

Human Resources Committee

**Thursday, 16 May 2024 at 6.30 p.m.
Committee Room - Tower Hamlets Town Hall,
160 Whitechapel Road, London E1 1BJ**

Supplemental Agenda 3

4 .4 Update on Senior Recruitment (Pages 3 - 8)

4 .5 Employee Relations Casework and Policy Quarterly Review (Pages 9 - 34)

Updated Appendix 1

Contact for further enquiries:

Justina Bridgeman, Democratic Services,
justina.bridgeman@towerhamlets.gov.uk
020 7364 4854

<https://democracy.towerhamlets.gov.uk/>



This page is intentionally left blank

<p>Non-Executive Report of the:</p> <p>Human Resources Committee</p> <p>16 May 2024</p>	
<p>Report of: Julie Lorraine, Corporate Director of Resources</p>	<p>Classification: Unrestricted</p>
<p>Update on Senior Recruitment</p>	

Originating Officer(s)	Pat Chen, Acting Director of Workforce, OD & Business Support
Wards affected	None

Special circumstances justifying urgency consideration / Reasons for urgency

Work to complete this report took longer than expected. However, it is important that the committee review progress on senior officer recruitment at each meeting.

It is vital to extend interim arrangements quickly to avoid risk of leaving posts unfilled and to approve continuation of the Specialist consultancy and service contract arrangements to ensure that capacity for senior officer recruitment is maintained during a critical period of transformation.

Executive Summary

This report updates Members on recruitment to senior posts.

Recommendations:

The Human Resources Committee is recommended to:

- a) Note the current position on the recruitment to senior management vacancies and any interim arrangements in place.
- b) Approve the extension of external interim arrangements beyond the six-month period.
- c) Approve the continuation of retained specialist consultancy service contract arrangements supporting the senior recruitment programme.

1. REASONS FOR THE DECISIONS

- 1.1 The Human Resources Committee has responsibility for the appointment to Chief/Deputy Chief Officer posts. It is usual practice for the Committee to establish Appointment Sub-Committees to fulfil the recruitment process and to receive regular progress reports.
- 1.2 Section 5.2 of the Officer Employment Procedure Rules states the engagement of Chief Officers, to permanent positions or interim positions of over six months, will be through the normal recruitment process overseen by the Human Resources Committee.
- 1.3 Section 5.3 states that where an interim appointment, approved by the Chief Executive, extends beyond six months it must be approved at the next available Human Resources Committee and in any case not later than two months after the end of the extension.

2. DETAILS OF THE REPORT

2.1 Background

Human Resources Committee received an update in March 2024. This report sets out the current status of recruitment to vacant senior roles in the corporate structure. It also seeks approval to extend the interim arrangements as set out in the following table. For clarity and transparency some of the arrangements summarised below are in place on an internal “acting up bases” covered by an existing employee, rather than an externally sourced interim arrangement. For completeness both are included below

2.2 Senior Management vacancies and progress of recruitment

The detail of the progress on the recruitment to senior roles is set out in the table below. This also includes any interim arrangements.

Job title	Current arrangements	Comments
Corporate Director Health & Adult Social Care	Acting up arrangements in place – Somen Banerjee	Final interviews took place on 29 April 2024. Offer made; recruitment checks ongoing.

Corporate Director Children's Services (DCS)	Interim cover arrangements in place – Stephen Reddy	Final interviews took place on 23 April 2024. Offer made; recruitment checks ongoing.
Corporate Director Housing and Regeneration	Interim cover arrangements in place – Paul Patterson	Advertised April 24. Final interviews will be early June 24. Approval needed for extension to interim arrangements
Director Legal Services (Monitoring Officer)	Interim cover arrangements in place – Linda Walker	Final panel delayed due to availability of key members, pending new date.
Director Public Realm	Acting up arrangements in place – Ashraf Ali	Will be readvertised May/June 24.
Director Planning & Building Control	Sripriya Sudhakar started in post on 18 March 2024	Appointment made
Director Culture	Jahur Ali started in post on 2 April 2024.	Appointment made
Director Commissioning and Youth	Acting up arrangements in place – Layla Richards	Elements of post being reviewed
Director Growth and Economic Delivery	Acting up arrangements in place – Ellie Kershaw	Post and structure being reviewed
Director Customer Services	Acting up arrangements in place – Leah Sykes	Post and structure being reviewed
Director Strategy Improvement & Transformation	Interim cover arrangements in place – Robin Beattie	Post and structure being reviewed

		<i>Approval needed for extension to interim arrangements</i>
Director of Workforce, OD & Business Support	Acting up arrangements in place – Pat Chen	Post and structure being reviewed
Director of IT	Acting up arrangements in place – Hemanth Shanthigrama	Post and structure being reviewed.
Interim Director of Housing & Transformation	Interim cover arrangements in place – Tracey Grey	Post and structure being reviewed

Note: the extension of external interim arrangements beyond 6 months is requested for posts that are currently being actively recruited to or are subject to review as part of the wider organisational transformation.

2.3 Specialist consultancy and service contract arrangements.

The committee is aware of our utilisation of a specialist consultant who has been supporting our senior recruitment both permanent and externally sourced interims. placement programmes.

1) Anne-Marie Scott

Anne-Marie leads our senior appointment processes including recruitment campaigns and on boarding.

The committee's approval is sought to continue these arrangements as required until such time as our senior recruitment programme is completed and permanent post holders are successfully on-boarded into the organisation.

3. EQUALITIES IMPLICATIONS

3.1 The Council is committed to equalities and such considerations will be part of the recruitment process and informs the procurement process. All posts are recruited to on merit. Recruitment to the vacancies will be carried out in accordance with the Council's procedures.

4. OTHER STATUTORY IMPLICATIONS

4.1 This section of the report is used to highlight further specific statutory implications that are either not covered in the main body of the report or are required to be highlighted to ensure decision makers give them proper consideration. Examples of other implications may be:

- Best Value Implications,
- Consultations,
- Environmental (including air quality),
- Risk Management, • Crime Reduction,
- Safeguarding.

4.2 Recruitment to the senior management structure enables the Council to deliver excellent services for residents and deliver the associated financial saving.

4.3 Risks associated with recruitment will be mitigated by the engagement of specialised recruitment adviser(s) to work with us on the identification of suitable candidates.

4.4 The roles are all member appointments and an Appointments Sub-Committee has been set up for each role. Some roles may also involve wider engagement of members, external stakeholders, and internal staff during the selection process.

4.5 The council exercises sound best value practice and diligence in relation to senior recruitment. This has been demonstrated in practice when a post is advertised, and a decision taken not to appoint either because of emerging structural changes that could affect the post or where members consider there to be no suitable candidate. In such cases, either external interim arrangements or internal acting up arrangements maybe put in place or extended. Demonstrating the member's commitment to secure the best solution for the council rather than the swiftest or cheapest .

4.6 There are no other specific implications arising from this report.

5. COMMENTS OF THE CHIEF FINANCE OFFICER

5.1 The posts are part of the agreed core management team structure and sufficient base budget funding will be set aside to meet the cost associated with these posts.

6. COMMENTS OF LEGAL SERVICES

6.1 This report provides an update on Chief Officer recruitment activity and there are no legal implications in relation to this.

Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices

- None

Officer contact details for documents:

- Pat Chen – pat.chen@towerhamlets.gov.uk



Employee Relations Quarter 4 Report on Casework and Policies and Annual Casework Assessment 2023-24

2023/24 (1 April 2023 to 31 March 2024)

30/04/2024



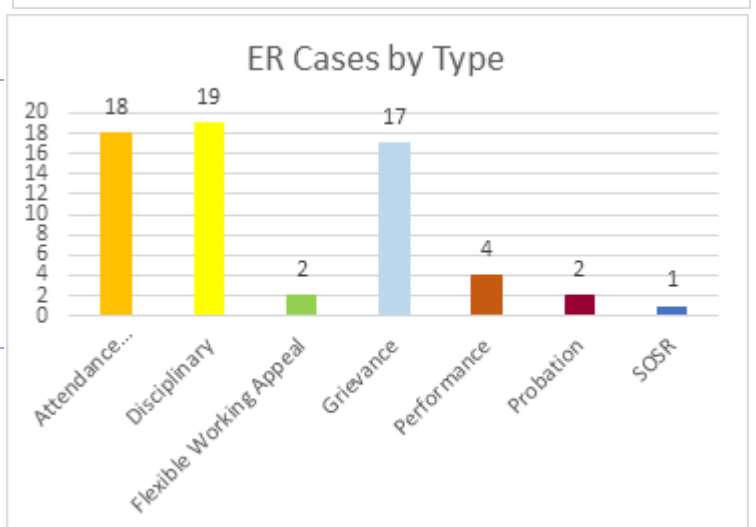
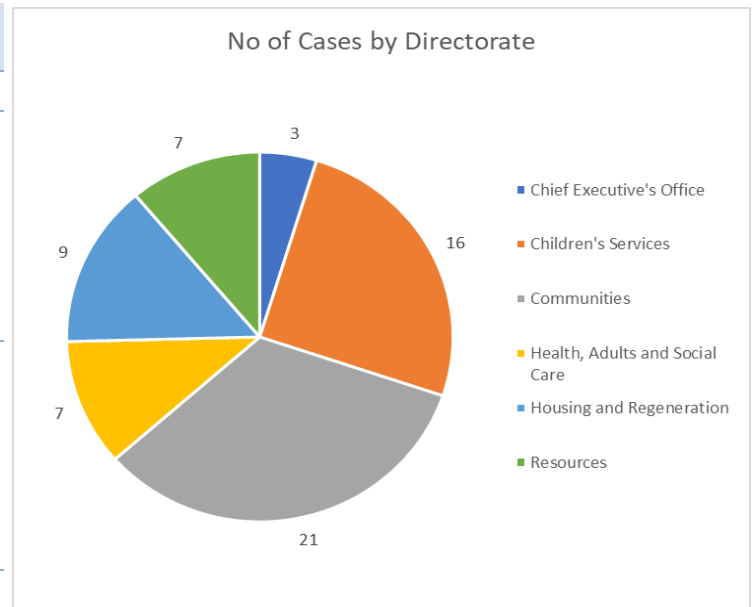
Table of Contents

