

Report of	Record of	Date
Deputy Chief Executive (Introduced by the Executive Member (Resources))	Executive Member Decision	28/02/22

Is this report confidential?	No
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Is this decision key?	No
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Shared HR Policy Framework – Recruitment and Development Policy Family

Purpose of the Report

1. To present the new shared Recruitment and Development policies for Executive Member consideration and approval.

Recommendations

2. That the new policies are approved and adopted.
3. The Shared HR Policy framework is intended to provide modern, concise, and accessible guidance to employees and managers. Refreshed policies will enable the councils and their companies to achieve their priorities through effective management.
4. Policies have been combined where appropriate, to avoid duplication or contradiction. The combined policies have then been grouped into the following policy families.

Policy family	Policies
Organisational Change	Change
Work-Life	Parental Leave Leave Flexible Working Home Working
Benefits	Expenses Pensions and Long Service Reservist Sustainable Travel
Behaviour	Conduct Grievance Social Media Code of Conduct
Wellbeing	Improving Attendance Smoke Free & Substance Use

	Emotional Wellbeing
Recruitment and Development	Recruitment, Selection, and on-boarding Capability

5. The councils are committed to the ongoing recruitment and development of a high performing workforce. The recruitment and development policy family supports our future vision of a highly skilled and capable management team who lead on the recruitment, development, and support of high performing teams. The policies support other activity to develop this workforce, including the Passport to People Management programme.
6. These policies have been fully consulted on and feedback incorporated into the final versions.

Reasons for recommendations

7. The policies form part of the Human Resources shared policy framework that ensures that the councils adhere to current legislation and continue to be proactive employers.

Other options considered and rejected

8. Not to accept the updates to these HR policies.

Corporate priorities

9. The report relates to the following corporate priorities:

Involving residents in improving their local area and equality of access for all	A strong local economy
Clean, safe and healthy communities	An ambitious council that does more to meet the needs of residents and the local area

Background to the report

Shared HR Policy framework

10. The Shared HR Policy framework groups policies by theme or circumstance, and combines similar policies into new, concise documents. The new policies are easy to follow and understand and avoid jargon or legalistic language.
11. HR policies will not provide specific advice on individual circumstances. Detail which is specific to the individual will be included in their written statement of particulars (WSP). This will include information such as salary, notice period, redundancy multiplier, weekly hours, and annual leave entitlement. HR will continue to provide advice and support to managers and employees on situations affecting them.
12. The councils' ability to attract and recruit the best people we can is fundamental to our success and long-term future. This policy family provides guidance to managers on how to attract, appoint, and develop the best people into their teams.

13. The recruitment and development policy family includes all policies related to the recruitment, selection, appointment, on-boarding, development, and performance of employees.
14. Policies will be supported by parallel HR specific tools such as templates, meeting outlines, forms, and manager guidance.
15. A People Strategy will also be developed to set out how we will apply the policies to develop our workforce for the future including talent management, succession planning, onboarding, values and behaviours.

Capability

16. This policy clearly defines when a concern about an employee's performance or behaviour is due to a current inability to act differently (capability) as opposed to an intentional choice (conduct), for which a separate policy applies. The aim of the policy is to support employees to overcome development needs to create a positive working environment and support a high performing workforce.
17. The policy aligns the process for the management of performance capability with that of medical capability, which is a three-stage process.

Recruitment, Selection, and Onboarding

18. This new policy combines the recruitment and selection policies and probationary review policies for both councils. This policy sits alongside workstreams to improve the candidate experience, develop the councils' employer brand, and implement an applicant tracking system. There are a number of significant changes to this policy which have been fully consulted on.
19. The standard requirement for all prospective employees to disclose criminal convictions at the application stage has been removed; this would only apply to roles which require a DBS check. By implementing this change the councils would be eligible "ban the box" employers which is a national campaign to promote fair access to employment for people with convictions.
20. The approach to selection is redefined, with more focus on the principles around fair recruitment rather than a prescriptive process. This will ensure that the approach to assessing that someone is suitable for a role can be undertaken in a way which best fits the role and the service, for example using more practical assessments for practical roles. Support will be provided by HR to ensure these processes are compliant.
21. External probation for new starters is extended to include anyone who is a new employee of the councils; formerly for South Ribble anyone with local government service was exempt. This will not apply to people who move from one council to another, as they are considered to be internal transfers and so will undertake an internal probation period instead.
22. Internal transfers will require both an internal reference and an internal probation period. This is to ensure that people moving from team to team are a good fit and are supported to develop in a new role.

23. This policy also incorporates the approach to internal placements which has previously been in place only at Chorley and will now be available to both councils. It provides a framework for people to learn about another function of the councils, to the benefit of their own services, their placement services, and their own development.

Climate change and air quality

24. The work noted in this report does not impact the climate change and sustainability targets of the Councils Green Agenda and all environmental considerations are in place.

Equality and diversity

25. N/A

Risk

26. The HR policy framework mitigates risk to the Council by ensuring the robust management of employment processes.

Comments of the Statutory Finance Officer

27. There are no direct financial implications of these policies.

Comments of the Monitoring Officer

28. The proposed policies have been developed in accordance with council procedures and meet the council's requirements.

Background documents

Shared HR Policy Framework – Benefits Policy Family EMD

Appendices

Appendix A – Capability Policy

Appendix B – Recruitment, Selection and Onboarding

Report Author:	Email:	Telephone:	Date:
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Following careful consideration and assessment of the contents of this report, I approve the recommendation(s) contained in Paragraph 2 of the report in accordance with my delegated power to make executive decisions.



Dated 28.02.22

Councillor Alistair Bradley
Executive Member Economic Development and Public Service Reform

This decision will come into force and may be implemented five working days after its publication date, subject to being called in in accordance with the Council's Constitution.