



## HUMAN RESOURCES PANEL

Tuesday 22 January 2019 at 5.00 pm

**(Please note start time)**

**Committee Room 1 - Epsom Town Hall**

The members listed below are summoned to attend the Human Resources Panel meeting, on the day and at the time and place stated, to consider the business set out in this agenda.

Councillor Peter Webb (Chairman)  
Councillor Rekha Bansil  
Councillor Alex Clarke

Councillor Robert Foote  
Councillor Humphrey Reynolds  
Councillor Guy Robbins

Yours sincerely

Chief Executive

For further information, please contact Democratic Services or 01372 732124

### AGENDA

#### 1. DECLARATIONS OF INTEREST

Members are asked to declare the existence and nature of any Disclosable Pecuniary Interests in respect of any item of business to be considered at the meeting.

#### 2. MINUTES OF THE PREVIOUS MEETING

The Panel is asked to agree as a true record the Minutes of the Meeting of the Human Resources Panel held on 11 July 2018 and to authorise the Chairman to sign them.

#### 3. HUMAN RESOURCES OVERVIEW (Pages 3 - 22)

This report provides an overview of Human Resource and Organisational Development activity which supports the Council's wider team wellbeing, providing evidence of good practice and up to date employment policy.

#### **4. CORE HR POLICY REVIEW (Pages 23 - 28)**

This report provides a progress update of the comprehensive review of all core HR Policies currently being undertaken.

## Human Resources Overview

<b>Report of the:</b>	Head of HR & Organisational Development
<b>Contact:</b>	Shona Mason
<b>Annexes/Appendices (attached):</b>	<b>Annex 1:</b> Job Families <b>Annex 2:</b> Staff Consultative Group Feedback on Generic Role Profiles & Job Families ( <b>considered exempt from publication for reason set out on Agenda</b> ) <b>Annex 3:</b> Pay scales 2018/19 <b>Annex 4:</b> Inclusion & Diversity Commitments 2018/19 <b>Annex 5:</b> Behaviour Framework
<u>Other available papers</u> (not attached):	None stated

### Report Summary

This report provides an overview of Human Resource and Organisational Development activity, which supports the Council's wider team wellbeing, providing evidence of good practice and up to date employment policy.

### Recommendation (s)

The HR Panel receives the reports and outlines any particular areas for development or further reporting.

- 1 Implications for the Council's Key Priorities, Service Plans and Sustainable Community Strategy**
  - 1.1 To ensure that the Council successfully delivers its key priorities, service plans and Sustainable Community Strategy it is imperative that the Council has an engaged, skilled and motivated team.
  - 1.2 The team's wellbeing, ensuring that the Council undertakes sound employment practice and has up to date employment policies is important to achieving this.

- 1.3 The activity of the Human Resources and Organisational Development team supports the organisation in achieving its people aims with its service delivery plan centred on supporting the service plans of the wider Council to achieve the Council's key priorities.

## **2 Background**

- 2.1 In order for the HR panel to consider areas of wellbeing, good practice and policy this report will provide details of the following:
- Pay & Performance Review – Generic Role Profiles & Job Families
  - Managers Huddle – June and November 2018
  - Sickness
  - Wellbeing Initiatives
  - Pay 2019/20
  - Inclusion & Diversity
  - Behaviours Launch

## **3 Pay & Performance Review**

- 3.1 The new pay structure has been implemented on 1 April 2018 with all roles assimilated to the nearest pay grade. The next stage of the Pay & Performance review is the implementation of the NJC job evaluation scheme and the assessment of all posts across the Council to ensure the basis of the pay structure is sound. However in order for job evaluation to be undertaken effectively, up to date and informative role profiles need to be in place.
- 3.2 As part of the Pay & Performance review and as set out in the HR & OD Service Delivery Plan for 2018/19 it was agreed that all roles would be evaluated using the National Joint Council (NJC) Job Evaluation scheme.
- 3.3 It was agreed that a rolling program would be undertaken over the next 15 months to ensure that the roles that Epsom & Ewell Borough Council has are graded appropriately and are placed within the right grade on the new pay structure.
- 3.4 In order to undertake job evaluation it is imperative that role profiles are up to date and accurately reflect the level at which the role operates. To ensure consistency with the designing of the role profiles, one option which is favourable, would be to produce generic role profiles across the organisation making the majority of the content generic. This would mean that minimal input would be required to update the profiles with a small focus on service specific detail.

