

**REPORT OF SERVICE DIRECTOR - CUSTOMERS AND HUMAN
RESOURCES****REVISED EMPLOYMENT PROCEDURES****Purpose of the Report**

1. To seek approval for a revised suite of employment procedures which modernise the existing documents to ensure they are current, legally compliant and user friendly. This will allow managers to apply them with greater consistency and enable them to effectively manage and maintain employee performance, conduct and attendance across the Council's workforce.

Information and Advice

2. The Council Plan "Your Nottinghamshire, Your Future" sets out the strategic ambition for the future of Nottinghamshire and the Council for the next four years. The plan is focused on Nottinghamshire as a prosperous place where people want to live, work, visit and invest. To assist with the delivery of the departmental strategies, there requires a strong partnership element to our plans and activities and their success relies on all employees contributing, whatever role they fulfil.
3. The revised employment procedures attached to this report and refreshed associated guidance for managers have been developed to ensure managers are able to effectively deploy and utilise the Council's most valuable resource, its people.
4. A review of the existing "policies" suggested that over time there has been a lack of distinction between policy, procedure and guidance with the result that not all documents within the existing Personnel Handbook are actual employment policies and the documents that are policies contain superfluous guidance or process matters. In addition, different document formats have been used.
5. As the Managers Resource Centre (MRC) developed it became the repository for guidance, flowcharts and template forms. The Digital First programme has been reviewing the content of the Council's intranet and this has provided an opportunity to look at the design and layout of the MRC to enhance the manager/employee understanding of employment matters.
6. A revised suite of easier to use and accessible employment procedures will be essential to underpin the revised HR Service Offer to the organisation. This will include a more integrated strategic focus for the service with managers self-serving with more basic and routine HR information from the MRC. Specialist HR staff will still be available to support managers with more complex issues and enquiries. This will be the subject of a further report to Personnel Committee in January 2018.

7. In order to ensure that the Council's employment procedures are modern, fit for purpose and support the organisation as it continues to transform, a programme of review has been undertaken applying the following principles:

- All procedures and employment rules will be legally compliant and meet ACAS best practice standards
- The revised procedures will enable managers to exercise appropriate discretion and flexibility to allow them to effectively manage their teams
- A consistent template/format and plain language will be used
- Procedures will be succinct wherever possible
- There will be a minimum number of stages, (including appeal) to reduce timescales and attendant stress
- Where synergies exist, procedures have been combined
- Guidance and procedural matters will be separated from the statement of intent, and with appropriate template forms and flowcharts, sited on the redesigned MRC
- All documents will include a document history in line with the current model developed in the Health and Safety Manual.

8. The review has been undertaken through a series of joint workshops with managers and trade unions colleagues. The joint working model has been developed to ensure future buy-in and to address issues fed back as part of the Leadership Development programme around ease of usage and consistency of approach.

9. The procedures will in future be brigaded under revised headings of:

- Employing People
- Managing People
- Developing People
- Supporting People
- Rewarding People

Work is ongoing to develop the idea of an employee lifecycle which will start with attraction, recruitment and induction (on-boarding process); moving on to retention, management and development including supporting people; and concluding with employment cessation (off-boarding). Refreshed intranet pages are being developed along similar lines as those for employee wellbeing to ensure ease of access and consistency of approach.

10. The major procedures have now been reviewed and re-drafted following the principles outlined above and include:

- Recruitment
- Employee Resolution (formerly Grievance and Harassment)
- Disciplinary and Investigations
- Attendance Management
- Employee Development

- Performance Management
 - Remote Working (formerly Home Working)
11. The joint work undertaken to date has been reported and updated through Central Joint Consultative and Negotiating Panel. It has been cited by trades union colleagues as a successful example of positive employment relations and an effective mechanism for improving and developing relationships between managers and trade union representatives. Further work is required to review the remaining employment procedures; which is currently ongoing.
12. Joint work to review and update the outstanding procedures will continue using the same approach. The revised procedures will be reviewed and updated as necessary to reflect local and legislative changes. These will include:
- Nepotism
 - Politically Restricted Posts
 - Employment Relations Agreement
 - Flexible Working
 - Substance Misuse
 - Redundancy
 - Job Grading and Re-grading

Other Options Considered

13. It is considered imperative for the effective management of the Council's workforce for the current procedures to be modernised to reflect the requirements of a modern twenty first century public service organisation. Extensive engagement with key stakeholders took place in developing the revised suite of procedures to ensure that they are fit for purpose and meet the needs of all relevant parties.

Reasons for Recommendation

14. It is necessary for a large, diverse organisation which continues to deliver and commission over 750 different services, to have a framework of policies and procedures agreed which are legally compliant and enable managers to effectively manage their teams fairly and consistently whilst maintaining the flexibility to exercise their judgement and discretion.

Statutory and Policy Implications

15. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Data Protection and Information Governance

16. There is no specific data contained in this report which identifies any individual. The revised procedures have been developed with the current and future requirements for data protection and information governance as underpinning information.

Human Resources Implications

17. The human resource implications are implicit within the body of the report. The ongoing joint work to modernise and shorten the employment procedures has been welcomed by those managers involved and trade union colleagues. Progress on the work has been regularly reported to Central Joint Consultative Panel, with work continuing to complete the current review and to respond to new requirements as they emerge around new technologies and employment practices to reflect the requirements of a modern, effective, flexible workforce.

Public Sector Equality Duty Implications

18. The revised procedures will be underpinned by management guidance and training to ensure fair and consistent application across the Council's workforce.

Smarter Working Implications

19. The smarter working implications are implicit in the newly developed procedures and reflect a more flexible way of working for many services. Increasingly staff are working remotely from their teams and managers and this revised suite of procedures has been produced to reflect this changed approach.

RECOMMENDATION

It is recommended that:

- 1) Members agree to the adoption and implementation of the attached revised employment procedures effective from 1st January 2018 and the supporting development work on the Managers Resources Centre.

For any enquiries about this report please contact: Gill Elder, HR Group Manager on 01159773867 or gill.elder@nottsc.gov.uk

Constitutional Comments (KK 14/11/17)

20. The proposal in this report is within the remit of Personnel Committee.

Financial Comments (RWK 08/11/17)

21. There are no specific financial implications arising from the report.

HR Comments (GME 24/10/17)

22. The HR implications are contained within the body of the report. It is essential for the Council to have a suite of employment procedures which enable managers to flexibly and effectively monitor and manage their teams' performance, development, conduct and attendance.

23. The trade union side have jointly worked with Nottinghamshire County Council on revising Employment Procedures. They support this initiative and ask that Personnel Committee support this too.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- None

Electoral Division(s) and Member(s) Affected

- All