

We deliver
MORE



Raising Concerns

July 2025

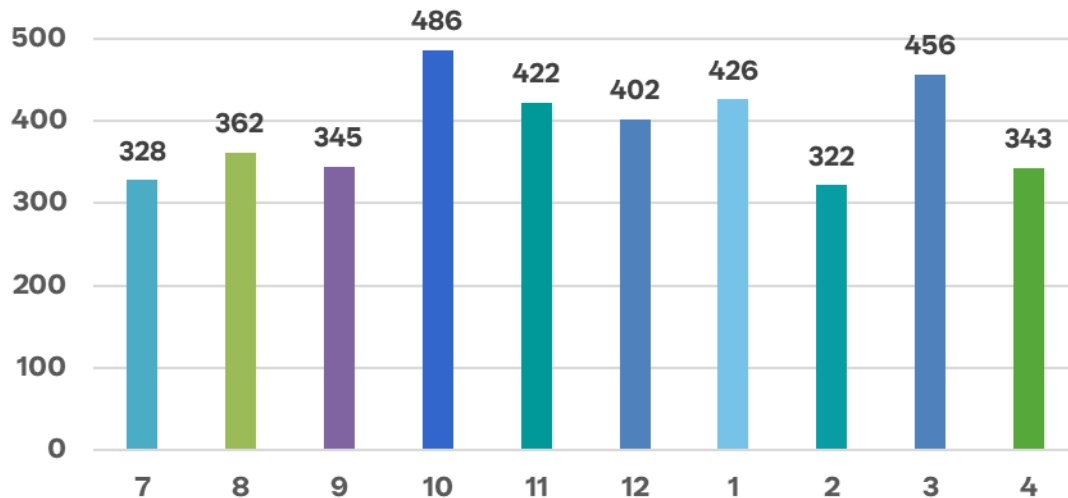


Raising Concerns – Overview of cases

Overview of cases raised:

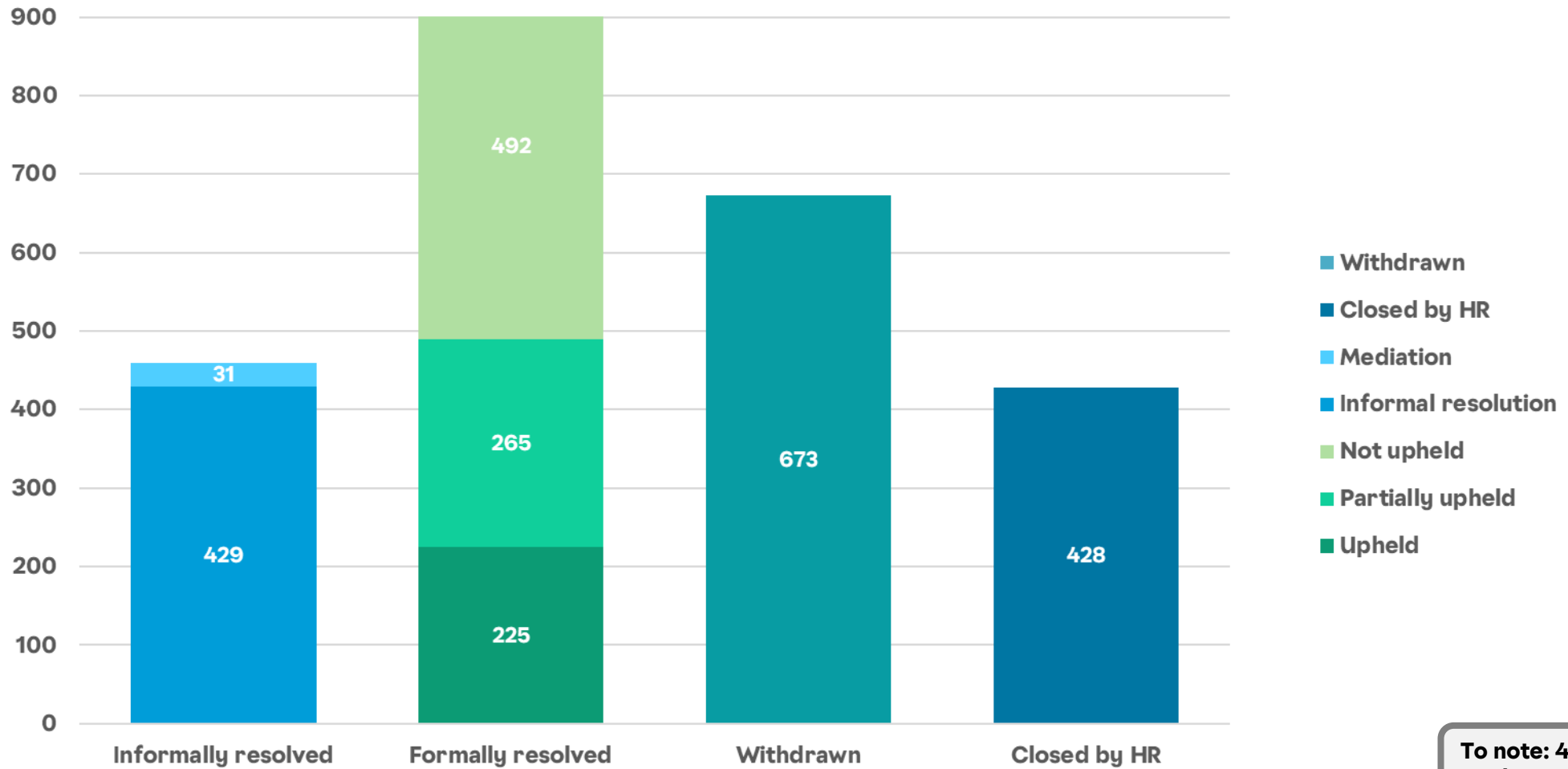
- 3892 concerns raised since launch*
 - 22% cases currently open (853)
 - 78% cases concluded (3039)

