



## MINUTES OF THE MEETING OF THE STAFFING COMMITTEE HELD AT THE TOWN HALL ON THURSDAY 19<sup>th</sup> DECEMBER 2025 AT 10AM

### PRESENT:

Kay Montandon (Chair)  
Mitchell Philpott

David Anderson

Mary Evans

Also in attendance: Faye LeBon (Town Clerk).

#### 1. To Receive Apologies for Absence

Apologies were received Cheryl Bould.

#### 2. To Receive any Declarations of Interest or Requests for Dispensation

None raised.

#### 3. To Agree Minutes from the Meeting of 27<sup>th</sup> November 2025

The draft minutes of the previous meeting had been previously circulated. These were **agreed** by the committee and signed by the Chairman as a true and accurate record of the meeting.

#### 4. To Adjourn the Meeting to Allow Members of the Public and Councillors with Prejudicial Interests to Speak

No matters raised.

#### 5. Review of Selected Policies

The following draft policies were considered for adoption by the council.

**Holiday Policy.** It was clarified that an employee has the right to reclaim holiday if they are sick whilst on annual leave. The holiday policy was **agreed**.

**Wellbeing Policy.** This was **agreed**.

**Absence Management Policy.** This was **agreed** subject to:

- Adding to section 3 'Where practicable, the Town Council will expect you to make reasonable efforts to pass over any information/hardware which will enable work to be handed over in your absence'.
- The removal of reference to SSP in favour of specifying that the contract of employment sets out the pay entitlements
- Specifying that it is the Staffing Committee that will make considerations under 7.3 and 7.4.

**Religious and National Holiday Celebration Policy.** This was **agreed**.

**Short Term Sickness Absence Policy.** This was *agreed* subject to:

- The trigger points being replaced with the Bradford formula, as detailed in the absence management policy.
- Changes to when contractual sick pay will be withheld

**Long Term Sickness Absence Policy.** This was *agreed* subject to:

- Changes to when contractual sick pay will be withheld
- Agreement that the final decision on a Stage 3 formal review meeting will be made by the Staffing Committee or an extra ordinary meeting of the Town Council.

## **6. To Consider Adoption of Councillor / Officer Protocol**

The risk to a council of imbalance between the councillor and officer roles was discussed. It was *agreed* to adopt the Councillor/Officer Protocol, designed as part of the Civility and Respect project, to allow all parties to better appreciate the roles in the council and what expectations should be.

## **7. To Agree date of December salary payment**

It was *agreed* that this should be 22<sup>nd</sup> December 2025.

## **8. Exclusion of the Press and Public**

It was *agreed* to close the meeting to the press and public under the Public Bodies (Admissions to Meetings) Act 1960, for items 9 to 11, in view of the confidential nature of the business to be transacted.

*The meeting was closed to the press and public*

## **9. Staff Appraisals**

### **a) To Consider Updated Job Descriptions**

Feedback from staff appraisals was that the job descriptions required updating. Proposed amendments were presented to the committee and *agreed*.

### **b) To Receive Clerk's Appraisal**

The Clerk's appraisal and probation meeting form was presented to the committee. It was *agreed* that the Clerk's probation should be passed.

### **c) To Agree Committee Member(s) to Sign Off Appraisals**

Committee Members to comment on and sign individual appraisals were *agreed*.

## **10. Budget 2026/2027**

### **a) To Receive Business Cases for Staffing Structure**

Business cases and job descriptions for additional posts to support the council were *agreed*. This is to be put forward to full council as part of the budgeting process.

### **b) To Consider Staffing Budget for 2026/2027**

The staffing budget was agreed and will be put forward to full council for its budget meeting on 13<sup>th</sup> January 2026.

## **11. To Receive Update on Confidential Staffing Matters and Agree Subsequent Actions**

An update was provided to the committee. Due to delays in the process, alternative provision was **agreed**.

*The meeting was reopened to the press and public*

**12. To Note Items for Information and Inclusion in a Future Agenda**

Adoption of HR Policies

**13. Date of Next Meeting**

The next meeting will be Thursday 22<sup>nd</sup> January 2026 at 10am.

