

Haringey Council – Audit Committee

Disciplinary Case Analysis January 2009 to March 2009

Introduction

The information in this report is taken from SAP, covering the period 01 January 2009 – 31 March 2009.

The data is based on Haringey Council employees who

- hold Permanent, Temporary or Fixed Term Contracts
- are considered as Supernumerary (employees that have been on a Temporary Contract for more than 52 weeks)

Note that this data excludes:

- Casual or Sessional Workers
- Schools
- Agency Workers

Legend	
Adults, Culture & Community Services	AS
The Children & Young People's Service	C
Corporate Resources	CR
People & Organisational Development	PO
Policy, Performance, Partnership & Comms	PP
Urban Environment	UE
Haringey Council	HGY

The Council's Disciplinary Procedure is considered as a tool to assist in good management and not solely as a means of imposing sanctions or setting out procedures leading to dismissal.

The procedure aims to:

- Allow managers to address issues of unsatisfactory conduct and seek improvements in behaviour
- Ensure that employees covered by the procedure are treated fairly and consistently
- Ensure that proper and adequate procedures are observed before any disciplinary decisions are taken
- Help and encourage all employees to achieve and maintain standards of conduct, attendance and job performance
- Maintain discipline essential to the delivery of high quality services
- Protect the health, safety and well being of staff, service users and members of the public
- Safeguard the integrity and good reputation of the Council
(Disciplinary Procedure July 2005)

Disciplinary Cases

This section looks at the number of formal actions taken against employees under the disciplinary procedure based on data retrieved from SAP.

Disciplinary Cases by Directorate				
Directorate	Cases Open	Cases Closed	No of cases	No of employees
AS	5	14	19	18
C	13	5	18	16
CR	3	1	4	4
PO	1	0	1	1
PP	0	0	0	0
UE	6	4	10	9
HGY	28	24	52	48

Please, note that the total number of cases is 52, but this only represents 48 employees. The reason being, that one employee can have more than one case running concurrently. For example, an employee's dismissal could count as one case and their appeal as another.

- **Urban Environment** has the highest percentage of disciplinary cases against its workforce at 1.50%
- 28 cases remain 'open' at the end of this period.

The following table looks at the stages of Disciplinary cases.

Stages of Disciplinary Cases				
Stage	Cases Open	Cases Closed	Total	%
Invest. - not suspended	9	12	21	40
Invest. - suspended	16	8	24	46
ET	1	0	1	2
Appeal	2	4	6	12
Total	28	24	52	100

The following table identifies the outcomes of the 24 cases that were concluded.

Disciplinary Case Outcomes						
Outcome	Invest. - not suspended	Invest. - suspended	Invest. - appeal	Invest. - ET	Total	%
Appeal dismissed	0	0	1	0	1	4
Appeal upheld	0	0	0	0	0	0
Dismissal	1	1	0	0	2	8
No action	1	0	0	0	1	4
Other	1	1	0	0	2	8
Part upheld	0	0	0	0	0	0
Verbal warning	2	0	1	0	3	13
Written warning	6	1	0	0	7	29
Final writ warning	1	1	1	0	3	13
Resigned	0	1	0	0	1	4
Suspension lifted	0	3	0	0	3	13
Relegation/Demotion	0	0	0	0	0	0
Compromise Agreement	0	0	1	0	1	4
Total	12	8	4	0	24	100

- 29% of cases resulted in **Written Warning**
- 8% of cases resulted in **Dismissal**

This table displays reasons for Disciplinary action against employees.

Reasons for Disciplinary Cases				
Reason	Cases Open	Cases Closed	Total	%
Assault	0	4	4	8
Attendance	2	2	4	8
Behaviour	9	2	11	21
Fraud / Theft	4	4	8	15
Misuse of resources	2	4	6	12
Negligence	3	0	3	6
Other	8	8	16	31
Total	28	24	52	100

- The highest cause for disciplinary action was for **Other** reasons not categorised at 31%

This table looks at the ethnic breakdown and gender split for Disciplinary cases

Ethnic Class	Female		Male		All	
	Total	%	Total	%	Total	%
B & M E	19	54	16	46	35	73
White	7	58	5	42	12	25
Not Declared	1	100	0	0	1	2
Total	27	56	21	44	48	100

- 33% of the workforce is male, but the male representation of the disciplinary cases is significantly higher at 44%

The following table looks at the ethnic breakdown per Directorate and across grade bands.