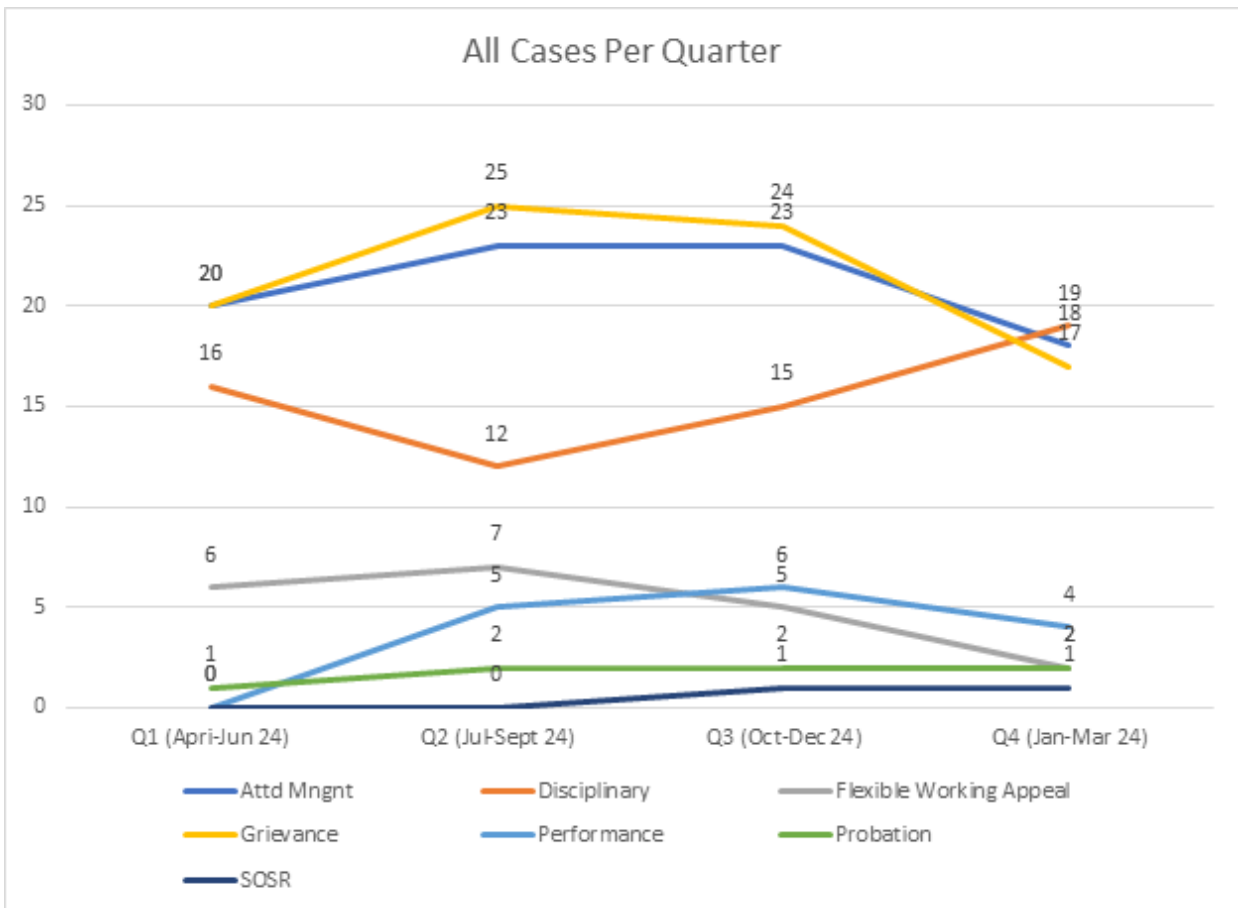
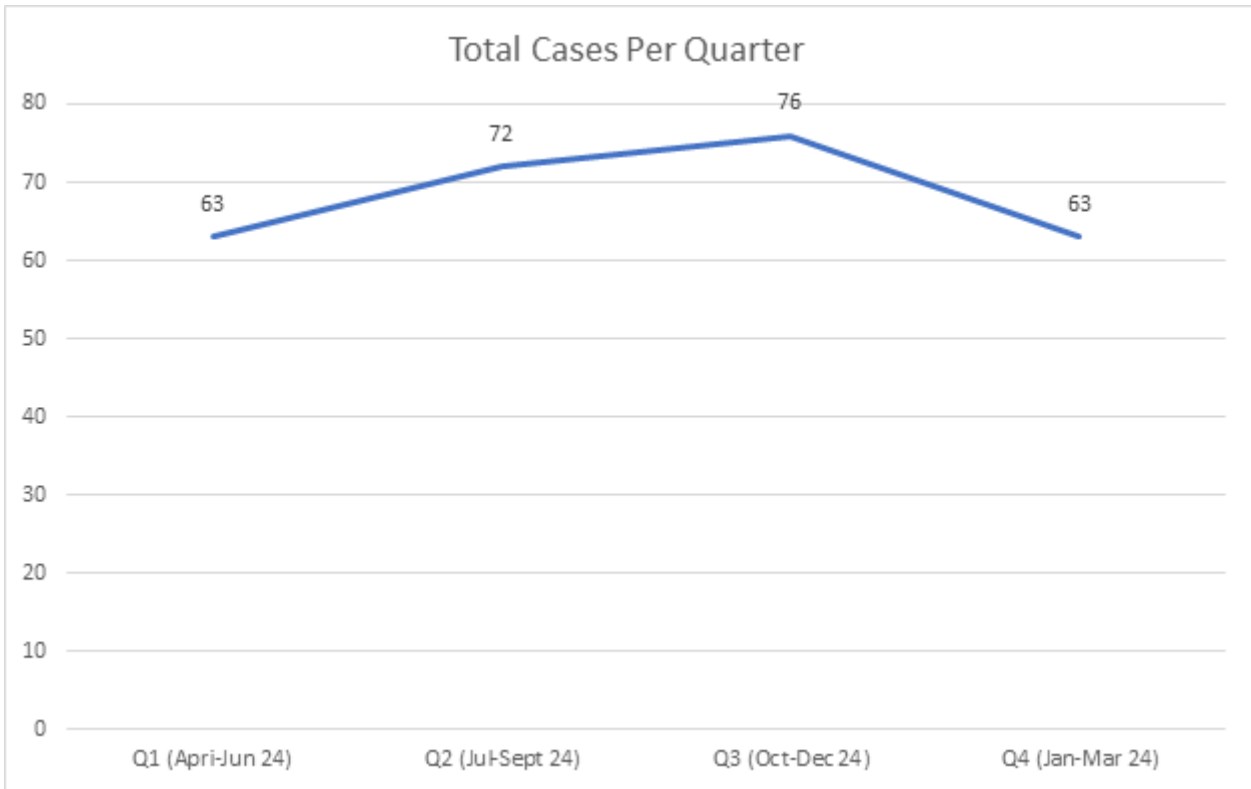
Quarter 4 (1st Jan 2024 – 31st March 2024	3
1. Dashboard.....	3
2. Summary of Key Quarter 4 Casework Data (1 Jan 24 to 31 Mar 24).....	5
3. Policy Development.....	5
Yearly Report April 2023 – March 2024	7
4. Dashboard.....	7
5. Summary of Annual Casework Data (1 April 2022 to 31 March 2023).....	10
6. Casework Assessment Over 3 Years	11
7. ANNEX A – Equalities (all cases vs workforce)	12
8. ANNEX B – Equalities (grievance vs workforce).....	14
9. ANNEX C – Equalities (disciplinary vs workforce)	16
10. ANNEX D – Equalities (LM & DM).....	19

Quarter 4 (1st Jan 2024 – 31st March 2024)

1. Dashboard

Cases by Directorate	No of Cases
Attendance Management	18
Children's Services	7
Communities	6
Health, Adults and Social Care	1
Housing and Regeneration	3
Resources	1
Disciplinary	19
Chief Executive's Office	1
Children's Services	4
Communities	7
Housing and Regeneration	3
Resources	4
Flexible Working Appeal	2
Health, Adults and Social Care	1
Housing and Regeneration	1
Grievance	17
Chief Executive's Office	2
Children's Services	3
Communities	7
Health, Adults and Social Care	3
Housing and Regeneration	1
Resources	1
Performance	4
Children & Culture Services	1
Children's Services	1
Health, Adults and Social Care	1
Resources	1
Probation	2
Health, Adults and Social Care	1
Housing and Regeneration	1
SOSR	1
Communities	1
Grand Total	63





2. Summary of Key Quarter 4 Casework Data (1 Jan 24 to 31 Mar 24)

- 2.1. At the end of the period, 39 cases were open and 24 had been closed by 31st March 2024. There were 63 cases handled in total in this period (13 cases less than the total for quarter 3). Of the 24 cases closed in this quarter, 5 cases were appealed. The most cases were in the largest of the Directorates (Communities and Children's).
- 2.2. Looking overall at cases by type, disciplinary, attendance management and grievances were the highest (19 disciplinaries, 18 attendance management involving 3 dismissals, and 17 grievances). There were also 4 performance cases, 2 flexible working appeals, 2 probation cases and 1 dismissal for some other substantial reason (SOSR).
- 2.3. Of the 17 grievances (1 collective and 16 individual), 2 grievances relate to concerns about line managers, 11 relate to complaints about other colleagues, 2 relate to verbal abuse/inappropriate behaviour, 1 relate to terms and conditions, and 1 relates to sexual harassment. Of the 17 grievances, 11 were opened before Q4 (31 Dec 2023) and 6 opened in Q4.
- 2.4. Of the 19 disciplinaries, 5 were alleged misconduct cases, 14 were gross misconduct cases. 7 cases were in Communities and the rest spread across other Directorates. 13 disciplinaries were still open at the end of the reporting period. 6 disciplinaries cases were closed. Of those 6 closed 3 received a final written warning, 1 was withdrawn and 1 case was resolved informally. Of those 3 final written warnings, 1 case is being appealed.
- 2.5. The benchmark of 120 days is a reasonable and realistic timeframe for a council, where complex cases are the norm and thorough investigations undertaken by independent in-house investigators are time consuming. 24 cases were closed in this period, and the average length of time to resolve the cases was 243 calendar days. 4 complex cases took over 200 days to be resolved. The average length of time was 146.7 days for the remaining 20 closed cases. At the end of Q4 in 2023 the average time to resolve cases was 145 days, and at the end of Q4 in 2022 it was 175 days.
- 2.6. In addition to support for formal cases the HR team also deal with informal queries that come through the corporate inboxes and many cases are handled informally with the guidance of HR.
- 2.7. At the end of this period, there were 18 live Employment Tribunal cases.
- 2.8. Equalities data is reported annually and is provided in Annex A to D as part of the annual assessment of data.

3. Policy Development

- 2.9. As a result of statutory employment law changes effective from 6 April 2024, there have been some changes to policies. These are summarised below.
- 2.10. **Changes to Flexible Working Requests:** There is now a statutory right to apply for flexible working from the first day of employment and staff have a right to submit two flexible working requests in a 12-month period, although only one request can be considered at a time. A Head of Service cannot reject a request outright nor without a consultation meeting with the staff member. If a Head of Service has concerns about a request, new legislation requires that they have a consultation meeting with the staff member to discuss the request

in more detail. After the consultation meeting the flexible working request can be refused but only for business related reasons which the Head of Service must set out in writing to the staff member. Reasonable grounds for refusal are set out in the Policy. There is no change to a staff member's right to appeal against a decision. The final key statutory change is that all requests must be dealt with within 2 months of a request being submitted and this includes any appeal, so it is essential that managers consider requests in a timely way.

- 2.11. **Changes to Carer's Leave:** A staff member is entitled to take up to one unpaid working week of leave every 12 months to give or arrange care for a dependent who has: a physical or mental illness or injury that means they're expected to need care for more than 3 months; a disability (as defined in the Equality Act 2010); care needs because of their old age. The dependent does not have to be a family member and can be anyone who relies on the staff member for care. Full details of entitlements and the process that managers must follow can be found in the Special Leave policy which has been updated to reflect this new statutory entitlement.
- 2.12. **Changes to Paternity Leave:** Eligible staff can take 2 weeks paid paternity leave. This can now be taken in one block of 2 weeks or 2 separate blocks of 1 week. Additionally, the leave must be taken within 52 weeks following the birth of the baby or placement for adoption (previously the leave had to be taken within the first 56 days). The policy and application form have been updated to reflect these changes and can be accessed on the Bridge.
- 2.13. **Changes to redundancy protections for pregnant employees or those returning to work from maternity or adoption leave:** Employees who are pregnant or returning from maternity, adoption or shared parental leave will gain priority status for redeployment opportunities in a redundancy situation. Under the current law, employees on maternity leave, shared parental leave or adoption leave already have special protections including the right to be offered a suitable alternative vacancy, if one is available, before being made redundant. The Protection from Redundancy (Pregnancy and Family Leave) Act 2023 extends the priority status to pregnant employees and those who have recently returned from maternity/adoption leave and shared parental leave. The new legislation extends redundancy rights so they apply: From the point an employee informs their employer they are pregnant; Until 18 months after the expected week of childbirth, the child's birth date, or date of adoption, for employees returning from maternity leave, shared parental leave or adoption leave. The Organisational Change policy and application form have been updated to reflect these changes and can be accessed on the Bridge.

