



# EMPLOYEES' CONSULTATIVE FORUM

**THURSDAY 1 NOVEMBER 2007  
7.30 PM**

**COMMITTEE ROOM 1/2  
HARROW CIVIC CENTRE**

**[Pre Meetings: Council 6.30 PM CTTEE RM 1/2]  
Employees' 6.30 PM CTTE RM 3]**

**MEMBERSHIP** (Quorum: 3 from the Council Side and 3 from the Employees' Side of the permanent membership)

**Chair:** Mrs Camilla Bath

**Councillors:**

David Ashton  
Chris Mote  
Paul Osborn

Bob Currie  
Graham Henson  
Navin Shah

**Employee Representatives**

Representatives of HTCC: (To be advised)

Representatives of UNISON: Ms K Bubenger Mr G Martin  
Ms M Cawley Mr R Thomas  
Mr S Compton

Representative of GMB: Mr S Karia

**Reserve Council Side Members:**

- |                   |                    |
|-------------------|--------------------|
| 1. Joyce Nickolay | 1. B E Gate        |
| 2. Don Billson    | 2. Keith Ferry     |
| 3. Julia Merison  | 3. Mrs Sasi Suresh |
| 4. Tony Ferrari   |                    |

**Issued by the Democratic Services Section,  
Legal and Governance Services Department**

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**HARROW COUNCIL**

**EMPLOYEES' CONSULTATIVE FORUM**

**THURSDAY 1 NOVEMBER 2007**

**AGENDA - PART I**

1. **Attendance by Reserve Members:**

To note the attendance at this meeting of any duly appointed Reserve Members.

Reserve Members may attend meetings:-

- (i) to take the place of an ordinary Member for whom they are a reserve;
- (ii) where the ordinary Member will be absent for the whole of the meeting; and
- (iii) the meeting notes at the start of the meeting at the item 'Reserves' that the Reserve Member is or will be attending as a reserve;
- (iv) if a Reserve Member whose intention to attend has been noted arrives after the commencement of the meeting, then that Reserve Member can only act as a Member from the start of the next item of business on the agenda after his/her arrival.

2. **Deputations:**

To receive deputations (if any) under the provisions of Advisory Panel and Consultative Forum Procedure Rule 14 (Part 4E of the Constitution).

3. **Declarations of Interest:**

To receive declarations of personal or prejudicial interests, arising from business to be transacted at this meeting, from:

- (a) all Members of the Committee, Sub Committee, Panel or Forum;
- (b) all other Members present in any part of the room or chamber.

4. **Arrangement of Agenda:**

To consider whether any of the items listed on the agenda should be considered with the press and public excluded on the grounds that it is thought likely, in view of the nature of the business to be transacted, that there would be disclosure of confidential information in breach of an obligation of confidence or of exempt information as defined in Part 1 of Schedule 12A to the Local Government Act 1972.

Enc. 5. **Minutes:** (Pages 1 - 4)

**RESOLVED:** That (1) the minutes of the meeting held on 3 July 2007 be taken as read and signed as a correct record;

(2) the minutes of the special meeting held on 29 August 2007 be deferred until printed in the Council Bound Minute Volume.

6. **Public Questions:**  
To receive questions (if any) from local residents or organisations under the provisions of Advisory Panel and Consultative Forum Procedure Rule 16 (Part 4E of the Constitution).
7. **Petitions:**  
To receive petitions (if any) submitted by members of the public/Councillors under the provisions of Advisory Panel and Consultative Forum Procedure Rule 14 (Part 4E of the Constitution).
- Enc. 8. **Equality Monitoring Report 2006-2007:** (Pages 5 - 60)  
Report of the Interim Divisional Director, Human Resources and Development.
- Enc. 9. **Update on Organisational Review:** (Pages 61 - 66)  
Report of the Interim Divisional Director, Human Resources and Development.
- Enc. 10. **Health & Safety Questions from UNISON:** (Pages 67 - 68)  
Report from UNISON.
- Enc. 11. **UNISON Report on Front Desk:** (Pages 69 - 70)  
Report from UNISON.

**AGENDA - PART II - NIL**

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**EMPLOYEES' CONSULTATIVE FORUM**

**3 JULY 2007**

- Chairman: \* Councillor Mrs Camilla Bath
- Councillors: \* Bob Currie \* Joyce Nickolay (1)  
\* Tony Ferrari (4) \* Paul Osborn  
\* Graham Henson \* Mrs Sasi Suresh (3)
- Representatives of HTCC: (Currently no appointees)
- Representatives of UNISON: Ms L Ahmad \* Mr S Compton  
\* Ms K Bubbenzer \* Mr G Martin  
\* Ms M Cawley \* Mr R Thomas
- Representative of GMB: \* Mr S Karia

\* Denotes Member present/Employee Representative present  
(1), (3) and (4) Denote category of Reserve Members

**PART I - RECOMMENDATIONS - NIL**

**PART II - MINUTES**

51. **Appointment of Chairman:**

**RESOLVED:** To note the appointment at the meeting of Cabinet on 15 May 2007 of Councillor Mrs Camilla Bath as Chairman of the Employees' Consultative Forum.

52. **Attendance by Reserve Members:**

**RESOLVED:** To note the attendance at this meeting of the following duly appointed Reserve Members:-

<u>Ordinary Member</u>	<u>Reserve Member</u>
Councillor David Ashton	Councillor Tony Ferrari
Councillor Chris Mote	Councillor Joyce Nickolay
Councillor Navin Shah	Councillor Mrs Sasi Suresh

53. **Declarations of Interest:**

**RESOLVED:** To note the following declarations of interest made by Members present relating to the business to be transacted at this meeting:

- (i) Councillor Graham Henson declared a personal interest in that he was a member of the Communication Workers' Union and his cousin was a Council employee. Accordingly, he would remain in the room and take part in the discussion and decision-making on all items of the agenda.
- (ii) Councillor Bob Currie declared a personal interest in that he was a retired member of UNISON and his son was a Council employee. Accordingly, he would remain in the room and take part in the discussion and decision-making on all items of the agenda.

54. **Arrangement of Agenda:**

**RESOLVED:** That (1) in accordance with the Local Government (Access to Information) Act 1985, the following agenda items be admitted late to the agenda by virtue of the special circumstances and grounds for urgency detailed below:-

<u>Agenda item</u>	<u>Special Circumstances / Grounds for Urgency</u>
14. Essential User Car Allowance	These reports were not available at the time the agenda was printed and circulated. Members were requested to consider these items, as a matter of urgency.
15. Customer complaint process	
16. Organisational review	

(2) all items be considered with the press and public present.

55. **Minutes:**

**RESOLVED:** That the minutes of the meeting held on 24 April 2007 be deferred until printed in the Council Bound Minute Volume.

