

PERSONNEL COMMITTEE

Tuesday, 24th January, 2017

2.00 pm

Wantsum Room, Sessions House, County Hall,
Maidstone





AGENDA

PERSONNEL COMMITTEE

Tuesday, 24th January, 2017, at 2.00 pm
Wantsum Room, Sessions House, County
Hall, Maidstone

Ask for: **Denise Fitch**
Telephone **03000 416090**

Tea/Coffee will be available 15 minutes before the start of the meeting

Membership (9)

- Conservative (5): Mr P B Carter, CBE (Chairman), Mr G Cooke (Vice-Chairman),
Mr J D Simmonds, MBE, Mrs P A V Stockell and Mr B J Sweetland
- UKIP (2) Mr L Burgess and Mr M Heale
- Labour (1) Ms A Harrison
- Liberal Democrat (1): Mrs T Dean, MBE

Please note: that the unrestricted part of this meeting may be filmed by any member of the public or press present.

By entering into this room you are consenting to being filmed. If you do not wish to have your image captured please let the Clerk know immediately.

UNRESTRICTED ITEMS

(During these items the meeting is likely to be open to the public)

A. COMMITTEE BUSINESS

- A1 Substitutes
- A2 Declarations of Interests by Members in items on the Agenda for this meeting.
- A3 Minutes - 16 December 2016 (Pages 5 - 6)
- A4 Annual Workforce Profile Report update (Pages 7 - 16)

A5 Employee Relations Casework Activity (Pages 17 - 20)

A6 Motion to exclude the Press and Public

RESOLVED that under Section 100A of the Local Government Act 1972 the press and public be excluded from the meeting for the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 1, 2 and 4 of part 1 of Schedule 12A of the Act.

EXEMPT ITEMS

A7 Exempt Minute - 16 December 2016 (Pages 21 - 22)

A8 Local Pay Bargaining - 2017/18 (Pages 23 - 30)

John Lynch,
Head of Democratic Services
03000 410466

Monday, 16 January 2017

KENT COUNTY COUNCIL

PERSONNEL COMMITTEE

MINUTES of a meeting of the Personnel Committee held in the Wantsum Room, Sessions House, County Hall, Maidstone on Friday, 16 December 2016.

PRESENT: Mr P B Carter, CBE (Chairman), Mr G Cooke (Vice-Chairman), Mr L Burgess, Mrs T Dean, MBE, Ms A Harrison, Mr M J Harrison (Substitute for Mrs P A V Stockell), Mr M Heale, Mr J D Simmonds, MBE and Mr B J Sweetland.

IN ATTENDANCE: Mrs A Beer (Corporate Director Engagement, Organisation Design & Development) and Ms D Fitch (Democratic Services Manager (Council)).

UNRESTRICTED ITEMS

110. Minutes

(Item A3)

RESOLVED that the minutes of the meeting held on 13 October 2016 are correctly recorded and that they be signed by the Chairman as a correct record.

111. Date of Next Meeting

(Item A4)

It was noted that the next programmed meeting of the Committee was due to be held on 24 January 2017 at 2.00pm.

112. Motion to exclude the Press and Public

(Item A5)

RESOLVED that under Section 100A of the Local Government Act 1972 the press and public be excluded from the meeting for the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 1, 2 and 4 of part 1 of Schedule 12A of the Act.

EXEMPT ITEMS

113. Senior Officer Recruitment

(Item A6)

(1) Mrs Beer introduced a report which recommended that the role of General Counsel be filled on a permanent basis and set out options for the selection process that could be followed.

(2) Mrs Beer reported that in accordance with the Personnel Management rules relating to the appointment of the Monitoring Officer, the Chairman of the Standards Committee had been consulted and had supported the appointment of Mr Watts.

(3) RESOLVED that by unanimous agreement of the Committee Mr Watts be appointed to the post of General Counsel without recourse to a Member Panel.

114. Proposed changes to top tier operating framework

(Item A7)

(1) Mrs Beer introduced a report on the outcome of a consultation process on revisions to the top tier operating framework of the County Council. The report recommended changes to the framework, set out the next steps and options for recommendation by the Committee to the County Council meeting on 26 January 2017.

(2) Mrs Beer confirmed that the report to the County Council would be considered in open session and would set out the details of the option recommended by this Committee, including commissioning arrangements.

(3) RESOLVED that;

(a) the outcomes of the consultation on the proposal to create two new Corporate Director posts and Directorates be noted.

(b) the County Council be requested to agree to the creation of a "Corporate Director Children's and Young People's Services" and a "Corporate Director Adult Social Services and Health" (actual post titles to be confirmed).

(c) the comments made by Members regarding the grades and salary arrangements for Corporate Directors be noted and the proposed new Corporate Director posts referred to in resolution (b) above be at KR 20.

(d) the committee support a review of an appropriate revised structure for strategic commissioning support activity.

