

## Haringey Council – Audit Committee

### Disciplinary Case Analysis April 2009 to June 2009

#### Introduction

The information in this report is taken from SAP, covering the period **01 April 2009 – 30 June 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	6	6	12	11
C	16	10	26	23
CR	3	0	3	3
PO	1	0	1	1
PP	1	0	1	1
UE	13	6	19	19
HGY	40	22	62	58

Please, note that the total number of cases is **62**, but this only represents **58** 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 **2.79%**
- **40** 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	17	11	28	45
Invest. - suspended	15	11	26	42
ET	2	0	2	3
Appeal	6	0	6	10
Total	40	22	62	100

The following table identifies the outcomes of the **22** cases that were concluded.

<b>Disciplinary Case Outcomes</b>						
Outcome	Invest. - not suspended	Invest. - suspended	Invest. - appeal	Invest. - ET	Total	%
Appeal dismissed	0	0	0	0	0	0
Appeal upheld	0	0	0	0	0	0
Dismissal	0	4	0	0	4	18
No action	2	2	0	0	4	18
Other	0	0	0	0	0	0
Part upheld	0	0	0	0	0	0
Verbal warning	5	0	0	0	5	23
Written warning	4	0	0	0	4	18
Final writ warning	0	1	0	0	1	5
Resigned	0	1	0	0	1	5
Suspension lifted	0	1	0	0	1	5
Relegation/Demotion	0	1	0	0	1	5
Compromise Agreement	0	1	0	0	1	5
<b>Total</b>	<b>11</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>22</b>	<b>100</b>

- **23%** of cases resulted in a **Verbal Warning**
- **18%** of cases resulted in **Dismissal**

This table displays reasons for Disciplinary action against employees.

<b>Reasons for Disciplinary Cases</b>				
Reason	Cases Open	Cases Closed	Total	%
Assault	0	0	0	0
Attendance	5	0	5	8
Behaviour	15	8	23	37
Fraud / Theft	1	2	3	5
Misuse of resources	2	1	3	5
Negligence	7	3	10	16
Other	10	8	18	29
<b>Total</b>	<b>40</b>	<b>22</b>	<b>62</b>	<b>100</b>

- The highest cause for disciplinary action was for **Behaviour** at **37%**

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

Disciplinary Case employee representation by Ethnicity and Gender						
	Female		Male		All	
Ethnic Class	Total	%	Total	%	Total	%
B & M E	16	43	21	57	37	64
White	8	38	13	62	21	36
Not Declared	0	0	0	0	0	0
Total	24	41	34	59	58	100

- **33%** of the workforce is male, but the male representation of the disciplinary cases is significantly higher at **59%**

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

Disciplinary Case employee representation by Ethnicity and Grade Band															
(T = Total no. in grade band, WF = % of total disciplined employees in Directorate)															
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	4	36.4	2	18.2	1	9.1	0	0.0	0	0.0	7	63.6
	White	0	0.0	3	27.3	0	0.0	1	9.1	0	0.0	0	0.0	4	36.4
	Total	0	0.0	7	63.6	2	18.2	2	18.2	0	0.0	0	0.0	11	100
C	B & ME	0	0.0	3	13.0	3	13.0	4	17.4	4	17.4	0	0.0	14	60.9
	White	0	0.0	0	0.0	2	8.7	2	8.7	2	8.7	3	13.0	9	39.1
	Total	0	0.0	3	13.0	5	21.7	6	26.1	6	26.1	3	13.0	23	100
CR	B & ME	0	0.0	0	0.0	2	66.7	0	0.0	0	0.0	0	0.0	2	66.7
	White	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1	33.3	1	33.3
	Total	0	0.0	0	0.0	2	66.7	0	0.0	0	0.0	1	33.3	3	100
PO	B & ME	0	0.0	0	0.0	1	100.0	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	0.0	1	100
PP	B & ME	0	0.0	0	0.0	0	0.0	0	0.0	1	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	0	0.0	0	0.0	1	0.0	0	0.0	1	100
UE	B & ME	0	0.0	8	42.1	3	15.8	0	0.0	1	5.3	0	0.0	12	63.2
	White	0	0.0	4	21.1	0	0.0	2	10.5	0	0.0	1	5.3	7	36.8
	Total	0	0.0	12	63.2	3	15.8	2	10.5	1	5.3	1	5.3	19	100
HGY	B & ME	0	0.0	15	25.9	11	19.0	5	8.6	6	10.3	0	0.0	37	63.8
	White	0	0.0	7	12.1	2	3.4	5	8.6	2	3.4	5	8.6	21	36.2
	Total	0	0.0	22	37.9	13	22.4	10	17.2	8	13.8	5	8.6	58	100

## Suspensions

This table shows a summary of suspension cases.