56. **Appointment of Vice-Chairman:**

**RESOLVED:** To appoint Mr Bob Thomas as Vice-Chairman of the Employees' Consultative Forum for the 2007/2008 Municipal Year.

57. **Public Questions:**

**RESOLVED:** To note that no public questions were received at this meeting under the provisions of Advisory Panel and Consultative Forum Procedure Rule 16 (Part 4E of the Constitution).

58. **Petitions:**

**RESOLVED:** To note that no petitions were received at this meeting under the provisions of the Advisory Panel and Consultative Forum Procedure Rule 14 (Part 4E of the Constitution).

59. **Deputations:**

**RESOLVED:** To note that no deputations were received at this meeting under the provisions of Advisory Panel and Consultative Forum Procedure Rule 15 (Part 4E of the Constitution).

60. **Health and Safety Annual Report 2006/2007:**

The Forum considered a report of the Corporate Director (Finance) setting out details of the Council's health and safety performance, information about work done and a summary of data on accidents and incidents. Officers answered questions on various issues arising from the report, including the following:

- Evidence for the statement in the report that the Group Plan process was embedding well – an officer reported that a survey had been conducted, and UNISON members requested a copy of the evidence.
- The unions' concern at how stress-related illness was recorded – the officer reported that the new SAP system would record this more thoroughly.
- The availability of statistics on stress-related illness linked to the introduction of Access Harrow – officers reported that these statistics went to the Health and Safety Partnership Board and in this way were available to the unions.
- Information gained as a result of employing a consultant on stress, and the fact that the Council was still owed several days' work by the consultant – the officer agreed to supply this information.
- The lack of health-related activities available for employees – the officer reported that a health fair would be taking place later in July to demonstrate a range of health-related activities and establish the level of employees' interest.
- The need to publicise events such as the health fair to employees outside the Civic Centre, in view of the fact that many staff worked in schools and some staff did not have access to the internet – a Member reported that the issue of communications would be addressed in a report to the next Cabinet meeting.
- The issue of low levels of attendance by employees at the Education Health and Safety Forum – the officer reported that this problem had been noted and he agreed to supply a copy of a letter to schools about allowing employees time off to attend such meetings.
- The fact that an annual report on the work of the Occupational Health Service had not been provided for 2006/2007 – officers agreed to investigate obtaining this for the Forum, but pointed out that this information would be reported to the Health at Work Group.
- The imminent review of the Post-Health and Safety Executive (HSE) Action Plan, which was due to c the next meeting of the Forum.

- The delay in recruiting a Fire Safety Adviser – the officer reported that a third attempt was being made to recruit to this post. If this proved unsuccessful, current members of staff could be invited to be trained to carry out this role.
- The number of prosecutions as a result of violent attacks on Council staff – officers agreed to obtain the information from Legal Services.
- A suggestion that the Council liaise with other local authorities on the issue of violent or potentially violent individuals moving between boroughs – the officer agreed to ensure that this was done.
- The recording of 'near-misses' in accident statistics – officers agreed that these should be recorded separately.
- The number of days lost as a result of accidents – officers reported that data from the SAP system would be analysed and reported on a six-monthly basis, but was available earlier. The unions would request updates on a regular basis.

Members discussed related issues to be covered in a report to the Corporate Management Team on well-being, noting that the report included an action plan, but not costings.

It was agreed that further questions from UNISON on the Health and Safety Annual Report could be submitted to the Chairman in writing.

**RESOLVED:** That the report and the above comments be noted.

61. **HR Policy Review:**

Officers provided a verbal update on the progress of the HR Policy Review, which included new policies and procedures for employees. Responses from the unions had not been provided by agreed deadlines and the officer was concerned at the delays. After discussion it was agreed that the officer would provide a presentation to both unions, and that the unions would respond by the end of July. Failing this, a special meeting of the Forum would be convened.

**RESOLVED:** That the above be noted.

62. **Asbestos:**

The Forum received a report of UNISON, expressing concerns and seeking information about the removal of asbestos in the Access Harrow area in 2006. A representative of UNISON expressed the concern that a written response to the union's concerns had not been prepared in time for distribution before this meeting. It was agreed that the officer's written response be circulated to all members of the Forum and that, failing satisfactory resolution of the issues, a special meeting of the Forum be convened.

**RESOLVED:** That the above be noted.

63. **Front Desk Reception Area:**

The Forum considered a report of UNISON, expressing concerns about health and safety issues relating to the front desk in the main reception area. An officer informed members that it was already accepted that changes needed to be made, and new desks and chairs would be in place by the end of July. The officer agreed to circulate copies of the relevant risk assessment to the unions. The representative of GMB also raised the issue of the number and frequency of breaks allowed for staff working at the front desk.

**RESOLVED:** That the above be noted.

64. **Essential User Car Allowance:**

The Forum received an officer report, setting out the current position regarding the introduction of criteria for eligibility to the Essential User Car Allowance (EUCA). The officer informed members of the Forum that agreement had originally been reached with the unions in April 2007, but that since then the unions had sought to renegotiate the terms of the agreement. UNISON was currently conducting a ballot on the issue, but formal response to the revised proposals had been received from the GMB. The representative of the GMB reported that the union was still consulting its members. It was also seeking assurances that car parking charges would not be introduced. A representative of UNISON informed members of the Forum that the union had agreed to the original proposals on the understanding that they were aimed at making savings of £200,000 and not £400,000, as currently projected. After discussion it was agreed that the unions would aim to respond normally by the end of the week.

The officer confirmed that the proposals had been subjected to an Equality Impact Assessment.

**RESOLVED:** That the above be noted.

65. **Customer Complaint Process:**

Owing to the lack of time, it was

**RESOLVED:** That this matter be discussed at the next meeting.

66. **Organisational Review:**

The Forum received a report of the Director of People, Performance and Policy, which provided background information and confirmed the current position with regard to the organisational review.

**RESOLVED:** That the report of the Director of People, Performance and Policy be noted.

67. **Any Other Business:**

(i) **Toilet facilities at the Central Depot**

A representative of UNISON informed the Forum that the Union had received no explanation as to why toilet facilities had been closed and keys issued only to certain members of staff.

**RESOLVED:** That the above be noted.

(ii) **The type of issues raised at this meeting**

Members agreed that in future more effort should be made to deal with issues raised by the Unions at an earlier stage.

**RESOLVED:** That the above be noted.

68. **Extension and Termination of the Meeting:**

In accordance with the Advisory and Consultative Procedure Rule 13 (Part 4E of the Constitution) it was:

**RESOLVED:** At (1) 10.00 pm to continue until 10.15 pm;

(2) 10.15 pm to continue until 10.30 pm;

(3) 10.30 pm to continue until 10.32 pm.

