

<b>Title of report</b>	People Management Policies
<b>Public/Confidential</b>	Public
<b>Summary/purpose of report</b>	The report sets out provides an overview of the new Workforce Performance Policy and introduction of a Performance Improvement Plan which will replace the current Capability Policy and the proposed changes to the Maximising Attendance Policy
<b>Recommendations</b>	Council is asked to approve 1. the Work Performance Policy. 2. the revised Maximising Attendance Policy.
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<b>Responsible Officer</b>	Laura Lamb, Acting Director of Workforce, Education and Standards
<b>Link to Strategic Plan</b>	The information in this report links to: Outcome 1: <b>Trusted</b> People who use services are protected by a workforce that is fit to practise. Outcome 2: <b>Skilled</b> Our work supports the workforce to deliver high standards of professional practice. Outcome 3: <b>Confident</b> Our work enhances the confidence, competence and wellbeing of the workforce. Outcome 4: <b>Valued</b> The social work, social care and children and young people workforce is valued for the difference it makes to people's lives.
<b>Link to Risk Register</b>	Risk 3: We fail to meet corporate governance, external scrutiny and legal obligations.  Risk 5: We fail to develop and support SSSC staff appropriately to ensure we have a motivated and skilled workforce or have insufficient staff resources to achieve our strategic outcomes.

<b>Impact assessments</b>	<ol style="list-style-type: none"> <li>1. An Equalities Impact Assessment (EIA) was developed.</li> <li>2. A Data Protection Impact Assessment (DPIA) was not required.</li> <li>3. A Sustainability Impact Assessment (SIA) was not required.</li> </ol>
<b>Documents attached</b>	<p>Item 10.1 Work Performance Policy</p> <p>Appendix 1 Reasonable Adjustments</p> <p>Appendix 2 Appeals Procedure</p> <p>Appendix 3 Performance Improvement Plan</p> <p>Item 10.2 Maximising Attendance Policy</p> <p>Appendix 1 Reasonable Adjustments</p> <p>Appendix 2 Appeals Procedure</p>
<b>Background papers</b>	None

## **EXECUTIVE SUMMARY**

1. We have developed a new Work Performance Policy to replace the existing Capability Policy.
2. The Maximising Attendance Policy has been significantly updated to strengthen our approach to absence management.
3. Council is asked to approve the new Work Performance Policy and the revised Maximising Attendance Policy.

## **WORK PERFORMANCE POLICY**

4. This policy, which replaces our Capability Policy, sets out the arrangements we have for managing employees who are not performing to the required standard.
5. The key differences from the previous Capability policy include:
  - Recognition that normal day to day management is the informal process (which has previously been disputed).
  - The involvement of senior management at key stages to provide greater governance to the process.
  - The introduction of a second manager being involved at the escalated performance meeting.
  - Specification of the hearing and appeals process.
6. Those employees that are currently in a formal work performance process will migrate to the equivalent position in the new policy. Communications have been prepared to help all staff understand the changes and line managers will be supported to implement the requirements of the revised policy through planned HR training on managing absence and performance.

## **MAXIMISING ATTENDANCE POLICY**

7. This updated policy sets out the arrangements we have for managing employees who are absent. This policy has been updated to consider the impact of agile working, provide greater clarification on reporting processes and records our practice for administering sick pay that is reported late.
8. We have maintained the existing triggers and modified terminology to be more supportive. The appendix within the policy includes a detailed range of reasonable adjustments to assist managers and employees in considering options.

9. The Absence Hearing process now includes much greater detail on information we will share prior to the Absence Hearing and what the format of the hearing will include. We have introduced an appeals process.
10. Those employees that are currently in a formal attendance process will migrate to the equivalent position in the new policy. Communications have been prepared to help all staff understand the changes and line managers will be supported to implement the requirements of the revised policy through planned HR training on managing absence and performance.

## **CONSULTATION**

11. We conducted internal consultation with UNISON and agreed the wording of the Work Performance Policy and Maximising Attendance Policy.
12. We benchmarked externally using XPERTHR and ACAS on each of these policies.
13. We consulted with Operational Management Team, the Partnership Forum and Executive Management Team and have maintained a record of comments and changes. The majority of the changes proposed related to clarifying language and we have implemented them. Those changes we did not maintain have been recorded.
14. The policies have been shared with the Council Short Life Working Group.

## **RISKS**

15. We have an averse risk appetite for risk 3: We fail to meet corporate governance, external scrutiny and legal obligations.
16. We have an averse appetite for risk 5: We fail to develop and support SSSC staff appropriately to ensure we have a motivated and skilled workforce to achieve our strategic outcomes.
17. The policies informs managers and employees of their rights and obligations. There are legal, cultural and reputational risks to the SSSC if we do not operate processes appropriately. The policy mitigates these risks by establishing clear principles, processes and guidance.

## **IMPLICATIONS**

### **Resourcing**

18. There are no resourcing implications.

## **Compliance**

19. These policies comply with our legal obligations and ACAS guidance.

## **IMPACT ASSESSMENTS**

### **Equalities**

20. We have prepared Equality Impact Assessments for each policy. They do not discriminate against our employees and we did not find any major implications after carrying out the assessments. The assessment identifies that these policies support our commitments to promoting inclusion and diversity.

## **CONCLUSION**

21. Council is asked to approve the revised Maximising Attendance Policy.
22. Council is asked to approve the new Work Performance Policy.