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To: Personnel Committee

Date: 12 October 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 2017 to 31 August 2017.

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 figures for April 2017 to 31 August 2017.
- 1.2 The HR Team continues to take a lead in working with managers to raise standards and their confidence in managing performance and employee relations. 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). If this level of activity continues the full year effect will see a slightly greater number of ill health cases than in 2016-17. The HR Team has continued to support and skill up managers to ensure that they can identify and deal with these types of cases. The higher figure is indicative of managers taking a more proactive approach to formalising the process when informal activity has been unsuccessful.
- 2.2 The number of disciplinary cases suggests the potential for there being a higher number than the previous year. This is indicative of managers taking a more robust approach to managing conduct issues. Poor performance cases are also showing a potentially higher number than 2016-17. As with disciplinary cases this suggests managers taking the initiative and managing more robustly. Resolution cases are projected to be no greater than the previous year and significantly less than 2015-16, which is a reflection of managers continuing to deal with matters at a local level and 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 Of the claims between April and August 2017 one was withdrawn, one was settled before the hearing and 3 are still outstanding. 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 are arranged with the support of the Challenger Group, providing a better distribution across the management population.
- 3.2 Three dismissal appeals were heard by senior officers between 1 April and 31 August 2017. The table below illustrates the distribution between directorates, case type and outcomes. One appeal was resolved before the appeal was heard – this was in Adult Social Care & Health. Two cases have not yet been heard – one of these is in Children, Young People & Education and one is in Adult Social Care & Health.

Directorate	No. of Appeals	Case Type	Outcomes
Children, Young People & Education	1	1 conduct	dismissal not upheld
Adult Social Care & Health	1	1 conduct	dismissal upheld
Growth, Environment & Transport	1	1 conduct	dismissal upheld
TOTAL	3		3 dismissals

4. RECOMMENDATIONS

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

Paul Royel
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Background Documents: None