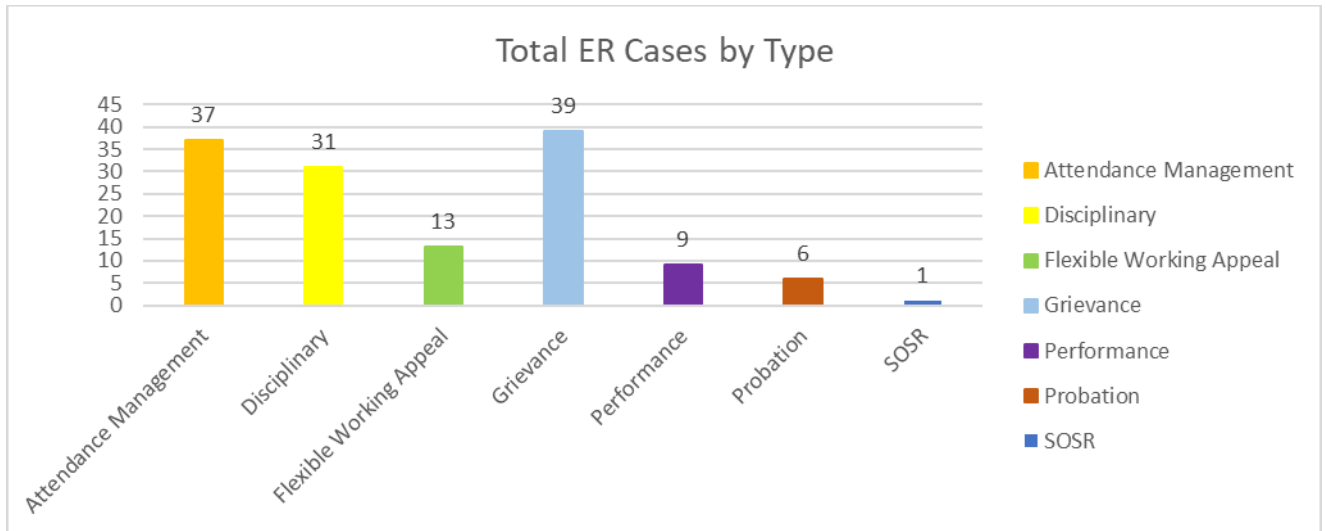
Yearly Report April 2023 – March 2024

4. Dashboard

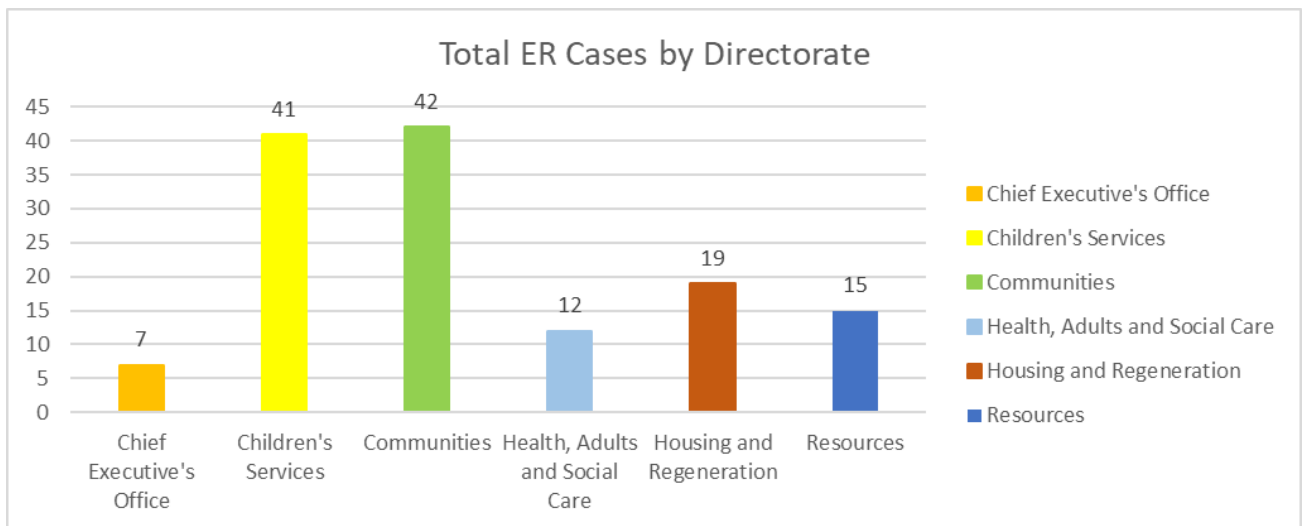
ER Cases by Type	No of Cases
Attendance Management	37
Chief Executive's Office	1
Children's Services	12
Communities	13
Health, Adults and Social Care	3
Housing and Regeneration	3
Resources	5
Disciplinary	31
Chief Executive's Office	1
Children's Services	5
Communities	15
Housing and Regeneration	5
Resources	5
Flexible Working Appeal	13
Children's Services	9
Communities	1
Health, Adults and Social Care	1
Housing and Regeneration	1
Resources	1
Grievance	39
Chief Executive's Office	5
Children's Services	9
Communities	12
Health, Adults and Social Care	4
Housing and Regeneration	6
Resources	3
Performance	9
Children's Services	4
Health, Adults and Social Care	3
Housing and Regeneration	1
Resources	1
Probation	6
Children's Services	2
Health, Adults and Social Care	1
Housing and Regeneration	3
SOSR	1
Communities	1
Grand Total	136

ER Cases by Directorate	No of Cases
Chief Executive's Office	7
Attendance Management	1
Disciplinary	1
Grievance	5
Children's Services	41
Attendance Management	12
Disciplinary	5
Flexible Working Appeal	9
Grievance	9
Performance	4
Probation	2
Communities	42
Attendance Management	13
Disciplinary	15
Flexible Working Appeal	1
Grievance	12
SOSR	1
Health, Adults and Social Care	12
Attendance Management	3
Flexible Working Appeal	1
Grievance	4
Performance	3
Probation	1
Housing and Regeneration	19
Attendance Management	3
Disciplinary	5
Flexible Working Appeal	1
Grievance	6
Performance	1
Probation	3
Resources	15
Attendance Management	5
Disciplinary	5
Flexible Working Appeal	1
Grievance	3
Performance	1
Grand Total	136

(Includes 4 collective grievances)



(includes 4 collective grievances)



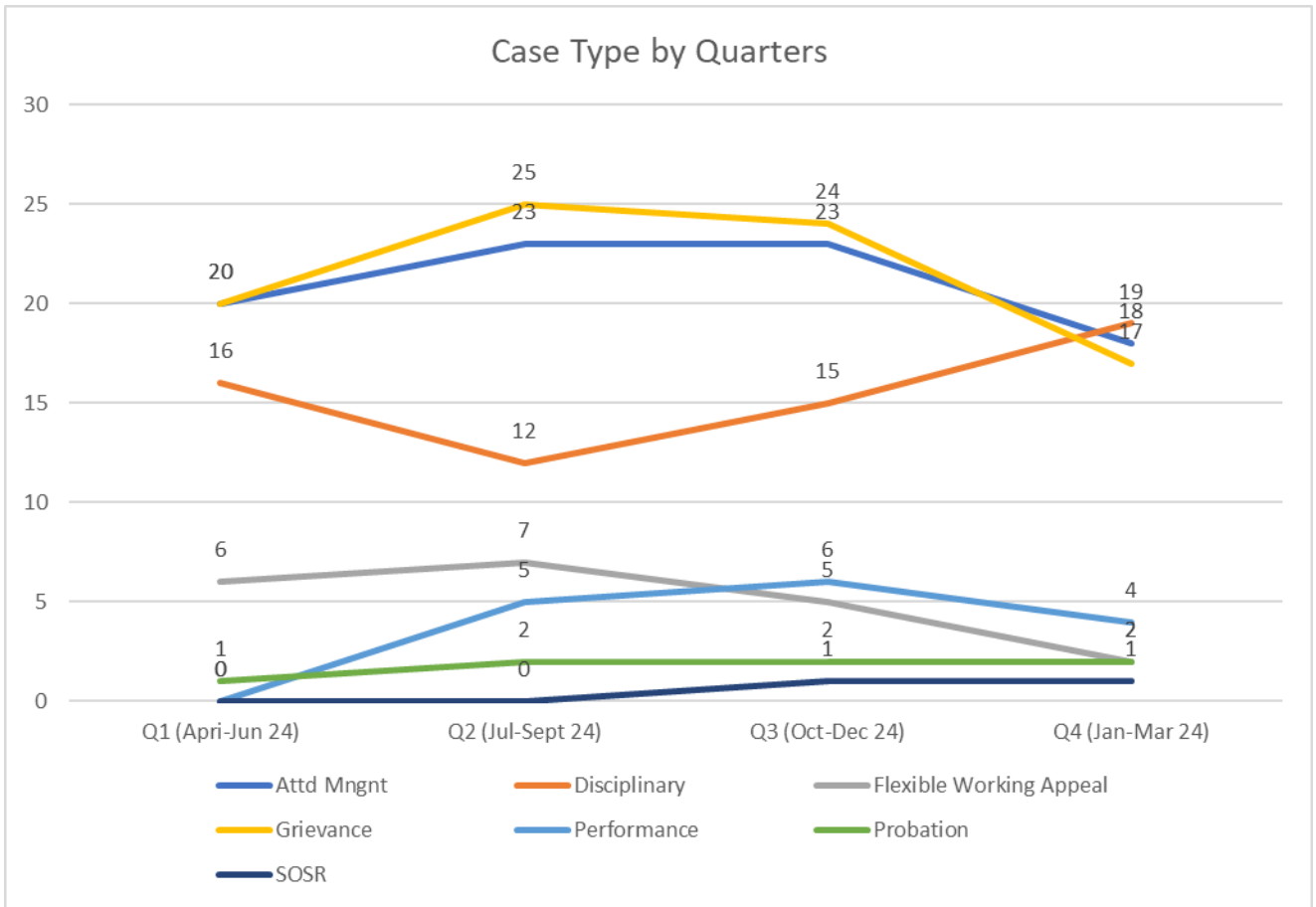


Table – All Casework by Directorate compared to the total number of staff in Directorates

Employee Directorate	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
Chief Executive's Office	7	5.1%	→	Chief Executive's Office	145	3.4%
Children's Services	41	30.1%	↑	Children's Services	1052	25.0%
Communities	42	30.9%	↑	Communities	918	21.8%
Health and Adult Social Care	12	8.8%	↔	Health and Adult Social Care	397	9.4%
Housing and Regeneration	19	14.0%	↓	Housing and Regeneration	887	21.1%
Resources	15	11.0%	↓	Resources	810	19.2%
Grand Total	136	100.00%		Grand Total	4209	100.00%