There being no further business to conduct the meeting was closed at 12.30pm

DRAFT

# HR01 – Recruitment Policy

**Aylsham Council**



Adopted:

Revised:

Review: Biennially or as changes are required.



# HR01 - Recruitment Policy

## 1. Introduction

- 1.1. We will follow fair and lawful processes in recruitment.
- 1.2. This policy:
  - a Goes through each step of our process for attracting and selecting external and internal job candidates
  - b Explains how we make sure that we avoid discrimination and any unfairness in recruitment
  - c Sets out how we tackle the risk of unconscious bias
  - d Explains how we incorporate special cases, such as agency workers and those selected for redundancy, into our recruitment processes
- 1.3. This Policy does not form part of your contract of employment. We reserve the right to amend or remove this Policy.
- 1.4. This Policy applies to all external and internal candidates or prospective candidates for employment vacancies within our business.

## 2. An overview of the recruitment process

Our recruitment process for any vacancy includes the following steps **[delete/amend as appropriate for your Council]**:

- 2.1. **[Identifying a need to recruit]**: Once ~~we~~ **The Staffing Committee** has identified a need to recruit, ~~we will seek approval to recruit~~ **will be sought** from **Full Council**
- 2.2. **[Preparing a job description]**: We will prepare a full job description and a person specification or review any existing documents for the position. These documents will include the key criteria we are looking for in any applicant and will help us to prepare job adverts.]
- 2.3. **[Internal recruitment]**: We will consider whether to open the vacancy to internal applicants before advertising externally.]
- 2.4. **[Receiving applications and shortlisting]**: We will look at all applications received and shortlist candidates. We will only consider information submitted as part of the application process when making decisions on shortlisting. We will not look at any online profiles which may exist or seek personal comments from any shared contacts **and we will not accept CVs**. This is to make sure that we treat all applicants fairly and equally.]

2.5. Selection process: The selection process will vary depending on the vacancy. Examples of selection methods which we may use include structured interviews, ~~case studies, presentations and psychometric tests.~~]

2.6. Interviews: Interview panels will be made up of a minimum of three people, one of which should include the direct line manager of the proposed role. Interview panels for the position of Town Clerk should be made up of a minimum of 3 councillors.

2.7. Offer: We will make any offers in writing. They will usually be conditional on the following:

- Receipt of two satisfactory references
- Completion of our Right to Work checks in line with our *[Right to Work Policy]*
- [Completion of a health assessment – for certain roles only]
- [Receipt of confirmation of essential qualifications – for certain roles only].]
- [Satisfactory advanced DBS check – for certain roles only]

### **3. Questions about health and reasonable adjustments**

3.1. We will not generally ask candidates any questions about their health or any disabilities before any job offer is made. However, we may do so in the following circumstances:

- To find out whether a candidate is able to carry out an assessment which forms part of the application process.
- To understand whether a candidate would be able to carry out a function which is central to the job.
- To find out whether any reasonable adjustments need to be made to allow the candidate to take part in our recruitment processes.
- ~~For the purposes of equal opportunities monitoring. Please note we will store any information provided anonymously and separately from the candidate's application. Further details can be found below.~~
- [To support positive action in employment for disabled people.]

### **4. Internal and external recruitment**

4.1. [We have a policy of advertising all vacancies internally before engaging in any external recruitment. If no suitable internal candidate is found, we will look to advertise the role externally.] **or**

[We do not have a policy of looking at internal recruitment before advertising vacancies externally. Internal applicants will be assessed alongside external applicants and will be subject to the same recruitment process.] **or**

[For each vacancy which arises, we will consider the needs of the Council and what we are aiming to achieve from the recruitment process. This will involve consideration of whether the vacancy should be advertised internally before any external advertisement.]