- 3.5 Currently the Council has 12 Grades and each grade can be defined by a job family or category. The proposed Job Families are outlined in **Annex 1**. Jobs have not been categorised in this way before however it would support with introducing generic role profiles and can be categorised based on our existing pay structure.
- 3.6 This proposal also includes the deletion of the bottom grade G12. It is proposed that all those roles which are currently sitting in G12 will move to G11.
- 3.7 Policy documentation has been developed to support the job evaluation process and will also form part of the consultation.
- 3.8 Consultation with staff has taken place via the Staff Consultative Group and commenced on 7 November and closed early January 2019 with a view to agreeing and finalising the job families/categories, generic role profile templates and Job Evaluation by the end of January 2019.
- 3.9 The feedback that has been received included the following with full details provided in **Annex 2 (considered exempt from publication for the reason set out on Agenda)**:
- Role profiles being too generic
  - Request for clarity and additional guidance
  - Consistency
  - Involvement of staff
  - Management of salary budgets
  - Costings
  - Career pathways
- 3.10 Upon the completion of the consultation the next step will be to ensure that all role profiles are updated using the new templates.
- 3.11 At the next Managers Huddle in Feb 2019 a session will be delivered by the Head of HR & OD & Head of Digital & Service Transformation to ensure that there is a common approach in developing the generic role profiles with drop in sessions also being offered throughout March – June 2019.
- 3.12 Services will have until end of June 2019 to update all role profiles using the generic role profiles templates and this would ensure that we would be ready to undertake the job evaluation during of 2019/20.
- 3.13 Using generic role profiles would make the job evaluation processes more efficient as there would not be as many factors to assess and it could be undertaken more quickly.

- 3.14 This approach would then allow 2019/20 to focus purely on job evaluation of the generic role profiles.
- 3.15 Funding will need to be identified from the 2020/21 budget to allow for potential up/down grades to posts as a result of job evaluation. If there is a significant cost associated with any regrades then this will need to be presented back to Committee to establish if Members wish to continue to support the Pay & Performance review. Any changes to salaries need to be affordable.

#### **4 Managers Huddle**

- 4.1 During 2018/19 we have run two Managers Huddles which continue to prove popular with Managers.
- 4.2 The sessions are run in house by Kathryn Beldon, Chief Executive & Shona Mason, Head of HR & OD with the agenda set in collaboration with the Managers Huddle working group. Other team members also present at the Huddle to provide a varied and interesting agenda.
- 4.3 The aim of the sessions are to provide a development, networking and engagement opportunity where Managers can learn about a specific subjects, meet and learn from other Managers across the Council and provide feedback on topics and projects that are currently being undertaken.
- 4.4 The topics that have been covered include:
- General Data Protection Regulation
  - Behaviour Framework
  - Managers' Network
  - Recruitment
  - Member/Officer Protocol
  - ICT road map
  - Digitalisation
  - Bring Your Own Device
  - Induction processes
  - Surrey Learn Partnership (SLP)
  - My Performance Conversation

- 4.5 The Managers Huddle will continue to be hosted with a further one due to be held in February 2019.