Dir	Ethnic Group	MANUAL		SC1-SC5		SC6-SO2		PO1-PO3		PO4-PO7		PO8+		TOTAL	
		T	WF	T	WF	T	WF	T	WF	T	WF	T	WF	T	WF
AS	B & ME	0	0.0	10	55.6	4	22.2	0	0.0	1	5.6	0	0.0	15	83.3
	White	0	0.0	2	11.1	0	0.0	0	0.0	1	5.6	0	0.0	3	16.7
	Total	0	0.0	12	66.7	4	22.2	0	0.0	2	11.1	0	0.0	18	100
C	B & ME	0	0.0	1	6.7	2	13.3	2	13.3	3	20.0	0	0.0	8	53.3
	White	0	0.0	0	0.0	2	13.3	1	6.7	1	6.7	3	20.0	7	46.7
	Total	0	0.0	1	6.7	4	26.7	3	20.0	4	26.7	3	20.0	15	100
CR	B & ME	0	0.0	0	0.0	2	50.0	1	25.0	0	0.0	0	0.0	3	75.0
	White	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1	25.0	1	25.0
	Total	0	0.0	0	0.0	2	50.0	1	25.0	0	0.0	1	25.0	4	100
PO	B & ME	0	0.0	0	0.0	1	100	0	0.0	0	0.0	0	0.0	1	100
	White	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	Total	0	0.0	0	0.0	1	100	0	0.0	0	0.0	0	0.0	1	100
PP	B & ME	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	White	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	Total	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
UE	B & ME	0	0.0	4	44.4	3	33.3	1	11.1	0	0.0	0	0.0	8	88.9
	White	0	0.0	1	11.1	0	0.0	0	0.0	0	0.0	0	0.0	1	11.1
	Total	0	0.0	5	55.6	3	33.3	1	11.1	0	0.0	0	0.0	9	100
HGY	B & ME	0	0.0	15	31.9	12	25.5	4	8.5	4	8.5	0	0.0	35	74.5
	White	0	0.0	3	6.4	2	4.3	1	2.1	2	4.3	4	8.5	12	25.5
	Total	0	0.0	18	38.3	14	29.8	5	10.6	6	12.8	4	8.5	47	100

NB: 1 employee from Children and Young Peoples Service is excluded from the above table due to not having an ethnicity declared, however, falls into salary band SC6-SO2

Suspensions

This table shows a summary of suspension cases.

Summary of Suspension Cases	
Case status	Total
No. of cases heard	7
No. of cases not concluded	16
No. of cases not concluded - leaver	1
Total	24

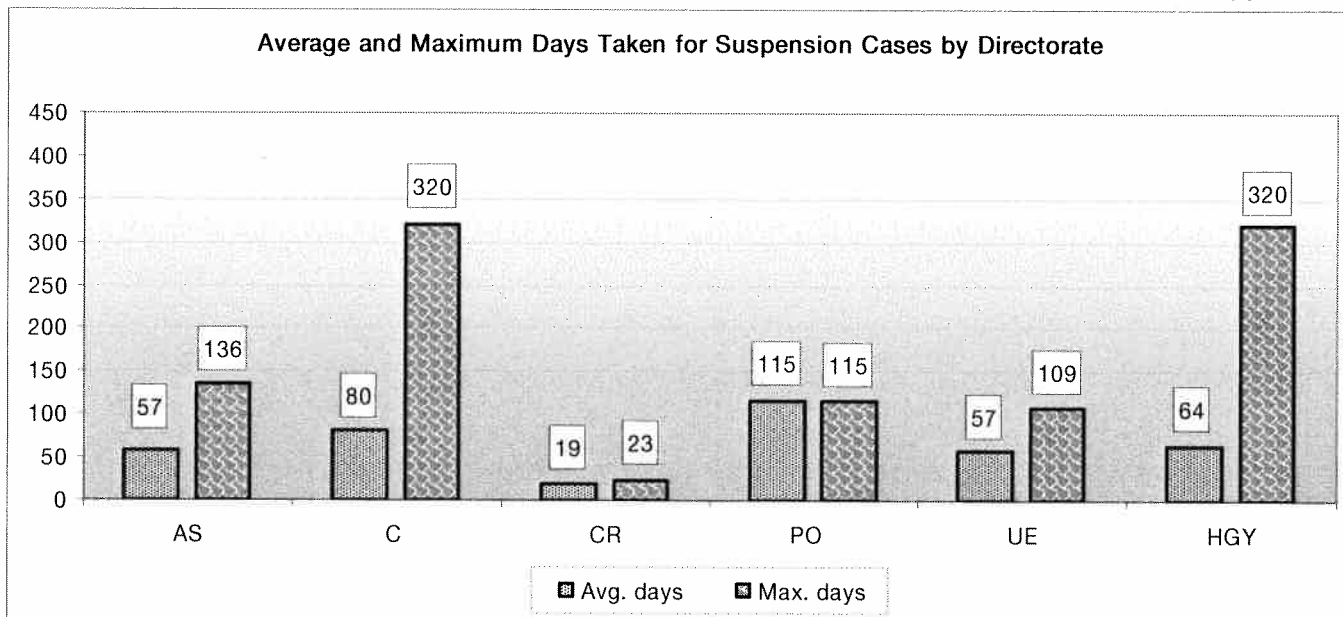
Timescales (no of days) of Suspension Cases