(Note: The meeting having commenced at 7.50 pm, closed at 10.32 pm)

(Signed) COUNCILLOR CAMILLA BATH  
Chairman





Meeting:	Employees' Consultative Forum
Date:	01 November 2007
Subject:	Equality Monitoring Report For 01 April 2006 To 31 March 2007
Key Decision: (Executive-side only)	No
Responsible Officer:	Jon Turner, Head of Human Resources
Portfolio Holder:	Paul Osborn, Strategy & Business Support
Exempt:	Public
Enclosures:	<ul style="list-style-type: none"><li>• Council's Paybands (Appendix 1)</li><li>• Performance against equality indicators (Appendix 2)</li><li>• Equality Targets for 2007/08 (Appendix 3)</li><li>• Corporate Workforce Profile (Appendix 4)</li><li>• Corporate Recruitment Monitoring (Appendix 5)</li><li>• Corporate Employment Procedures Monitoring (Appendix 6)</li><li>• Training and Development Monitoring and Progress (Appendix 7)</li><li>• Directorate Equality Reports for:<ul style="list-style-type: none"><li>- Business Development (Appendix 8a)</li><li>- Chief Executives' (Appendix 8b)</li><li>- People First (Appendix 8c)</li><li>- Urban Living (Appendix 8d)</li></ul></li></ul>

## SECTION 1 – SUMMARY AND RECOMMENDATIONS

This report sets out the annual workforce profile statistics and equalities monitoring data of Harrow's employment practices for the period 01 April 2006 to 31 March 2007. It also sets out progress made against employment equality targets for 06/07, sets new targets for 07/08 and reviews progress made in other equality and diversity work.

This year's report presents workforce profile statistics based on headcount numbers i.e. If an

employee has more than one job they are only counted once. In addition, it provides workforce statistics as defined by the audit commission's corporate health best value performance indicators, which are based on number of assignments.

### **RECOMMENDATIONS:**

The Employees' Consultative Forum is requested to:

- Note the workforce and employment monitoring information for 2006/07.
- Note the progress made against the council's equality performance indicators for 2006/07.
- Note the new equality targets set for 07/08.

### **REASON:**

- To provide the Forum with information on progress against the council's equality performance indicators for 2006/2007.
- To comply with the council's employment specific duty under the Race Relations (Amendment) Act 2000, to monitor staff by ethnicity as set out in the council's Race Equality Scheme
- To report in accordance with the council's commitment to monitor employment policies as set out in the council's Equal Opportunity Policy.

## **SECTION 2 - REPORT**

### **2.1 Brief Background**

2.1.1 This report details the council's annual workforce profile statistics and equalities monitoring data of Harrow's employment practices for the period 01 April 2006 to 31 March 2007, including recruitment, employment procedures such as grievance, discipline, harassment, redundancy. It also sets out progress made against employment equality indicators for 06/07 and sets new targets for 07/08. In addition, it includes summary annual reports for each directorate, information about training and development and progress made in other equality and diversity work areas.

2.1.2 Actual Performance for the full year 06/07 against the equality performance indicators for 2006/07 is set out in the table at appendix 2.

2.1.3 New equality targets for 07/08 are set out in the table at appendix 3.

### **2.2 Presentation**

2.2.1 This is the corporate report setting out a summary of the monitoring information for the whole council. Separate reports providing detailed statistics are attached as appendices to the overall corporate report covering:

- Corporate Workforce Profile (Appendix 4)
- Corporate Recruitment Monitoring (Appendix 5)
- Corporate Employment Procedures Monitoring (Appendix 6)
- Training and Development Monitoring and Progress (Appendix 7)

- Directorate Equality Reports for:
  - Business Development (Appendix 8a)
  - Chief Executives' (Appendix 8b)
  - People First (Appendix 8c)
  - Urban Living (Appendix 8d)

- 2.2.2 In previous years, workforce statistics based on the audit commission requirements as published in the Council's Best Value Performance Plan (BVPP) were included in the annual equality report. This year's report includes workforce profile statistics, which have been calculated specifically to meet the request of our internal stakeholder groups, as they are more meaningful. BVPI statistics can still be viewed in the BVPP and they have been included at appendix 2 for information.
- 2.2.3 This year's workforce profile statistics are based on total headcount numbers, ie. If an employee has more than one job they are counted once. In addition, the percentage of BME staff of the total workforce includes staff whose ethnicity is unknown or not yet assigned. In previous years the unknown, not assigned workforce numbers were excluded from the total workforce before calculating the percentage BME workforce.
- 2.2.4 Where appropriate, monitoring information is presented using six paybands (appendix 1).
- 2.2.5 Any reference to black and minority ethnic (BME) groups in the report includes the following groups - black, asian, mixed, chinese and any other ethnic group. Reference to white groups includes british, irish and white other.
- 2.2.6 Comparisons with the population of the community of Harrow are based on the representation of black and minority ethnic people, women and disabled people taken from the GLA 2006 Round Ethnic Group Population Projections for 2007.
- 2.2.7 The council introduced a new SAP HR and Payroll computerised information system in September 2006. Workforce profile statistics for the first half of the year were migrated into the new system.
- 2.2.8 Workforce profile statistics and employment procedures monitoring data include data for the whole council including school-based staff (except staff in voluntary aided schools). Recruitment monitoring statistics include data for the whole council excluding school-based staff.
- 2.2.9 The council uses the success ratio recommended by the Commission for Racial Equality (CRE), to assess the council's performance in terms of equality in recruitment and measures the success rate for BME job applicants compared to white job applicants.

### **2.3 Workforce Profile** (includes school based staff)

- 2.3.1 The percentage of **black and minority ethnic staff** (headcount) in the workforce is 30.70%. Last year 32.5% of the workforce comprised of BME groups, but due to the change in calculation as explained in paragraphs 2.2.2 & 2.2.3 above, a direct comparison with last year's figure is not possible. However, a comparison of actual headcount numbers of BME staff is possible. This year the actual number of BME staff that formed part of Harrow's workforce totals 1952 compared to 1927 last year showing that the actual number of BME staff employed has increased.

2.3.2 The percentage of staff (headcount) that declared a **disability** in 2006/07 is 2.44%. Due to the change of calculation as explained above a direct comparison with last year's workforce composition (2.59%) is not possible. However, a comparison with last year's actual headcount numbers is possible. This year the actual number of disabled staff in the workforce totals 155 compared to 164 last years showing that there is a small decrease in the actual number of disabled employees in the workforce. The council will continue to work with Harrow Association of Disabled People to recruit and retain disabled people.

2.3.3 The **gender** proportions (headcount) in the workforce is 75.37% women and 24.63% men, this compares to last year's figures of 74.55% and 25.45% respectively. This continues to exceed the proportion of women in Harrow's general population, which is 51.22%.

**2.4 Recruitment & Selection Monitoring** (excluding school-based staff)

2.4.1 This section provides a summary of recruitment and selection monitoring statistics only for recruitment that has gone through contact iii. Detailed information is included in the corporate recruitment monitoring report at appendix 5.