## **5 Sickness**

- 5.1 The management of sickness absence remains a key priority for the HR team. Since the implementation of the new Attendance Management Policy and Procedure in March 2018, we have continued to work closely with Managers to assist them in proactively managing sickness absence and mitigating its impact on colleagues and services.
- 5.2 As reported in July 2018, sickness absence rates had increased steadily to 10.56 days per employee in the 12 months to 31 March 2018. The annual cost of sickness absence to the Epsom & Ewell Borough Council was estimated to be in excess of £250,000.
- 5.3 Significant progress has been made in the management of sickness absence, which has resulted in a decrease from 334 days lost in April 2018 to 229 days lost in November 2018.
- 5.4 The HR team continue to work closely with our Occupational Health provider, Medwyn, to manage and support staff.
- 5.5 During the period 1 April 2018 to 31 October 2018 there was a significant rise in sickness absence due to stress, anxiety and depression, with 24% of total sickness absence attributable to this. Recognising the need to provide additional support in this area to both staff and managers, we have taken the following actions:
- Trained three Mental Health First Aiders
  - Arranged Mental Health Awareness training for supervisors and managers to help them to identify where staff are displaying symptoms of mental health issues
  - Arranged for Dorking Talking Therapies to provide information and advice to help staff effectively manage symptoms
- 5.6 In response to feedback we have received, revisions are being made to the Attendance Management Policy and Procedure to ensure its continuing effectiveness. These changes will be consulted on in April 2019 as part of the wider HR policy review.
- 5.7 Recognising the importance of monitoring sickness absence, the HR team will continue to present absence reports to the Leadership Team on a quarterly basis.

## **6 Wellbeing Initiatives**

- 6.1 In October 2018 the HR team co-ordinated a “Wellness Week”, which was designed to help staff to focus on their wellbeing and was well received. Topics covered included mental health, nutrition, move more, wellbeing and alcohol awareness. Staff were invited to participate in a number of activities, including a steps challenge, healthy cake competition, “know your numbers”, mindfulness sessions and massage therapy.
- 6.2 Following the success of Wellness Week, the HR team have facilitated further holistic therapy sessions (Reiki, Crystal Therapy, Indian Head Massage and Neck and Shoulder Massage) as well as Pilates sessions for staff. These will be held at the Town Hall and, where possible, across the venues. We are hoping that these sessions will prove popular with staff and that they will continue on an ongoing basis.

## **7 Pay 2019/20**

- 7.1 There is a need for our salaries to remain competitive. As a result of years of either no pay awards or small pay increases, together with our proximity to London, it is becoming increasingly difficult to attract qualified, skilled and experienced individuals into the organisation.
- 7.2 Of the 128 recruitment campaigns we have completed between 1 April 2017 and 30 November 2018, there have been 24 recruitment campaigns (18.8%) where no appointments were made.
- 7.3 We have recruited to 6 vacancies using market supplements or recruitment payments.
- 7.4 52.7% of new appointments have been made above SCP1 which is out of alignment with current EEBC policy.
- 7.5 Turnover over the past 4 years (based on voluntary leavers) has increased from 9.9% - 14%.
- 7.6 The pay award for 2019/20 was agreed as part of the large scale consultation of revised pay grades and was approved by Committee at 1%.
- 7.7 In order to improve on the 1% that has been approved for 2019/20 the Leadership Team have agreed the following two provisions:
  - to increase annual leave entitlement by one day per year from 1 April 2019
  - to delete SCP 1 from each of the grades



- 7.8 When the review of the pay structure was undertaken by the Local Government Association, there was a recommendation to move from a 9 point scale to 6 point scale. This would have resulted in the differentials between the scale points increasing and making progression more meaningful especially for those at the lower grades. We were unable to afford this at the time.
- 7.9 It should be noted that we also have a number of employees who moved from SCP 9 to SCP 9+ last April. This was a one off incentive for those at the top of the salary scales as no cost of living increase was proposed.
- 7.10 As a further step to address the ongoing recruitment difficulties and anomaly of SCP 9+, Leadership Team have agreed that SCP1 will be deleted from each of the grades with effect from 1 April 2019 and a new SCP10 is introduced with the same differential. The additional cost to implement these changes is £6k and can be funded from within existing budgets. The changes to the pay structure is outlined in **Annex 3**.
- 7.11 The Staff Consultative Group have welcomed these improvements and recognise that everything possible is being done to ensure the Council's pay remains both competitive and affordable.

## 8 Inclusion & Diversity

- 8.1 In May 2018 that a new Inclusion & Diversity group was set up to identify what needs to be done and how we can ensure that we can develop an integrated approach to Inclusion & Diversity. The key commitments for 2018/19 are attached in **Annex 4**.