## **5. Our commitment to avoiding discrimination and unfairness in our recruitment processes**

5.1. We take the following steps to avoid discrimination and unfairness in our recruitment processes [delete/amend as appropriate for your Council <sup>1</sup>]:

- a [We ask candidates if they need any adjustments to help them with the recruitment process. We will action any reasonable requests made.]
- b [Our application forms do not require the submission of any details relating to protected characteristics (such as sex, marital status, age, religion and belief, sexual orientation and disability).]
- c [Any equal opportunities monitoring will be carried out and stored separately. Submitted monitoring forms will not be viewed by any person actively involved in the recruitment process for the role in question.]
- d [Anyone who is actively involved in recruitment (whether as an interviewer or otherwise) receives regular Equal Opportunities training.]
- e [We generally follow a competency-based structure for interviews.]
- f [We keep our recruitment marketing techniques under review to make sure that we reach a broad range of potential candidates. For example, we consider advertising using several forms of media.]
- g [We ask for Right to Work documentation at the same stage in the recruitment process for all candidates, so we are not influenced by immigration status in making any decision on recruitment.]

## **6. How we deal with the risk of unconscious bias in recruitment**

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<sup>1</sup> These are not a legal requirement to include in the Policy, although it is a legal requirement to avoid discrimination and make reasonable adjustments for disabled candidates.

6.1. The brain makes judgments every day by processing information at rapid speed. The brain interprets the information it receives to make judgments and to influence actions. This is not something that we can stop from happening. However, this thought process can also cause us to treat some people more favourably or less favourably. This is what we mean by unconscious bias.

6.2. We recognise that unconscious bias is not something that can be prevented; it is human nature. However, we believe that by making those involved in recruitment aware of it, we can help them to step back and assess any decision they make for the presence of unconscious bias. To assist with this, we will *[delete/amend as appropriate for your Council]*:

- a ~~[Provide Equal Opportunities training to those involved in recruitment, which will include training on unconscious bias and how to avoid it]~~
- b ~~[Make sure that recruitment decisions are not made by one individual – to make sure that a breadth of opinion is taken into account and to reduce the impact of any unconscious bias]~~
- c ~~[Standardise aspects of our recruitment processes so that candidates are judged on objective criteria and standards in certain areas]~~

## **7. Special situations: redundant employees, agency workers and fixed-term workers**

7.1. Employees who have been provisionally selected for redundancy will be made aware of all vacancies existing within the Council and will be kept informed should any new vacancies arise. For further information, please see our *[Redundancy Policy]*.

7.2. ~~We have a clear process in place to inform agency workers and those on fixed-term contracts of employment of vacancies which become available with us. *[Insert details of your process for doing this – for example, [A list of vacancies is kept up to date on our intranet.]*~~

## **8. Expenses**

8.1. ~~[We will refund all reasonable expenses incurred in travelling to attend any interview or assessment subject to production of valid receipts.] or~~

~~[Any expenses incurred in travelling to or attending any interview or assessment with us are the sole responsibility of the candidate. We will not refund any expenses.]~~

## **9. Data protection**

9.1. All information and documentation collated in relation to candidates as part of our recruitment processes will be stored, processed and destroyed in line with our *[Data Protection Policy]*.

9.2. ~~We will keep information in relation to candidates collated as part of any equality and diversity monitoring processes anonymously. We collect this information [on a voluntary basis] to monitor equality of opportunity and treatment to enable equality to be promoted or maintained. We will not share the information collated with any member of personnel involved in the recruitment process. Further information can be found in our *[Data Protection Policy]* and *[Privacy Notice]*.~~<sup>2</sup>

## **10. Complaints**

10.1 If any candidate is unhappy with the way we have handled their application, then they should raise this with *[The Town Clerk]*.

## **11. Useful links and contacts**

11.1 The following internal policies and links are referred to in this Policy and contain additional information and guidance *[Delete/amend as appropriate]*:

- a *[Data Protection Policy]*
- b *[Right to Work Policy]*
- c *[Redundancy Policy]*

## **12. Administration of the Recruitment Policy**

12.1 *[Insert relevant person or department]* is responsible for the administration of the Recruitment Policy. Should you have any feedback, please contact *[insert contact details]*.