Concerns raised by period



Reason for concern	Number	%
Poor behaviour or treatment	1008	26%
Category not yet confirmed	422	11%
Pay or benefits	405	10%
Working hours or allocation of work	331	9%
Bullying	218	6%
Work conditions	191	5%
Harassment	182	5%
Discrimination	151	4%
Time off work	137	4%
Failure to follow policy or procedure	122	3%
Sexual harassment	78	2%
Transformational change	29	1%
Inappropriate use of data	26	1%
Trade Union activities	8	0%
No category recorded (closed cases)	584	15%
Grand Total	3892	100%

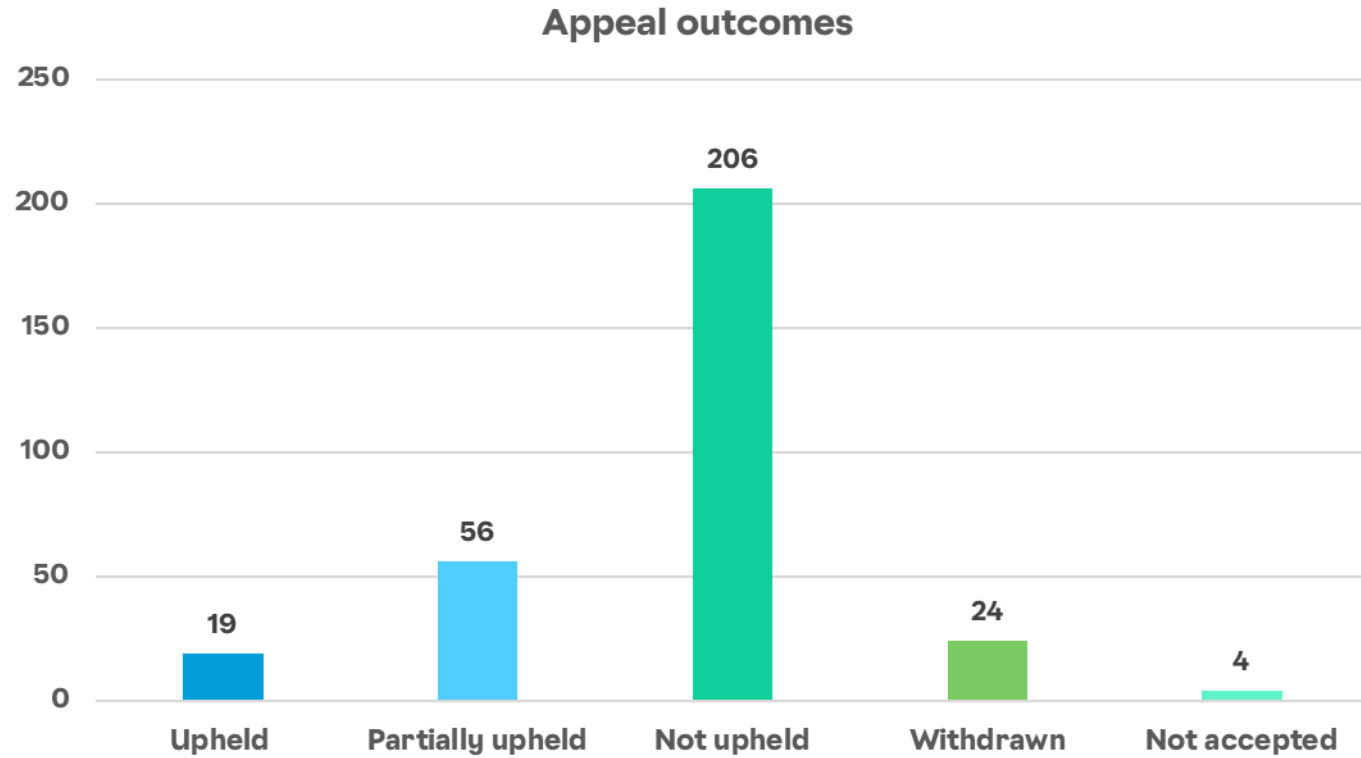
Raising Concerns – Case outcomes



To note: 496 outcomes have not been captured in the MI

Raising Concerns – Appeals

- **309 appeals raised since new approach launched**



Activity since our last update

- **Operations data being shared as part of weekly KPI reporting**
- **HRBP briefing packs cascaded:**
 - a reminder for managers on the new approach including local case progress data and embedded resources
- **Focus group** – to understand manager feedback from those who have used the new approach
- **Manager survey** – to understand experience of those who have concluded a Raising Concerns case

Raising Concerns cases in your area Action required



