vision and strategy?
- Does it clearly state whether a DBS check is required
- Does it include the disability confident employer logo/statement? (this must be displayed on all council adverts)
- Does it include the safeguarding statement? (this must be displayed on all council adverts)
- Are the hours, job title and salary clear?
- Is it tailored to the forum where you are advertising? If you are advertising via the County Press, IOW Job etc. you may need to adapt the advert to reflect a potential different audience
- Whether available for job share or other flexible working options that might be available
- Any essential requirements of job applicants to do the job
- Give a name of a contact person with details (such as telephone number and/or email address) if an applicant wants more information. Please ensure that this number is attended during the vacancy period and that requests for information are followed up.

### Avoid

- Using words such as young or mature, in both adverts and in job descriptions
- Asking for 'years experience', just ask for experience
- Stipulating a particular group that you aim to recruit from (such as older workers)
- Images in adverts that could be considered discriminatory

If in doubt, please speak with HR.

### Examples of Discrimination in practice

The examples below are only indicative of some of the ways we can directly or indirectly discriminate during the advertising/recruitment process. It is not an exhaustive list.

#### Direct Discrimination

- Choosing not to offer a position to a woman because she may, in the future, choose to have a baby.
- Requiring applicants to have been born in the UK
- Requiring applicants to be of a certain faith
- Requiring applicants to be over the age of 30 without a statutory or occupational requirement.

### Indirect Discrimination

- Requiring applicants to have 10 years unbroken service will disadvantage women more than men as more women take time away from work to raise a family. This will also disadvantage younger people. The use of occupational testing is a far more effective method of testing someone's skills and knowledge than experience.
- Insistence on British qualifications without consideration of equivalents may disadvantage those born in another country.
- Requiring the wearing of a uniform (other than for safety reasons) may indirectly discriminate certain groups due to the traditional dress of some races.
- The wording of advertisements and recruitment materials must not contain language associated with certain age groups. For example, words like 'mature' and 'dynamic' may imply certain age groups are preferred.

There are specific exceptions in relation to the appointment of Headteachers for certain schools designated as having a religious character. The [staffing and employment advice for schools](#) contains information relating to the appointment of Headteachers in maintained schools with a religious character.

As recruitment becomes ever more challenging, boards may wish to consider how to ensure their vacancy stands out from the crowd. It is essential to maximise the attractiveness of the vacancy and the size of the candidate pool by emphasising the positive aspects of leading a challenging school.

### Generic Role Profile/Job Summary

Generic role profiles (GRP's) give managers the responsibility to use a catalogue of profiles to select the right level of job to meet the objectives of the service. It removes guess work and gives more information.

A Generic Role Profile is a document that provides an outline description of the type of knowledge, skill and accountability that is expected in a role at a given pay grade. The generic role profile is not intended to be a detailed description of a job; instead it uses broad terms to describe expectations. It also contains the behaviours that we expect to see displayed at work, at each level.

Every role profiles sit within one of three job families:

- **Business Support** – for functions such as administration through to professional advice that assists the delivery of council activity
- **Partnership, Contracts and Commissioning** – for roles responsible for ensuring that work and services are delivered through partners and providers.
- **Service Delivery** – for roles that work directly with people in the community and therefore include services such as regulation and social care

Each role across the council will either;

1. Have a generic role profile in terms of a broad description of expectations and duties which is accompanied by a job description and person specification (for the specifics of that role)

OR

2. Have a generic role profile in terms of a broad description of expectations and duties which is accompanied by a job summary

If point 2, the reason for this would be if the previous job description and person specification are out of date and no longer reflect the true tasks and duties of the role and therefore, the job summary supersedes the JD/PS – eventually all roles will move over to point 2 (above).

Guidelines on completing a job summary and blank job summary template are both available via the [Human Resources Pages](#) on the intranet.

If you are using a generic role profile and job summary because the role is brand new, this will need to be approved before you can commence advertisement. If you are completing a job summary purely to replace the previous JD and PS and therefore to have an up to date description of the job (i.e. 'like for like'), no approval is needed. In both cases, you will need to liaise with the HR Assistants (hr@iow.gov.uk)/Assistant Advisor before you can proceed.

Guidance on the completion of job descriptions and person specifications for Headteachers can be found via the '**Recruiting a Headteacher**' guidance document and the **National Standards of Excellence for Headteachers**. These standards are aimed at Headteachers, aspiring Headteachers and boards and are intended as guidance to underpin best practice, whatever the particular job description of the Headteacher. The standards can be used to support the recruitment and appointment of Headteachers and assist in shaping role descriptions and person specifications.

