

**Disciplinary Case Analysis July 2009 to September 2009**

**Introduction**

The information in this report is taken from SAP, covering the period **01 July 2009 – 30 September 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

<b>Legend</b>	
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.

Directorate	Cases Open	Cases Closed	No of cases	No of employees
AS	11	9	20	18
C	18	13	31	28
CR	6	2	8	8
PO	2	0	2	2
PP	1	1	2	2
UE	10	3	13	13
HGY	48	28	76	71

Please, note that the total number of cases is **76**, but this only represents **71** 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.

- **Children's** has the highest percentage of disciplinary cases against its workforce at **2.17%** in this quarter
- **48** cases remain 'open' at the end of this period.

The following table looks at the stages of Disciplinary cases.

Stage	Cases Open	Cases Closed	Total	%
Invest. - not suspended	14	15	29	38
Invest. - suspended	25	11	36	47
ET	2	0	2	3
Appeal	7	2	9	12
Total	48	28	76	100

The following table identifies the outcomes of the **28** 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	1	0	1	4
Dismissal	1	2	0	0	3	11
No action	4	2	0	0	6	21
Other	3	0	0	0	3	11
Part upheld	0	0	0	0	0	0
Verbal warning	3	0	0	0	3	11
Written warning	4	0	0	0	4	14
Final writ warning	0	2	0	0	2	7
Resigned	0	1	0	0	1	4
Suspension lifted	0	3	0	0	3	11
Relegation/Demotion	0	1	0	0	1	4
Compromise Agreement	0	0	0	0	0	0
<b>Total</b>	<b>15</b>	<b>11</b>	<b>2</b>	<b>0</b>	<b>28</b>	<b>100</b>

- **21%** of cases resulted in **No action**
- **14%** of cases resulted in a **Written warning**

This table displays reasons for Disciplinary action against employees.

### Reasons for Disciplinary Cases

Reason	Cases Open	Cases Closed	Total	%
Assault	2	1	3	4
Attendance	2	5	7	9
Behaviour	18	11	29	38
Fraud / Theft	4	3	7	9
Misuse of resources	2	3	5	7
Negligence	11	3	14	18
Other	9	2	11	14
<b>Total</b>	<b>48</b>	<b>28</b>	<b>76</b>	<b>100</b>

- The highest cause for disciplinary action was for **Behaviour** at **38%**

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

**Disciplinary Case employee representation  
by Ethnicity and Gender**

Ethnic Class	Female		Male		All	
	Total	%	Total	%	Total	%
B & M E	21	49	22	51	43	61
White	13	48	14	52	27	38
Not Declared	1	100	0	0	1	1
<b>Total</b>	<b>35</b>	<b>49</b>	<b>36</b>	<b>51</b>	<b>71</b>	<b>100</b>

- **33%** of the workforce is male, but the male representation with disciplinary cases is significantly higher at **51%**