(e) a briefing session be arranged for the Committee and Group Leaders on the proposed changes to the top tier operating framework prior to the report being published for County Council

By: Gary Cooke - Cabinet Member for Corporate & Democratic Services
Amanda Beer – Corporate Director Engagement, Organisation Design & Development

To: Personnel Committee

Date: 24 January 2017

Subject: Annual Workforce Profile Report update

Classification: Unrestricted

Summary:

This report provides a mid-year update on the Annual Workforce Profile report, presented to Personnel Committee in June 2016. This report provides information on the changes in staffing levels, demographics and diversity of Kent County Council's workforce in the six month period ending 30 September 2016.

1. Headlines:

- Staffing levels continue to reduce.
- All Directorates have shown a decrease in FTE since April 2016, other than Education and Young People's Services, where there has been a 60.8 FTE increase as a result of an internal transfer of staff.
- 11 schools went to academy status in the half-year April to September 2016.
- The twelve month rolling average shows that sickness levels in the non-schools sector have slightly fallen since 1 April 2016
- Turnover (*excluding Casual Relief, Sessional and Supply staff (CRSS)*) in the non-schools sector decreased during the first half of 2016-17 from 13.8% in March 2016 to 12.9% in September 2016

2. Changes in staffing levels, demographics and diversity by sector

2.1. Kent County Council's workforce

KCC staffing levels continue to decrease. September 2016 figures show that the full-time equivalent (FTE) has reduced by 561 since March 2016.

Across the Authority, the proportion of CRSS contracts has decreased since March 2016 and now stands at 16.3%. The breakdown of staff on the Kent Scheme by grade band has remained relatively static over the first half-year, with a small decrease in the number of posts graded KR2-9, offset by slight increases in grades KR10 to KR13.

2.2. Non-Schools

Staffing levels in the non-schools workforce have fallen since the start of the year and the full-time equivalent is now 115 FTE lower than on 1 April 2016.

Turnover decreased slightly each month to September 2016 and now stands at 12.9% compared with 13.8 % at April 2016.

The first half of 2016 has shown a slight reduction in sickness, with the 12 month rolling average decreasing to 6.92 days lost per FTE.

During the first half of the year, the proportion of CRSS contracts has continued to decrease from 17.9% to 16.1% and the percentage of fixed-term contracts remained static. As at 30 September 2016, there were 66 employees on apprentice grades within the non-schools sector.

As at 30 September 2016 there were 161 posts advertised, an increase on the March 2016 figure of 144 posts. KCC continues to attract people from across the protected characteristics; however the proportion of people applying does not always correspond to the proportion of those appointed e.g. 29.8% of those applying were male, but 22.9% were appointed, whereas 70.2% of those that applied were female and 77.1% were appointed. Figures suggest that 25 and under continue to be successful in securing roles in the first six months of 2016-17 as they represented 29.0% of applicants and 22.8% of those recruited.

September 2016 analysis of the Non-schools workforce by diversity strand showed minor changes from the March 2016 figures. The proportion of female members of the Leadership group has increased again from 59.2% to 60.9%. The average age remained at 45 years and the age indicators show little variation from the initial April 2016 figures.

September 2016 figures show 613 agency staff employed in the Non-schools sector, a decrease on the March 2016 figure of 671. The latest available information shows agency staff being employed primarily in 'qualified social worker' and business /administrative roles.

There were 213 people were made redundant in the first half-year and redundancy payments for the year to date totaled £1,086,938, suggesting an average payment of approximately £5,103 (a decrease of around £6,838 on the average for the same period in the previous year). This figure is estimated as the date of leaving due to redundancy and the redundancy payments do not necessarily occur in the same year.

2.3. Directorates

All Directorates have shown a decrease in FTE since April 2016, other than Education and Young People's Services, where there has been a 60.9 FTE increase. This was due to realignment of Schools Financial Services and the Edukent team from Strategic & Corporate Services to Education and Young People's Services.

The percentage of permanent contracts varies considerably by Directorate, from around 68.1% in Education & Young People's Services (EY) to 90.1% in Strategic & Corporate Services (ST). ST has the highest number of both temporary and fixed-term contracts at 4.6% and 3.6% respectively. EY and Growth, Environment & Transport (GT) have the highest proportion of CRSS contracts, which account for around one quarter of their contracts.

Year to date figures for the Directorates show that sickness levels were highest in SC at 3.85 days lost per FTE in the first half year and lowest in ST & GT, both at 2.32 days lost per FTE.

Distribution across the salary bands varies significantly, with the proportion on KR6 & below ranging from 24.6% in ST to 57.2% in GT. ST has the highest proportion of staff on the higher grades (KR14 & above), at 4.2%.

The twelve month rolling turnover figure to the 30 September 2016 varied between the Directorates, from 13.9% in SC to 27.5% in ST.

Analysis of the workforce by diversity strand shows quite wide variation by Directorate. For example female staff account for 73.1% of the SC leadership group but 40% of GT's. Analysis of the age profile in Directorates shows ST to have the highest proportion of younger staff and GT to have a higher proportion of older staff.

2.4. Schools

A total of 11 schools adopted academy status in the half year April to Sep 2016. One of which was a secondary school and the rest were primary schools. This is a higher figure than last year.

As of September 2016 this year there were 379 schools of which 324 are Primary, 33 are Secondary (including the Pupil Referral Units), 21 Special schools and 1 All Through.