UK Operations Raising Concerns status summary as at 07/04/2025	INFORMAL				FORMAL				INFORMAL				FORMAL					
	Day 14 meeting status				Case completion status (compared to 50 day)				Day 14 meeting status				Case completion status (compared to 50 day)					
	CASES	DUE	OVERDUE	COMPLETE	% OVERDUE	DUE	OVERDUE	COMPLETE	% OVERDUE	CASES	DUE	OVERDUE	COMPLETE	% OVERDUE	DUE	OVERDUE	COMPLETE	% OVERDUE
NOI SOUTH CENTRAL	55	5	11	39	20.0%	11	5	32	45.5%	17	3	1	13	59%	2	1	14	55%
OR GRENFORD	7	3	1	3	14.3%	3	2	2	28.6%	3	0	0	3	0.0%	0	1	2	33.3%
OR READING	2	0	2	0	100.0%	0	2	0	100.0%	1	0	0	1	0.0%	1	0	0	100.0%
OR SOUTH HAMPTON	5	0	1	4	20.0%	1	0	4	0.0%	0	0	0	0	0.0%	0	0	0	0.0%
OR WIMBORNE	4	0	0	4	0.0%	0	0	4	0.0%	1	0	0	1	0.0%	0	0	1	0.0%
OR OXFORD	12	0	3	9	25.0%	1	2	9	16.7%	6	0	0	6	0.0%	0	0	6	0.0%
OR POSE BROTH	3	0	2	1	66.7%	2	0	1	66.7%	0	0	0	0	0.0%	0	0	0	0.0%
OR SOUTH CENTRAL DPT	14	1	0	13	0.0%	1	0	13	0.0%	4	0	1	3	25.0%	1	0	3	100%
OR SOUTH CENTRAL COLS	2	0	0	2	0.0%	0	0	2	0.0%	0	0	0	0	0.0%	0	0	0	0.0%
GREENFORD MC	3	0	1	1	33.3%	1	0	1	33.3%	2	0	0	2	0.0%	0	0	2	0.0%
SOUTHAM PCM/C	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%
WIMBORNE C	4	1	1	2	25.0%	2	0	2	50.0%	0	0	0	0	0.0%	0	0	0	0.0%