The group has met on six occasions to push forward with the initiatives making progress on the following:

- Initial review of easy read documents within the Housing department
  - Inclusion & Diversity Event for Staff – Faith Awareness on 27 November 2018
  - Collation of information on work done with vulnerable Syrian families
  - Development of ward profiles with a draft Borough profile produced and ward profiles currently
  - Identifying good practice by Brighton & Hove in relation to Equality Impact Assessments documentation
- 8.2 The Inclusion & Diversity Faith Awareness event was a huge success with around 60 employees attending to hear two speakers talk about Islam and Hinduism while afternoon tea was served. The event was very well attended and very informative creating an inclusive environment.

## 9 Behaviours Launch

- 9.1 As a result of the changes to the Performance Management scheme and the introduction of My Performance Conversation the complex Competency Framework has now been replaced with new Behaviours supporting our culture change.
- 9.2 During 2017/18 there has been much engagement with Leadership Team, Managers Huddle and with team members on what makes Epsom & Ewell Borough Council unique, what aspects are important to us and what we should expect from our team members.
- 9.3 Originally it was envisaged that we would have three separate frameworks, one for Leadership Team, one for Managers and one for Team Members however during the engagement sessions it was clear that this approach did not fit our One Team aspirations and that any behaviours set out were expected of all colleagues irrespective of their status within the organisation.
- 9.4 Further work has been done to pull together the views, thoughts and feedback to produce the revised behaviours. This collaborative approach has been achieved through many sessions and achieving buy in from colleagues across the Council.
- 9.5 The new Behaviours were launched at two events on 1 December by the Chief Executive at the Town Hall and the Depot and are attached in **Annex 5**.
- 9.6 The two events were attended by 80 staff who heard from a number of key speakers which included an introduction to the new Behaviours by Kathryn Beldon followed by a short film which was produced by one of our employees and featured a number of our staff talking about what the behaviours mean in everyday life at the Council. Damian Roberts spoke about the Council taking an enterprising approach with Linda Scott showcasing Day Care+, Jon Sharpe talking about the development of Business Bins and Martin Holley highlighting the work his team are doing on pre applications in planning to become more enterprising. The session ended with Amardip Healy launching our Single Use Plastic pledge with all staff being issued an EEBC water bottle branded with the new behaviours. The event also had a few fun competitions and prizes staff could win. The event was a huge success and a great way for all employees to come together to reinforce our new culture.
- 9.7 The next steps will be for the new Behaviours to be embedded through recruitment, induction, My Performance Conversations and future events and communications.

## 10 Financial and Manpower Implications

- 10.1 All HR activities take place within agreed budgets.

- 10.2 Savings will continue to be made where possible ensuring the Council can provide a quality HR service in a cost-effective way.
- 10.3 As an example addressing high levels of sickness can directly impact on the efficiency of the Council improving overall productivity and reducing sickness related costs such as covering front line services.
- 10.4 **Chief Finance Officer's comments:** *The 2019/20 pay proposals will ensure staff remuneration remains both competitive and affordable. The additional estimated £6k cost can be funded from existing budgets.*

## **11 Legal Implications (including implications for matters relating to equality)**

- 11.1 EEBC actively promotes equality of opportunity and values the diversity of its workforce. As an equal opportunities employer, it is vital that the Council ensures that all its policies, procedures and processes are open and fair and that staff are not discriminated against during their employment with the Council.
- 11.2 Over and above the need to ensure legal compliance with the Equality Act 2010 and other relevant statutory measures, the Council recognises the benefits of a diverse workforce and of the creation of a working environment based on dignity, respect and professionalism. By monitoring all parts of the employee relationship from recruitment, induction, training, employee relations, salary and benefits and HR processes, the Council proactively works to ensure fairness and equality of opportunity for all.
- 11.3 **Monitoring Officer's comments:** *None arising from the contents of this report.*

## **12 Sustainability Policy and Community Safety Implications**

- 12.1 None

## **13 Partnerships**

- 13.1 None

## **14 Risk Assessment**

- 14.1 It is imperative that the Council follows fair and consistent HR procedures because the potential costs against the Council should it fail to implement a fair and robust process and procedure could be substantial should an Employment Tribunal claim be successful. As well as the financial costs, the reputational damage to the Council, as a public sector employer, could be considerable.
- 14.2 It is worth noting that there is no limit on compensation payable in successful claims of discrimination on the grounds of one of the protected characteristics defined in the Equality Act 2010.

