

27th October 2023

REVIEW OF WLGA HR POLICIES

Purpose

- 1 This report provides information for members on the review of WLGA HR Policies currently being run out.

Background

- 2 An audit of WLGA HR policies in 2022 highlighted that a number of policies had not been routinely reviewed and updated which was identified as a risk to the Association. It was suggested that this was largely due to factors including the Covid pandemic and staff resource pressures.
- 3 A programme of work had been initiated and progressed by Graham Jones during his time at the Association and prior to the audit in 2022. Some new and innovative policies had been introduced, such as agile working and some existing policies revised, however there were still gaps that needed to be addressed and a significant number of policies that required attention to ensure compliance with employment law, regulations and current best practice.
- 4 Given the volume of work involved and the limited capacity internally it was agreed to outsource the work. Graham Jones was commissioned due to his knowledge and expertise plus an already developed understanding of WLGA culture and practice gained whilst working for the Association.

WLGA HR Policies Review

- 5 A new framework for WLGA HR policies is being introduced which will see an overarching workforce strategy, supported by HR policies grouped under eight themes:
 - 5.1. An Empowering Organisation
 - 5.2. Recruitment and Retention (including recruitment, WLGA brand/employer of choice)
 - 5.3. Workforce Planning and Development (including learning, skills, performance and talent management)
 - 5.4. Equalities, Diversity and Inclusion
 - 5.5. Health, Safety and Wellbeing

5.6. Working Together Effectively

5.7. Pay and Benefits

5.8. Leavers

- 6 The policies under each theme are listed in ANNEX 1.
- 7 The review of WLGA HR Policies is due to conclude in October 2023 and will see a substantial updating of existing policies and the development of new policies to address any gaps identified, all of which will provide a solid foundation for the future.
- 8 Once drafted all policies are subject to consultation with the WLGA Strategic Management team and our recognised trade unions and staff. The final drafts are signed off by the Chief Executive, in accordance with the constitution, prior to being published. It is anticipated that all policies should be consulted upon and published by the end of March 2024.
- 9 Individual policies such as the Managing Change Policy and Procedure and new Probationary Policy and Procedure are being published once ready, following consultation and sign off by the Chief Executive.
- 10 In parallel with the review a new 'staff resources' section is being built on the WLGA Sharepoint site to host the new policies and any supporting guidance and forms. The new site will make it easier for managers and staff to access and navigate policies and associated documentation.
- 11 The full 'suite' of policies, grouped by theme, will be launched on the new site in the New Year and will be supported by an implementation plan that will include line manager workshops on policies to aid familiarisation and use.
- 12 To further bolster line manager capability, workshops will be supported by access to training from the Institute of Leadership and Management at a level appropriate to the individual.
- 13 A new programme of routine review and management of policies by HR will be introduced to ensure that policies are maintained and updated in a timely manner moving forward. With policy reviews staged to keep volumes manageable and scheduled into the annual work programme of the team.

Recommendations

14 Members are asked to:

- 14.1. Note the update on the review of WLGA HR Policies.**

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