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	1	5.6	5	27.8	3	16.7	1	5.6	1	5.6	0	0.0	11	61.1
	White	0	0.0	6	33.3	1	5.6	0	0.0	0	0.0	0	0.0	7	38.9
	<b>Total</b>	<b>1</b>	<b>5.6</b>	<b>11</b>	<b>61.1</b>	<b>4</b>	<b>22.2</b>	<b>1</b>	<b>5.6</b>	<b>1</b>	<b>5.6</b>	<b>0</b>	<b>0.0</b>	<b>18</b>	<b>100</b>
C	B & ME	0	0.0	5	18.5	6	22.2	3	11.1	3	11.1	0	0.0	17	63.0
	White	0	0.0	1	3.7	3	11.1	1	3.7	2	7.4	3	11.1	10	37.0
	<b>Total</b>	<b>0</b>	<b>0.0</b>	<b>6</b>	<b>22.2</b>	<b>9</b>	<b>33.3</b>	<b>4</b>	<b>14.8</b>	<b>5</b>	<b>18.5</b>	<b>3</b>	<b>11.1</b>	<b>27</b>	<b>100</b>
CR	B & ME	0	0.0	0	0.0	5	62.5	1	12.5	0	0.0	0	0.0	6	75.0
	White	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	2	25.0	2	25.0
	<b>Total</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>5</b>	<b>62.5</b>	<b>1</b>	<b>12.5</b>	<b>0</b>	<b>0.0</b>	<b>2</b>	<b>25.0</b>	<b>8</b>	<b>100</b>
PO	B & ME	0	0.0	0	0.0	1	50.0	0	0.0	0	0.0	0	0.0	1	50.0
	White	0	0.0	0	0.0	0	0.0	0	0.0	1	50.0	0	0.0	1	50.0
	<b>Total</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>1</b>	<b>50.0</b>	<b>0</b>	<b>0.0</b>	<b>1</b>	<b>50.0</b>	<b>0</b>	<b>0.0</b>	<b>2</b>	<b>100</b>
PP	B & ME	0	0.0	0	0.0	0	0.0	0	0.0	1	50.0	0	0.0	1	50.0
	White	0	0.0	0	0.0	1	50.0	0	0.0	0	0.0	0	0.0	1	50.0
	<b>Total</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>1</b>	<b>50.0</b>	<b>0</b>	<b>0.0</b>	<b>1</b>	<b>50.0</b>	<b>0</b>	<b>0.0</b>	<b>2</b>	<b>100</b>
UE	B & ME	0	0.0	4	30.8	2	15.4	0	0.0	1	7.7	0	0.0	7	53.8
	White	0	0.0	3	23.1	0	0.0	2	15.4	1	7.7	0	0.0	6	46.2
	<b>Total</b>	<b>0</b>	<b>0.0</b>	<b>7</b>	<b>53.8</b>	<b>2</b>	<b>15.4</b>	<b>2</b>	<b>15.4</b>	<b>2</b>	<b>15.4</b>	<b>0</b>	<b>0.0</b>	<b>13</b>	<b>100</b>
HGY	B & ME	1	1.4	14	20.0	17	24.3	5	7.1	6	8.6	0	0.0	43	61.4
	White	0	0.0	10	14.3	5	7.1	3	4.3	4	5.7	5	7.1	27	38.6
	<b>Total</b>	<b>1</b>	<b>1.4</b>	<b>24</b>	<b>34.3</b>	<b>22</b>	<b>31.4</b>	<b>8</b>	<b>11.4</b>	<b>10</b>	<b>14.3</b>	<b>5</b>	<b>7.1</b>	<b>70</b>	<b>100</b>

**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 SC1-SC5

## 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	25
No. of cases not concluded - leaver	1
<b>Total</b>	<b>36</b>

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

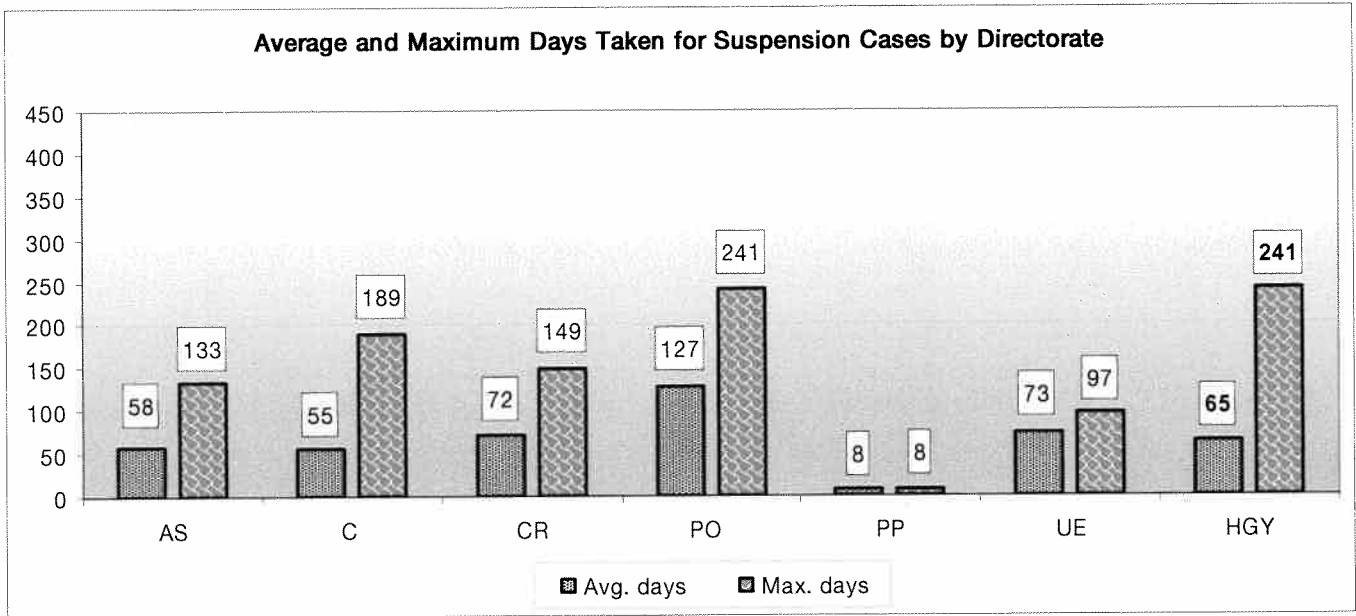
The table below looks at the **36** suspension cases and identifies the no. of working days each case has taken. If the case has not concluded by the end of the period, the number of working days is calculated from the start date of the current disciplinary stage to the end of the quarter.