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<sup>2</sup> If your recruitment process includes equality and diversity monitoring forms, then you are likely to need to provide candidates with a privacy notice to sign which covers the processing of this data.

# HR04 – Equal Opportunities Policy

## Aylsham Council



Adopted:  
Revised:  
Review: Biennially or as changes are required.



# HR04 - Equal Opportunities Policy

## 1. Introduction

- 1.1. This Policy covers all aspects of how you are treated by us and everybody who works for us. It also sets out the standards of conduct we need from you. It covers:
  - a Recruitment
  - b Pay and conditions of employment
  - c Training and continuing professional development
  - d Promotion
  - e Appraisals
  - f Grievances and disciplinary matters
  - g Ending employment
  - h Giving references
  - i How visitors are treated
  - j How clients and suppliers are treated
  - k How any other business contacts and associates are treated
- 1.2. This Policy:
  - a Explains what we mean by equality and diversity
  - b Sets out the legal protections in this area
  - c Explains the importance of equality and diversity to the business
  - d Sets out the role you can play in ensuring that the workplace is a diverse, inclusive and supportive environment for all, focused on the goal of equality
- 1.3. This Policy applies to all employees, apprentices, consultants, officers, contractors, interns, volunteers, job applicants, and agency and casual workers.
- 1.4. This Policy does not form part of your contract with us. We reserve the right to amend or remove this Policy.

## 2. What is equality and what is diversity?

- 2.1. 'Equality' requires us, and you, to treat everyone equally and fairly, with equal opportunities and rights.
- 2.2. 'Diversity' recognises that this world is full of differences. We should note, value and positively embrace these differences. It is important for differences to be recognised. But it is equally important that, whilst recognising them, each and every person does so positively, with the importance of equality at the forefront of their minds.

### **3. Our commitment to equal opportunities**

- 3.1. We want everyone associated with our business to have a fair and equal opportunity to achieve their very best in a safe working environment. We want everyone who works for us to understand the importance of this, and to act consistently with it at all times.
- 3.2. We will not tolerate discrimination or harassment in our Council, and we will never victimise anyone who makes a legitimate complaint to us about harassment or discrimination, or anyone who supports a colleague in their complaint.
- 3.3. This Policy is underpinned by the following further commitments:
  - a To create a working environment free from all forms of unlawful discrimination, including victimisation and harassment
  - b To have a workplace capable of allowing everyone to achieve their potential, and where individuals are willing to give their best
  - c To make sure that all staff understand their rights and responsibilities under this Policy – if you are not sure what we consider acceptable and unacceptable, you should check with your **[The Town Clerk]**
  - d To amend this Policy if we think it has become outdated, or circumstances suggest to us that it needs to be updated
  - e To protect staff, wherever possible, from being victimised or treated less fairly if they make or support a complaint in good faith under this Policy

### **4. Why might a person be treated unfairly or less favourably?**

- 4.1. Although it is important to create a workplace which promotes fairness for all, the law focuses its protection on nine characteristics. The current protected characteristics are:
  - a Age
  - b Disability (which means someone with a physical or mental impairment which has a long-term and substantial adverse effect on their ability to carry-out normal day-to-day activities)
  - c Gender reassignment (which covers any person who is proposing to undergo, is undergoing or has undergone a process for the purpose of reassigning their sex by changing physiological or other attributes of sex)
  - d Marriage and civil partnership
  - e Pregnancy and maternity
  - f Race (incorporating colour, ethnic origin, national origin and nationality)
  - g Religion or belief
  - h Sex
  - i Sexual orientation

4.2. You do not actually have to have a protected characteristic in order to be able to claim you have been discriminated against because of it. The law protects you from being treated less favourably because of a protected characteristic you are thought to have (discrimination by perception) or because of the characteristic of someone you are associated with (discrimination by association). So, for example, if an employee who is straight is subjected to verbal homophobic abuse in the mistaken belief that they are gay, that employee could still claim discrimination on grounds of sexual orientation. If an employee who is straight is treated unfairly because they have been seen socialising with someone who is gay, then that employee could potentially claim discrimination on grounds of sexual orientation as they are being discriminated against by association.