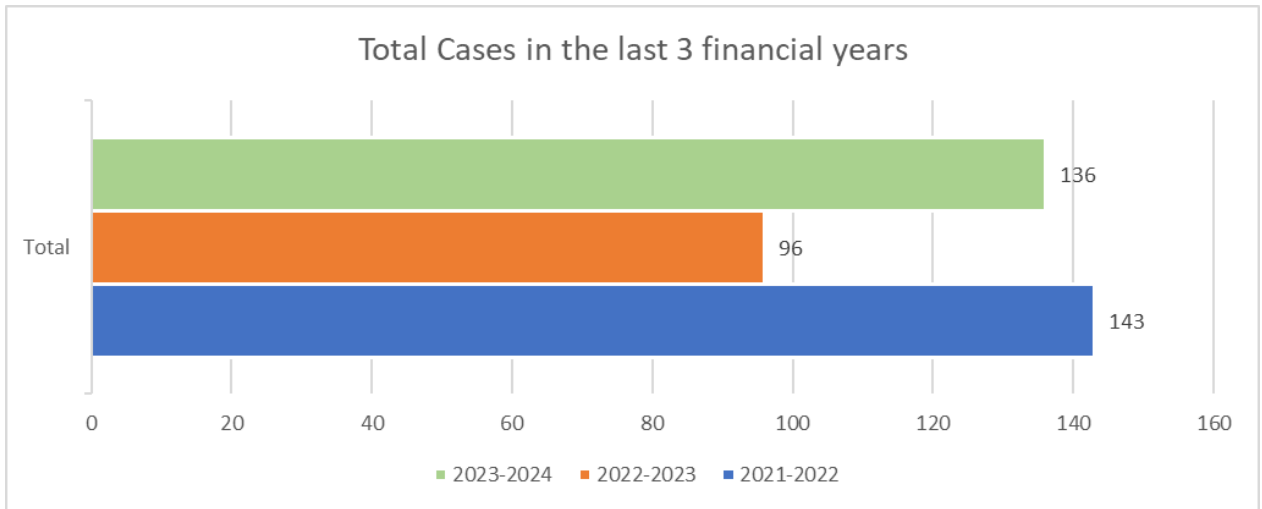
5. Summary of Annual Casework Data (1 April 2023 to 31 March 2024)

- 4.1. The data shows that 136 cases were handled over the reporting period 1 April 2023 to 31 March 2024. At the end of the reporting period there are 38 open cases and 98 cases have been closed. The numbers are comparable to the previous year, with slightly higher open cases at the end of the reporting period (last year it was 33 cases open, and 63 had been closed).
- 4.2. In respect of types of cases over this period, the data shows 39 grievances (35 individual and 4 collective), 37 final stage attendance management cases, 31 disciplinaries, 13 flexible working requests, 9 performance management cases, 6 probation cases and 1 SOSR (some other substantial reasons).
- 4.3. Consistently over this period, the greatest number of cases continue to be in Communities with 42 cases, and Children Services with 41 cases, with a higher percentage of cases compared to their workforce percentage.
- 4.4. Of all 98 closed cases, the average time taken to resolve cases was 162 days. 40 of these closed cases were above the benchmark resolution time of 120 days. Of those under 120 days, (58 cases) the average time to resolve was 50 days. A significant reason for exceeding timeframes relates to the availability of the investigators to undertake this duty in addition to their substantive post and cases can be delayed by sickness absence and in certain cases of gross misconduct, external third-party enquiries.
- 4.5. There were 8 suspensions over the year and 1 case involving revised temporary duties during the investigation phase.
- 4.6. Looking at disciplinary outcomes (i.e., those disciplinaries which closed): 6 final written warnings (5 Upheld and 1 Part Upheld), 4 involved dismissals, 1 were resolved informally, 2 final written warnings, and 1 was withdrawn.
- 4.7. The majority of grievance cases involve discrimination or harassment (17), complaints about the conduct of colleagues or managers (11). 4 grievances are related to terms and conditions, 3 are related to sexual harassment allegations, 2 to discrimination and 2 related to insulting or inappropriate behaviour. Looking at grievance outcomes (i.e., those grievances which closed): 12 were resolved informally, 10 were not upheld, 6 were partially upheld, 1 required further monitoring of the employee involved and 1 employee left the Council. The in-house mediation service was established to tackle the number of grievances raised by staff, offering an alternative route outside of the formal grievance process to resolve disputes swiftly and effectively between staff. The service was called upon 5 times in the year and was successful with each attempt. Mediation normally takes a matter of days to organise and resolve matters.
- 4.8. The data provided in Annexes A to D provides an equalities profile of those staff involved in cases compared to the equalities profile of the workforce as a comparator.
- 4.9. Whilst the numbers are small and we cannot report on individual cases, of the grievances that were reported as being against the line manager or colleague, 73% were from Black, Asian, and multi-ethnic staff; 45% of these cases involved line managers who were from Black, Asian, and multi-ethnic staff; 36% of these cases were being handled by White deciding managers and 18% from Black, Asian, and multi-ethnic staff (often senior staff hear cases and this percentage is reflective of the workforce make up).
- 4.10. Whilst the numbers are small and we cannot report on individual cases, 71% of disciplinaries involved Black, Asian, and multi-ethnic staff; 45.2% of these cases involved

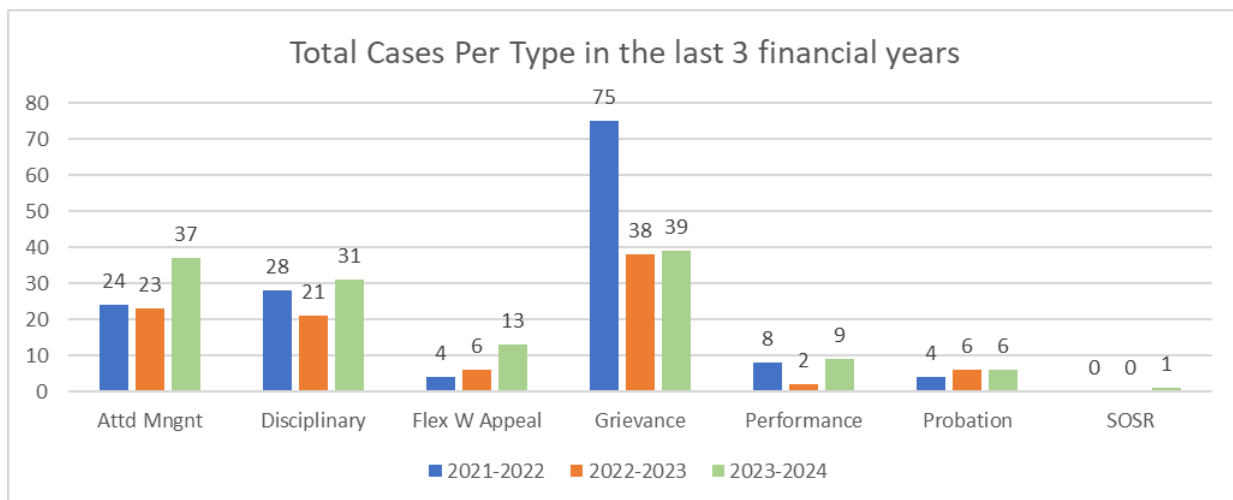
line managers who are Black, Asian, and multi-ethnic and 35.5% of these were White; 51.6% deciding managers were White and 19.4% were Black, Asian, and multi-ethnic staff.

6. Casework Assessment Over 3 Years

5.1. The HR Committee requested that a longer term look at casework was provided. The following tables illustrate the trend in casework management over the last 3 years. The table below shows that 2023 to 2024 has increased from the previous year but has not reached the level of 2021 to 2022.



5.2. The organisational structure has changed during the last 3 years, increasing from 4 Directorates to 5. Given that some services have moved between Directorates the distribution of cases in each Directorate cannot be accurately reported. However, we can assess the case types over the 3-year period. The following table shows case totals by type for each year and shows a significant fall in grievances since 2021-2022, and an increase in formal case management of attendance related to sickness.



7. ANNEX A – Equalities (all cases vs workforce)

ER & Workforce Equalities Comparison Apr 23 to Mar 24

- The data of those involved in cases is compared against the equalities data for all of the workforce.
- The percentages calculated were rated on the proportion of the employee and of the overall headcount percentage.
- Key elements for the comparison have been listed on each category:
 - ← Slightly lower than workforce
 - Slightly higher than workforce
 - ↓ Significantly lower than workforce (more than 5%)
 - ↑ Significantly higher than workforce (more than 5%)

Table 1 – All Casework by Ethnicity

Employee Ethnicity	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
Asian	8	5.9%	→	Asian	246	5.8%
Bangladeshi	34	25.0%	←	Bangladeshi	1090	25.9%
Black	30	22.1%	→	Black	905	21.5%
Decline to State	7	5.1%	-	Decline to State	1	0.02%
Missing	3	2.2%	←	Missing	262	6.2%
Mixed	5	3.7%	→	Mixed	119	2.8%
Other	4	2.9%	→	Other	53	1.3%
Somali	4	2.9%	→	Somali	14	0.3%
White	41	30.1%	↓	White	1519	36.1%
Grand Total	136	100.00%		Grand Total	4209	100.00%

There is no significant disproportionate impact relating to ethnicity.

Table 2 - All Casework by Gender

Employee Gender	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
Female	81	59.6%	→	Female	2362	56.1%
Male	55	40.4%	←	Male	1847	43.9%
Grand Total	136	100.00%		Grand Total	4209	100.00%

There is no significant disproportionate impact relating to gender.

Table 3

Employee Sexual Orientation	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
Bisexual	0	0.0%	-	Bisexual	51	1.2%
Decline to State	24	17.6%	→	Decline to State	612	14.5%
Gay	1	0.7%	←	Gay	60	1.4%
Heterosexual	105	77.2%	→	Heterosexual	3228	76.7%
Lesbian	2	1.5%	→	Lesbian	32	0.8%
MISSING	3	2.2%	←	MISSING	224	5.3%
Prefer to self-describe	1	0.7%	→	Prefer to self-describe	2	0.05%
Grand Total	136	100.00%		Grand Total	4209	100.00%

There is no significant disproportionate impact relating to sexual orientation.

Table 4 - All Casework by Religion

Employee Religion	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
Buddhist	1	0.7%	→	Buddhist	20	0.5%
Christian	36	26.5%	←	Christian	1322	31.4%
Decline to State	20	14.7%	→	Decline to State	471	11.2%
Hindu	2	1.5%	→	Hindu	59	1.4%
Jewish	0	0.0%	-	Jewish	23	0.5%
Missing	4	2.9%	←	Missing	222	5.3%
Muslim	43	31.6%	→	Muslim	1263	30.0%
No religion	24	17.6%	→	No religion	680	16.2%
Other	6	4.4%	→	Other	125	3.0%
Sikh	0	0.0%	-	Sikh	24	0.6%
Grand Total	136	100.00%		Grand Total	4209	100.00%

There is no significant disproportionate impact relating to religion.

Table 5 - All Casework by Disability

Employee Disability	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
Declined to State	16	11.8%	→	Declined to State	383	9.1%
Missing	6	4.4%	↓	Missing	676	16.1%
No	94	69.1%	→	No	2806	66.7%
Unaware	2	1.5%	←	Unaware	88	2.1%
Yes	18	13.2%	↑	Yes	256	6.1%
Grand Total	136	100.00%		Grand Total	4209	100.00%

The number of cases involving disabled staff is higher than the workforce proportion with a declared disability. Tables below on case type show that this is related to grievances.

Table 6 - All Casework by Age

Employee Age	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
16 - 24	2	1.5%	→	16 - 24	61	1.4%
25 - 34	16	11.8%	→	25 - 34	595	14.1%
35 - 44	47	34.6%	↑	35 - 44	1109	26.3%
45 - 54	31	22.8%	←	45 - 54	1087	25.8%
55 - 64	30	22.1%	←	55 - 64	1130	26.8%
65 - 74	10	7.4%	→	65 - 74	217	5.2%
75 - 84	0	0.0%	-	75 - 84	10	0.2%
Grand Total	136	100.00%		Grand Total	4209	100.00%

The age range with a higher percentage of involvement in cases compared to the workforce percentage is in the 35-44 age range.

Table 7 - All Casework by Residents

Resident	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
Yes	50	36.8%	→	Yes	1107	26.3%
No	75	55.1%	→	No	2253	53.5%
Missing	11	8.1%	↑	Missing	849	20.2%
Grand Total	136	100.00%		Grand Total	4209	100.00%

This table shows that the majority of staff involved in a formal case were non-residents.