At September 2016 there were 12,215.04 FTE school based staff.*

**figure based on schools buying HR services from KCC*

3. Further information

Further information on the areas covered in this report is available in the attached appendices:

- Appendix 1 Staffing levels
- Appendix 2 Contract details
- Appendix 3 Agency staff
- Appendix 4 Salaries
- Appendix 5 Turnover
- Appendix 6 Sickness
- Appendix 7 Equalities
- Appendix 8 Equality in recruitment

4. Action required

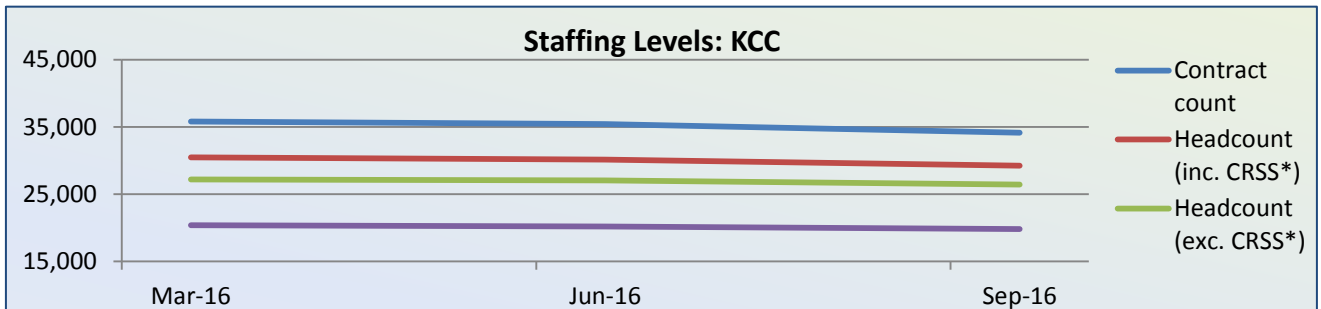
Members are asked to note the content of this report.

Paul Royel
Head of HR
Ext 416631

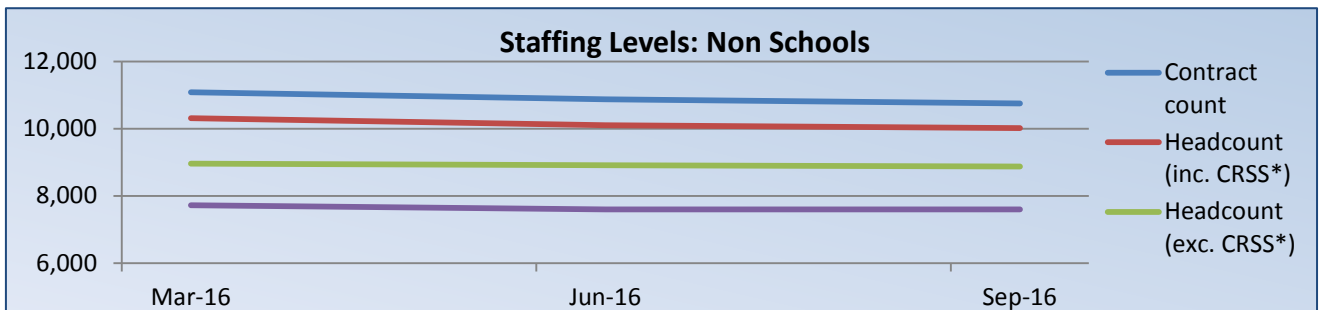
Background documents – none

Appendix 1 – Staffing

Staffing Levels: KCC's Workforce					
	Mar-16	Jun-16	Sep-16	Change Mar-Sep 16	
Contract count	35,825	35,422	34,152	-1,673	-4.7%
Headcount (inc. CRSS*)	30,448	30,148	29,249	-1,199	-3.9%
Headcount (exc. CRSS*)	27,176	27,022	26,408	-768	-2.8%
FTE	20,363.1	20,183.0	19,802.0	-561	-2.8%



Staffing Levels: The Non-Schools Workforce					
	Mar-16	Jun-16	Sep-16	Change Mar-Sep 16	
Contract count	11,086	10,881	10,752	-334	-3.0%
Headcount (inc. CRSS*)	10,311	10,110	10,020	-291	-2.8%
Headcount (exc. CRSS*)	8,967	8,919	8,877	-90	-1.0%
FTE	7,719.6	7,596.7	7,605.0	-115	-1.5%