**Ethnic Origin - All Recruitment**

2.4.2 The percentage of appointments from all (internal and external) black and minority ethnic (BME) applicants has increased to 47.9%, last year's figure was 42.1%. The council's target is to match the economically active representation of black and ethnic minorities in Harrow, which is 51.44%.

2.4.3 The table below summarises the proportion of BME and white applicants at each stage of the recruitment process. Figures in brackets represent actual numbers.

<b>Applicant Monitoring – All recruitment</b>				
<b>Year</b>	<b>Ethnicity</b>	<b>Applications</b>	<b>Shortlisted</b>	<b>Appointed</b>
2006/07	BME	46.7% (1775)	51.3% (326)	47.9% (58)
	White	24.6%(935)	39.1% (249)	47.95(58)

2.4.4 Applications received from BME groups continue to out number applications received from white groups. However, the number of BME appointments is disproportionate to the applications received compared to white groups.

2.4.5 This year the percentage of BME appointments is an improvement to last year but the success rate for BME applicants is about half that of white applicants and as a consequence the success ratio for BME applicants is 0.53. Although this is higher than last year's success ratio of 0.41, it is still lower than the council's target of 0.7.

**Ethnic Origin - Internal Applicants** (excluding school-based staff)

2.4.6 The percentage of appointments from internal black and minority ethnic employees has substantially increased to 41.3% compared to 33.3% last year.

2.4.7 The table below summarises the proportion of internal BME and white applicants at each stage of the recruitment process. Figures in brackets represent actual numbers.

<b>Applicant Monitoring - Internal</b>				
<b>Year</b>	<b>Ethnicity</b>	<b>Applications</b>	<b>Shortlisted</b>	<b>Appointed</b>
2006/07	BME	46.1% (175)	47.9% (93)	41.3% (26)
	White	40.0% (152)	47.9 (93)	55.55 (35)

2.4.8 Internal BME staff are making a greater number of applications for jobs compared to white staff. However, the number of internal BME appointments is disproportionate to the number of applications received from those groups and disproportionate compared to white groups. The percentage of appointments of internal white applicants is 55.55% this is greater than the percentage of applications received from white groups, which is 40.0%.

2.4.9 The overall success ratio for internal BME appointments is 0.65, which is higher than the Council's success ratio for all internal and external appointments and also higher than last year's internal success ratio of 0.53.

### **Disability**

2.4.7 The percentage of applicants who declared a disability is 3.5% and of these the percentage shortlisted is 3.1% and those appointed is 0.8%. This compares with last year's figures of 2.93% of applications received, 3.26% shortlisted and 3.62% appointed. Although the percentage of applicants who declared a disability has increased they have not been successful through the selection process as last year.

### **Gender**

2.4.8 The proportion of women appointed is higher than men at payband 1 (63.0% women, 37.0% men), payband 2 (59.1% women, 40.9% men), payband 3 (79.2% women, 20.8% men) and payband 5 (66.7% women, 33.3% men) and the proportion of male appointments is higher in payband 4 (43.5.% men, 56.5% women).

## **2.5 Recruitment and Selection Audits**

2.5.1 Over 60% of all appointments made during 06/07 were audited. The audits highlighted that not all recruitment papers were returned to Human Resources, which continues to be a problem. A lack of supporting documentation makes undertaking auditing difficult particularly to determine if appropriate selection criteria, questions were used to make appointment decisions. The implementation of the new recruitment and selection policy and toolkit will assist in ensuring that standardised paperwork is used and that an audit trail of the process and decision-making is maintained, see paragraph 2.8.2 – 2.8.4 below.

## **2.6 Corporate Employment Procedures Monitoring**

2.6.1 The employment procedures monitoring information for 2006/07 indicates that black and minority ethnic employees may be disproportionately affected by the Council's disciplinary procedures as 53.73% of all disciplinary investigations and 66.67% of disciplinary hearings were on BME employees. With regards to grievances 55.81% of all grievances raised in 06/07 were by BME employees.

2.6.2 There has been a significant increase in the number of disciplinary investigations compared to 2005/6; the number of cases that have progressed to disciplinary hearings has also increased and in the majority of cases the outcome has been a final written warning or

dismissal. The disciplinary and grievance policies are under review. Detailed information is included in the corporate employment procedures monitoring report at appendix 6.

## **2.7 Training & Development Monitoring and Progress**

2.7.1 The main developments during the year 06/07 have been:

- Launch of the Positively Harrow - Equality and Diversity Learning & Development booklet.
- Launch of the Grassroots Diversity Workbook – respect for people.
- An Equality Seminar was organised for 300 managers, key areas covered were age discrimination, disability and employment law.
- Introduction of the Equality and Diversity module in the Harrow Rules programme.

2.7.2 Work in 2007/08 will build on each of these key areas ie. workforce development, positive action, leadership, management development and first line managers programme. Detailed information is included in the corporate training & development monitoring report at appendix 7.

## **2.8 Review of Progress made in Equality and Diversity Work and Initiatives during 2006/07**

2.8.1 Equality and diversity work and initiatives have continued to develop, including: directorate Equality Task Groups, support to the black workers and employees with disabilities groups, publication of the council's one year Race Equality Scheme 06/07, and a draft disability equality scheme 06/07, development of a comprehensive equality scheme, achievement of Level 4 of the Equality Standard for local government and a survey of disabled staff and managers who have line management responsibilities of disabled staff.

### **New Recruitment and Selection Policy and Toolkit**

2.8.2 Human Resources reviewed and revised the old recruitment and selection procedure and developed a new R&S policy and toolkit. The new policy and toolkit was agreed at the Corporate Joint Committee in September 2006 but the launch was delayed until July 2007 due to the organisational review taking place at the end of 2006 and beginning of 2007.

2.8.3 The policy and toolkit was developed in partnership with the trade unions, harrow council black workers group and DAIS the disabled employees group. A number of external organisations including HCRE, HAD, Age Concern were also consulted. The policy and toolkit incorporated the recommendations made by the Asian Applicants Review Group from the work that it commissioned into investigating the reasons for the disproportionate adverse impact of the old recruitment and selection procedure on BME and particularly Asian applicants.

2.8.4 The policy statement summarises principles everyone involved in recruitment and selection will be required to follow. It advocates open, fair, effective and efficient recruitment practices; following legal requirements and best practice principles in recruitment and ensuring that equality and diversity considerations are an integral part of the process. In addition, a comprehensive toolkit and guides have been developed with information on best practice in the application of the policy as well as procedural information on recruitment and selection and these should be read in conjunction with the policy statement.