## 5. **What are the different types of discrimination?**

5.1. Generally, discrimination boils down to unfair treatment based on an actual or perceived protected characteristic. It can take several forms which are legally protected. We do not tolerate any form of discrimination. Sometimes, actions can be intentional and sometimes unintentional. We include examples of both types in this list:

a **Direct discrimination:** this is when somebody is treated less favourably because of a protected characteristic than somebody else has been, or would have been, in identical circumstances.

*Examples:* rejecting a job applicant because of their race or failing to promote someone because they are pregnant.

b **Indirect discrimination:** this is when a group of people with one of the protected characteristics (subject to a couple of exceptions) are put at a disadvantage by a provision, criterion or practice applied to all staff unless the treatment is justified for a good business reason.

*Examples:* refusing a request to work part-time without a good reason (which indirectly discriminates against women, who are more likely to have childcare responsibilities); insisting all staff work on Saturdays without a good reason (which indirectly discriminates against Jewish employees, who may not be able to work on the Jewish Sabbath).

c **Harassment:** this is when a hostile, humiliating, degrading, intimidating or similarly offensive environment is created in relation to a protected characteristic. We also consider it harassment for a worker to be subjected to uninvited conduct related to a protected characteristic which – as an intended or unintended consequence – violates their dignity.

*Examples:* name calling, lewd comments, excluding colleagues, making insensitive jokes and displaying pornographic material. [We deal in detail with harassment in our separate *[Dignity at Work Policy]*.]

d **Victimisation:** in a legal context, 'victimisation' has a much more restricted meaning than in real life. It happens when a worker has complained about harassment or discrimination, or has supported a colleague in their complaint, and is then treated less favourably as a result.

*Example:* an employee who is ostracised or dismissed at work because they spoke up on behalf of one of their colleagues in a harassment investigation.

5.2. There are other actions which can be unlawful under equal opportunities legislation which apply specifically to disability:

a **Failure to make reasonable adjustments** to minimise certain disadvantages suffered by a disabled employee (or job applicant).

*Example:* a person has a physical disability which makes it difficult to walk upstairs. They ask to be given an office on the ground floor. If this is a reasonable request and will remove or reduce the difficulty the person experiences, then it will be a reasonable adjustment to make and we will discriminate if we do not make it.

- b Treating someone less favourably because of something arising from their disability (rather than the disability itself) without a good reason which justifies that treatment.

*Example:* a person has a disability which means that they are absent frequently. If we tell them they should not attend a work social event because of their poor attendance levels, this will be discrimination arising from a disability unless we can show a good reason which justifies the treatment.

## **6. How we carry out our responsibilities and duties**

- 6.1. Everyone in our organisation is essential to the success of this Policy. We all have a legal responsibility to comply with it, and any of us – however senior or junior we are – may be personally liable in an employment tribunal claim for unlawful discrimination if we breach terms of this Policy.
- 6.2. Everyone working at managerial level is expected to act in full accordance with this Policy, lead by example, and attain and maintain appropriate standards of behaviour within the teams they manage.
- 6.3. The ethos and standards covered by this Policy can only be achieved and maintained if you cooperate fully and embrace the approach in this Policy. It is also important that you understand you have a legal responsibility to comply. If you breach this Policy, we may be liable for your actions, and we may both have to pay compensation to anyone who claims against us. We expect you to take personal responsibility for following this Policy's aims and commitments and for drawing any actual or potential breaches to our attention.

## **7. Commitment to equal opportunities in recruitment, training and development**

- 7.1. We will conduct recruitment, promotion, and other selection exercises, such as redundancy selection, on the basis of merit, using criteria and processes that avoid discrimination. ~~[Managers involved with these processes will receive training on equality and diversity.] More information on our commitment in these areas can be found in our [Recruitment Policy], [Training & Development Policy] and [Redundancy Policy].~~
- 7.2. Training needs will be identified through regular appraisals which will be carried out in line with our **[Appraisals Policy]** and **[Training & Development Policy]**. We will not be influenced by any protected characteristics that you may have. You will be given appropriate access to training to enable you to progress within the organisation, and all promotion decisions will be made on the basis of merit.