- Informal cases: 11 cases overdue for day 14 meeting and 6 overdue for case completion vs. 50-day timescale
- Formal cases: 1 case overdue for day 14 meeting and 1 overdue for case completion vs 50 day timescale

If you're assigned a Raising Concerns case in PCM:



- You will receive a **PCM notification** informing you that you that a Raising Concerns case has been assigned to you for investigation
- Access PCM and review details of the concern via the Communications tab:
 1. Is Raising Concerns the right procedure?
 2. Acknowledge the concern (by day 5)
 3. Meet with the employee who raised the concern (by day 14)
 4. Conclude the case as quickly as possible
- Seek advice from the People Case Advice Team (PCAT) if you are unsure at any point
- Use manager resources to support you through the new approach – eLearning & manager toolkit



Support and resources for managers

Click the buttons below to access the resources:



Raising Concerns Procedure

A detailed overview of the Raising Concerns process

Raising Concerns Manager toolkit

Guidance to support managers through the process alongside PCM

eLearning modules

30-minute SuccessFactor modules on each stage – Informal, formal & appeal

Raising Concerns webinar

Recording of the launch webinar explaining the new approach

NEW Informal resolution virtual classroom

New interactive Teams session designed to support you to address concerns informally – next session: 14th May – sign up on SuccessFactors



Case progress – What is this telling us?