### **Race Equality Scheme (RES) 2006/2007**

2.8.3 Harrow's Race Equality Scheme 2006 – 2007, is Harrow's third scheme, which builds on the progress made since the first 3-year scheme published in 2002 and the second one-year scheme in 2005/06. The scheme focuses on promoting racial equality through Harrow's new corporate priorities. The Council has been through a period of significant changes: of structure, of leadership, and of vision and priorities in the last two years and so has produced two successive one-year schemes to ensure that they remain securely linked to the council's direction. However, the commitments made in our last two schemes relating to our general and specific duties under the Race Relations Amendment Act 2000 are still applicable. The Corporate Equality Group monitors progress against the RES.

### **Disability Equality Scheme (DES) 2006/2007**

2.8.4 Harrow's first Draft Disability Equality Scheme 2006 – 2007 sets out how the council will approach the Disability Equality Duty which requires all employers and service providers to make reasonable adjustments to service delivery in order to improve disabled people's access to goods, services and employment. A statutory Code of Practice requires public agencies to:

- Eliminate unlawful disability discrimination
- Eliminate unlawful disability harassment
- Promote equality of opportunity for disabled people;
- Take steps to take into account disabled people's disability even where that involves treating disabled people more favourably than other people.

2.8.5 The council's scheme seeks to embed the social model of disability, which identifies physical, social, cultural and corporate barriers as the factors that prevent disabled people from exercising their rights to goods, services and employment.

### **Comprehensive Equality Scheme**

2.8.6 A comprehensive generic equality scheme for 2007 – 2008 has been developed to cover all six equality strands; gender, race, disability, sexuality, age and religious belief. It brings together the separate race and disability equality schemes. This scheme will drive equality and address people's needs as customers, residents and staff. It will aim to reduce divisions between groups and help address the particular needs of people who fall into several categories at once.

### **Equality Standard for Local Government**

2.8.7 The Equality Standard for Local Government is a generic standard to enable authorities to mainstream equality issues into council policy and practice at all levels of service delivery and employment. It aims to provide a logical guide to improving equality practice and producing equitable outcomes in service delivery, employment and pay. The Equality Standard recognises different levels of achievement on a scale of one to five, Level 5 being the highest. It is also a best value performance indicator BV2a. This year the council has carried out a self-assessment and has assessed itself to reach Level 4.

2.8.8 The council's target for 2007/08 is to achieve Level 5. The Corporate Equality Group is overseeing action planning to achieve the Level 5 target.

## **Progress on Disability Issues**

- 2.8.9 In order to provide staff and managers with advice and support on disability issues, the council has entered into a partnership arrangement with Harrow Association of Disabled people (HAD) to provide a Disability Adviser on a one day a week consultancy basis. This has included providing advice to employees and managers on matters to do with improving access for staff with disabilities.
- 2.8.10 The Disability Adviser has provided support, information and advice to managers and staff about disability issues and how they may obtain reasonable adjustments in the workplace. Information and awareness about the government's 'Access to Work' service and how it can support staff in carrying out their duties by the acquisition of equipment or reorganisation of their work areas has also been provided.
- 2.8.11 HAD also supports DAIS the Disabled Awareness Information and Support Group and attends bi-monthly meetings. The role of the group is to provide a forum for employees with disabilities to meet and discuss issues and concerns, with a view to communicating them to the Council in order to inform, influence and effect change.
- 2.8.12 The Council continues to maintain its commitment to the two-tick disability symbol. A questionnaire survey was conducted to gather information of disabled employees and managers who have line management responsibility of disabled staff to assess the level of satisfaction disabled employees have of Harrow council as an employer. The overall results of the survey reveal that the majority of disabled staff that completed the survey claimed that there has been an increased awareness and willingness within the council to be positive towards employees who have disabilities.

## **Corporate Equality Group**

- 2.8.13 The Corporate Equality Group takes the lead for equality and diversity issues. The Group includes representatives from the Unions, the Black Workers Group, the Disability Information Advisory Service (DIAS) and Harrow Council for Racial Equality. The Directors of Strategy for all directorates within Harrow Council have responsibility for equality and diversity for the Council.
- 2.8.14 The work of the group has focused on:
- Achieving level 4 of the Equality Standard
  - Interim Race Equality Scheme 2006/07
  - Draft Disability Equality Scheme 2006/07
  - Development of a Comprehensive Equality Scheme
- 2.8.15 In the future, the group will steer the development of the new generic equality scheme for the council. The group will plan, develop and embed equality objectives and targets into service delivery and make arrangements for achieving the Level 5 target of the Equality Standard for Local Government. It will also consider other equality and diversity issues and changes in legislation as they arise.

## **Equality Task Groups**

- 2.8.16 Each directorate has established Equality Task Groups (ETG's) appropriate for each directorate's needs. Details of directorate ETG's can be found in the directorate equality reports at appendix 8.



## **Employee Support Groups**

- 2.8.17 The Council continues to support the operation of the Harrow Council Black Workers (HCBWG) Group and the Disability Information Awareness Support group (DIA). Representatives from these groups attend the Corporate Equality Group and the directorate Equality Task Groups. In addition, representatives from these groups attend the ECF meetings when there are equality items on the agenda. However, there is no corporate budget provision to provide release for employees to attend or undertake work on behalf of employee support groups including HCBWG.
- 2.8.18 Human Resources have worked closely with the groups to improve information and consultation arrangements. The groups were closely involved in reviewing the council's recruitment and selection policy and continue to be consulted on any revisions to existing or new HR policies.
- 2.8.19 The council is seeking to facilitate a new staff support group for lesbian, gay and bisexual employees.

## **2.9 Recommendation**

2.9.1 The Employees' Consultative Forum is requested to:

- Note the workforce and employment monitoring information for 2006/07.
- Note the progress made against the equality performance indicators for 2006/07.
- Note the new equality employment targets for 2007/08 as set out in appendix 3.

## **2.10 Resources, costs and risks associated with recommendation**

2.10.1 The recommendation from this report does not require additional resources or costs. There are no associated risks with the recommendation as they recommend improved equality performance indicators.

## **2.11 Staffing/workforce consideration**

2.11.1 This report presents a snapshot of the workforce profile based on statistics obtained from SAP computerised HR information system. Accuracy of the statistics is dependent on information provided by employees and where employees have not completed or disclosed equalities monitoring information their records may be incomplete thereby affecting overall workforce profile results.

## **2.12 Equalities Impact consideration**

- 2.12.1 This report presents information on the council's workforce profile, recruitment and selection monitoring and application of employment procedures in a factual way and is designed to meet the Council's specific duty on race equality and employment, consistent with the provisions of the Race Relations Amendment Act 2000 and the Equality Standard for Local Government.
- 2.12.2 The applicant monitoring analysis has shown that over a number of years there is a disproportionate adverse impact on black and minority ethnic applicants and particularly Asian applicants during the recruitment and selection process. Research indicates that it is

the interview stage, which is adversely affecting BME applicants. Parallels with this trend can also be drawn for internal BME recruitment.

2.12.3 The Asian Applicants Review Group was established to investigate the adverse impact of the recruitment process on BME applicants. The group has proposed an action plan and recommendations made within it have been incorporated in the new recruitment and selection policy and toolkit.