**15 Conclusion and Recommendations**

- 15.1 The Panel is asked to receive and note the contents of the report and annexes and identify any areas for development.

**Ward(s) Affected:** (All Wards);

DRAFT

Job Families /Categories

<b>Job Family/Category</b>	<b>Generic Requirements</b>	<b>Grade</b>	<b>Range</b>
Chief Executive Officer	Head of Paid Service	G1	£97769 - £115019
Chief Operating Officer	Strategic Overview of Organisation	G2	£77971 - £91730
Head of Service	Strategic Overview of Services	G3	£55844 - £65725
Business Manager	Professionally Qualified Managing a team of professionals  Experienced in service area	G4	£44971 - £52907
Middle Manager	Managing a large operational team	G5	£39541 - £46514
Senior Professional	Managing a small team of professionals		
Team Leader	Managing a small team with managerial support	G6	£33650 - £39581
Professional	Professionally qualified providing advice to the wider organisation		
Supervisor	Supervising a small team with team leader / managerial support	G7	£28815 - £33894
Professional Support	Providing support to a professional service		
Technical	Service delivery at officer level	G8	£25147 - £29587
General Technical Operative/Supervisor	Expert knowledge or experienced required  Manual operative with technical expertise/supervisory		

<b>Job Family/Category</b>	<b>Generic Requirements</b>	<b>Grade</b>	<b>Range</b>
Technical Administrative Support	Technical administrative support for delivery of services	G9	£21487 - £24970
Chargehand Operative	Manual operative with operational supervising		
Enforcement & Community Service Delivery	Delivery of enforcement and community patrolling services		
Administrative Support	Administrative support for delivery of services	G10	£20296 - £23561
General Operative Driver	Manual driver		
Service Delivery	Delivery of services		
General Operative	Manual operative	G11	£18557 - £19890
Care & Welfare	Provision of care and welfare services		
REMOVE		G12 – DELETE	£16059 - £18847

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2018/19 Payscales	Delete									Delete		Replace SCP9+
Mkt Anchor	SCP1	SCP2	SCP3	SCP4	SCP5	SCP6	SCP7	SCP8	SCP9	SCP9 + 1% to be paid to those employees on SCP 9 as a one off for 2018/19		SCP10
G1	97,769	99,929	102,080	104,242	106,392	108,556	110,706	112,868	115,019	116,170		117,181
G2	77,971	79,694	81,409	83,134	84,849	86,574	88,289	90,014	91,730	92,647		93,455
G3	55,844	57,122	58,350	59,579	60,809	62,038	63,266	64,496	65,725	66,382		66,955
G4	44,971	45,981	46,970	47,959	48,948	49,938	50,927	51,917	52,907	53,436		53,897
G5	39,541	40,425	41,295	42,166	43,036	43,905	44,775	45,645	46,514	46,980		47,384
G6	33,650	34,399	35,140	35,880	36,621	37,360	38,100	38,841	39,581	39,977		40,322
G7	28,815	29,456	30,090	30,724	31,358	31,992	32,627	33,260	33,894	34,233		34,527
G8	25,147	25,715	26,269	26,821	27,375	27,929	28,482	29,035	29,587	29,883		30,140
G9	21,487	21,921	22,358	22,793	23,230	23,664	24,099	24,535	24,970	25,219		25,406
G10	20,296	20,709	21,116	21,524	21,930	22,339	22,746	23,155	23,561	23,796		23,970
G11	18,557	18,722	18,890	19,056	19,224	19,388	19,556	19,723	19,890	20,089		20,238
G12	16,059	16,407	16,754	17,103	17,452	17,801	18,150	18,498	18,847	19,035		19,195

\*1% to be applied to the above grades from 1 April 2019

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# Our Inclusion & Diversity Commitments 2018/19

## Our Residents

### Knowing our community

- **Our community:** The Inclusion Group (IG) will meet with two community groups to celebrate and learn from our differences. The IG and Leadership Team will promote learning across the Council
- **Our communications content:** We will continue to ensure our key communications content remain inclusive eg our website, Borough Insight magazine, Committee Reports...promoting Inclusion & Diversity
- **Our data:** We will use demographic data available to us including ward profiles to help us understand and deliver our communities needs