The table below looks at the 24 suspension cases and identifies the no. of working days each case has taken. If the case has not concluded by the end of the period, the number of working days is calculated from the start date of the current disciplinary stage to the end of the quarter.

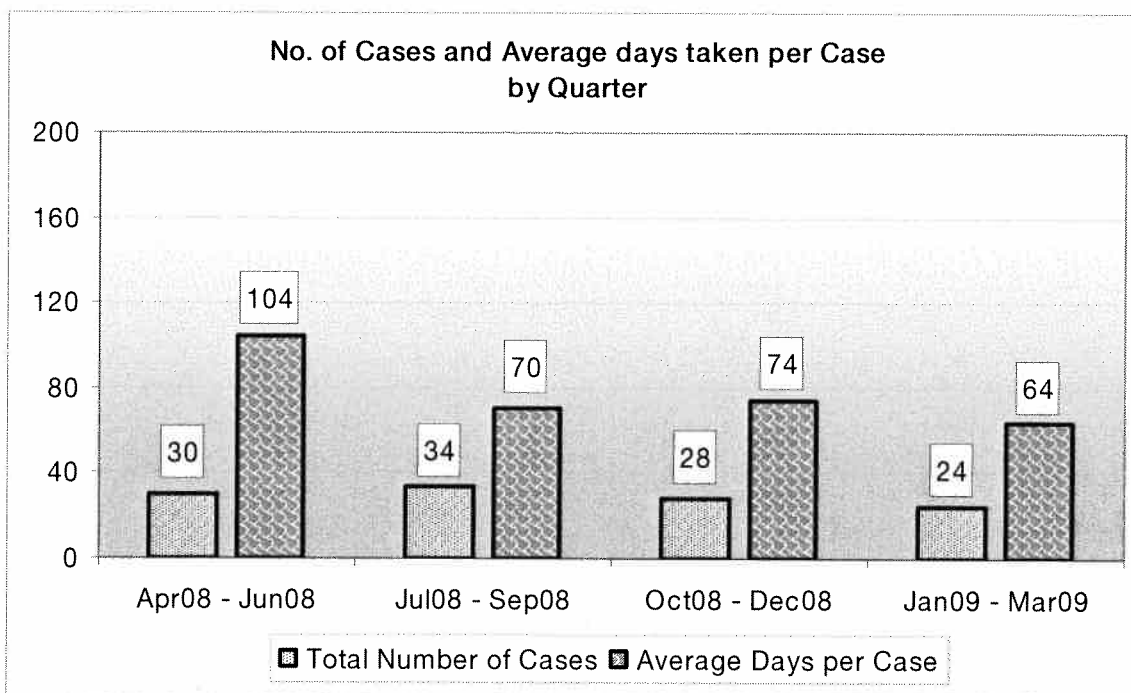
The table also identifies, by directorate, the average number of days suspension for all cases, the maximum days for a single case and average days suspension for cases heard within that period.

Timescales (no of days) of Suspension Cases											
Directorate	1-60	61-120	121-180	181-240	240+	Total cases	Total days	Avg days of total cases	Max. Days	Total cases heard	Avg days of cases heard
AS	6	2	2	0	0	10	572	57	136	5	36
C	4	3	0	0	1	8	643	80	320	1	320
CR	2	0	0	0	0	2	37	19	23	0	0
PO	0	1	0	0	0	1	115	115	115	0	0
PP	0	0	0	0	0	0	0	0	0	0	0
UE	2	1	0	0	0	3	171	57	109	1	109
HGY	14	7	2	0	1	24	1538	64	320	7	87
Total cases heard	4	2	0	0	1	7					

On average, 64 days were spent on each suspension case within the quarter. Of the 7 cases heard, 4 were concluded within 60 days of suspension.



The chart below looks at the number of suspension cases per quarter and highlights Haringey Council's average number of days per case.



The average number of days taken per suspension case has significantly reduced over the last year, showing the benefit of the extra scrutiny and focus on management action that is continuously ongoing.

In quarter 2 we achieved our target of 70 days average per suspension case and have exceeded this target in quarter 4.