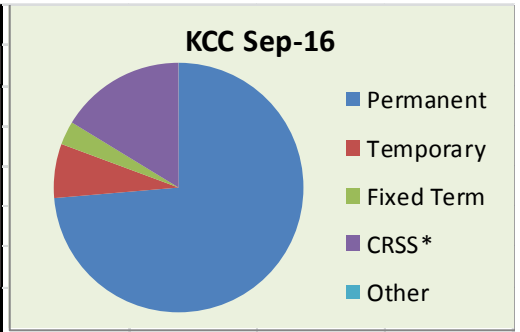


Staffing Levels: Directorates Workforce								
	Education and Young People's Services		Growth, Environment and Transport		Social Care, Health and Wellbeing		Strategic and Corporate Services	
	Mar-16	Sep-16	Mar-16	Sep-16	Mar-16	Sep-16	Mar-16	Sep-16
Contract count	2,649	2,623	2,294	2,214	4,670	4,586	1,473	1,329
Headcount (inc. CRSS*)	2,467	2,437	2,109	2,038	4,313	4,264	1,471	1,326
Headcount (exc. CRSS*)	1,812	1,876	1,603	1,650	4,111	4,062	1,452	1,306
FTE	1,537.0	1,597.9	1,280.8	1,254.8	3,547.0	3,532.4	1,354.8	1,219.8

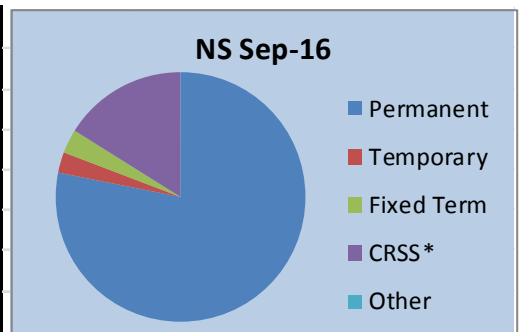
Staffing Levels: Schools Workforce					
	Mar-16	Jun-16	Sep-16	Change Mar-Sep 16	
Contract count	24,739	24,541	23,400	-1,339	-5.4%
Headcount (inc. CRSS*)	20,185	20,086	19,269	-916	-4.5%
Headcount (exc. CRSS*)	18,233	18,127	17,551	-682	-3.7%
FTE	12,643	12,586.3	12,215.0	-428	-3.4%

Appendix 2 – Contracts

Staff by contract type (grouped): KCC's Workforce				
	Mar-16		Sep-16	
Permanent	25,658	71.6%	25,158	73.7%
Temporary	2,574	7.2%	2,390	7.0%
Fixed Term	1,245	3.5%	1,045	3.1%
CRSS*	6,344	17.7%	5,556	16.3%
Other	4	0.0%	3	0.0%
	35,825	100.0%	34,152	100.0%



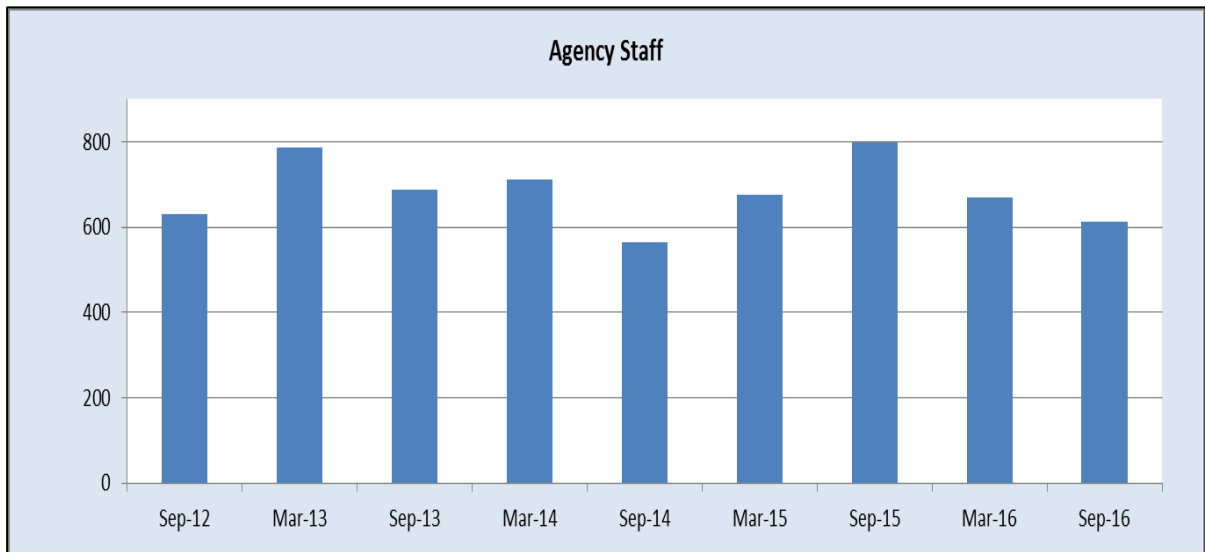
Staff by contract type (grouped): The Non-Schools Workforce				
	Mar-16		Sep-16	
Permanent	8,442	76.2%	8,401	78.1%
Temporary	312	2.8%	287	2.7%
Fixed Term	346	3.1%	335	3.1%
CRSS*	1,986	17.9%	1,729	16.1%
Other	0	0.0%	0	0.0%
	11,086	100.0%	10,752	100.0%



