

Report to:	Employment and Staffing Committee 09 Nov 2023
Lead Cabinet Member:	Cllr John Williams- Lead Cabinet Member for Resources
Lead Officer:	Jeff Membery- Head of Transformation, HR and Corporate Services

Resolution Policy & Toolkit

Executive Summary

1. We are seeking approval to proceed with the introduction of a Resolution Policy and Employee toolkit to replace the current outdated [Grievance policy](#), last reviewed in 2012. It is hoped that the new approach to complaints raised will encourage a more solutions focused approach.

Key Decision

2. No

Recommendations

3. It is recommended that ESC approves the introduction of the Resolution Policy and Employee toolkit in replacement of the current Grievance Policy.

Reasons for Recommendations

4. Feedback received from colleagues:
5. Following formal complaint under grievance policy, that the policy is outdated, and the process was unclear. With no clear indication on who had access to raise a grievance. This led to a risk to the organisation receiving grievances from ex-employees with an option to appeal a decision to employment and staffing committee even though they were no longer employed.
6. Feedback from member of LT:
7. *“The hearing brought up several issues within the relevant team that I was not aware of at all. I will be working with HR to see how such issues can be addressed, essentially, I would like all colleagues to feel comfortable and confident enough to raise any matter of concern to them, either to me, HR or other member of LT that can take action.”*

8. A resolution request is more people and solutions focused. Phase 2 of our policy review would include discussion with Unions to incorporate the Dignity at Work Policy into the resolution toolkits.

Details

9. The Resolution approach has been taken by other organisations including the [NHS](#), [North East Lincolnshire Council](#) and the [London Borough Council for Newham and Havering](#).
10. Key changes:
 - a. Resolution focused whilst remaining aligned with ACAS Code of Practice
 - b. Process is clearer with a descriptive flowchart
 - c. An informal Resolution Request involves an assessment meeting which could resolve the issue or result in a facilitated conversation; mediation; one-to-one coaching; a team conference in the case of team disputes or collective “resolution request”; or formal investigation.
 - d. If not resolved informally, request will move to a formal process which will result in a formal recommendation for resolution.
 - e. Resolution request can be raised formally in the first instance if employee feels the seriousness of the concern cannot be resolved informally.
 - f. Employee toolkit created to be used in conjunction with policy – explained in a question-and-answer format.
 - g. Right to appeal updated to align with ACAS Code of Practice
 - h. Appeal in grievance was to “the Chair of the Employment Committee, who will appoint a panel of three members to hear your appeal” – update to appeal being heard by an appointed manager (member of LT) via the HR Manager.

Options

11. Option 1 – Approve the new style resolution policy and toolkit to progress to Union discussion and colleague feedback.
12. Option 2 – Review existing grievance policy and update in line with current employment law legislation and ACAS best practice.

Implications

Equality and Diversity

13. An EqIA has already been completed.
14. Proposed Resolution policy is in line with best practice and employment law.

15. Proposed Resolution policy offers all colleagues a platform to voice any concerns or issues they have in the workplace. As well as upskilling managers to have difficult conversations in the workplace.
16. The proposed Resolution policy is a more accessible format, and provides more guidance to employees via the introduction of a toolkit.
17. It should have a positive impact to those that raise concerns as it is a solution focused process and encourages effective communication to resolve the issues in the first instance. The toolkit includes a requirement for reasonable adjustments to the process/policy where required.
18. Any issues raised will be dealt with more proactively as the new policy is solutions focused and will likely produce a more amicable outcome

Alignment with Council Priority Areas

A modern and caring Council

19. The Council's business plan priorities include to be a modern and caring Council. We will ensure the Council is structured and appropriately resourced to deliver effective services. We create places where people feel safe, and communities thrive. This policy promotes and actively encourages positive and constructive behaviours in the workplace. ⁽¹⁾

Appendices

Appendix 01 – Resolution Policy
Appendix 02 – Employee Toolkit

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¹ [Do traditional grievance procedures destroy relationships? - Personnel Today](#)