

Title of Report	People Management Policies
Public/Confidential	Public
Summary/purpose of report	To seek approval from Council for the updated Recruitment Policy, Retirement and Severance Policy and Workforce Change Policy.
Recommendations	<p>The Council is asked to approve:</p> <ul style="list-style-type: none"> • Recruitment Policy • Retirement and Severance Policy • Workforce Change Policy.
Author	Calum Kennedy, Head of Human Resources
Responsible Officer	Laura Lamb, Acting Director, Workforce Education and Standards
Link to Strategic Plan	<p>The information in this report links to:</p> <p>Outcome 1: Trusted People who use services are protected by a workforce that is fit to practise.</p> <p>Outcome 2: Skilled Our work supports the workforce to deliver high standards of professional practice.</p> <p>Outcome 3: Confident Our work enhances the confidence, competence and wellbeing of the workforce.</p> <p>Outcome 4: Valued The social work, social care and children and young people workforce is valued for the difference it makes to people's lives.</p>
Link to Risk Register	<p>Risk 3: We fail to meet corporate governance, external scrutiny and legal obligations.</p> <p>Risk 5: We fail to develop and support SSSC staff appropriately to ensure we have a motivated and skilled workforce.</p>

Impact Assessment	<p>An Impact Assessment (IA) was developed.</p> <p>The Policies and the changes proposed will have a positive impact on meeting our duties and obligations.</p> <p>Recruitment Policy IA</p> <p>Retirement and Severance Policy IA</p> <p>Workforce Change Policy IA</p>
Documents attached	<p>Appendix 1: Recruitment Policy</p> <p>Appendix 2: Retirement and Severance Policy</p> <p>Appendix 3: Workforce Change Policy</p>
Background papers	None

EXECUTIVE SUMMARY

1. In May 2020, Council approved arrangements for the approval of policies which included a timetable for review and set out which policies were reserved for Council approval and those delegated to the Executive Management Team (EMT) (report 31/2020).
2. We maintain policies regarding:
 - Recruitment Policy
 - Redeployment Policy
 - Retirement and Severance Policy
 - Salary Protection Policy (delegated to EMT)
 - Secondment Policy (delegated to EMT)
 - Workforce Change Policy
3. We maintain guidance for:
 - Job Analysis Guidance (delegated to EMT)
 - Dealing with Reference Requests Guidance (delegated to EMT)
 - Relocation Guidance (delegated to EMT)
 - Starting Salary Guidance (delegated to EMT).
4. Council is asked to approve the following:
 - The new Recruitment Policy which will replace the current Recruitment Policy, Redeployment Policy, Salary Protection Policy, Secondment Policy, Job Analysis Guidance, Relocation Guidance and Starting Salary Guidance.
 - The revised Retirement and Severance Policy
 - The revised Workforce Change Policy.

POLICIES

Recruitment Policy

5. We propose replacing the Recruitment Policy, Redeployment Policy, Salary Protection Policy, Secondment Policy, Job Analysis Guidance, Relocation Guidance, Starting Salary Guidance with this combined policy. This approach is easier for staff and managers to navigate and ensures a coherent approach to all aspects of recruitment without the need to cross

reference and continually update various policies and guidance documents to ensure they align.

6. This has the effect of removing the Relocation Guidance provisions.
7. It will also partially replace the Dealing with Reference Request guidance, the remainder of which will be subsumed into a new Leavers Procedure which is currently being drafted.
8. We have drafted the combined policy to better reflect our practices. It incorporates our Care Experience Guaranteed Interview Scheme, better defines our minimum requirements for adverts, creates a simpler process for former staff to return and clarifies that referencing material is shared with the recruiting manager.
9. It also clarifies our approach to job evaluation and to administering changes in pay for acting up, promotions and redeployment. This addresses previous anomalies where a promotion would not result in an increase in salary or where an employee acting up may not receive an increment.
10. By incorporating previous policies and guidance into one place this improves the ease of use for the end user. This also improves the manageability of the policy and guidance and reduces the opportunity for unintended overlap.
11. The style of this policy will be updated to the new style if approved and to identify the new Document Owner.

Retirement and Severance Policy

12. We have updated this policy primarily on recommendations from Tayside Pensions. It also introduces a two-year time restriction on staff seeking flexible retirement ie any new flexible retirement request should not last longer than two years. Currently we do not have a position on a maximum period. Flexible retirement is designed to ease the transition from work to retirement and having a limit is desirable.
13. This policy will replace the existing version.

Workforce Change Policy

14. We have updated this policy to make it clearer and more explicit in how we effect workforce change for our staff and the process for high impact changes. It also sets out the steps that we will take to avoid redundancy and includes aspects of the selection process when having to redeploy staff as part of a workforce change process.

15. This policy will replace the existing version.

CONSULTATION

16. We have consulted with the Operational Management Team and Unison, our recognised Trade Union. We have maintained a record of their comments and proposed changes. EMT has endorsed these changes.
17. For each of the policies and guidance we have benchmarked externally with comparable organisations and Advisory, Conciliation and Arbitration Service (ACAS).
18. We have consulted with the Short Life Working Group on the policies and revised terms and conditions but not on the guidance. The Short Life Working Group is supportive of the changes.

RISKS

19. We have an averse risk appetite for risk 3: we fail to meet corporate governance, external scrutiny and legal obligations.
20. 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.
21. The revised policies and guidance inform 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 revised policies mitigate these risks by establishing clear principles, processes and guidance.
22. The revised terms and conditions make sure that our standard terms and conditions are compliant with our obligations and requirements.

IMPLICATIONS

Resourcing

23. There are no resourcing requirements identified as part of this report. We will promote the revised documents to managers and staff either through delivering awareness sessions, eLearning or point in time discussion with the manager or staff member.
24. Where these policies are approved by Council, they will take effect from 1 April 2025. Processes and actions that are underway will be moved to the new policy.

25. The changes under these policies, guidance and terms and conditions will be met from existing resource. No additional resource is predicted.

Compliance

26. These policies, guidance and terms and conditions comply with our legal and good practice obligations.
27. There are no compliance issues identified as part of this report.

IMPACT ASSESSMENT

28. We have developed an impact assessment for each of the policies and guidance. These show there are no adverse impacts as a result of these changes and that there are some positive impacts as a consequence of these.

CONCLUSION

29. Council is asked to approve the following:
- Recruitment Policy to replace the Recruitment Policy, Redeployment Policy, Salary Protection Policy, Secondment Policy, Job Analysis Guidance, Relocation Guidance and Starting Salary Guidance.
 - Retirement and Severance Policy to replace the existing version.
 - Workforce Change Policy to replace the existing version.