### Promoting inclusion

- **Our interactive skills:** We will help everyone within our capacity from all walks of life irrespective of their backgrounds
- **Our inclusive awareness event:** We will organise two inclusive events & our the IG will meet regularly to promote our commitment across the council
- **Our experiences:** We will provide opportunities for our staff to share their experiences eg what inclusion & diversity angle do they bring to their work and the Council as a whole

### Meeting mandatory requirements

- **Our decision making processes:** We will listen to our residents when planning and making decisions that will affect their lives
- **Our services:** We will ensure Community Equality, Impact Assessments (CEIAs) are submitted for all major service changes to mitigate any negative outcomes for our residents
- **Our actions:** The IG will review CEIAs and support services with meeting our obligations

## Our Responsibilities

**The Equalities Act:** It defines the protected characteristics and they are Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy & Maternity, Race, Religious Beliefs, Sex, Sexual Orientation.

#### The Public Sector Duty is:

- To eliminate unlawful discrimination
- To advance equality of opportunity
- To foster good relationships.

#### Responsibility

Overall responsibility is with the Human Resources and Organisational Development Team with support from the Inclusion Group and Leadership Team.

#### Inclusion Group

The Council has an Inclusion Group responsible for championing Inclusion & Diversity, reviewing CEIA's and supporting initiatives throughout the year.



# Our Inclusion & Diversity Commitments 2018/19

## Key Success Measures



The Inclusion Group (IG) will meet with the following community groups:

- Love me Love my mind
- Age Concern Epsom & Ewell
- Sunny Bank Trust
- The Old Moat House - Richmond Fellowship

The Leadership Team will promote opportunities linked to the groups to raise awareness

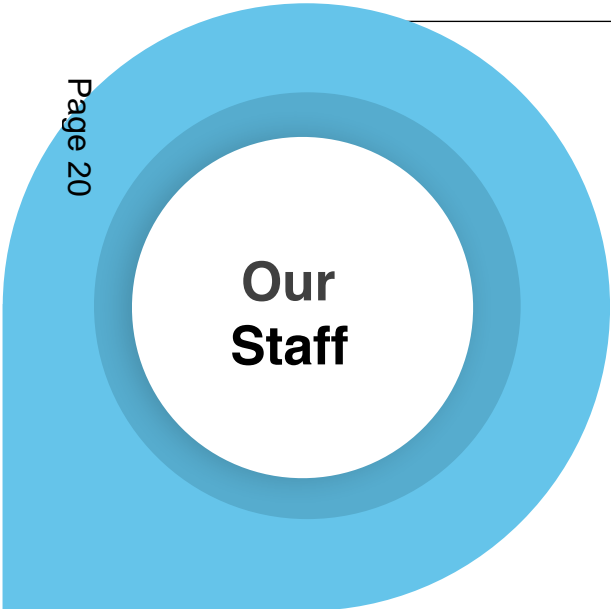
The IG will Investigate options to provide an easy read format for key Housing documents

**(Inclusion Group)**

The IG will share experiences through...

- Work done with vulnerable Syrian Families
- Epsom & Ewell Refugee Network
- Epsom Food Bank

**(Inclusion Group)**



The IG will organise two inclusive events in...

Invite Disability Alliance Network Mid Surrey (DAN)

Invite Kausar to present a talk on religious cultures and how to promote tolerance

**(Inclusion Group)**

Human Resources will review our workforce profile and report it to the Leadership Team

**(Shona Mason)**

Policy, Performance & Governance Team will compile data on our communities including ward profiles

**(Gillian McTaggart)**



The IG will review our Equality Impact Assessment forms (EIAs) and will work with services to ensure EIAs forms are completed where there are proposed significant service changes.