## **8. How we enforce this Policy and handle breaches**

- 8.1. We will investigate any complaint or allegation you raise regarding a potential breach of this Policy. If you believe you have been harassed or discriminated against, you should contact your **[The Town Clerk]** as soon as possible. If you want to take formal action, you will need to follow our grievance procedure (see our **[Grievance Policy]**).
- 8.2. You will face disciplinary action if we find you have harassed or discriminated against anyone else, and are in breach of this Policy. Sometimes, this type of behaviour may amount to gross misconduct, in which case we may dismiss you without notice.
- 8.3. Occasionally, people make complaints in bad faith, knowing that they're not true. People might do this to avoid or deflect disciplinary action or performance management. We view any complaint made in bad faith as an act of misconduct, and this will normally lead to disciplinary action. In some cases, bad faith complaints may lead to summary dismissal for gross misconduct.

## **9. How we monitor whether this Policy is working**

- 9.1. ~~[We undertake equal opportunities monitoring as part of our recruitment processes. [Further information is contained in our [\[Recruitment Policy\]](#).]~~
- 9.2. We may record and analyse information about equal opportunities within the workplace, and when you join us, you give us consent to gather and process this data about you. We use the information to make sure this Policy works properly and to refine it. We may also use the information to review the composition of our workforce and to promote workplace equality. All data will be stored and processed in line with our [\[Data Protection Policy\]](#) and [\[Privacy Notice\]](#).
- 9.3. [\[The Town Clerk, reporting to the Staffing Committee\]](#) will monitor the outcomes of any complaints raised under this Policy to note any patterns of behaviour and to assess the quality of investigations. We will use the information gathered to focus training, development and awareness needs appropriately.

## **10. Useful links**

- 10.1. The following internal policies are referred to in this Policy and provide additional information:
- 10.2. [\[Dignity at Work Policy\]](#)
- 10.3. [\[Recruitment Policy\]](#)
- 10.4. [\[Training & Development Policy\]](#)
- 10.5. [\[Appraisal Policy\]](#)
- 10.6. [\[Grievance Policy\]](#)
- 10.7. [\[Redundancy Policy\]](#)

## **11. Administration of the Equal Opportunities Policy**

- 11.1. [\[The Town Clerk\]](#) is responsible for the administration of the Equal Opportunities Policy. Should you have any feedback, please contact [\[the Town Clerk\]](#).

# HR20 – Redundancy Policy

## Aylsham Town Council



Adopted:

Revised:

Review: Biennially or as changes are required.



# HR20 - Redundancy Policy

## 1. Introduction

- 1.1. Every council hopes that it will never need to make redundancies. Despite this, sometimes councils need to do so. Redundancies can arise where there is a proposed change in working practices, **restructures**, a reduction in the volume of work or the closure of a workplace.
- 1.2. This Policy:
  - a Explains how redundancies might arise in the Council
  - b Sets out the general principles underpinning our approach to redundancy situations (including an overview of our redundancy process)
  - c Provides a brief introduction to the concept of collective consultation, which will apply if the Council proposes to make 20 or more redundancies in a 90-day period
  - d Provides information regarding your entitlement to redundancy pay and other support in the event that you are selected for redundancy
- 1.3. This Policy applies to all employees of Aylsham Town Council <sup>1</sup> It does not apply to workers, agency staff, self-employed contractors or volunteers.
- 1.4. Please note that this Policy does not form part of your contract of employment. We reserve the right to amend or remove this Policy.

## 2. When might a redundancy situation arise?

- 2.1. Redundancy situations can arise within a council for several different reasons:
  - a Where the need for employees to carry out their work has reduced or ceased
  - b Where it is proposed that a workplace will close down
  - c Where it is proposed that the Council will shut down entirely
  - d **Where the council restructures its staffing**
  - e Where it is proposed to move the workplace to a different location [where such a move would not fall within your contractual terms or form a reasonable management request in relation to your place of work<sup>2</sup>].