Staffing Levels: Directorates Workforce								
	Education and Young People's Services		Growth, Environment and Transport		Social Care, Health and Wellbeing		Strategic and Corporate Services	
	Mar-16	Sep-16	Mar-16	Sep-16	Mar-16	Sep-16	Mar-16	Sep-16
Permanent	66.0%	68.1%	64.1%	70.0%	83.7%	84.3%	89.2%	90.1%
Temporary	1.6%	2.5%	2.5%	2.3%	2.6%	2.4%	6.0%	4.6%
Fixed Term	2.6%	2.9%	3.9%	3.6%	3.0%	2.9%	3.5%	3.6%
CRSS*	29.8%	26.6%	29.5%	24.2%	10.7%	10.3%	1.4%	1.7%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

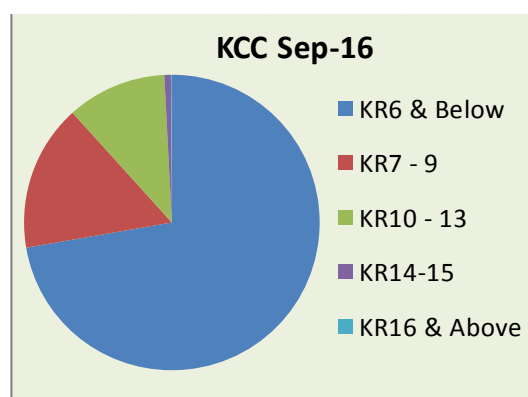
Appendix 3 – Agency Staff

Agency Staff	
Sep-12	632
Mar-13	786
Sep-13	689
Mar-14	713
Sep-14	564
Mar-15	675
Sep-15	798
Mar-16	671
Sep-16	613

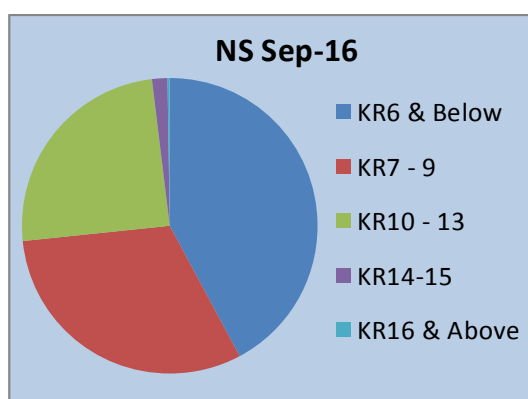


Appendix 4 – Salaries

Staff by salary band (all staff on Kent Range grades): KCC's Workforce				
	Mar-16		Sep-16	
KR6 & Below	16,042	72.9%	15,461	72.3%
KR7 - 9	3,650	16.6%	3,428	16.0%
KR10 - 13	2,131	9.7%	2,329	10.9%
KR14-15	145	0.7%	153	0.7%
KR16 & Above	33	0.1%	21	0.1%
	22,001	100.0%	21,392	100.0%



Staff by salary band (all staff on Kent Range grades): Non-Schools Workforce				
	Mar-16		Sep-16	
KR6 & Below	3,734	42.3%	3,697	42.2%
KR7 - 9	2,936	33.2%	2,733	31.2%
KR10 - 13	1,990	22.5%	2,168	24.7%
KR14-15	139	1.6%	148	1.7%
KR16 & Above	33	0.4%	21	0.2%
	8,832	100.0%	8,767	100.0%



Staffing Levels: Directorates Workforce								
	Education and Young People's Services		Growth, Environment and Transport		Social Care, Health and Wellbeing		Strategic and Corporate Services	
	Mar-16	Sep-16	Mar-16	Sep-16	Mar-16	Sep-16	Mar-16	Sep-16
KR6 & Below	40.3%	40.6%	55.8%	57.2%	44.8%	42.4%	22.6%	24.6%
KR7 - 9	40.5%	37.5%	27.2%	22.6%	32.4%	32.5%	33.7%	29.4%
KR10 - 13	17.4%	20.2%	15.6%	19.0%	21.5%	23.7%	39.0%	41.3%
KR14-15	1.5%	1.5%	1.1%	0.9%	1.2%	1.3%	3.4%	4.2%
KR16 & Above	0.2%	0.2%	0.3%	0.2%	0.1%	0.1%	1.2%	0.6%

Appendix 5 – Turnover

Turnover (12 month rolling average): Non Schools Workforce						
	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16
NS Turnover (inc. CRSS*)	18.4%	18.3%	18.2%	17.7%	17.9%	18.3%
NS Turnover (exc. CRSS*)	17.6%	17.3%	17.1%	16.7%	17.0%	17.2%
NS Turnover (excluding CRSS) and excluding Compulsory Redundancies/Transfers/School closing*	13.8%	13.5%	13.3%	13.0%	13.0%	12.9%