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.

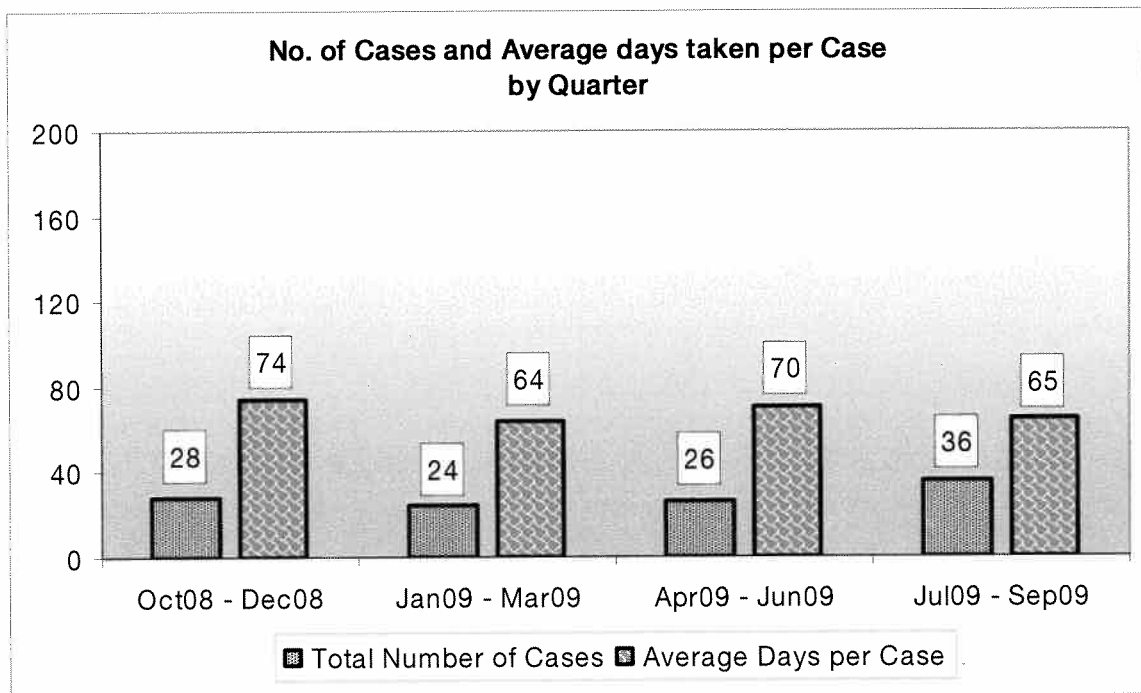
### Timescales (no of days) of Suspension Cases

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	5	3	1	0	0	9	526	58	133	5	56
C	8	3	0	1	0	12	665	55	189	4	71
CR	3	0	2	0	0	5	359	72	149	1	38
PO	1	0	0	0	1	2	254	127	241	0	0
PP	1	0	0	0	0	1	8	8	8	0	0
UE	3	4	0	0	0	7	512	73	97	0	0
HGY	21	10	3	1	1	36	2324	65	241	10	60
<b>Total cases heard</b>	<b>6</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10</b>					

On average, **65** 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 consistent over the last year, showing the benefit of the ongoing scrutiny and focus on management action.