2.12.4 The monitoring information on the council's employment procedures for 2006/07 indicates that black and minority ethnic employees may be disproportionately affected by the disciplinary procedures. The disciplinary and grievance policies are under review.

2.12.5 Consultation on this report was undertaken with the following partners: Harrow Black Workers Group, Harrow Disability Group, Harrow Council for Race Equality, Harrow Anti Racist Alliance, Harrow Association of Disabled People, Harrow Women's Centre, Age Concern and Unison and Harrow Teachers Consultative Consortium. Comments received have been discussed and incorporated within the report as appropriate. The publication of this report is a positive step, which provides information on the Council's performance against equality and diversity targets.

### 2.13 Current KPI's and likely impact of decision on KPI's

2.13.1 Information on progress against the council's equality employment indicators for 2006/2007 is attached at appendix 2. Proposed local equality employment targets for 2007/08 are set out in appendix 3 to improve performance on equality issues.

### 2.14 Legal and Financial Comments

2.14.1 There are no financial implications as a result of this report as it is for information only.

2.14.2 The relevant legislation, which governs equality issues, is contained in the report.

## SECTION 3 - STATUTORY OFFICER CLEARANCE

Name: Barry Evans.....  on behalf of the\*  
Chief Finance Officer

Date: 4<sup>th</sup> October 2007.....

Name: Linda Cohen.....  on behalf of the\*  
Monitoring Officer

Date: 5<sup>th</sup> October 2007 .....

\*Delete the words "on behalf of the" if the report is cleared directly by Myfanwy or Hugh.

## SECTION 4 - CONTACT DETAILS AND BACKGROUND PAPERS

**Contact:** Sangeeta Jerath, HR Adviser, 020 8424 1952

### **Background Papers:**

Employees Consultative Forum – 4 July 2006  
Harrow's Race Equality Scheme 2006-2007  
Harrow's Draft Disability Equality Scheme 2006-2007  
Harrow's Equal Opportunity Policy  
LB Harrow – Best Value Performance Plan 2006/2007  
GLA 2006 Round Ethnic Group Projections  
The Equality Standard for Local Government

**IF APPROPRIATE, does the report include the following considerations?**

1.	Consultation	YES
2.	Corporate Priorities	YES
3.	Manifesto Pledge Reference Number	NO

**PAYBANDS – with effect from 1<sup>st</sup> April 2006**

<b>Pay Band</b>	<b>£</b>	<b>£</b>	<b>Broadly Equivalent to/and will include</b>
Band 1	Upto	- 17,475	H1 to H3
Band 2	17,476	- 28,578	H4 to H8
Band 3	28,579	- 38,156	H9 to H11
Band 4	38,157	- 53,381	All SMs & SP (L) & GM (L)
Band 5	53,382	- 77,370	GM (H) & SP (H)
Band 6	77,371	- and above	Directors & above

*H grades - Harrow pay spine*

*SM – Service Manager*

*SP(L) – Senior Professional Lower*

*SP(H) – Senior Professional Higher*

*GM – Group Manger*

**Table below shows the Council's local performance for 01 April 2006 to 31 March 2007 against equality indicators set for 2006/07**

**NB.** This year's workforce profile statistics are based on total headcount numbers, ie. If an employee has more than one job they are counted once.

\* This information is not available for indicators (a) to (c) for previous years.

<b>Performance Indicator</b>	<b>2005/2006 Performance</b>	<b>2006/2007 Targets</b>	<b>2006/2007 Actual Performance</b>	<b>Trend</b>
(a) The % of employees by ethnicity in the total workforce (headcount)	*	-	BME - 30.70% White - 60.20% Unknown - 6.0% Unclassified/Not assigned - 3.10%	
(b) The % of employees declaring a disability in the total workforce (headcount)	*	-	<b>2.44%</b>	
(c) To achieve a balanced workforce which reflects the % of working age (18-65) gender profile of the local community of Harrow (headcount).	*	-	Women - 75.35% Men - 24.65%	
(d) Success Ratio for black and minority ethnic job applicants	0.41	0.7	<b>0.53</b>	↑
(e) The proportion of BME appointments reflects the % of working age (18-65) people from BME's in the local community (51.44% for 2007).	41%	42.7% 2007 figure 51.44%	<b>47.9%</b>	↑
(f) The proportion of appointments reflects the % of working age (18-65) men and women in the local community	59.8%	Women- 51.7%	Women - 58.7% Men - 41.3%	↑
(g) The proportion of appointments of disabled people reflects the % of working age (18-65) people with disabilities in the local community (11.1% in 2002/03)	3.16%	11.1%	<b>0.8%</b>	↓
(h) The numbers of employees using or subject to HR employment procedures is proportionate to the workforce profile in terms of ethnicity, gender and disability.	Potentially adverse impact on BME staff in all employment procedures	Proportionate to the workforce profile.	Disproportionate to the workforce profile. Potentially adverse impact on BME staff	
(i) That access to training is at least proportionate to the workforce profile in terms of ethnicity, gender and disability.	Target exceeded for: BME 34% Disabled 4% Women 71%	Proportionate to the workforce profile	BME 30%-Proportionate Disabled 3%-Exceeded Women 64%- Disproportionate	

**Appendix 2 cont'd**

**Table below shows the Council's performance against the equality Best Value Performance Indicators set for 2006/07**

**NB.** The statistics below provide details of the council's performance against the corporate health performance indicators as defined by the audit commission. The statistics are as published in the Council's Best Value Performance Plan (BVPP).

At the time of writing this report the BVPP figures are being validated for accuracy in liaison with Capita as this is the first time this information has been generated from the computerised SAP system.

<b>Best Value Performance Indicator</b>	<b>2005/2006 Performance</b>	<b>2006/2007 Targets</b>	<b>2006/2007 BVPP Actual Performance</b>	<b>Trend</b>
(j) <b>BV2a</b> – The level of the Equality Standard for Local Government to which the authority conforms.	Level 3	Level 4	<b>Level 4</b>	↑
(k) <b>BV2b</b> – The duty to promote race equality	84.2%	94.4%	<b>74.0%</b>	↑
(l) <b>BV11a</b> – The percentage of top-5% of earners in the authority that are women.	30.79%	35.0%	<b>37.04%</b>	↑
(m) <b>BV11b</b> – The percentage of top 5% of earners in the authority that are from a BME group.	13.67%	15.0%	<b>17.46%</b>	↑
(n) <b>BV11c</b> – The percentage of top 5% of earners in the authority with a disability	2.48%	3.25%	<b>4.01%</b>	↑
(o) <b>BV16a</b> - The percentage of employees of the total workforce declaring a disability.	2.59%	3.25%	<b>2.34%</b>	↓
(p) <b>BV17a</b> - The percentage of employees of the total workforce from BME communities	32.25%	34.0%	<b>37.09%</b>	↑