## 3. Our redundancy principles

- 3.1. If a redundancy situation arises within the Council, we will be guided by the following general principles *[delete/amend list as appropriate]*:

<sup>1</sup> Redundancy rights only apply to employees, so it is sensible to limit the application of the policy to employees only. A wider application could lead to practical difficulties.

<sup>2</sup> Consider including this wording if you have employees who have an element of mobility incorporated into their contract or where you may wish to argue that a move over a small distance is reasonable and does not give rise to a redundancy situation.

- a We will explore alternatives to compulsory redundancies.
- b We will communicate clearly, and at an early stage, with all impacted employees.
- c We will try to avoid delays in the process.
- d We will treat all employees fairly.
- e If a formal selection process is required, we will work with all impacted employees to put in place clear and reasonable selection criteria, which will be applied fairly.
- f We will provide appropriate wellbeing support throughout the process, in line with the principles set out in our **[Wellbeing Policy]**.

3.2. We will always comply with any legal obligations to consult with **[recognised trade unions]** **[and]** **[or]** **[employee representatives]**, depending on the number of redundancies we propose to make.

3.3. If we invite applications for voluntary redundancy, we may not always accept a volunteer. We may have business reasons for not agreeing to a particular person for voluntary redundancy.

3.4. We will look at whether the roles at risk of redundancy are 'stand-alone' roles or whether the redundancy situation impacts part of a wider group. If there is a reduced requirement amongst a wider group, then all those potentially affected will be placed in a 'pool' from which selection will be carried out. We will decide the most appropriate pool in each case. Selection from a pool is generally done using selection criteria.

3.5. We will never discriminate on the grounds of sex, maternity, pregnancy, race, colour, nationality, ethnic or national origin, religion or belief, gender reassignment, sexual orientation, age, disability or marital or civil partnership status at any stage in the redundancy process.

#### **4. Avoiding compulsory redundancies**

4.1. In line with our principle of avoiding compulsory redundancies where possible, **where applicable** we will:

- a Consider asking for volunteers for redundancy
- b Consider operating a recruitment freeze to allow existing staff to be kept on
- c Consider the possibility of job-sharing and/or flexible working arrangements
- d Consider reducing the use of agency workers and other casual labour
- e Consider financial measures, **such as salary freezes** **[all employees are on a standard green book contract]**
- f Communicate details of any and all suitable vacancies existing within the business to those selected to allow for redeployment to other roles, where possible.

#### **5. Our redundancy process**

5.1. Each redundancy situation is different, and there is no 'one-size-fits-all' process. However, we will generally be guided by the following:

- a **Announcement** – We will announce the potential redundancy situation to all potentially affected employees. Depending on the number of affected individuals, this may take the form of a group announcement or individual/smaller meetings. Any announcement will set



out the reason for the potential redundancy situation and the next steps in the process. These next steps might, for example, be an invitation for volunteers for redundancy, a review of selection criteria or arrangements for consultation meetings.

b Consultation meetings – We will carry out a series of consultation meetings with affected employees, during which the reason behind the redundancy situation will be discussed. You will be asked for your views and representations. If you have been selected following the application of selection criteria, then we will discuss any challenges you may want to raise about your scoring. We will also take the time to discuss other opportunities which may exist for suitable alternative employment within the business. **The consultation period will last for 30 calendar days.**

**Please advise us if you would like someone to attend consultation meetings with you. This person may:**

- give you support
- be a neutral person to observe
- speak for you if needed

c Time off to look for other work – We understand that this will be an uncertain time for you and that you may want to explore alternative work options. We will support affected employees by allowing you reasonable paid time off during the working day to attend interviews and/or take other preparatory steps to find alternative work. Any requests for time off require approval and should be raised with [*the Town Clerk*].