Summary of Suspension Cases	
Case status	Total
No. of cases heard	10
No. of cases not concluded	15
No. of cases not concluded - leaver	1
Total	26

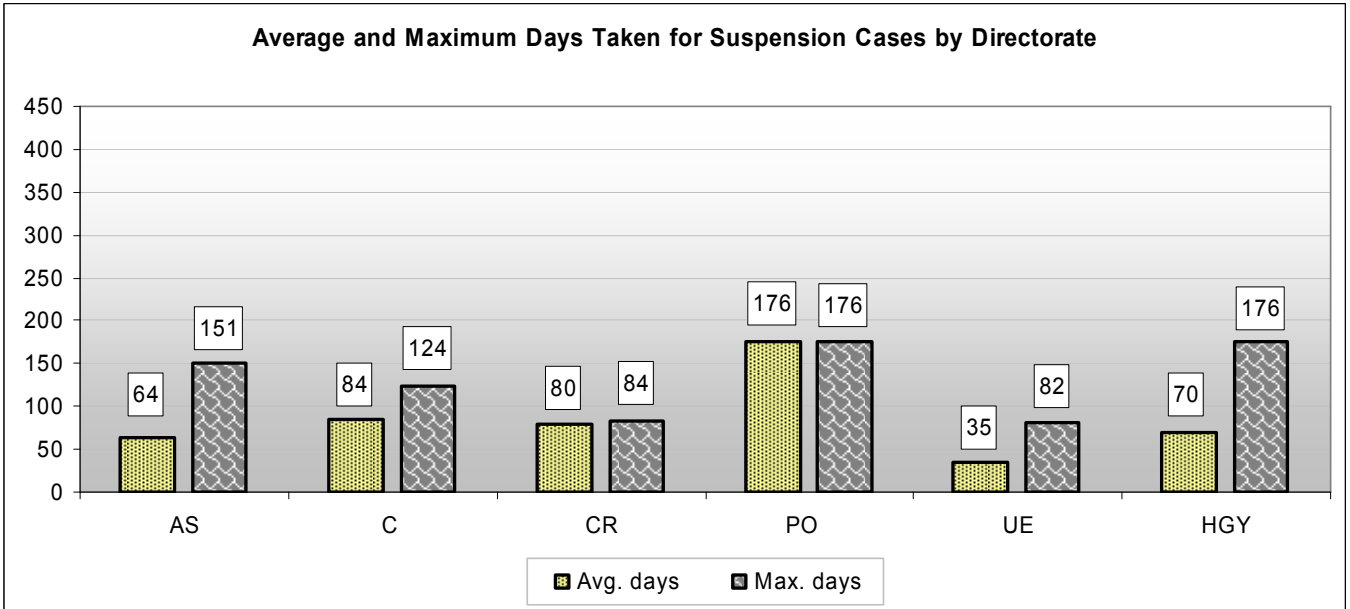
### Timescales (no of days) of Suspension Cases

The table below looks at the **26** 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.

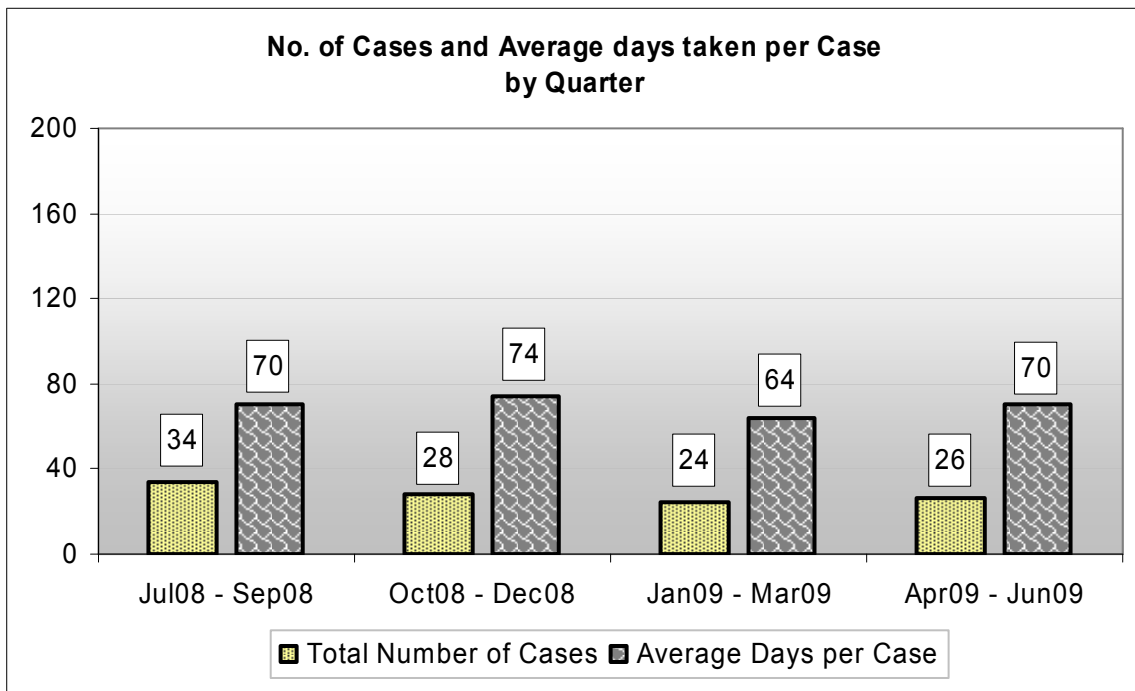
The table also identifies, by directorate, the average number of days suspension for all cases, the maximum days for a single case and average days suspension for cases heard within that period.

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	4	2	2	0	0	8	514	64	151	4	100
C	1	7	1	0	0	9	757	84	124	5	88
CR	0	2	0	0	0	2	159	80	84	0	0
PO	0	0	1	0	0	1	176	176	176	0	0
PP	0	0	0	0	0	0	0	0	0	0	0
UE	5	1	0	0	0	6	207	35	82	1	98
HGY	10	12	4	0	0	26	1813	70	176	10	94
Total cases heard	2	6	2	0	0	10					

On average, **70** days were spent on each suspension case within the quarter.



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 been significantly consistent over the last year, showing the benefit of the ongoing scrutiny and focus on management action.