8. ANNEX B – Equalities (grievance vs workforce)

Grievance Cases & Workforce Comparison - Equalities Breakdown Apr 23 to Mar 24:

- The equalities data for 35 grievance cases was analysed.
- Collective grievances (4 cases) were excluded from this comparison because they involve multiple staff with a variety of protected characteristics.
- The data is compared against the equalities data for the whole workforce and presented as a percentage.
- Vacant posts were removed.
- Key elements for the comparison have been listed on each category:
 - ← Slightly lower than workforce
 - Slightly higher than workforce
 - ↓ Significantly lower than workforce (more than 5%)
 - ↑ Significantly higher than workforce (more than 5%)

Table 8 – Grievances by Ethnicity

Employee Ethnicity	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
Asian	0	0.0%	-	Asian	246	5.8%
Bangladeshi	11	31.4%	↑	Bangladeshi	1090	25.9%
Black	10	28.6%	↑	Black	905	21.5%
Declined to state	4	11.4%	↑	Declined to state	1	0.0%
Missing	1	2.9%	→	Missing	262	6.2%
Mixed	2	5.7%	→	Mixed	119	2.8%
Somali	2	5.7%	→	Other	53	1.3%
White	5	14.3%	↑	Somali	14	0.3%
Other	0	0.0%	-	White	1519	36.1%
Grand Total	35	100.00%		Grand Total	4209	100.00%

Grievances raised by Bangladeshi and Black staff are of a higher percentage than their workforce percentage.

Table 9 – Grievances by Gender

Employee Gender	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
Female	27	77.1%	↑	Female	2362	56.1%
Male	8	22.9%	↓	Male	1847	43.9%
Grand Total	35	100.00%		Grand Total	4209	100.00%

For grievances raised by staff the percentage of females is greater than their workforce percentage.

Table 10 – Grievances by Sexual Orientation

Employee Sexual Orientation	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
Bisexual	0	0.0%	-	Bisexual	51	1.2%
Decline to State	7	20.0%	↑	Decline to State	612	14.5%
Gay	0	0.0%	-	Gay	60	1.4%
Heterosexual	24	68.6%	↓	Heterosexual	3228	76.7%
Lesbian	1	2.9%	→	Lesbian	32	0.8%
Missing	2	5.7%	→	Missing	224	5.3%
Prefer to self-describe	1	2.9%	→	Prefer to self-describe	2	0.0%
Grand Total	35	100.00%		Grand Total	4209	100.00%

For grievances raised by staff there is no significant disproportionate impact relating to sexual orientation for those who have declared.

Table 11 – Grievances by Religion

Employee Religion	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
Buddhist	1	2.9%	→	Buddhist	20	0.5%
Christian	4	11.4%	↓	Christian	1322	31.4%
Decline to State	9	25.7%	↑	Decline to State	471	11.2%
Hindu	0	0.0%	-	Hindu	59	1.4%
Jewish	0	0.0%	-	Jewish	23	0.5%
Missing	3	8.6%	→	Missing	222	5.3%
Muslim	13	37.1%	↑	Muslim	1263	30.0%
No religion	3	8.6%	↓	No religion	680	16.2%
Other	2	5.7%	→	Other	125	3.0%
Sikh	0	0.0%	-	Sikh	24	0.6%
Grand Total	35	100.00%		Grand Total	4209	100.00%

For grievances of note the percentage of Muslim staff raising grievances are marginally more than their overall workforce percentage.

Table 12 – Grievances by Disability

Employee Disability	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
Declined to State	5	14.3%	↑	Declined to State	383	9.1%
Missing	1	2.9%	↑	Missing	676	16.1%
No	20	57.1%	↓	No	2806	66.7%
Unaware	1	2.9%	→	Unaware	88	2.1%
Yes	8	22.9%	↑	Yes	256	6.1%
Grand Total	35	100.00%		Grand Total	4209	100.00%

For employees raising grievances there is a higher percentage of staff with a declared disability compared to the overall workforce data for staff with declared disabilities. This is for 8 cases in total.

Table 13 – Grievances by Age

Employee Age	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
16 - 24	1	2.9%	→	16 - 24	61	1.4%
25 - 34	2	5.7%	↓	25 - 34	595	14.1%
35 - 44	16	45.7%	↑	35 - 44	1109	26.3%
45 - 54	11	31.4%	↑	45 - 54	1087	25.8%
55 - 64	4	11.4%	↓	55 - 64	1130	26.8%
65 - 74	1	2.9%	←	65 - 74	217	5.2%
75 - 84	0	0.0%	-	75 - 84	10	0.2%
Grand Total	35	100.00%		Grand Total	4209	100.00%

The bulk of staff submitting grievances are between 35-44 and 45-54, and those in these age ranges are higher in percentage than the percentage of overall workforce in these age ranges, most significantly for those in the 35-44 age range.

9. ANNEX C – Equalities (disciplinary vs workforce)

Disciplinary Cases Versus Workforce - Equalities Breakdown Apr 23 to Mar 24:

- There were 31 disciplinary cases equalities data analysed for employees.
- The data is compared against the total headcount equalities.
- The percentages calculated were rated on the proportion of the Employee and of the overall headcount percentage.
- Vacant posts were removed.
- Key elements for the comparison have been listed on each category:
 - ← Slightly lower than workforce
 - Slightly higher than workforce
 - ↓ Significantly lower than workforce (more than 5%)
 - ↑ Significantly higher than workforce (more than 5%)

Table 14 – Disciplinary by Ethnicity

Employee Ethnicity	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
Asian	4	12.9%	↑	Asian	246	5.8%
Bangladeshi	10	32.3%	↑	Bangladeshi	1090	25.9%
Black	6	19.4%	←	Black	905	21.5%
Declined to state	2	6.5%	↑	Declined to state	1	0.0%
Missing	0	0.0%	-	Missing	262	6.2%
Mixed	1	3.2%	→	Mixed	119	2.8%
Other	1	3.2%	→	Other	53	1.3%
Somali	0	0.0%	-	Somali	14	0.3%
White	7	22.6%	↓	White	1519	36.1%
Grand Total	31	100.00%		Grand Total	4209	100.00%

Disciplinaries involving those with an Asian and Bangladeshi employee ethnicity are of a higher percentage than the percentage for their ethnicity for the overall workforce.

Table 15 – Disciplinary by Gender

Employee Gender	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
Female	11	35.5%	↓	Female	2362	56.1%
Male	20	64.5%	↑	Male	1847	43.9%
Grand Total	31	100.00%		Grand Total	4209	100.00%

The percentage of men involved in disciplinaries are higher than for the male workforce percentage.

Table 16 – Disciplinary by Sexual Orientation

Employee Sexual Orientation	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
Bisexual	0	0.0%	-	Bisexual	51	1.2%
Decline to State	7	22.6%	↑	Decline to State	612	14.5%
Gay	0	0.0%	-	Gay	60	1.4%
Heterosexual	23	74.2%	←	Heterosexual	3228	76.7%
Lesbian	0	0.0%	-	Lesbian	32	0.8%
Missing	1	3.2%	←	Missing	224	5.3%
Prefer to self-describe	0	0.0%	-	Prefer to self-describe	2	0.0%
Grand Total	31	100.00%		Grand Total	4209	100.00%

For disciplinaries there is no significant disproportionate impact relating to employee sexual orientation for those who have declared.

Table 17 – Disciplinary by Religion

Employee Religion	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
Buddhist	0	0.0%	-	Buddhist	20	0.5%
Christian	7	22.6%	↓	Christian	1322	31.4%
Decline to State	4	12.9%	→	Decline to State	471	11.2%
Hindu	1	3.2%	→	Hindu	59	1.4%
Jewish	0	0.0%	-	Jewish	23	0.5%
Missing	1	3.2%	←	Missing	222	5.3%
Muslim	10	32.3%	→	Muslim	1263	30.0%
No religion	7	22.6%	↑	No religion	680	16.2%
Other	1	3.2%	→	Other	125	3.0%
Sikh	0	0.0%	-	Sikh	24	0.6%
Grand Total	31	100.00%		Grand Total	4209	100.00%

The percentage of those with no stated religion involved in disciplinaries is higher than the workforce percentage.

Table 18 – Disciplinary by Disability

Employee Disability	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
Declined to State	4	12.9%	→	Declined to State	383	9.1%
Missing	1	3.2%	↓	Missing	676	16.1%
No	23	74.2%	↑	No	2806	66.7%
Unaware	0	0.0%	-	Unaware	88	2.1%
Yes	3	9.7%	→	Yes	256	6.1%
Grand Total	31	100.00%		Grand Total	4209	100.00%

The percentage of staff with a no declared disability for disciplinary cases is higher than the percentage of staff with a no declared disability for the workforce.

Table 19 – Disciplinary by Age-

Employee Age	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
16 - 24	1	3.2%	→	16 - 24	106	2.49%
25 - 34	6	19.4%	→	25 - 34	675	15.85%
35 - 44	12	38.7%	↑	35 - 44	1134	26.64%
45 - 54	4	12.9%	↓	45 - 54	1064	25.00%
55 - 64	6	19.4%	↓	55 - 64	1073	25.20%
65 - 74	2	6.5%	→	65 - 74	197	4.62%
75 - 84	0	0.0%	-	75 - 84	6	0.15%
Grand Total	31	100.00%		Grand Total	4209	100.00%

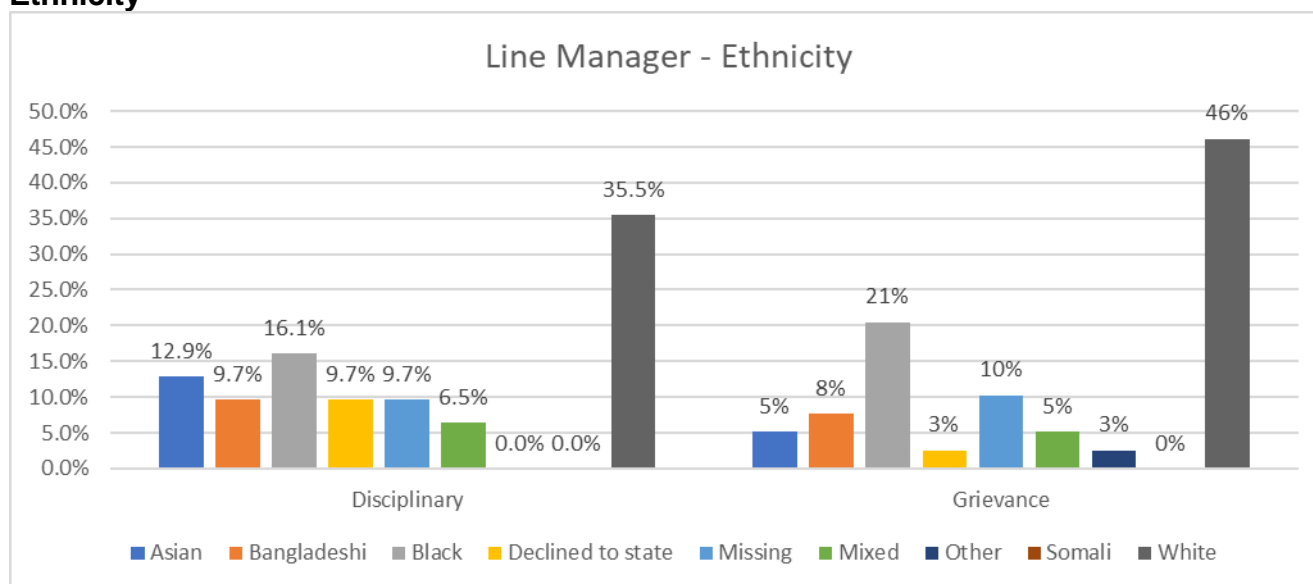
The range of staff of an age range between 35 and 44 involved in disciplinary cases is higher than the percentage for that age range in the workforce.

