

Report for: Staffing & Remuneration Committee, 7th June 2016

Item number: 10

Title: Proposal to cluster HR policies

Report authorised by : Jacquie McGeachie, Assistant Director Transformation & Corporate Resources - Interim

Lead Officer: Julie Amory, HR Policy Development Manager

Ward(s) affected:

**Report for Key/
Non Key Decision:**

1. Describe the issue under consideration

The report provides the Committee with a proposal aimed at streamlining the review of the HR policies and procedures through a process of grouping. Clustering policies with those that are similar will allow HR to identify any gaps and assist in planning which suite of policies Staffing and Remuneration Committee will receive during the year.

2. Cabinet Member Introduction

Not applicable.

3. Recommendations

To note and agree on the proposal.

4. Reason for decision

Having good HR policies and procedures assists in providing the workplace with a structure that supports the Council's Corporate Plan, Workforce Plan and Values, while allowing it to consider and implement changes in employment law, and guidance. Regular review of these documents ensures they remain fit for purpose and compliant with the law.

5. Alternative options considered

Not applicable.

6. Background information

6.1 The Council has various HR policies and procedures that cover its employment relationship with its workforce. Owned by HR these documents are periodically presented to the Staffing and Remuneration Committee for their approval prior to

implementation. It is good practice to review HR policies regularly to ensure that these meet the Council's vision and values.

6.2 To assist in the review HR is proposing to group policies and procedures under broad themes centred on the relationship that the Council has with its workforce. The benefit of this approach is that it allows the Council to identify any gaps in its policies and streamline them into a few key documents.

6.3 Excessive numbers of HR policies and procedures can hinder transparency and create barriers to effective management. Adopting the approach of clustering will have the benefit of ensuring that members of the workforce can easily access information on the Council's policies while managers will have ready access to the current HR tools that will enable them to be more responsible and accountable for the management of people in their teams.

6.4 An additional benefit of clustering policies is that it is likely to lead to a decrease in the overall number of policies. For example, creating a new Wellbeing Policy would combine the Alcohol and Drug Misuse Policy, and the Smoking Policy into one document. Fewer policies ensures that information is consistent and ensures members of the workforce do not get confused about the Council's expectations.

6.5 It is proposed that the clustering will follow the life cycle of each member of the workforce from recruitment through to induction, the benefits that are provided and ultimately ended as the individual leaves the Council. Proposed themes are:

- Getting and Retaining the Right People;
- Managing People, their Performance and Succession Planning & Development;
- Pay, Rewards and Benefits;
- Family friendly;
- Work-life balance and well-being;
- Transition and change management;
- Employee relationship management

6.6 Details of how these clusters would apply to our current policies are detailed at Appendix 1 of this report, while Appendix 2 details the policy plan that takes into account how we intend to prioritise the review of the new clusters.

6.7 The rationale for the prioritisation is based on a hierarchy that considers whether there are recent changes to the law or guidance,, followed by whether the policies require alignment to our corporate objectives and the final category covers best practice reviews due to time of last conducted reviews.

7. Contribution to strategic outcomes

The Council's Corporate Plan sets out an ambitious agenda, and one that will require significant change to deliver. Having robust HR policies and procedures is a key element of how the Council will meet the Corporate Plan objectives by having fair and consistent approaches on how it manages and develops its workforce.

8. Statutory Officers' comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities.

Assistant Director of Corporate Governance

The Assistant Director of Corporate Governance notes the contents of this paper. In principle there should be no legal implications arising from the proposals, But the irreducible minimum of what each policy or procedure must contain in order to remain compliant with the duties owed to the workforce by the Council under Employment Law and Guidance must be identified.

Chief Finance Officer

The Chief Finance Officer has reviewed the contents of this report and supports the proposal as it should reduce effort in HR and provide a more transparent and consistent set of policies for managers and staff.

9. Use of Appendices

9.1 Appendix 1: Proposed Policy Clustering – mapped against current policies;

Appendix 2: Proposed Policy Review Plan

10. Local Government (Access to Information) Act 1985

Not applicable.