

Review of Capability Policy – Terms of Reference

Purpose of the review

The Council has a commitment to assist employees to achieve and maintain a high standard of performance in their work. The policy is a means of encouraging employees to improve performance wherever possible, providing a transparent process to support managers in addressing capability issues and opportunities for conversations to take place.

The HR Team is keen for the policy to be effective as possible, ensuring it meets the business needs of the Council whilst positively supporting staff. The current policy can be slightly cumbersome in parts, for example, with too many formal stages and there is the ability to streamline certain stages. The balance between formal and informal process will be reviewed as currently the informal stage of the current policy operates like a formal stage. It potentially escalates what should be a normal management discussion about areas which need to be addressed into a process, which feels much more punitive very quickly.

Proposed method of review

Overview and Scrutiny Committee Workshop – no more than 2 hours.

Lead Member for Organisational Development will also be invited.

Aims and objectives

To consider whether the new draft policy:

1. Sets an expectation of high performance which is maintained.
2. Aims to deal with as many performance issues as possible at the lowest level.
3. Sets out a clear and Advisory, Conciliation and Arbitration Service (ACAS) compliant process of escalation where this is necessary, including rapid progression where the scale/impact of the issue warrants that.
4. Uses language which is appropriate to a positive approach to effectively addressing performance issues.

The session will also provide a high-level overview on how the policy - albeit a stand-alone policy in its own right - links to other related policies.

Further consultation

At the workshop, Members will agree any amendments to the draft policy considered necessary. Once these changes have been made, the policy will need to be shared with managers for comment and Trade Unions for agreement before being implemented.

Proposed Timescales

Member Workshop – August 2022

Consultation

Consideration of consultation responses and endorsement by the Overview and Scrutiny Committee – 11 October 2022

Executive Committee for approval – 16 November 2022