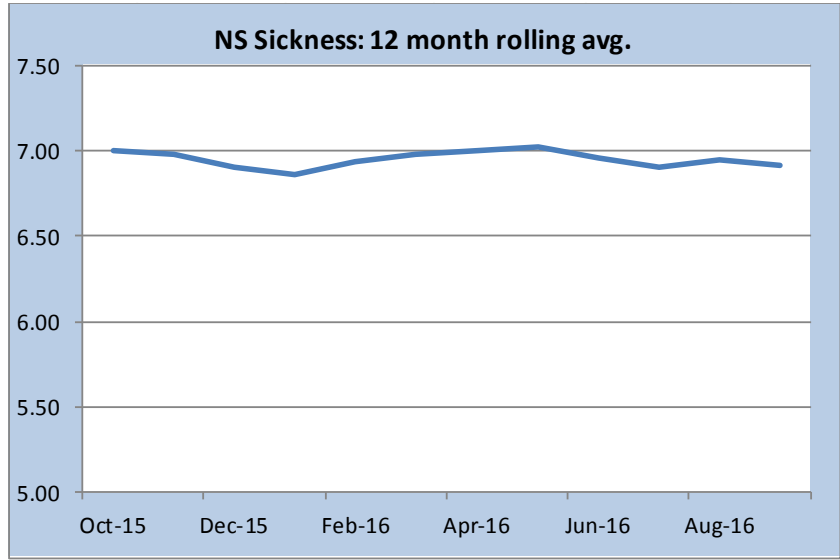
**Actual leaving reasons excluded = Compulsory Redundancy, Employee Transfer, Schools Closing moving to Academy status, School Closing and TUPE transfer*

Turnover (12 month rolling average): Directorates (inc. CRSS*)						
	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16
Education and Young People's Services	22.8%	23.0%	23.0%	21.4%	21.5%	21.6%
Growth, Environment and Transport	15.8%	16.0%	16.6%	16.8%	16.5%	16.9%
Social Care, Health and Wellbeing	13.0%	12.9%	12.7%	12.4%	13.2%	13.9%
Strategic and Corporate Services	29.2%	28.4%	27.7%	27.8%	27.4%	27.5%

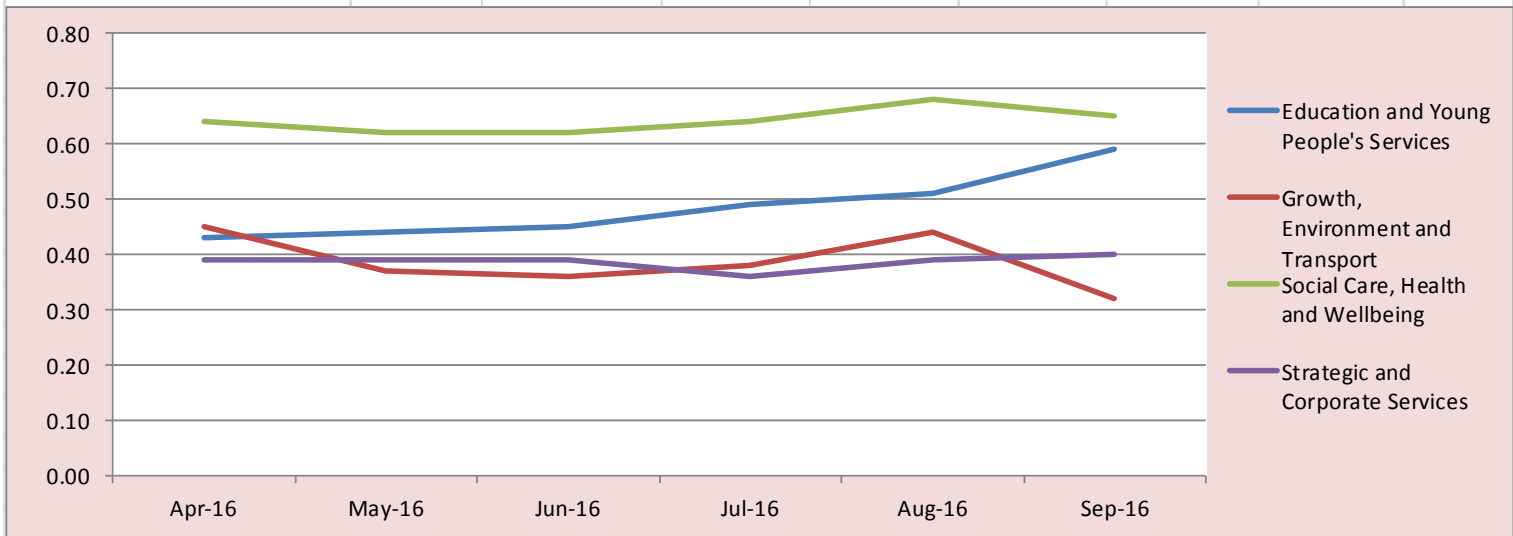
Turnover (12 month rolling average): Directorates (exc. CRSS*)						
	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16
Education and Young People's Services	22.1%	21.7%	21.3%	19.9%	20.0%	20.0%
Growth, Environment and Transport	14.7%	14.5%	15.2%	15.3%	15.2%	15.0%
Social Care, Health and Wellbeing	12.4%	12.4%	12.2%	11.9%	12.7%	13.4%
Strategic and Corporate Services	29.1%	28.2%	27.5%	27.7%	27.2%	27.2%