### **Service Redesign report**

Where a restructure or reorganisation is to take place, a service redesign must be completed. The report itself should include multiple options, considerations, background knowledge, equality and diversity considerations, staffing implications, risk management and evaluation. Prior to completing a service redesign, you should contact the HR Lead to discuss possible restructure/reorganisation options.

## Step 3 – Guidance – Scrutinising and shortlisting

Interviews are the most common form of assessing candidates. When arranging an interview a reasonable amount of notice must be given to the candidates and dates arranged with the interviewing panel.

In order to ensure that all shortlisted candidates are given a fair and equal chance of attending interview, consideration must be given to applicants with any specific needs, and reasonable adjustments must be made in order to accommodate their requirements. Failure to do so may lead to claims of unfair and discriminatory practice.

In accordance with the School Staffing (England) Regulations 2009; the Governing Body (subject to the provisions), reserve the right of recruitment delegation to a Headteacher, one or more governors or, one or more governors acting together with a Headteacher.

First and foremost, you need to shortlist those application forms that will progress through to the next stage of the process (i.e. assessment).

When shortlisting the application forms, you must ensure that they are complete and meet the requirements of the job. You will need to carefully look at the candidates application form against the job summary.

Once you have completed this sifting process, you will then need to decide a selection method to assess the candidates against. There are numerous methods available such as; interviews, practical tests, word/excel tests, in-tray exercises and role play scenarios. You will need to ensure that the method you choose is relevant to the role that you are advertising. It may be necessary to undertake a further assessment method in addition to the interview. Alternatively, you may choose to opt for one of these methods instead.

Irrespective of the method you choose, you must ensure that you apply a fair and consistent shortlisting approach to their outcomes/score.

In order to ensure that all shortlisted candidates are given a fair and equal chance of attending interview, consideration must be given to applicants with any specific needs, and reasonable adjustments must be made in order to accommodate their requirements. Failure to do so may lead to claims of unfair and discriminatory practice.

### 9.1.1 Structure/framework

In order to get a clear picture of someone's competence, or ability to do the job, the interview questions should relate directly to the job summary for the role. Careful consideration and time to structuring questions which draw out not only the knowledge/skills and experience but also the behaviours expected is vital in ensuring a robust and valued recruitment process.

It may not always be possible to recruit a fully experienced person, but using competency based questions it is possible to identify potential that can be developed to meet the needs of the vacancy. This is particularly useful in situations whereby, all candidates are of a particular level.

### 9.1.2 Interview scope

Where a candidate is known personally to a member of the selection panel it must be declared before shortlisting takes place. Any conflicts of interest should be disclosed and discussed first and foremost.

In order to get a clear picture of someone's competence, or ability to do the job, the interview questions should relate directly to the job summary for the role.

It may not always be possible to recruit a fully experienced person, but using competency based questions it is possible to identify potential that can be developed to meet the needs of the vacancy. This is particularly useful in situations whereby, all candidates are of a particular level.

You should carefully consider interview questions in light of the role. Often, it is useful to consider what you want the candidate to demonstrate answer wise. This then enables you to consider how you might approach questions to draw the experience and skills that you are looking for out of the interview.

### 9.1.3 Shortlisting/scoring

Shortlisting templates can be found here;

<http://wightnet.iow.gov.uk/hr/recruitment/selection/Shortlist.aspx>

A recording of shortlisting template can be found here;

<http://wightnet.iow.gov.uk/documentlibrary/view/shortlisting-record-of-assessment>

### 9.1.4 Fluency duty

We are required by law to determine if candidates are able to demonstrate "the ability to converse at ease with customers and provide advice in accurate spoken English as required for the post." Any applicant who is being interviewed for a public facing role, whether that be providing advice face to face or by telephone, must be able to satisfactorily convince the interviewing panel of their ability to meet this requirement.

When making a judgement on a candidates' ability to communicate clearly in English, the panel must remain cautious. If a person has a strong accent (regional or international), a dialect or a speech impediment then they cannot be classified as failing under the fluency duty. Such instances are protected under the Equality Act and should there be any doubts then seek advice from an HR Advisor.

### 9.1.5 Positive action

#### Equal Merit

To apply positive action it is necessary to establish that the candidates are of equal merit.

