

## **NORTH LINCOLNSHIRE COUNCIL**

**DEPUTY LEADER**

### **HR POLICY REVIEW**

#### **1. OBJECT AND KEY POINTS IN THIS REPORT**

- 1.1 To seek approval for a full review of the council's suite of Human Resources (HR) policies.
- 1.2 The council's HR policies are continuously reviewed in line with statutory changes and updates to best practice but the format and style of the policies has remained unchanged.
- 1.3 As the council continues to transform to a more progressive and enabling culture, the HR policies also need to transform. This report details the proposed changes to the style and format of HR policies and seeks approval for this new approach.

#### **2. BACKGROUND INFORMATION**

- 2.1 The council's suite of HR policies has been in the same format now for many years. A new, more progressive approach is planned.
- 2.2 The key principles of this new approach are as follows:
  - A focus on 'enabling' the organisation to make safe and agile employment decisions.
  - Reinforce the 'employer/employee deal' based on adult relationships, accountability and self-responsibility.
  - Enable managers to do the right thing – making them 'compliant by default'.
  - Policies which are all underpinned by the council's values of equality of opportunity, integrity, excellence and self-responsibility.
  - Stripped back and reduced content where appropriate including merging of similar policies and streamlining of forms.
  - Where a review of content also takes place, this is informed by the outcomes of the Organisational Development (OD) plan.

2.3 All policies will demonstrate the principles above and fall into one of two types; enabling business process and enabling business partnering/organisation. They have the following differences:

	<b>Enabling business process</b>	<b>Enabling business partnering/organisation</b>
<b>Covers:</b>	Statutory entitlement and T&Cs	Employee relations & OD
<b>Focus:</b>	Eligibility and entitlement	Expectations, behaviours and culture
<b>Format:</b>	Process driven - 'Fact Sheet' and 'Processes'	Procedure driven - 'Policy' and 'Toolkits'
<b>Outcome:</b>	Stripped back and reduced content underpinned by simple business process	Enabling and agile frameworks underpinned by safe procedure

2.4 Enabling business process policies will:

- Show how each party has responsibilities as part of the 'employer/employee deal' – 'As an employee, I will/ As a manager, I will/ As an employer, we will'.
- Set out clear information in fact sheet and step by step process formats.
- Streamlined content and multipurpose forms which are electronic wherever possible.
- Be based on issues being straightforward 80% of the time and issues requiring further support 20% of the time.
- Have full guidance sat behind them for HR practitioners.
- Examples of such policies include, family friendly, flexible working and special leave.

2.5 Enabling business partnering/organisation policies will:

- Show how each party has responsibilities as part of the 'employer/employee deal' – 'As an employee, I will/ As a manager, I will/ As an employer, we will'.
- Provide a clear policy approach with accompanying tool kits to support managers dealing with more complex situations.
- Streamlined content and multipurpose forms which are electronic wherever possible.
- Have full guidance sat behind them for HR practitioners.
- Examples of such policies include redeployment, disciplinary, capability.

### **3. OPTIONS FOR CONSIDERATION**

- 3.1 Approve the proposed changes to the style and format of HR policies.
- 3.2 Recommend amendment to the proposed changes to the style and format of HR policies.
- 3.3 Continue with the existing style and format of HR policies.

### **4. ANALYSIS OF OPTIONS**

- 4.1 To approve the proposed changes to the overarching style and format of HR policies will enable work to progress at a quicker pace so that not all 50 policies will need to be brought for approval. This change in style and format will ensure that the policies support the council's culture and its ongoing transformation. These changes will deliver shorter, streamlined documents but essentially the principles, eligibility and entitlement will not change unless there is a legislative change. There are some policies where there will be more substantial changes as we work differently to drive and support a more agile culture, workforce and work environment.
- 4.2 We will continue to seek approval for any policies where there is a discretionary and/or local change. Where the change is due to a non-discretionary, legislative change we would propose to submit briefing reports for noting as appropriate but not approval. This is in line with the current approval arrangements in place via the delegations to officers.
- 4.3 To recommend amendment to the proposed changes to the style and format of HR policies will delay the continuing transformation of the council to an agile and enabling organisation.
- 4.4 To continue with the existing style and format of HR policies will not support the council as an agile and enabling organisation.

### **5. FINANCIAL AND OTHER RESOURCE IMPLICATIONS (e.g. LEGAL, HR, PROPERTY, IT, COMMUNICATIONS etc.)**

- 5.1 All HR policies will continue to follow statute, national and local terms and conditions.

### **6. OTHER RELEVANT IMPLICATIONS (e.g. CRIME AND DISORDER, EQUALITIES, COUNCIL PLAN, ENVIRONMENTAL, RISK etc.)**

- 6.1 All HR policies will continue to follow statute including the Equality Act 2010.

## **7. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)**

7.1 N/A

## **8. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED**

8.1 There has been ongoing consultation with a stakeholder group that includes managers representing various different areas of the council and their feedback has been wholly positive.

8.2 Consultation with the council's Listening and Learning Group has also been undertaken through linkages with the group's co-chairs via the Organisational Development People Executive. Again, feedback has been very positive.

8.3 Trade unions have been consulted on proposed changes to the style and format of HR policies. Some feedback indicated that our existing policies are very good so they wouldn't want to see that lost. It was explained as part of the consultation that full guidance will continue to sit behind the policies for HR practitioners to utilise in more complex situations.

## **9. RECOMMENDATIONS**

9.1 That the the proposed changes to the style and format of HR policies is approved.

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### **Background Papers used in the preparation of this report**

None