# Our Behaviours

A framework for how we deliver enterprising community leadership  
and services that are valued by our residents





## We are Enterprising by working efficiently, generating income and developing new opportunities

Engage Caring and Supporting	Enable Delivering	Empower Collaborating
I am focused on the wellbeing of our organisation by offering support and showing I care.	I am accountable and take responsibility for delivering the things I say I will.	I demonstrate and value the “One Team” approach in an Enterprising way.
I am a positive ambassador for the Council recognising that my interactions reflect on the EEBC brand.	I understand our strategy and know what my contribution is to the success of the Council.	I develop strong working relationships with stakeholders with an outward looking focus to achieve common goals.
I actively encourage and support development of myself and others by seeking opportunities to grow.	I am resilient and can adapt and be flexible in an ever changing environment.	I create partnerships internally and externally to secure great outcomes for our residents.
I am respectful and appreciate diversity, engaging and demonstrating empathy when working with colleagues.	I am financially aware and know what it costs to serve our residents and seek opportunities to generate income.	I am willing to share knowledge and learn new things from the people around me.
I am an inspirational role model demonstrating integrity and empowering others to do the same.	I am focused on delivering and use good project management to deliver results.	I take steps outside of my working boundaries to get things done.
I keep an open mind with a positive attitude to deliver the best outcomes for our residents with a focus on providing excellent customer service for all.	I recognise and respond to the need to change and evolve by actively contributing to developing service delivery.	I will positively challenge the status quo providing solutions to make improvements to our delivery.
I celebrate the success of my colleagues in all we do and shout about the good work that we do.	I am self-motivated and want to achieve my best to create a high performing environment.	I listen and communicate effectively with others to create openness and trust.
I am motivated to be my best by listening and taking on board constructive feedback.	I demonstrate passion and energy making business decisions based on the Corporate Plan and Service Delivery Plans.	I will seek to break down barriers and engage others in decision making.

**Our One Team Enjoys!**

## Core HR Policy Review

**Report of the:** Head of HR & Organisational Development  
**Contact:** Shona Mason  
**Annexes/Appendices (attached):**  
**Other available papers (not attached):**

### Report Summary

This report provides a progress update of the comprehensive review of all core HR Policies currently being undertaken.

### Recommendation (s)

That the HR Panel notes progress on the review of core HR policies currently being undertaken.

## 1 Implications for the Council's Key Priorities, Service Plans and Sustainable Community Strategy

- 1.1 In order for the Council to meet its key priorities it needs to employ staff to deliver services and those employees need to operate within a legally compliant and fit for purpose people framework.
- 1.2 The Council needs to adopt a people framework with HR policies which are legally compliant, clear, concise, and flexible and are reflective of the current organisational structure. Without robust HR policies the Council is exposed to risk in terms of its treatment of its staff and potential claims arising from Employment Tribunals.

## 2 Background

2.1 The Council currently has a number of core HR Policies which include:

- Attendance Management Policy
- Capability Policy
- Grievance Policy
- Disciplinary Policy

- Work & Families Policies – Maternity, Paternity, Shared Parental Leave, Adoption, Parental Leave, Flexible Working
- Managing Workforce Change Policy
- Equality, Diversity & Inclusion Policy
- Recruitment & Selection Policy
- Performance Management Policy
- Pay Policy

- 2.2 The above list is not exhaustive but outlines the core HR policies which make up its people framework. While the Council has these policies in place, they are not all up to date i.e. reflective of the current organisational structure, in line with legislative changes or are structured in a way that provides clarity and guidance for managers and staff, who have to use the policies.
- 2.3 The focus of the HR team over the past 18 months has been on Organisational Development and delivering significant changes to the Council's Pay Structure, Performance Management scheme, Behaviour Framework and Job Evaluation all of which is ongoing. These changes are the result of planned and systematic culture change creating an organisation which is flexible, adaptable and accountable, providing the foundations of a fit for purpose people framework.
- 2.4 In order to continue to develop the organisation further and create the culture that is needed for the future, the people framework needs to have HR policies which support the organisation to achieve its objectives and create a culture of accountability and flexibility. The current HR policies do not support the current change program and are no longer aligned with the new pay structure, performance management scheme and behaviour framework.
- 2.5 Due to the project and operational workload and resource constraints, it has not been possible to update policies in a timely manner, resulting in the majority, now not being aligned to the Council's Organisational Development projects or updated legislation, and therefore are no longer fit for purpose.
- 2.6 It is good practice for the core HR policies to have a policy document, procedure, management guidance, template letters, work flow and training materials for managers and staff.
- 2.7 Each policy needs to meet legislative requirements along with ACAS codes of practice to ensure that the Council is meeting its legal obligations and to mitigate risk and any potential challenge.