10. ANNEX D – Equalities (LM & DM)

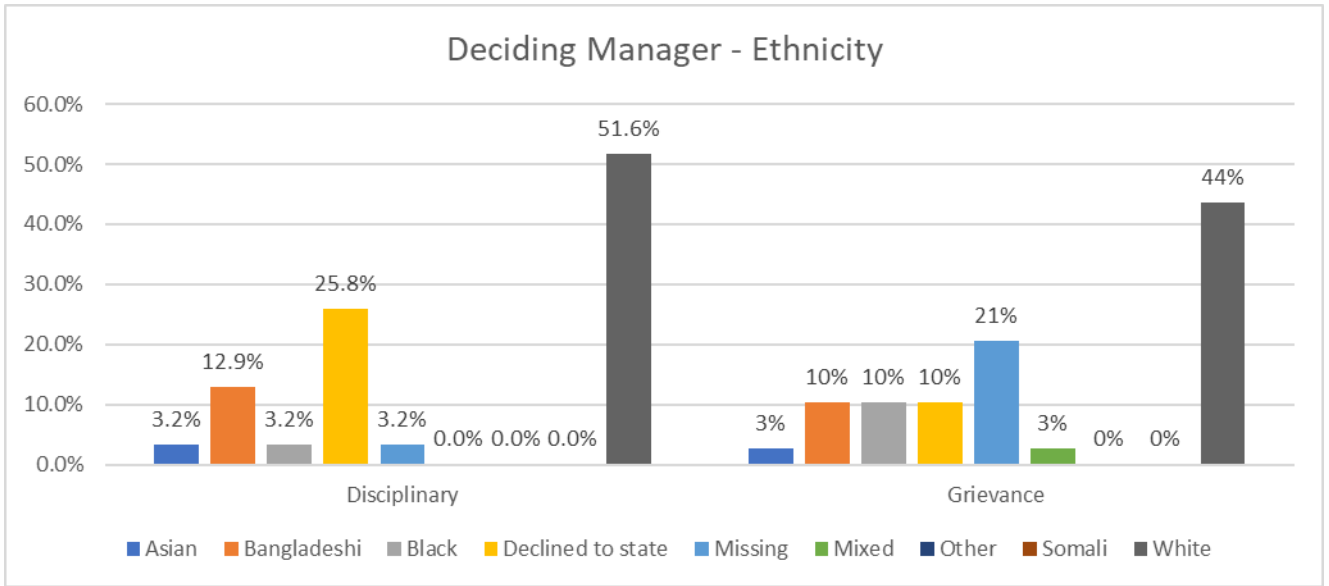
Line Manager and Deciding Manager Equalities Breakdown Apr 23 to Mar 24:

- The equality breakdown of line managers and deciding managers are detailed below.
- The data is on grievances and disciplinaries given that these case types are the highest across the year.
- The 'line manager' is the actual line manager of the staff member who raised the grievance / is subject to disciplinary action.
- The 'deciding manager' is the manager who is responsible for making the decision in each of the type of cases (grievance / disciplinary etc). It is not normally the actual line manager, hence the distinction.
- Carers, Transgender and Pregnancy were not reported as there aren't enough data for Line Manager and Deciding Managers.
- The missing category applies to cases involving an agency/consultancy worker who was a line manager or a deciding manager for whom we do not hold and cannot access equalities data.

Ethnicity

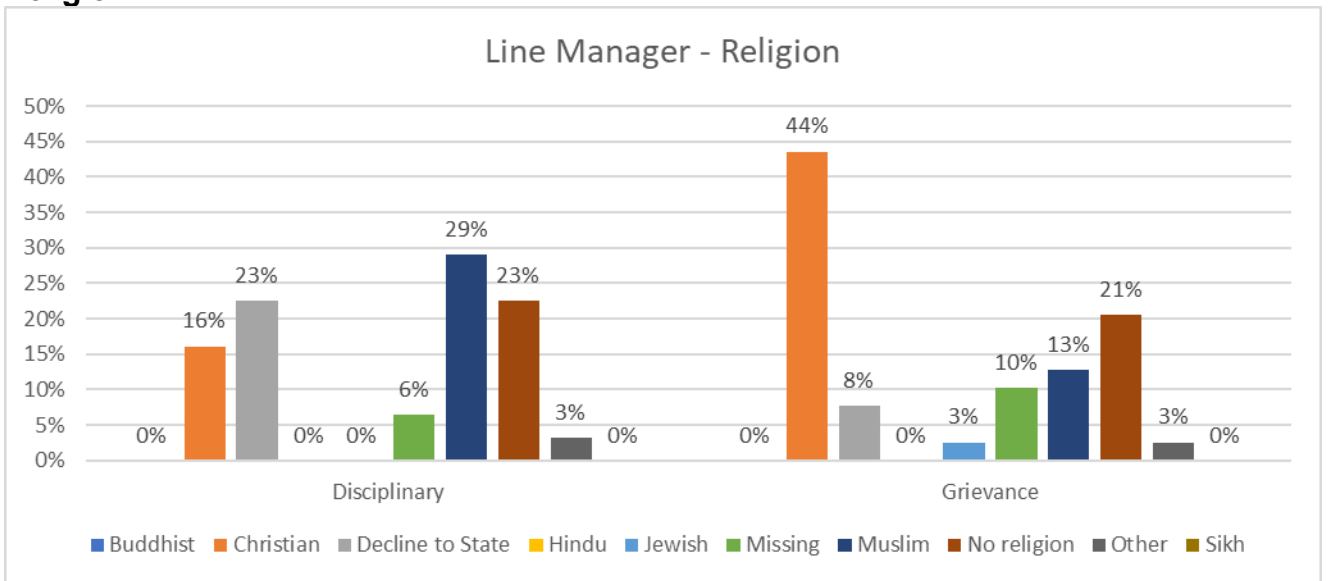


This table shows that line managers of staff raising grievances or of staff who are disciplined are predominantly white.

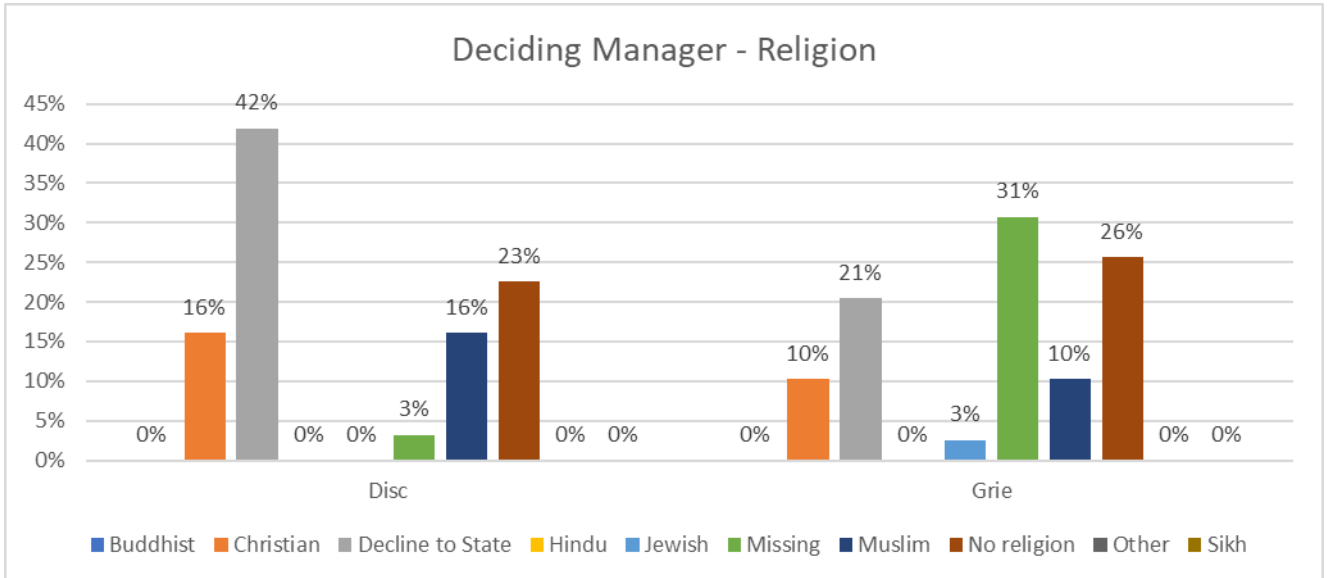


This table shows that deciding managers for grievance and disciplinary cases are predominantly white.

Religion

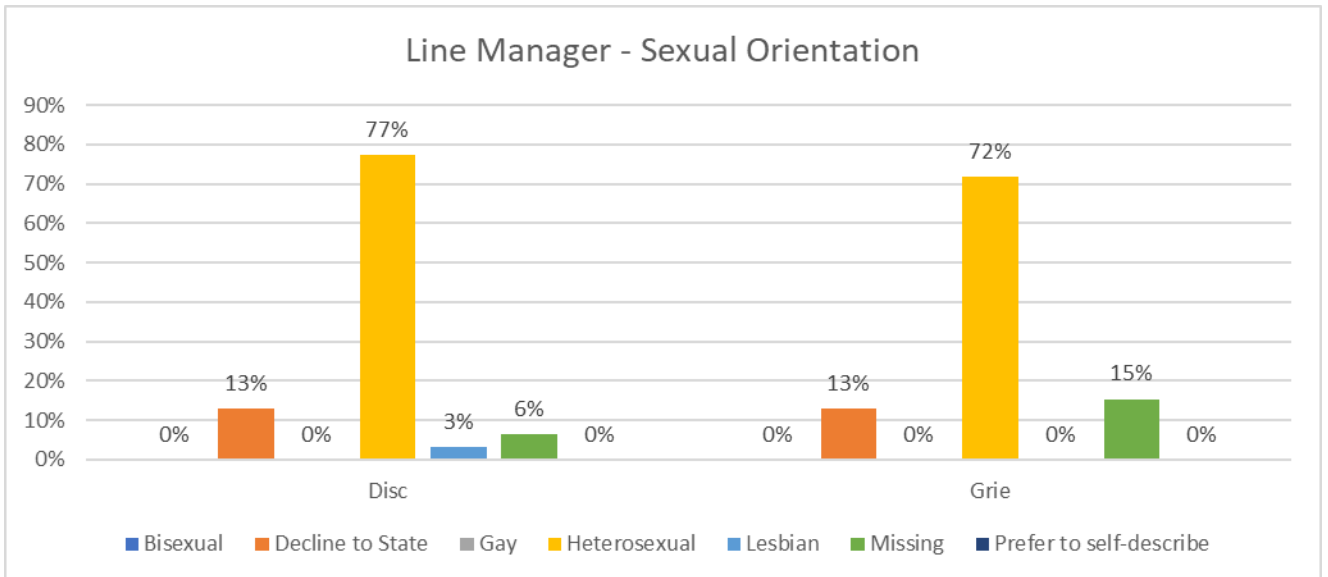


This table shows that the largest group of line managers of staff facing disciplinarys by religion are Muslim, and that the largest group of deciding managers by religion are Christian.