d Alternative employment and trial periods – If we offer you suitable alternative employment, you are entitled to a four-week trial period. During that trial period, you can decline the alternative role if it turns out to be unsuitable, and you will not usually lose your redundancy payment. If we decide the alternative role is not suitable for you during the trial period, you will also still get your redundancy payment. You may lose your entitlement to your redundancy payment if you unreasonably refuse to accept suitable alternative work we offer you.

e ~~[Outplacement Support – Insert details of any employer specific outplacement support you may offer. This may include CV workshops or the provision of external support]~~

f Your right of appeal – If, following the end of the consultation process, a decision is taken to end your employment by reason of redundancy, then you will be offered the right of appeal against this decision. Any appeal will usually be considered by someone who has not been involved in the initial process.

6. **Collective redundancy: where more than 20 employees are impacted [*we can keep this section in, but the chances of this ever being relevant to Town Council are remote. It may just clutter the policy*]**

- 6.1. If it is proposed that 20 or more employees are to be made redundant at one place within a 90-day period, then we are generally under a legal obligation to undertake collective consultation.
- 6.2. We will generally consult for a minimum period of 30 days if it is proposed that between 20 and 99 employees will be made redundant within a 90-day period.
- 6.3. We will generally consult for a minimum period of 45 days if it is proposed that 100 or more employees will be made redundant within a 90-day period.
- 6.4. Consultation will initially take place with [a recognised trade union or] elected employee representatives where the process is a collective one. We will set out the process for selection and election of employee representatives at the time. We will make sure that any elections are fair and transparent.

- 6.5. We will consult with the [union or] elected representatives about:
  - a The reason for the proposed redundancies
  - b The proposed method of carrying out any redundancies
  - c The time period over which the redundancies may be carried out
  - d The proposed method of calculating redundancy payments
- 6.6. We will engage in individual consultation processes with each affected employee, as well as the collective consultation process with representatives.

## 7. **Redundancy payments**

If you are selected for redundancy, then you will be entitled to the following payments:

- 7.1. Notice pay – We may ask you to work your notice or we may pay you in lieu of your notice period.
- 7.2. Accrued but untaken holiday pay – If, at the point of dismissal, you have accrued more holiday than you have taken, then you will be paid in lieu of any such excess amount. Further detail can be found in the [*Holiday Policy*]. We may ask you to take your holiday during your notice period.
- 7.3. Statutory redundancy pay – If you have been employed by us continuously for at least two years, then you will be entitled to receive a statutory redundancy payment. Statutory redundancy pay is calculated based on the concept of a 'week's pay'. The figure for a 'week's pay' will be your normal weekly pay subject to a cap, which is set by the Government each year. Statutory redundancy payments are tax free. Your entitlement is worked out as follows:
  - a 1.5 week's pay for each full year you were employed by us and aged 41 years or older
  - b One week's pay for each full year you were employed by us and aged 22 or older but aged under 41
  - c 0.5 week's pay for each full year you were aged under 22.
- 7.4. If you are offered suitable alternative employment with us and you refuse it, then this may impact your entitlement to a statutory redundancy payment. Should this situation arise, we will discuss it with you.
- 7.5. We will let you know our calculation of your statutory redundancy entitlement when making any final decision in relation to your employment.

## 8. **Useful links and contacts**

- 8.1. The following internal policies are referred to in this Policy and contain additional information and guidance [delete/amend as appropriate]:
  - a [*Holiday Policy*]
  - b [*Equal Opportunities Policy*]
  - c [*Wellbeing Policy*]



- 8.2. ~~[Insert details of any workplace provision for help (e.g. an employee assistance program), if applicable]~~
- 8.3. ~~[Insert links to any intranet pages with job vacancies or similar. If possible, do not include specific information; instead, provide a link to where this information can be found. This will mean that the policy is less likely to become quickly out of date]~~

## **9. Administration of the Redundancy Policy**

- 9.1. ~~[The Town Clerk]~~ is responsible for the administration of the Redundancy Policy. Should you have any feedback, please contact ~~[the Town Clerk]~~.

DRAFT