The table below shows the proposed local equality employment targets for 2007/08 based on headcount results

Local Performance Indicator	2007/2008 Proposed Targets
a) The % of employees by ethnicity in the total workforce (headcount)	35.0%
b) The % of employees declaring a disability in the total workforce (headcount)	3.0%
c) To achieve a balanced workforce which reflects the percentage of working age (18-65) men & women in the local community (headcount).	50.8% women 49.2% men
d) Success Ratio for BME job applicants	0.7
e) The percentage of BME appointments reflects the percentage of working age (18-65) people from BME groups in the local community (51.44% for 2007).	51.44%
f) The percentage of women appointments reflect the percentage of working age (18-65) women in the local community	50.8% women 49.2% men
g) The percentage of appointments of disabled people reflects the percentage of working age (18-65) people with disabilities in the local community (11.0% in 2002/03)	11%
h) The numbers of employees using or subject to HR employment procedures is proportionate to the workforce profile in terms of ethnicity, gender and disability (headcount).	Proportionate to the workforce profile.
i) That access to training is at least proportionate to the workforce profile in terms of ethnicity, gender and disability (headcount).	Proportionate to the workforce profile.

## **CORPORATE WORKFORCE PROFILE REPORT FOR THE PERIOD 1 APRIL 2006 - 31 MARCH 2007**

### **1. Background**

- 1.1 This report provides information of the council's workforce profile during the period 1 April 2006 to 31 March 2007 by ethnicity, gender, disability and age categories. The data is presented using the council's six pay bands. Any reference to black and minority ethnic (BME) groups includes black, asian, chinese and any other ethnic group, reference to white groups includes british, irish and white other.
- 1.2 The workforce profile statistics reported below are for the whole council including school-based staff (not voluntary aided schools).
- 1.3 In previous years, workforce statistics based on the audit commission requirements as published in the Council's Best Value Performance Plan (BVPP) were included in the annual equality report. This year's report includes workforce profile statistics, which have been calculated specifically to meet the request of our internal stakeholder groups, as they are more meaningful. BVPI statistics can still be viewed in the BVPP and they have been included at appendix 2 for information.
- 1.4 This year's workforce profile statistics are based on total headcount numbers, ie. If an employee has more than one job they are counted once. In addition, the percentage of BME staff of the total workforce includes staff whose ethnicity is unknown or not yet assigned. In previous years the unknown, not assigned workforce numbers were excluded from the total workforce before calculating the percentage BME workforce.
- 1.5 Comparisons with the population of the community of Harrow are based on the representation of black and minority ethnic people, women and disabled people taken from the GLA 2006 Round Ethnic Group Population Projections for 2007.

### **2. Ethnic Origin Profile**

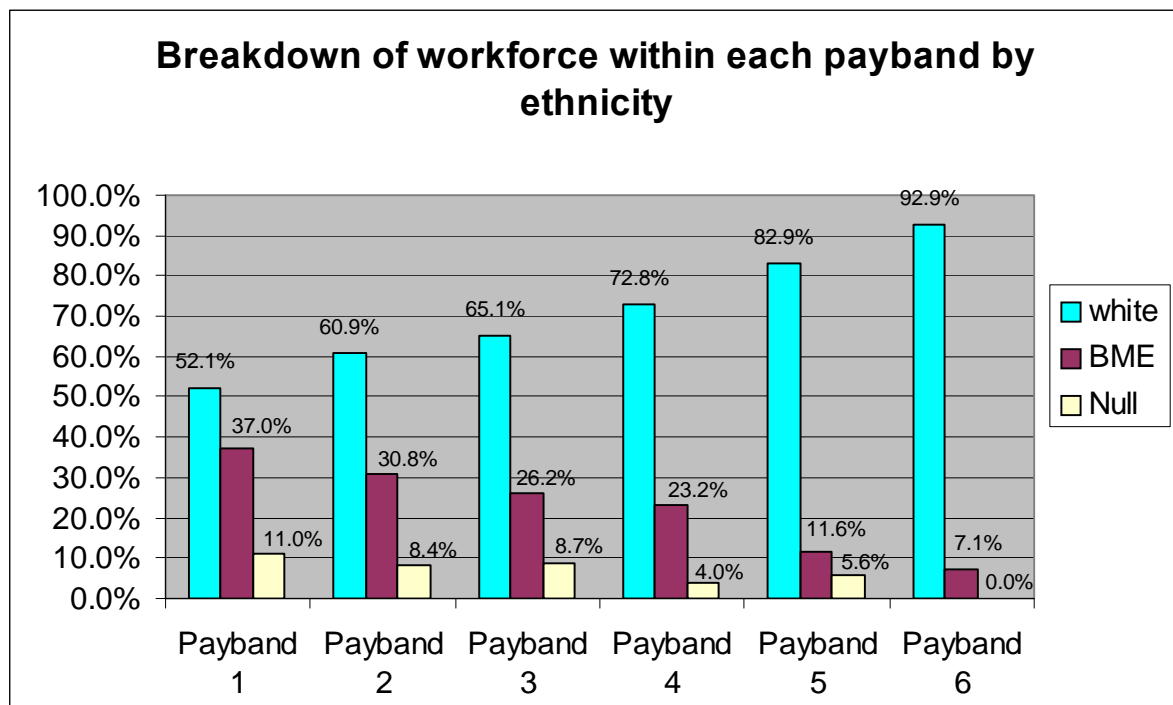
#### **The percentage of employees by ethnicity in the total workforce (headcount)**

- 2.1 The council aims to achieve a workforce representative of the local community. This year the percentage of staff from BME groups in the workforce is 30.70%.
- 2.2 Last year 32.5% of the workforce comprised of BME groups, but due to the change in calculation as explained in paragraph 1.3 and 1.4 above, a direct comparison with last year's figure is not possible. However, a comparison of actual headcount numbers of BME staff is possible. This year the actual number of BME staff that formed part of Harrow's workforce totals 1952 compared to 1927 last year showing that the actual number of BME staff employed has increased.
- 2.3 The council's aim is have a workforce that is representative of its local community. Based on the GLA 2006 Round Ethnic Group Population Projections for 2007, the percentage of working age (18-65) people from BME's in the local community is 51.44% and the BME general population in Harrow is 50.9%. The Council recognises that the composition of the



workforce remains lower than both the BME general population and the working age population of Harrow and endeavours to increase its BME workforce.

2.4 The chart below shows a breakdown by ethnicity of the workforce within each payband.



2.5 The chart shows that of the 30.7% of the workforce that are from BME groups, the majority hold posts in payband 1 and 2. It also shows that as the paybands increase in seniority from payband 1 to 6 the proportions of white staff within each payband also increases. Conversely, the proportion of BME staff is highest in the lowest payband 1 and the proportions of BME staff steadily decreases as you go up towards the top payband 6.

