

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny
Date of Meeting:	12 July 2022
Subject:	Review of Capability Policy
Report of:	Head of Corporate Services
Corporate Lead:	Chief Executive
Lead Member:	Lead Member for Organisational Development
Number of Appendices:	1

Executive Summary:

An annual report on policies and strategies that are due for review during 2022/23 was presented at Overview and Scrutiny Committee on 7 June 2022. The Capability Policy was one of those identified for review and, in the supporting commentary, it was indicated it would be subject to fundamental change. On that basis, the Overview and Scrutiny Committee expressed an appetite to review the policy prior to consideration by Executive Committee. It was agreed that Terms of Reference for the review would be drawn up and presented to the Committee for approval.

Recommendation:

To APPROVE the Terms of Reference for the review of the Capability Policy as set out at Appendix 1.

Reasons for Recommendation:

The Terms of Reference will set out a clear framework for review of the policy.

Resource Implications:

None, other than Officer and Member time.

Legal Implications:

None directly from this report

Risk Management Implications:

The Council must have an effective way of managing performance amongst staff. If it does not there is a risk of falling performance and associated loss of morale, productivity, service delivery etc.

Performance Management Follow-up:

Overview and Scrutiny Committee will be informed of progress through the policy approval route to implementation.

Environmental Implications:

None arising directly from this report.

1.0 INTRODUCTION/BACKGROUND

1.1 An annual report on policies and strategies that are due for review during 2022/23 was presented at Overview and Scrutiny Committee on 7 June 2022. The Capability Policy was one of those identified for review and, in the supporting commentary, it was indicated it would be subject to fundamental change. On that basis, the Overview and Scrutiny Committee expressed an appetite to review the policy prior to consideration by Executive Committee.

2.0 REVIEW OF CAPABILITY POLICY

2.1 The review of the Capability Policy is an action within the Human Resources team service plan. 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.

2.2 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.

2.3 Proposed Terms of Reference for the review are attached at Appendix 1. It is intended that the Overview and Scrutiny Committee will review the revised draft policy at a workshop which will also be attended by the Lead Member for Organisational Development. This is a piece of work on which there is a legislative framework which will guide the policy and therefore it is reasonable to believe that a single Member session will be sufficient to ensure that the policy reflects that framework whilst also being effective and a culturally appropriate document for our council.

2.4 Following the workshop, the HR & OD team will consult with Managers, One Legal and Trade Unions as part of the normal policy approval process. The policy will then be brought to the Overview and Scrutiny Committee for endorsement prior to consideration by the Executive Committee.

3.0 OTHER OPTIONS CONSIDERED

3.1 It would be possible not to review the policy, but as there are issues with the current policy, this is not a recommended option.

4.0 CONSULTATION

4.1 None, but consultation with Managers, One Legal and Trade Unions will be required following the workshop.

5.0 RELEVANT COUNCIL POLICIES/STRATEGIES

- 5.1 Capability Policy
- Supporting Attendance Policy

6.0 RELEVANT GOVERNMENT POLICIES

- 6.1 [ACAS Guidance](#)

7.0 RESOURCE IMPLICATIONS (Human/Property)

- 7.1 Managed within current resources and budget

8.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)

- 8.1 None

9.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)

- 9.1 Effective workforce performance management will contribute to overall value for money and a clear policy will reduce the risk of legal issues.

10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

- 10.1 None

Background Papers: None

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Appendices: Appendix 1 – Proposed Terms of Reference