

## PEOPLE FRAMEWORK

<b>Head of Service/Contact:</b>	Shona Mason, Head of HR & Organisational Development
<b>Urgent Decision?(yes/no)</b>	No
<b>If yes, reason urgent decision required:</b>	
<b>Annexes/Appendices (attached):</b>	Draft People Framework Annex 1 -29 (29 procedure documents)
<b>Other available papers (not attached):</b>	None

### Report summary

**This report seeks approval of the Council's draft People Framework and associated procedure documents.**

### Recommendation (s)

#### **That the Committee:**

- (1) approves the draft People Framework and associated procedure documents which have been reviewed by HR Panel, attached at Annex 1 through to 29;**
- (2) Gives delegated authority to the Head of HR & OD to make the necessary changes and updates to the People Framework as and when required, to meet legislative and organisational requirements.**

## **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.**

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- 1.2 The Council needs to adopt a people framework with HR procedures which are legally compliant, clear, concise, and flexible and are reflective of the current organisational structure. Without robust HR procedures 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 On 26 July 2018 Strategy & Resources approved funding of £30k to allow the Council to secure an external consultant to work with the HR team to develop a robust People Framework.
- 2.2 The Council appointed an experienced consultant who worked with the HR team to undertake a full review of all core HR policies and procedures and have developed a new draft People Framework meeting legislative and organisational requirements.
- 2.3 The new draft People Framework:
- Provides an outline as to how the Council will manage its workforce.
  - Includes best practices such as ACAS guidance which are documented and implemented as appropriate to our organisation.
  - Ensures that management decisions and action are consistent and uniform with employees being supported in their role to perform at their best.
- 2.4 The draft People Framework comprises of five parts:
- Part 1 – Policy Areas /Scope (to be finalised)
  - Part 2 – Who does What – Roles & Responsibilities
  - Part 3 – Definitions (to be finalised)
  - Part 4 – Individual Procedures
  - Part 5 – Guidance Documents
- 2.5 A total of 29 new documents now make up the majority of the draft People Framework.
- 2.6 Significant changes to the Council's Pay Structure, Performance Management scheme, Behaviour Framework have already been delivered and work on the Job Evaluation scheme is currently ongoing. These changes are the result of planned and systematic culture change to create an organisation which is flexible, adaptable and accountable.
- 2.7 The draft People Framework supports the organisation to achieve its objectives and create a culture of accountability and flexibility.

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- 2.8 The draft People Framework is designed to align with the Council's new pay structure, performance management scheme and behaviour framework. Each procedure has been aligned with legislative requirements and ACAS codes of practice to ensure that the Council is meeting its legal obligations and to mitigate risk and any potential challenge.
- 2.9 Due to the volume of the documents that have been developed the consultation process was split into two phases.
- 2.10 Phase 1 consultation ran from 3 July to 30 August 2019 and Phase 2 consultation ran from 17 September to 15 November 2019.
- 2.11 Phase 1 included:
- Part 1 Policy Areas/Scope
  - Part 2 Who does What - Roles & Responsibilities
  - Part 3 Definitions
  - Absence Management
  - Appeals
  - Capability
  - Disciplinary
  - Employee Pay & Reward
  - Grievance
  - Hearings
  - Induction and Settling In
  - Investigations
  - Mediation
  - Performance Management
  - Recruitment & Retention Incentive
  - Relocation
  - Suspension
- 2.12 Phase 2 included:
- Adoption
  - Annual Leave
  - Dignity at Work
  - Flexible Working
  - Maternity
  - Ordinary Parental Leave
  - Paternity
  - Recruitment & Selection
  - Safer Recruitment

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- Shared Parental Leave
- Special Leave
- Working from Home

2.13 The key changes in Phase 1 included:

- Structure of policies into a framework
- Align all policies so they dovetail with each other
- Provide greater detail and clarify procedures
- Moving long term absence trigger from 10 days to 4 weeks
- Inclusion of definitions for greater clarity
- Inclusion of informal process in disciplinary procedure
- New Induction procedure setting out expectations