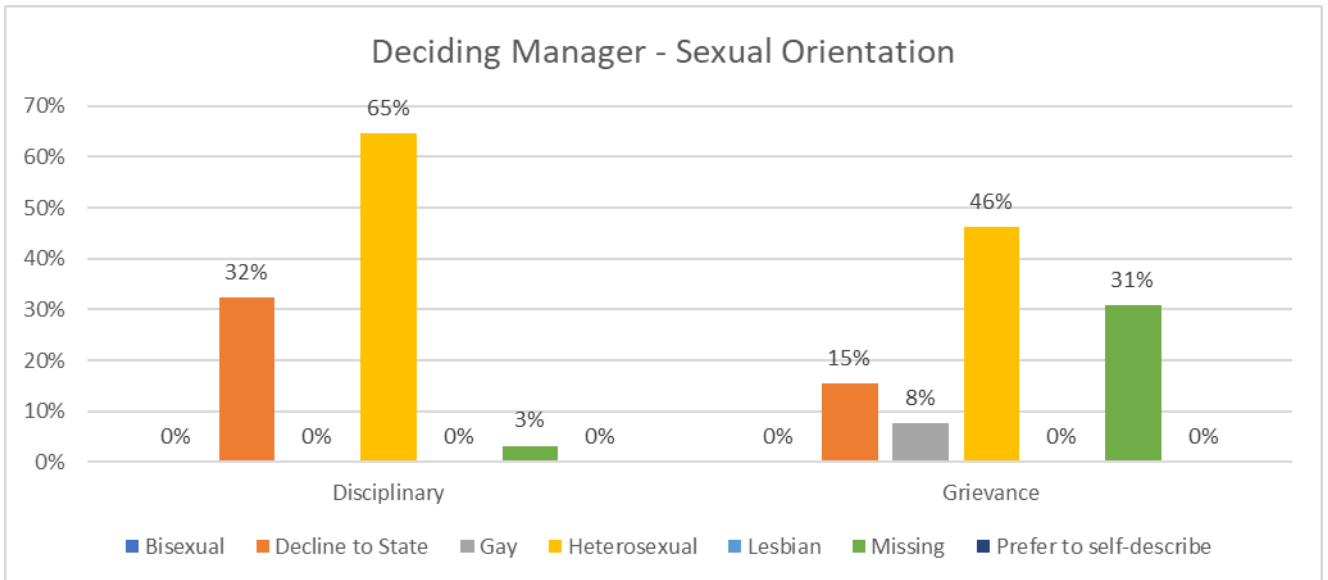


This table shows that the largest group of deciding managers for disciplinarys have declined to state their religion, and that the largest group of deciding managers for grievances have declined to state their religion, or that this information is missing.

Sexual Orientation

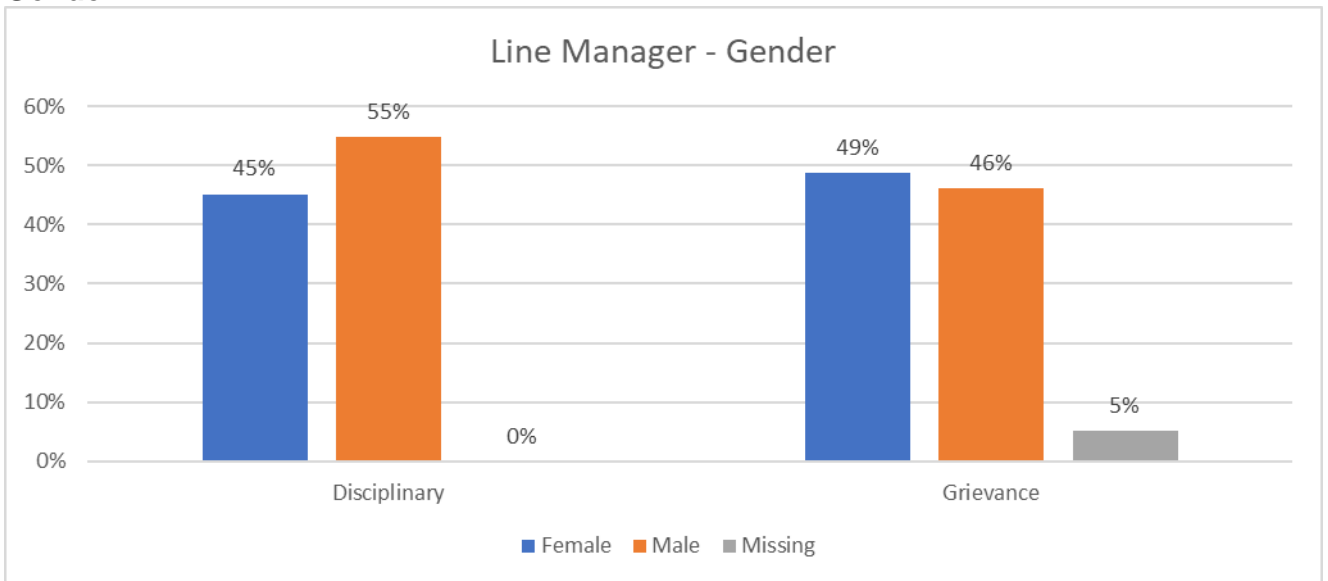


This table shows that the largest group of line managers of staff involved in disciplinarys and grievances by sexual orientation are heterosexual.

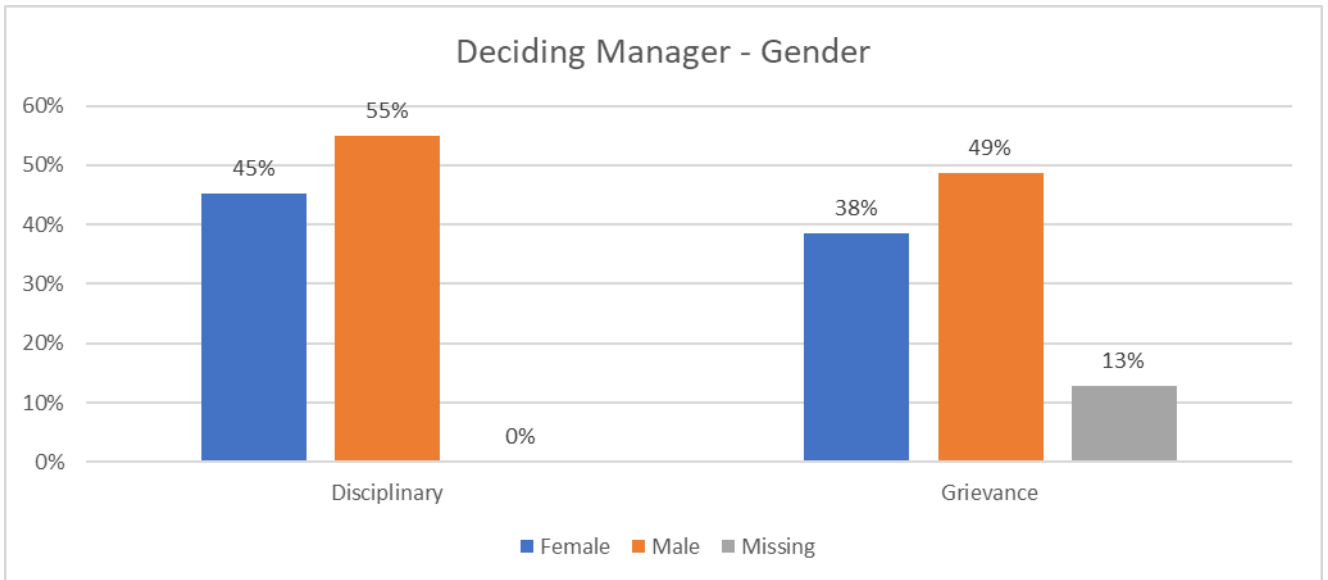


This table shows that the largest group of deciding managers for all grievances and disciplinaries by sexual orientation are heterosexual.

Gender

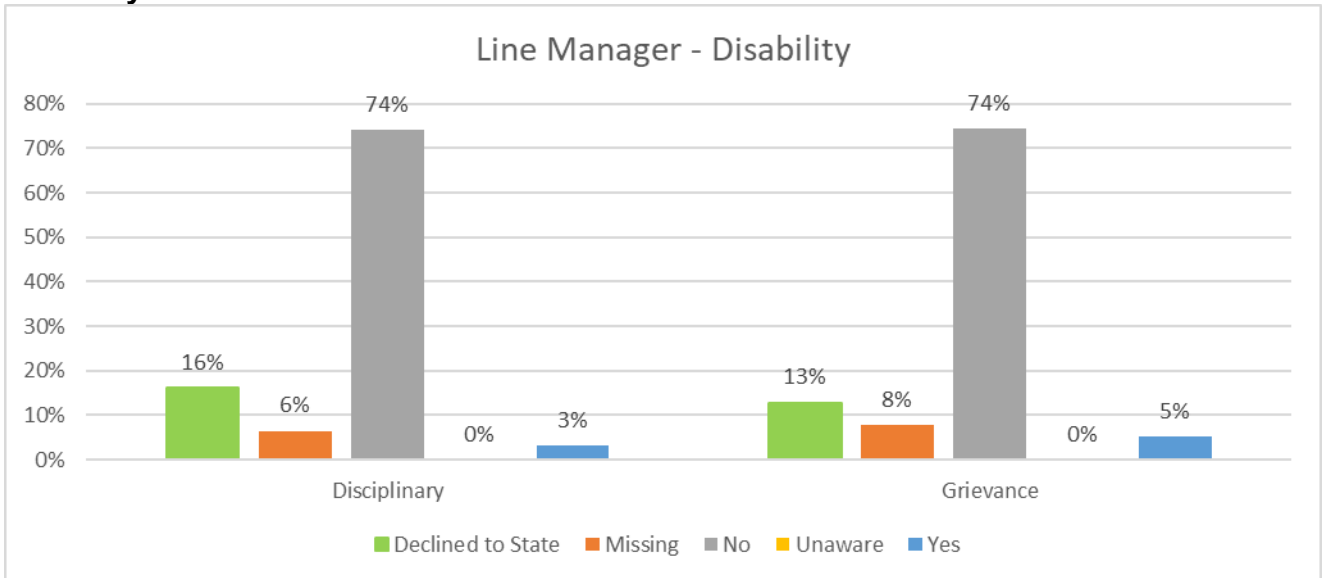


This table shows that the largest group of line managers of staff facing disciplinaries by gender are male, and that the largest group of line managers of staff raising grievances by gender are female (marginally).

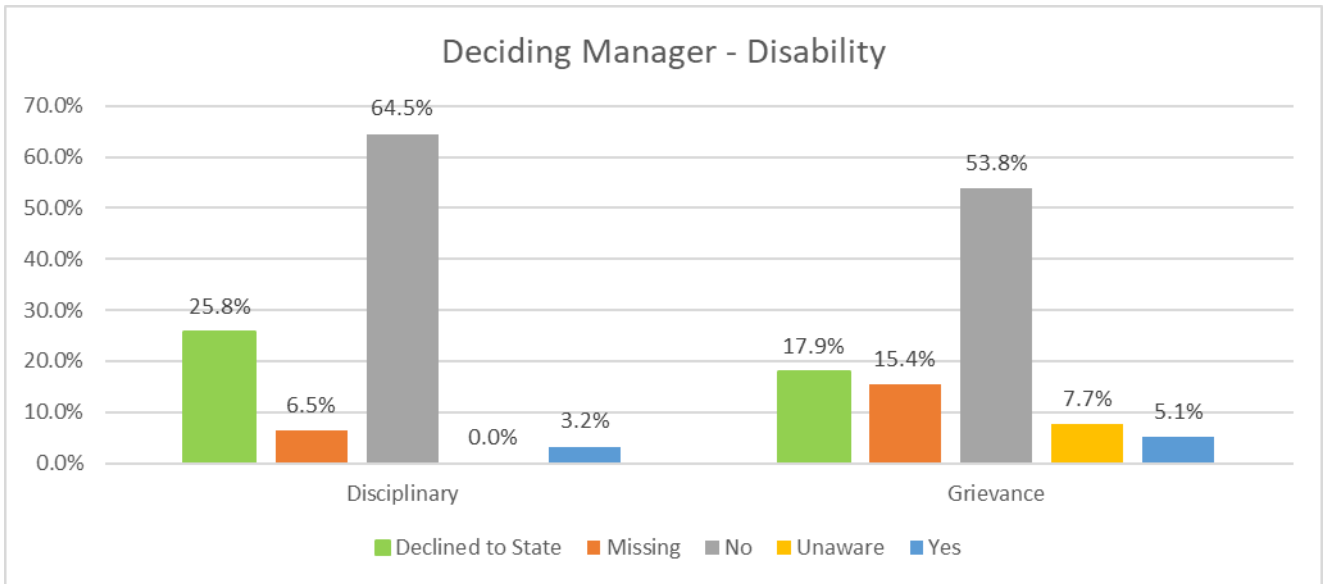


This table shows that the largest group of deciding managers handling disciplinarys and grievance by gender are male.