Appendix 6 – Sickness

Sickness (year to Sep-15): Non Schools Workforce		
Month	Days lost per FTE in	12 month rolling average
Oct-15	0.63	7.00
Nov-15	0.59	6.98
Dec-15	0.63	6.91
Jan-16	0.62	6.86
Feb-16	0.64	6.94
Mar-16	0.65	6.98
Apr-16	0.52	7.00
May-16	0.5	7.02
Jun-16	0.5	6.96
Jul-16	0.53	6.91
Aug-16	0.56	6.95
Sep-16	0.54	6.92



Sickness (12 month rolling average): Directorates (inc. CRSS*)							
	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	YTD
Education and Young People's Services	0.43	0.44	0.45	0.49	0.51	0.59	2.91
Growth, Environment and Transport	0.45	0.37	0.36	0.38	0.44	0.32	2.32
Social Care, Health and Wellbeing	0.64	0.62	0.62	0.64	0.68	0.65	3.85
Strategic and Corporate Services	0.39	0.39	0.39	0.36	0.39	0.40	2.32



Appendix 7 – Equalities

Equalities Performance Indicators: The Non-schools workforce				
	Non-School based staff		Leadership Group	
	Mar-16	Sep-16	Mar-16	Sep-16
% Females	77.2%	77.1%	59.2%	60.9%
% BME	6.8%	7.1%	7.0%	6.8%
% Considered Disabled	3.8%	4.0%	4.4%	4.7%
% Faith	63.3%	61.8%	66.8%	65.5%
% LGB	2.4%	2.5%	3.1%	3.9%

Equalities Performance Indicators: Directorates								
	Education and Young People's Services		Growth, Environment and Transport		Social Care, Health and Wellbeing		Strategic and Corporate Services	
	Mar-16	Sep-16	Mar-16	Sep-16	Mar-16	Sep-16	Mar-16	Sep-16
% Females	81.8%	81.1%	61.5%	62.4%	85.5%	84.9%	65.2%	64.5%
% BME	5.9%	6.0%	3.5%	3.3%	8.5%	9.0%	6.4%	7.1%
% Considered Disabled	3.9%	3.6%	3.8%	4.3%	3.8%	4.1%	4.0%	4.1%
% Faith	63.2%	61.4%	63.9%	62.6%	64.8%	63.4%	58.0%	56.2%
% LGB	1.8%	2.1%	2.1%	2.1%	2.9%	2.9%	1.7%	2.0%

Equalities Performance Indicators: Directorates (Leadership group)								
	Education and Young People's Services		Growth, Environment and Transport		Social Care, Health and Wellbeing		Strategic and Corporate Services	
	Mar-16	Sep-16	Mar-16	Sep-16	Mar-16	Sep-16	Mar-16	Sep-16
% Females	58.8%	58.8%	40.0%	40.0%	73.1%	73.1%	58.7%	58.7%
% BME	3.2%	3.2%	7.5%	7.5%	9.3%	9.3%	6.2%	6.2%
% Considered Disabled	3.2%	3.2%	0.0%	0.0%	4.1%	4.1%	8.2%	8.2%
% Faith	56.8%	56.8%	71.9%	71.9%	64.9%	64.9%	68.5%	68.5%
% LGB	8.9%	8.9%	3.1%	3.1%	2.6%	2.6%	2.8%	2.8%

Age Performance Indicators:

Equalities Performance Indicators: The Non-schools workforce				
	Non-School based staff		Leadership Group	
	Mar-16	Sep-16	Mar-16	Sep-16
% aged 25 and under	8.0%	8.2%	0.0%	0.0%
% aged 30 and under	16.7%	17.1%	0.9%	0.6%
% aged 50 and over	39.4%	39.5%	53.7%	54.2%
% aged 65 and over	2.4%	2.7%	2.9%	3.1%

Age Performance Indicators: Directorates								
	Education and Young People's Services		Growth, Environment and Transport		Social Care, Health and Wellbeing		Strategic and Corporate Services	
	Mar-16	Sep-16	Mar-16	Sep-16	Mar-16	Sep-16	Mar-16	Sep-16
% aged 25 and under	9.2%	9.5%	6.9%	6.6%	6.6%	6.8%	11.8%	12.8%
% aged 30 and under	17.9%	18.5%	14.0%	13.8%	15.3%	15.6%	22.2%	24.0%
% aged 50 and over	36.7%	37.8%	45.7%	46.1%	41.7%	41.7%	29.1%	26.8%
% aged 65 and over	1.7%	1.5%	3.6%	5.1%	2.7%	2.8%	1.0%	0.8%

Notes:

Leadership Group = staff on KR13 or above and £50,108 minimum salary

Figures exclude schools and casual relief, sessional and supply staff

Appendix 8-Equality in Recruitment

Equality in Recruitment Statistics (April to Sept 2016): the Non-schools workforce

Gender	Applied		Recruited	
Male	3666	29.8%	238	22.9%
Female	8626	70.2%	801	77.1%
Total	12292	100.0%	1039	100.0%

Ethnicity	Applied		Recruited	
White	9535	78.6%	890	86.7%
BME	2597	21.4%	137	13.3%
Total	12132	100.0%	1027	100.0%

Sexual Orientation	Applied		Recruited	
Heterosexual	11016	95.6%	932	96.2%
LGB	504	4.4%	37	3.8%
Total	11520	100.0%	969	100.0%