- 2.8 Having robust HR policies also ensures that there is consistency across the organisation eliminating any potential discrimination or unfair treatment.
- 2.9 It is essential that the Council has a robust set of HR policies to ensure that the Council operates in a legally compliant manner. If policies are not legally compliant then the Council is not meeting its statutory obligations.
- 2.10 Robust HR policies provide clarity of expectations and guidance to ensure that managers and staff know what is expected as part of their employment with the Council. This ensures that managers have the tools required to manage their people and deal with issues quickly and efficiently within a structured framework.
- 2.11 HR policies create a fair and transparent framework for managing people related matters, minimising the opportunity for discrimination and ensuring that the Council treats its employees fairly.
- 2.12 HR policies need to be linked within a framework as some employment matters can overlap. Policies need to be structured to ensure that they are complimentary and support managers and staff when complex employment matters arise.
- 2.13 HR policies that are linked and structured within a framework to support with the delivery of the Council's people aims, most importantly, mitigates the risk of claims from an Employment Tribunal.
- 2.14 It should be noted that Employment Tribunal claims against the Council for discrimination are not subject to a cap and therefore the additional cost to review the policies and procedures significantly outweighs the risks of not doing so.

### **3 Proposals**

- 3.1 In order to ensure that the HR policies are fit for purpose and the Council can develop a strong people framework it was agreed by Strategy & Resources in July 2018 that additional resource is brought in, to support the HR team with the delivery of reviewing the core HR policies and the production of procedures, management guidance, template letters, work flow and training materials for managers and staff, to support with the implementation of the changes required.
- 3.2 Brining in additional support allows for dedicated attention, with the policies being reviewed in a systematic, joined up and robust way over a shorter period of time. This will reduce the risk to the organisation, without undermining the delivery of core day to day HR services and the ongoing organisational development projects.

- 3.3 The direct benefits of undertaking this work will ensure that the Council is compliant, can meet operational needs, manage risks and take a continuous improvement approach to support the ongoing Organisational Development projects in a quick and efficient manner.
- 3.4 The Council commissioned an experienced and qualified HR practitioner to undertake the review and the work commenced in Sept 2018.
- 3.5 To date the following policies have been drafted and are in the process of being finalised:
- Absence Management
  - Capability
  - Performance Management
- 3.6 Work is due to commence in January 2019 on the following policies
- Grievance
  - Disciplinary
  - Work & Families
- 3.7 All of these policies will be ready for consultation with the Leadership Team and Staff Consultative Group by the end of this financial year, with a view to them being agreed and rolled out in early 2019/20.

#### **4 Financial and Manpower Implications**

- 4.1 The identified cost of this review is £30k to be undertaken by an experienced consultant in collaboration with the HR team.
- 4.2 The cost of this work is funded from the Corporate Projects Reserve fund and was agreed by Strategy & Resources in July 2018.
- 4.3 ***Chief Finance Officer's comments:*** All financial implications are set out in the body of the report.

#### **5 Legal Implications (including implications for matters relating to equality)**

- 5.1 A regular review of management policies and procedures is an essential part of ensuring processes can be implemented effectively and fairly and are up to date. A root and branch review coupled with a 'people framework' approach to employment policies and procedures ensures a holistic approach to decision making, which benefits both the employer and employee relationship, as well as mitigating any risk to the Council.
- 5.2 ***Monitoring Officer's comments:*** None arising from the contents of the report

**6 Sustainability Policy and Community Safety Implications**

6.1 None

**7 Partnerships**

7.1 None

**8 Risk Assessment**

8.1 Failure to have a robust, legally compliant, complimentary and organisational focused HR policies places the Council at risk of claims from employees through Employment Tribunals.

8.2 There is also potential risk of increased turnover and difficulties in recruitment and retention of staff, as well as contributing to low staff morale.

**9 Conclusion and Recommendations**

9.1 The Panel is asked to receive and note the contents of the report and identify any areas for development.

**Ward(s) Affected:** (All Wards);

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