2.14 The key changes in Phase 2 included:

- Work and Family procedures updated to reflect changes in legislation
- Dignity at Work Procedure (formerly Bullying and Harassment) aligned with Grievance Procedure
- Flexible Working and Working from Home procedures updated to reflect the Council's changing workforce
- Recruitment and Selection Procedure revised to provide a structured and consistent approach
- Clearer definition of types of Special Leave
- New Annual Leave and Safer Recruitment Procedures

2.15 Consultation has taken place with the following groups to ensure a collaborative approach with rounded feedback:

- Leadership Team
- Staff Consultative Group (SCG)
- Working group of Heads of Service
- Legal services

2.16 The consultation process has included a variety of methods including face to face meetings, briefing sessions, communications via eHub and attendance at team meetings. This approach was taken to ensure that the consultation was far reaching and feedback was received from all parts of the organisation.

2.17 Feedback has been collated throughout the consultation process with feedback provided verbally via the briefing sessions and attendance at team meetings, collated views from SCG, written submissions and individual emails.

2.18 The feedback was wide ranging and included the following:

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- Requests for clarification in some areas
  - Increased linkages to the Behaviour Framework
  - Technical and procedural amendments
  - Requests for enhancements to statutory and occupational allowances
  - Suggested amendments to language and grammar
- 2.19 The feedback has been carefully considered and evaluated and has helped to shape the draft Framework.
- 2.20 On 17 December 2019 the draft People Framework was presented to HR Panel for consideration and Staff Consultative Group representatives attended to provide their input. The HR Panel discussed procedure development, key areas of feedback and amendments taken on board to finalise the procedures.
- 2.21 The process which has been followed to develop the People Framework has been one of collaboration, consultation with input from both employees and Members via the HR Panel.

### **3 Proposals**

- 3.1 It is recommended that the Committee consider the draft People Framework and associated procedures
- 3.2 There are still some outstanding procedures which need to be drafted and finalised ready for the final stage of consultation (Phase 3). These will be completed in the New Year and include:
- Inclusion & Diversity
  - Overtime
  - Politically Restricted Posts
  - Workforce Change
- 3.3 Phase 3 will be subject to the same consultation process with Leadership Team, Staff Consultative Group, working group of Heads of Service, Legal Services and HR Panel.
- 3.4 Part 1 and Part 2 of the People Framework will be reviewed and finalised once phase 3 has been completed.
- 3.5 The current focus is on finalising Phase 1 and 2 with implementation planned from April 2020.
- 3.6 The final stage will be to finalise Part 5 – Guidance Notes and the forms and letters which are associated with all of the procedures. These have been drafted but will need to be uniform and updated to reflect the changes to the procedures as a result of the consultation feedback.

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- 3.7 The HR team will be working with Managers and employees to effectively embed the People Framework within the Council during 2020-2021 and will provide updates via the HR Panel.

### 4 Financial and Manpower Implications

- 4.1 The draft People Framework has been produced at a total cost of £37835 which is £7835 over the £30k budget agreed at S&R in July 2018.
- 4.2 The additional cost will be met from the existing HR budget.
- 4.3 There are no further financial implications relating to the implementation of the draft People Framework.
- 4.4 **Chief Finance Officer's comments:** None for the purposes of this report.

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

- 5.1 As a public authority employer, it is vital that the Council ensures that all its policies, procedures and processes are open and fair and that employees are not discriminated against during their employment with the Council.
- 5.2 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 key 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.
- 5.3 **Monitoring Officer's comments:** none for the purposes of this report.

### 6 Sustainability Policy and Community Safety Implications

- 6.1 There are no implications for this report.

### 7 Partnerships

- 7.1 There are no implications for this report.

### 8 Risk Assessment

- 8.1 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 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.

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- 8.2 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.
- 8.3 Failure to agree an effective and fit for purpose People Framework could lead to ineffective management of the Council's workforce.

### **9 Conclusion and Recommendations**

- 9.1 The Committee is requested to approve the draft People Framework and associated procedures and to give delegated authority to the Head of HR & OD to make the necessary changes and updates to the People Framework as and when required to meet legislative and organisational requirements.

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