Disability

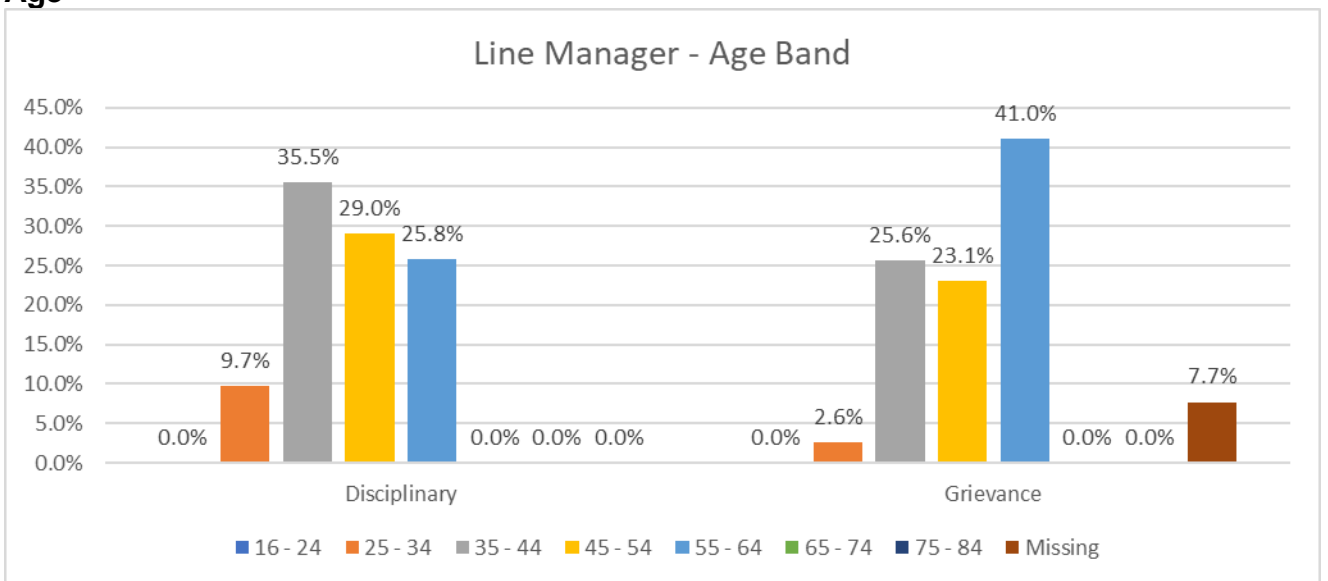


This table shows that the percentage of line managers of staff facing disciplinarys or raising grievance have declared no disability.

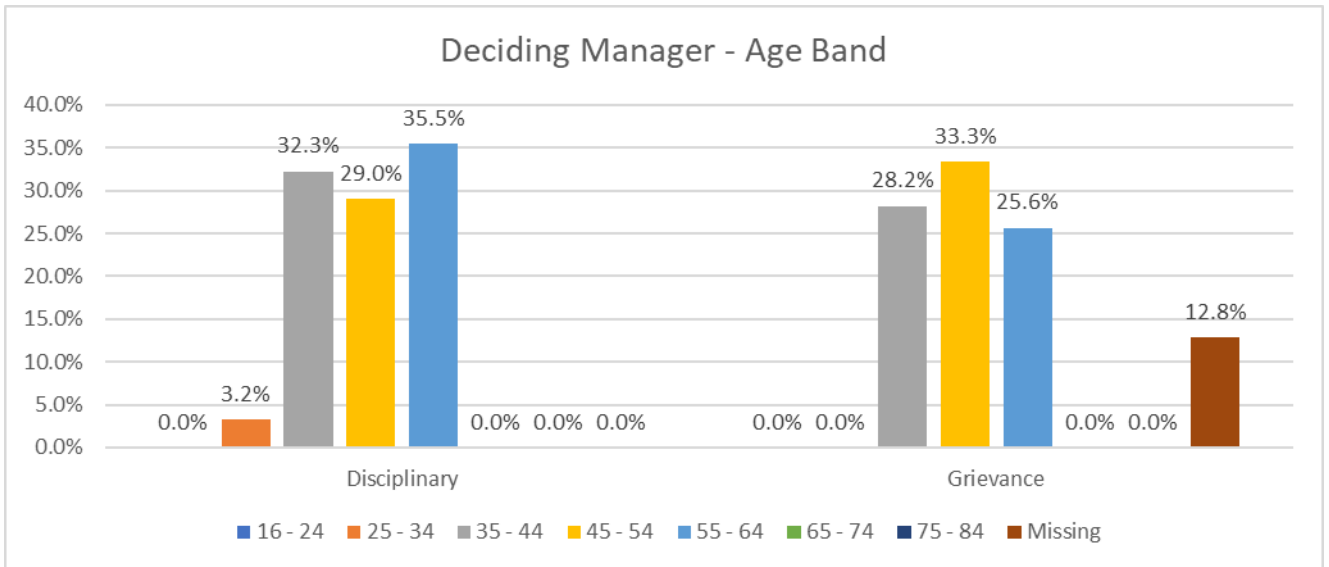


This table shows that the percentage of deciding managers for disciplinaries or grievances have declared no disability.

Age

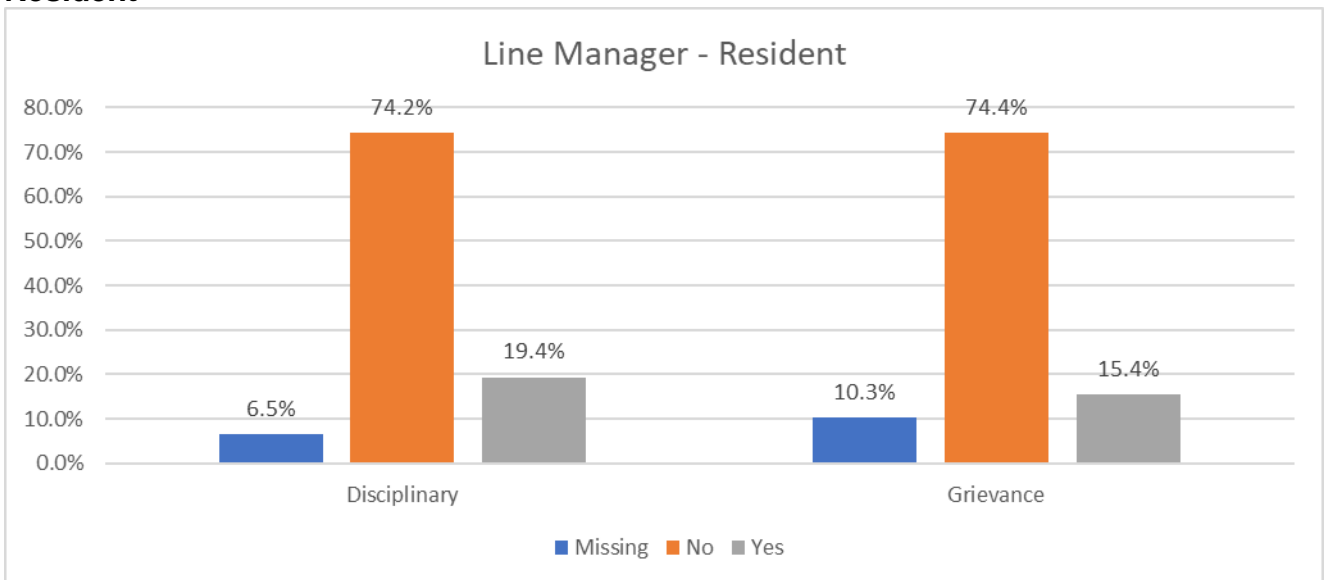


This table shows that the largest group of line managers of staff involved in disciplinaries by age are those in the 35-44 age range, and that the largest group of line managers of staff raising grievances are in the 55-64 age range.

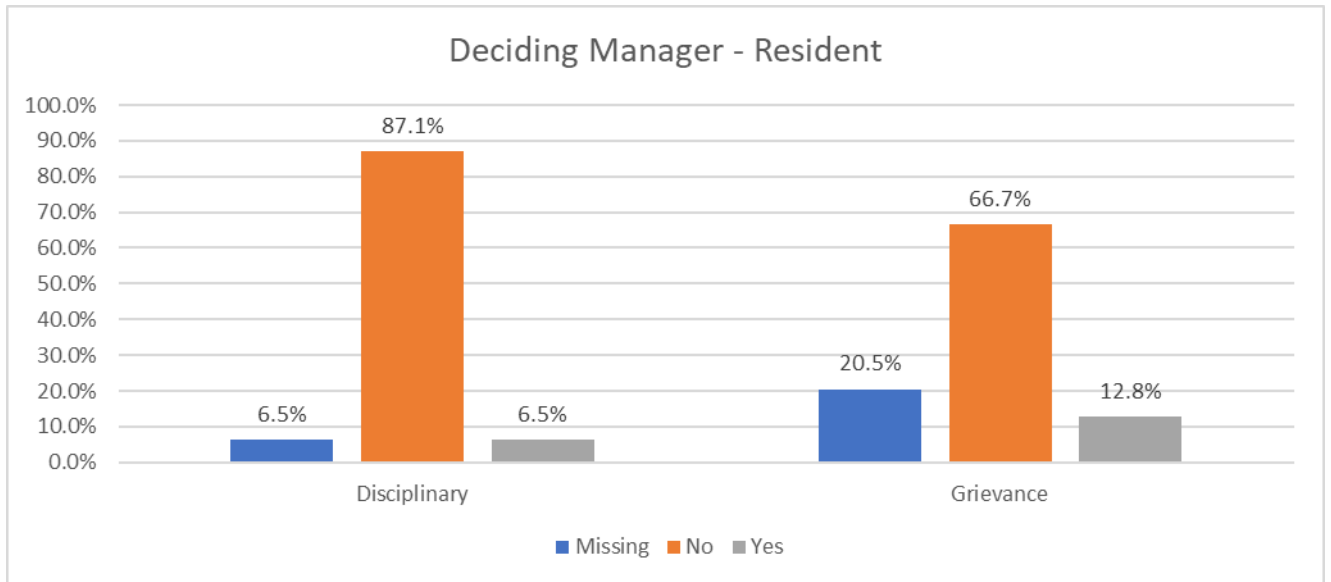


This table shows that the age group of deciding managers of disciplinarys are those in the 55 to 64 age range, and that the largest group of deciding managers on grievance by age are in the 45 to 54 age range.

Resident



This table shows that the majority of line managers of staff involved in disciplinarys and grievance are non-residents.



This table shows that the majority of deciding managers involved in disciplinarys and grievance are non-residents.