

Title of report	People Management Policies
Public/Confidential	Public
Summary/purpose of report	To ask Council to approve three people management policies.
Recommendations	The Council is asked to approve the following policies: <ul style="list-style-type: none"> • Grievance Policy • Workforce Change Policy • Redeployment Policy
Author	Lucy Finn Head of Human Resources
Responsible Officer	Lynn Murray, Interim Director, Finance and Resources
Link to Strategic Plan	The information in this report links to: Outcome 1: People who use services are protected by ensuring the regulated workforce is fit to practise. Outcome 2: The SSSC supports and enhances the development of the registered workforce to deliver high standards of practice and drive improvement. Outcome 3: Our workforce planning activities support employers, commissioners and policy makers to deliver a sustainable, integrated and innovative workforce. Outcome 4: The social work, social care and early years workforce is recognised as professional and regulated and valued for the difference it makes to people's lives.
Link to Risk Register	Risk 3: We fail to meet corporate governance, external scrutiny and legal obligations. Risk 6: We fail to develop and support SSSC staff appropriately to ensure we have a motivated and

	skilled workforce to achieve our strategic outcomes.
Impact assessments	<ol style="list-style-type: none"> 1. An Equalities Impact Assessment was developed. 2. A Data Protection Impact Assessment was not required. 3. A Sustainability Impact Assessment was not required.
Documents attached	<p>Appendix 1 – Grievance Policy</p> <p>Appendix 2 - Workforce Change Policy</p> <p>Appendix 3 - Redeployment Policy</p> <p>Appendix 4 - Policy review timetable</p>
Background papers	<p>Policy review timetable agreed at the Council meeting on 20 August 2020 and revisions on 18 February 2021 and 27 May 2021</p> <p>Policy Review Timetable Overview 20.08.2020</p> <p>Report 12/2021</p> <p>Policy Review Timetable Overview 27.05.2021</p>

EXECUTIVE SUMMARY

1. These policies support the SSSC in managing grievance, workforce change and redeployment situations.
2. The aim of these policies is to make sure that these situations are managed fairly, without unreasonable delay and in accordance with employment law and best practice.

OVERVIEW OF POLICIES FOR APPROVAL

Grievance Policy

3. Our Grievance Policy, appendix 1, provides employees with a course of action if they have concerns which they are unable to resolve through regular communication with their line manager. The aim of the policy is to make sure that we settle any grievance relating to employment fairly and without unreasonable delay.
4. The procedure clearly sets out the stages of the process: raising a grievance informally, raising a grievance formally, a grievance hearing and, if required an appeal. It outlines the level of support that we will give employees, the timescales involved at each stage and clear guidance on how we will manage a grievance hearing. It also sets out the responsibilities of employees, line managers and the HR team.
5. Following discussions with Executive Management Team (EMT) and the working group, we removed a further and final stage of appeal from the policy. However, Partnership Forum felt that members would want the protection and security that this final appeal offers and requested that it remain in the policy. The Chief Executive agreed this request and the policy includes a final stage appeal.
6. The emphasis of the policy is on support for employees who wish to raise a grievance and working effectively to reach resolution.

Workforce Change Policy

7. Our Workforce Change Policy, appendix 2, sets out how we will manage changes that affect our employees in accordance with our legal obligations. It is for use where we have identified potential significant changes that have an impact on employees. A significant change is structural change, employee transfers, change to terms and conditions or voluntary redundancy.
8. The policy clearly sets out the definitions for terms associated with workforce change, the different types of workforce change and the impact of these on employees. It also makes clear how we will consult with employees and work with the Partnership Forum throughout workforce change processes.

9. The procedure clearly sets out the stages of workforce change: business case, consultation, consultation outcome and appeal. It outlines the level of support that we will give employees, the timescales involved at each stage and clear guidance on how we will manage job matching and employee transfers. It also sets out the responsibilities of employees, line managers and the HR team.
10. The emphasis of the policy is on enabling the organisation to adapt and change the way we deliver our services while working with the recognised trade union to make sure that employees are treated fairly and equitably.

Redeployment Policy

11. Our Redeployment Policy, appendix 3, is a new policy that has been drafted as a partner policy to the Workforce Change Policy.
12. The policy sets out how we will aim to find suitable alternative employment for employees who are displaced due to required workforce change, unable to carry out their role due to ill health and/or disability or unable to carry out their role due to an inability to perform (capability) to the required standards.
13. We recommend that the policy is separate to the Workforce Change Policy, as outlined above, employees may be in a redeployment situation due to reasons of ill health and/or disability and capability as well as those related to workforce change.
14. The procedure clearly sets out how we will manage each type of redeployment situation and outlines the level of support that we will give employees, the timescales involved at each stage and clear guidance on how we will manage redeployment. It also sets out the responsibilities of employees, line managers and the HR team.
15. It is recognised that due to the size of the SSSC and the number of specialist posts, we may not always be able to find a permanent alternative position for an employee. However, this policy makes sure that we manage any redeployment situations clearly and fairly.
16. The emphasis of the policy is on support for employees who are in a redeployment situation.

Policy Review

17. We have updated the policy review timetable at appendix 4 to map our progress. Only the Retirement and Redundancy policy is outstanding for review and approval by Council this financial year.
18. Discussions have taken place during the policy review regarding how easy policies are to follow and whether the policy and procedure should be in the same document or separate. We have agreed that we will survey staff in 2022 to ask how easy they find it to follow our policies.

CONSULTATION

19. These policies have been discussed at the short life working group, with two Council Members, which is reviewing people management policies and through the usual cycle of Organisational Management Team (OMT), EMT and the Partnership Forum.
20. We have benchmarked these policies against the following organisations/professional bodies:
 - Scottish Government
 - Care Inspectorate
 - NHS
 - Local Authorities
 - NDPBs
 - Education
 - CIPD
 - Xpert HR
21. These policies are compliant with Advisory, Conciliation and Arbitration Service (ACAS) guidance.

RISKS

22. There are legal, financial and reputational risks to the SSSC if we do not operate grievance, workforce change and redeployment processes appropriately. These policies mitigate these risks by establishing clear principles, processes and guidance to handle these situations.

IMPLICATIONS

Resourcing

23. There are resource implications for managers involved in a grievance procedure whether as an investigating officer or Chair of a grievance hearing as well as for the employee raising the grievance and others asked to attend grievance meetings. This is also the case if the process extends to an appeal. There are also implications for HR resource who are required to support the process.
24. There are resource implications for managers involves in managing workforce change and redeployment processes as well as employees we are consulting with. There are also implications for HR resource who are required to support these processes.
25. These issues are mitigated by clear and comprehensive policies that enable any process to be managed as quickly as possible and sets out clear guidance for involvement.

Compliance

26. These policies comply with our legal obligations.

IMPACT ASSESSMENTS

Equalities

27. Equality Impact Assessments have been undertaken for all these policies.
28. The impact assessments found that the policies met legislative requirements, best practice and did not discriminate.

CONCLUSION

29. We carried out a great deal of consultation on these policies and procedures, which has led to improvements and they are now clearer to follow and meet our legal obligations.