

Haringey Council – Audit Committee

Disciplinary Case Analysis April to June 2010

Introduction

The information in this report is taken from SAP, covering the period 01 April 2010 – 30 June 2010.

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	6	11	10
C	19	5	24	23
CR	4	2	6	4
PO	1	0	1	1
PP	5	0	5	4
UE	10	6	16	13
HGY	44	19	63	55

Please, note that the total number of cases is 63, but this only represents 55 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 2.35% in this quarter
- 44 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	15	5	20	32
Invest. - suspended	17	13	30	48
ET	2	1	3	5
Appeal	10	0	10	16
Total	44	19	63	100

The following table identifies the outcomes of the 19 cases that were concluded.

Disciplinary Case Outcomes

Outcome	Invest. - not suspended	Invest. - suspended	Invest. - appeal	Invest. - ET	Total	%
Compromise agreement	0	0	0	0	0	0
Dis. Appeal Dismissed	0	0	0	0	0	0
Dis. Appeal Upheld	0	0	0	0	0	0
Dis. Dismissal	0	2	0	0	2	11
Dis. ET Withdrawn	0	0	0	1	1	5
Dis. Final Written Warning	0	3	0	0	3	16
Dis. No Action	0	1	0	0	1	5
Dis. Other	2	0	0	0	2	11
Dis. Relegation/Demo	0	2	0	0	2	11
Dis. Resigned	0	1	0	0	1	5
Dis. Verbal Warning	2	0	0	0	2	11
Dis. Written Warning	0	1	0	0	1	5
Escalated to next stage	1	0	0	0	1	5
Suspension Lifted	0	3	0	0	3	16
Total	5	13	0	1	19	100

- **16% of cases resulted in Final Written Warning and Suspension being lifted**

This table displays reasons for Disciplinary action against employees.

Reasons for Disciplinary Cases

Reason	Cases Open	Cases Closed	Total	%
Assault	1	1	2	3
Attendance	1	2	3	5
Behaviour	19	6	25	40
Fraud / Theft	4	2	6	10
Misuse of resources	2	2	4	6
Negligence	10	2	12	19
Other	7	4	11	17
Total	44	19	63	100

- The highest cause for disciplinary action was for **Behaviour** at 40%

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	18	51	17	49	35	64
White	10	53	9	47	19	35
Not Declared	0	0	1	100	1	2
Total	28	51	27	49	55	100

- 33% of the workforce is male, but the male representation with disciplinary cases is significantly higher at 49%

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	4	40	3	30	0	0	0	0	0	0	7	70
	White	0	0	2	20	1	10	0	0	0	0	0	0	3	30
	Total	0	0	6	60	4	40	0	0	0	0	0	0	10	100
C	B & ME	0	0	3	14	2	9	4	18	3	14	0	0	12	55
	White	0	0	1	5	3	14	2	9	2	9	2	9	10	45
	Total	0	0	4	18	5	23	6	27	5	23	2	9	22	100
CR	B & ME	0	0	1	25	0	0	1	25	0	0	0	0	2	50
	White	0	0	0	0	2	50	0	0	0	0	0	0	2	50
	Total	0	0	1	25	2	50	1	25	0	0	0	0	4	100
PO	B & ME	0	0	0	0	1	100	0	0	0	0	0	0	1	100
	White	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total	0	0	0	0	1	100	0	0	0	0	0	0	1	100
PP	B & ME	0	0	0	0	0	0	2	50	2	50	0	0	4	100
	White	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total	0	0	0	0	0	0	2	50	2	50	0	0	4	100
UE	B & ME	0	0	6	46	2	15	1	8	0	0	0	0	9	69
	White	0	0	2	15	0	0	2	15	0	0	0	0	4	31
	Total	0	0	8	62	2	15	3	23	0	0	0	0	13	100
HGY	B & ME	0	0	14	26	8	15	8	15	5	9	0	0	35	65
	White	0	0	5	9	6	11	4	7	2	4	2	4	19	35
	Total	0	0	19	35	14	26	12	22	7	13	2	4	54	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 PO8+

Suspensions

This table shows a summary of suspension cases.

Summary of Suspension Cases

Case status	Total
No. of cases heard	12
No. of cases not concluded	17
No. of cases not concluded - leaver	1
Total	30