UK Operations Raising Concerns status summary as at 22/07/2025	INFORMAL							FORMAL						
	CASES	Day 14 meeting status			Case completion status			CASES	Day 14 meeting status			Case completion status		
		OPEN	COMPLETE	% COMPLETE	OPEN	COMPLETE	% COMPLETE		OPEN	COMPLETE	% COMPLETE	OPEN	COMPLETE	% COMPLETE
FIELD OPERATIONS DIRECTOR NORTH	819	98	721	88.0%	106	713	87.1%	663	26	637	96.1%	80	583	87.9%
ROD MIDLANDS	128	29	99	77.3%	29	99	77.3%	133	7	126	94.7%	17	116	87.2%
ROD N IRELAND AND N EAST	113	15	98	86.7%	17	96	85.0%	111	6	105	94.6%	12	99	89.2%
ROD NORTH WEST	124	9	115	92.7%	10	114	91.9%	160	6	154	96.3%	15	145	90.6%
ROD SCOTLAND	191	11	180	94.2%	12	179	93.7%	84	3	81	96.4%	8	76	90.5%
ROD WALES AND THE MARCHES	107	18	89	83.2%	21	86	80.4%	65	1	64	98.5%	10	55	84.6%
ROD YORKSHIRE	156	16	140	89.7%	17	139	89.1%	110	3	107	97.3%	18	92	83.6%
FIELD OPERATIONS DIRECTOR SOUTH	852	214	638	74.9%	221	631	74.1%	929	52	877	94.4%	151	778	83.7%
ROD ANGLIA	102	21	81	79.4%	21	81	79.4%	176	10	166	94.3%	28	148	84.1%
ROD GREATER LONDON	171	50	121	70.8%	54	117	68.4%	165	12	153	92.7%	29	136	82.4%
ROD SOUTH CENTRAL	161	29	132	82.0%	31	130	80.7%	156	4	152	97.4%	20	136	87.2%
ROD SOUTH EAST	121	34	87	71.9%	34	87	71.9%	140	8	132	94.3%	23	117	83.6%
ROD SOUTH MIDLANDS	115	27	88	76.5%	27	88	76.5%	141	8	133	94.3%	22	119	84.4%
ROD SOUTH WEST			129	70.9%		129	70.9%			141	93.4%		141	80.8%
NETWORK PROCESSING DIRECTOR			302	74.4%		302	74.4%			129	88.4%		129	76.0%
GM NORTH			150	77.7%		150	77.7%			60	93.8%		60	84.4%
GM SOUTH			115	69.3%		115	69.3%			50	83.3%		50	71.7%
GM NORTH WEST SUPER HUB		3	6	66.7%	3	6	66.7%		1	3	75.0%	2	3	50.0%
GM MIDLANDS SUPER HUB	28	7	31	81.6%	8	30	78.9%	18	2	16	88.9%	6	12	66.7%
UK OPERATIONS DIRECTOR	2077	416	1661	80.0%	437	1640	79.0%	1738	95	1643	94.5%	266	1472	84.7%
PARCELFORCE	116	45	71	61.2%	47	69	59.5%	51	7	44	86.3%	15	36	70.6%
NATIONAL DISTRIBUTION	90	33	57	77.8%	23	67	74.4%	29	3	26	89.7%	6	23	79.3%
HEAD OF FLEET MAINTENANCE	34	11	23	82.4%	7	27	79.4%	13	0	13	100.0%	3	10	76.9%
PROPERTY & FACILITIES SOLUTIONS	25	9	16	72.0%	9	16	64.0%	19	3	16	84.2%	7	12	63.2%
CENTRAL FUNCTIONS	10	5	5	60.0%	5	5	50.0%	12	2	10	83.3%	9	3	25.0%

Number of concerns at the informal stage

1640 cases have been concluded at the informal stage

Number of concerns at the formal stage

1640 cases have been concluded at the formal stage

Initial meeting has taken place for 1661 informal cases

Initial meeting has taken place for 1643 formal cases

Case progress

UK Operations Raising Concerns status summary as at 22/07/2025	INFORMAL						
	CASES	Day 14 meeting status			Case completion status		
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ROD ANGLIA	102	21	81	79.4%	21	81	79.4%
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ROD SOUTH EAST	121	34	87	71.9%	35	86	71.1%
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GM NORTH WEST SUPER HUB	9	3	6	66.7%	3	6	66.7%
GM MIDLANDS SUPER HUB	38	7	31	81.6%	8	30	78.9%
UK OPERATIONS DIRECTOR	2077	416	1661	80.0%	437	1640	79.0%

	FORMAL						
	CASES	Day 14 meeting status			Case completion status		
		OPEN	COMPLETE	% COMPLETE	OPEN	COMPLETE	% COMPLETE
	663	26	637	96.1%	80	583	87.9%
	133	7	126	94.7%	17	116	87.2%
	111	6	105	94.6%	12	99	89.2%
	160	6	154	96.3%	15	145	90.6%
	84	3	81	96.4%	8	76	90.5%
	65	1	64	98.5%	10	55	84.6%
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	151	10	141	93.4%	29	122	80.8%
	146	17	129	88.4%	35	111	76.0%
	64	4	60	93.8%	10	54	84.4%
	60	10	50	83.3%	17	43	71.7%
	4	1	3	75.0%	2	2	50.0%
	18	2	16	88.9%	6	12	66.7%
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CENTRAL FUNCTIONS	10	4	6	60.0%	5	5	50.0%

	51	7	44	86.3%	15	36	70.6%
	29	3	26	89.7%	6	23	79.3%
	13	0	13	100.0%	3	10	76.9%
	19	3	16	84.2%	7	12	63.2%
	12	2	10	83.3%	9	3	25.0%