Justification must be clearly made if a protected characteristic is affected by the job summary/generic role profile. An example of this would be where disabled candidates with particular physical mobility issues may not meet a requirement in a job summary/generic role profile where a certain amount of physical mobility is required for a particular post.

### **Reasonable Consideration**

The decision on whether or not to apply positive action to a recruitment choice or promotional opportunity must be evidenced to show that on either a national or local level the particular protected characteristic is under represented. Managers should seek guidance from the Council's Human Resources team on this issue before implementing any Positive Action.

#### **9.1.6 Appointment timeline**

In maintained schools, notice periods for Headteachers are widely incorporated into employment contracts as set out in the Burgundy Book, and are three months, or four months in the summer term. This means that notice should be submitted by a Headteacher as follows:

- 30 April to leave at the end of the summer term
- 30 September to leave at the end of the autumn term
- 31 January to leave at the end of the spring term

Schools should consider building sufficient time into their recruitment processes to take account of the need for successful candidates to serve notice at their current school. Teacher's notice periods are as follows;

- 31 October for their employment to end on 31 December
- 28 February for their employment to end on 30 April\*
- 31 May for their employment to end on 31 August.

\*If an individual is moving to a new school, their current school will pay them to the end of the Easter break and they can start at their new school at the beginning of their summer term even if this is before 1 May.

If they are not taking up a new post, the council can require them to attend school until 30 April.

If they do not wish to return after the Easter holiday they will need their employer's agreement. In this case you will not be paid beyond the end of the Easter break.

Individuals should make clear in their letter of resignation the date their resignation takes effect and ensure that they resign at the end of their school's Easter break if they wish to be paid for the holiday period.

## Step 4 – Guidance – Pre-employment Checks

Reference templates are available via the [Human Resources pages](#).

### 9.1.7 Providing references

Information about sensitive personal data cannot be provided without the subject's explicit consent. This information may include:

- Protected characteristic
- Physical or mental health
- Absences (number of days can be provided however, consent from the individuals must be obtained before providing details of the sickness/absence)
- Trade union membership
- Criminal offences

Being asked to provide a reference is not an opportunity to raise issues or concerns about an employee that has not previously been raised with them direct. It would not be appropriate, therefore, for you to highlight any issues or concerns in relation to the employee's capability to undertake their role if you have not already raised these concerns with the employee direct in line with council policies.

Managers must be clear upon which the basis of a reference is being provided. This may include:

- The referee's relationship to the subject
- The length of time the manager has known the subject
- The date of writing the reference

Managers may include a disclaimer within a reference that states "This reference is given to the addressee in confidence and only for the purposes for which it was requested. It is given in good faith but neither the writer, nor Isle of Wight Council, accepts any responsibility or liability for any loss or damage caused to the addressee or any third party as a result of any reliance being placed on it."

### 9.1.8 Pre-employment medical checks

The Equality Act 2010 prohibits employers from asking potential employees about their current state of health as part of the recruitment process. When offering somebody a position there must therefore be a justifiable reason why you would ask somebody to undergo a medical assessment for their fitness to work.

It is now not necessary or lawful to require each newly appointed employee to undergo a medical assessment. There may be occasions though when a medical assessment is necessary.

Some specific occupations may require an assessment. Justifiable reasons why you would seek a pre-employment declaration of health may include:

- A job requiring physical activity that demands a level of fitness and/or ability to complete the tasks and is intrinsic to the job



- A job that requires the employee to be insured to undertake certain tasks that are intrinsic to the job
- To determine if peer or other support is needed by the employee to fulfil the requirements of the job

Managers must be clear that referring a potential employee for a medical assessment and making the job offer conditional upon a satisfactory report from Occupational Health should have a clear justification why this referral was required and be aware of the confidentiality issues relating to the assessment.

If a check does reveal a condition which will mean that an employee will have difficulty carrying out any of the job duties then the manager should consider whether a reasonable adjustment could be made, as required by the Equality Act 2010.

Examples of jobs or situations when a check may be required:

A fire fighter is required to undertake a series of physical tests as part of the recruitment process. It is acceptable to ask at interview and to subsequently seek medical clearance whether there are any reasons why a candidate would be unable to complete the tasks as this activity is intrinsic to the job.

Someone raises an issue at interview for a call centre job regarding their ability to work independently because of an impairment relating to hearing. This candidate is by far the best person to be interviewed and fully meets the person specification. It is acceptable to seek a pre-employment check to determine what adjustments can be made in the workplace to support this person.