Disability	Applied		Recruited	
Disabled	562	4.6%	28	2.9%
Not Disabled	11566	95.4%	926	97.1%
Total	12128	100.0%	954	100.0%

Religion	Applied		Recruited	
Faith	6297	54.1%	520	53.6%
None	5336	45.9%	450	46.4%
Total	11633	100.0%	970	100.0%

Age	Applied		Recruited	
25 and Under	3522	29.0%	235	22.8%
26-35	3270	26.9%	235	22.8%
36-45	2301	18.9%	224	21.7%
46-55	2312	19.0%	245	23.8%
56-65	726	6.0%	88	8.5%
Over 65	12	0.1%	3	0.3%
Total	12143	100.0%	1030	100.0%

Notes:

Figures are for Non Schools recruitment

Figures are based on data provided by those applicants/staff who opted to disclose diversity information

By: Gary Cooke – Cabinet Member for Corporate & Democratic Services
Amanda Beer – Corporate Director Engagement, Organisation Design and Development

To: Personnel Committee

Date: 24 January 2017

Subject: Employee Relations Casework Activity

Classification: **Unrestricted**

SUMMARY: This report updates Personnel Committee on employee relations case work activity for the period 1 April 2016 to 30 September 2016.

1. INTRODUCTION

- 1.1 Personnel Committee has previously received reports on discipline, capability and resolution activity which provided an overview of the distribution of cases. This report updates the Committee on the half year figures for 2016-17.
- 1.2 The figures are provided in the context of there being increasingly fewer HR resources and a greater focus on KCC managers leading performance management successfully. The HR Team continues to take a lead in working with managers to raise standards and their confidence in managing employee relations. Also, understanding the level of case activity is an indicator of how KCC is approaching the management of its employees' performance.

2. CASE ANALYSIS

- 2.1 The greatest volume of cases, so far in the year, are those concerning ill health (Appendix 1). However, if this level of activity continues the full year effect will see fewer ill health cases than in 2015-16. This reflects the work that managers and HR do to help manage the impact of potential long term ill health cases by addressing absence at an early stage. The HR Team has continued to support and skill up managers to ensure that they can deal with these types of cases effectively at the informal stage. This means that these cases are less likely to require recourse to using the formal procedure.
- 2.2 The number of disciplinary cases suggests the potential for there being a slightly higher number than the previous year. Poor performance cases are showing a potentially higher number than 2015-16. This is indicative of managers taking the initiative in managing performance robustly. Resolution cases are projected to be lower than the previous year which is a reflection of managers being encouraged to deal with matters before the need to seek redress through a formal procedure.

- 2.3 The number of Employment Tribunal cases against KCC remains relatively few for an organisation of its size. Of the claims between April and September 2016 only one has reached a hearing by an Employment Judge and KCC was successful, but is possibly subject to an appeal by the claimant. This is in no small part attributable to the business focused, risk aware advice given by KCC's HR Advisers in liaison with their Legal Services colleagues.

3. DISMISSAL APPEALS HEARD BY SENIOR OFFICERS

- 3.1 Appeals against dismissal are managed through HR and they are arranged with the support of the Challenger Group, which has resulted in this task being better distributed across the management population.
- 3.2 Only one dismissal appeal was heard by senior officers between 1 April and 30 September 2016, which was upheld. Two appeals were resolved before the appeals were heard. These were both in Social Care, Health & Wellbeing.

4. RECOMMENDATIONS

- a) Personnel Committee notes the report of employee relations activity including senior officer appeals hearings.

Paul Royel
Head of HR
Ext 416631

Background Documents - none

Number of Employee Relations Cases

April 2014 – March 2015

	<i>Total</i>
<i>Appeals</i>	22
<i>Appeals (Dismissal)</i>	8
<i>Capability – Ill Health</i>	278
<i>Capability – Other</i>	5
<i>Capability – Poor Performance</i>	63
<i>Disciplinary</i>	149
<i>Grievance</i>	46
<i>Harassment</i>	11
<i>Employment Tribunal</i>	15
Grand Total	597

April 2015 – March 2016

	<i>Total</i>
<i>Appeals</i>	16
<i>Appeals (Dismissal)</i>	11
<i>Capability – Ill Health</i>	235
<i>Capability – Other</i>	8
<i>Capability – Poor Performance</i>	48
<i>Disciplinary</i>	124
<i>Resolution</i>	39
<i>Resolution - Harassment</i>	7
<i>Employment Tribunal</i>	11
Grand Total	597

April 2016 – September 2016

	<i>Total</i>
<i>Appeals</i>	8
<i>Appeals (Dismissal)</i>	3
<i>Capability – Ill Health</i>	90
<i>Capability – Other</i>	5
<i>Capability – Poor Performance</i>	43
<i>Disciplinary</i>	77
<i>Resolution</i>	16
<i>Resolution - Harassment</i>	8
<i>Employment Tribunal</i>	10
Grand Total	260

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By virtue of paragraph(s) 1, 2, 4 of Part 1 of Schedule 12A of the Local Government Act 1972.

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