Timescales (no of days) of Suspension Cases

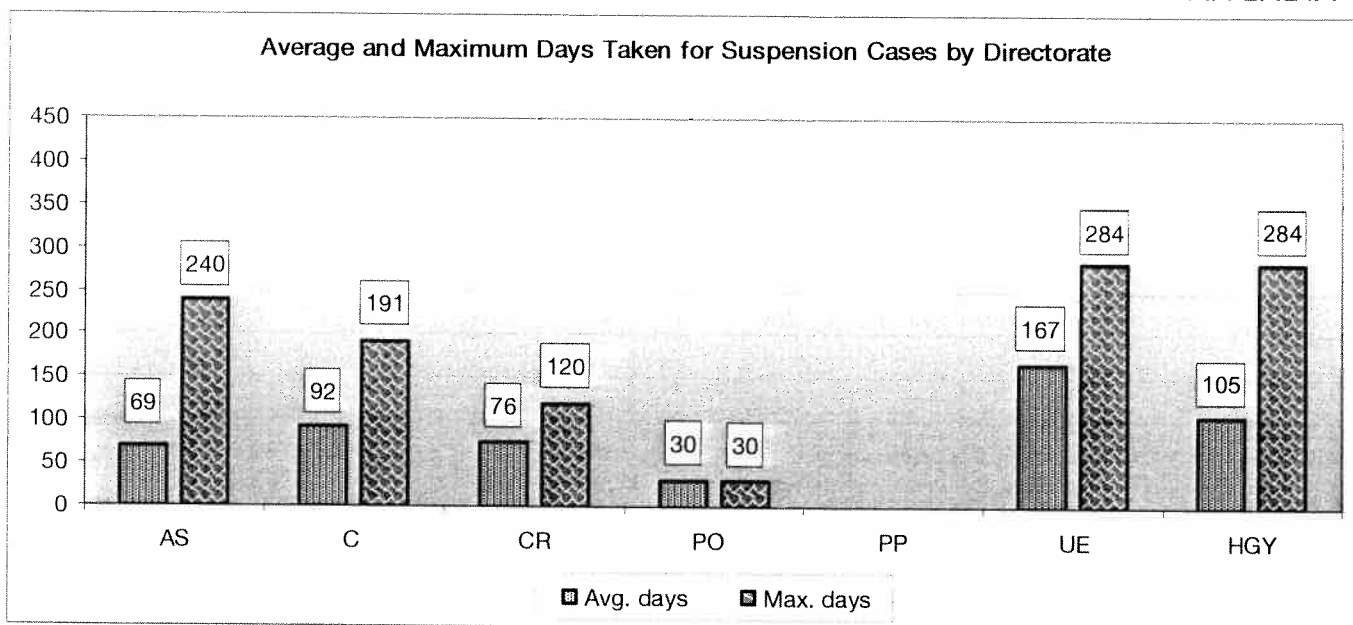
The table below looks at the 30 suspension cases and identifies the no. of working days each case has taken. If the case has not concluded by the end of the period, the number of working days is calculated from the start date of the current disciplinary stage to the end of the quarter.

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.

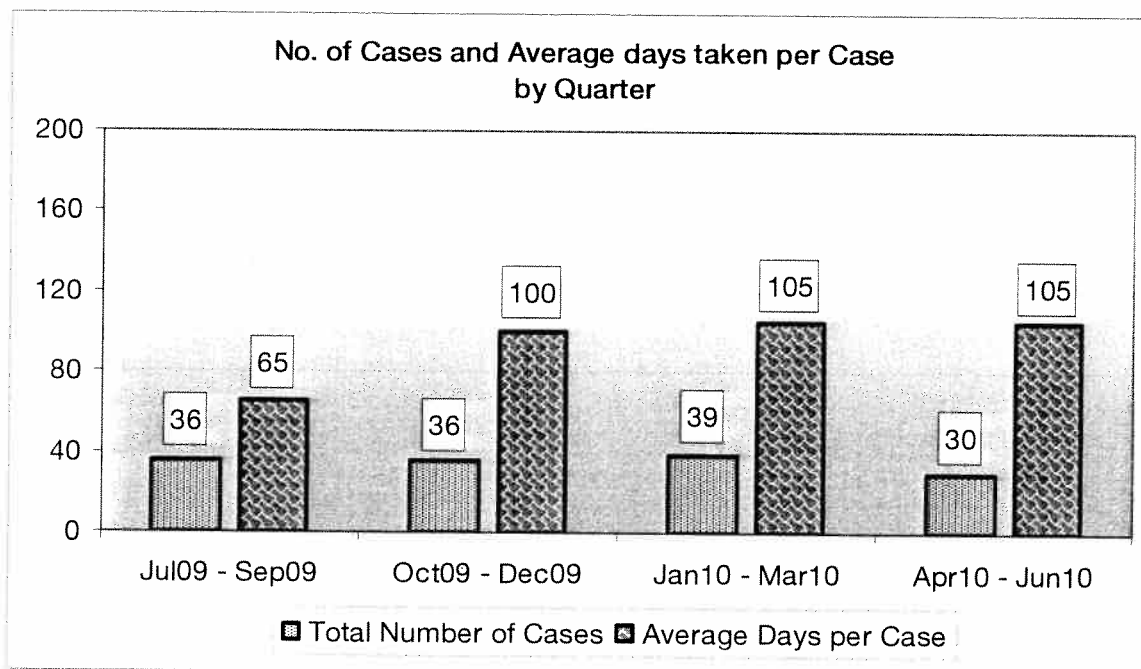
Timescales (no of days) of Suspension Cases

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	2	0	1	0	8	555	69	240	4	112
C	3	5	1	1	0	10	920	92	191	2	114
CR	1	1	0	0	0	2	152	76	120	2	76
PO	1	0	0	0	0	1	30	30	30	0	0
PP	0	0	0	0	0	0	0	0	0	0	0
UE	2	1	1	2	3	9	1501	167	284	4	132
HGY	12	9	2	4	3	30	3158	105	284	12	113
Total cases closed	7	2	0	3	1	13					

On average, 105 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.



There are a number of difficult and complicated suspension cases, 5 of these have been concluded in this quarter and there are still a number under investigation. As a result of these ongoing cases, the average days suspended remains high but remains the same as the last quarter.