

By: Eric Hotson – Cabinet Member for Corporate & Democratic Services
Amanda Beer - Corporate Director – Engagement, Organisation Design and Development

To: Personnel Committee

Date: 24 January 2019

Subject: Employee Relations Casework Activity

Classification: **Unrestricted**

SUMMARY: This report updates Personnel Committee on employee relations case work activity for the period 1 April 2018 to 30 September 2018.

1. INTRODUCTION

- 1.1 Personnel Committee receives regular reports on discipline, capability and resolution activity which provide an overview of the distribution of cases. This report updates the Committee on figures for April 2018 – 30 September 2018.
- 1.2 The figures are provided in the context of 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 confidence in managing 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 greater number of ill health cases than in 2017 -18. The HR Team has continued to support and upskill 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 As with ill health, 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.
- 2.3 Resolution cases are projected to be higher than the previous year. This is generally to be expected when managers take more robust action over dealing with performance and conduct issues.

- 2.4 Poor performance cases are showing a potentially lower number than 2017-18. This is indicative of managers being successful in resolving performance issue through informal means rather than needing to resort to a formal process.
- 2.5 The number of Employment Tribunal cases against KCC remains relatively few for an organisation of its size. Of the claims between April and September 2018, one was settled and 2 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 (other than staff in probation) are managed through HR and arranged with the support of the Challenger Group, which has resulted in this task being better distributed across the management population.
- 3.2 Two dismissal appeals were heard by senior officers between 1 April and 30 September 2018. The table below illustrates the distribution between Directorates, case type and outcomes. All appeals were unsuccessful

Directorate	No. of Appeals	Case Type	Outcomes
Children, Young People & Education	2	1 x Dismissal (SOSR) – risk by association 1 x Ill health	Both appeals not upheld
TOTAL	2		2 upheld dismissals

4. DISMISSAL APPEALS AGAINST TERMINATION IN PROBATION

- 4.1 There was one appeal against termination in probation and this was unsuccessful.

5. RECOMMENDATIONS

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

Paul Royel
Head of HR&OD
Ext 416631

Background Documents: None