2.6 The table below shows the overall composition of the workforce by ethnicity as at 31 March each year and makes comparisons with previous years.

### The Overall composition of the workforce

	2007		2006		2005	
	Count	Percentage	Count	Percentage	Count	Percentage
Black	506	7.96%	529	8.35%	495	8.11%
Asian	1266	19.92%	1233	19.45%	1139	18.66%
Chinese & any other ethnic group	80	1.26%	74	1.17%	83	1.36%
White	3827	60.23%	4047	63.84%	4083	66.89%
Unknown	382	6.01%			29	0.48%
Mixed	100	1.57%	91	1.44%	81	1.33%
Not assigned / Unclassified*	197	3.10%	365	5.76%	194	3.18%
<b>Total</b>	<b>6358</b>		<b>6339</b>		<b>6104</b>	

\*The 'Not assigned/Unclassified' category, identifies employees for whom data is incomplete. In 2006 this category includes those previously included in unknown.

### 3. Disability Profile

#### **The percentage of employees of the total workforce (headcount) declaring that they meet the disability definition in the Disability Discrimination Act 1995**

- 3.1 The percentage of employees of the total workforce declaring a disability this year is 2.44%, which is lower than last year's figure of 2.59%. The Council has not met its target of 3.25%. The Council will continue to work closely with HAD in order to identify improvement of the recruitment, selection and retention practices that will enhance disabled people's perception of the authority as an employer.
- 3.2 The council's aim is have a workforce that is representative of its local community. The census 2001 data does not provide the percentage of working age (18-65) disabled people separately. The Audit Commission has recommended using the 'Limiting long-term illness' category from the census data, which is 11% in Harrow. The percentage of disabled people in the workforce for 06/07 is 2.42%. This is lower than the percentage of working age (18-65) people with disabilities in Harrow.
- 3.3 The Council continues to encourage applications from disabled applicants by stating its commitment to the two-tick symbol in the vacancy bulletin and in the information pack for job applicants.
- 3.4 The Council also continues to consult local disability groups about ways in which the representation of disabled people in the workforce can be improved and works closely with Harrow Association of Disabled People (HAD).

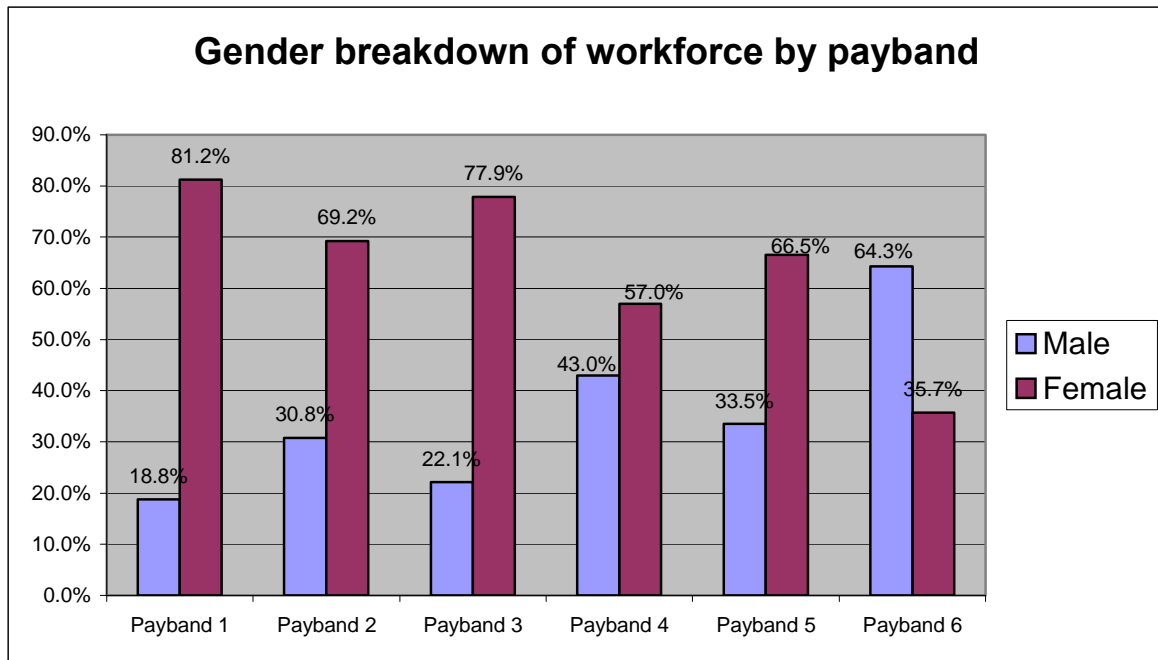
### 4. Gender Profile

#### **The gender proportion of the total workforce (headcount)**

- 4.1 The Council set a target to achieve a balanced workforce, which reflects the gender profile of the local community of Harrow. This year's statistics show that the percentage of women in the workforce is 75.35% and men is 24.65%. The Council employs a far greater percentage of women than men and this is disproportionate to the composition of Harrow's general population of 51.7% women and 48.3% men.
- 4.2 The distribution of women in the workforce is concentrated in the lower paybands. The majority of women hold posts in payband 1, 2 and 3 (29.90%, 19.33% and 21.19% respectively).
- 4.3 The table below shows the gender breakdown of economically active (working age 18-65) and of the general population of Harrow of women and men in the based on the GLA 2006 Round Population Projections for 2007.

Year	General Population of Harrow		Economically Active (working age 18-65)	
	Male	Female	Male	Female
2007	48.78%	51.22%	49.21%	50.79%
2001	47.3%	51.7%	-	-
1991	42%	58%	-	-

- 4.4 The Council aims to achieve a balanced workforce, which reflects the gender composition of the community at all levels of the organisation. The chart below shows the workforce profile broken down by gender and paybands.
- 4.5 The proportion of women in paybands 1,2 & 3 is higher than men and higher than the representation of women in the community. In payband 4 the proportion of women employed has slightly decreased to 42.86% compared to 49% last year and is below the local population of 51.7%. This year, paybands 5 (38.30%) & 6 (37.50%) are included.
- 4.6 The chart below shows a breakdown of men and women in each payband.



- 4.7 The chart shows that the majority of women in the workforce are in the lower paybands 1 to 3. The top payband 6 has the least proportion of women.

## 5. Age Profile

- 5.1 The council's age profile is presented in the table below.

Age Range	Male	%	Female	%	Total	%
16 to 24	83	1.31%	187	2.94%	270	4.25%
25 to 34	312	4.91%	881	13.86%	1,193	18.76%
35 to 44	367	5.77%	1,319	20.75%	1,686	26.52%
45 to 54	428	6.73%	1,537	24.17%	1,965	30.91%
55 to 64	363	5.71%	843	13.26%	1,206	18.97%
65 +	14	0.22%	24	0.38%	38	0.60%
	<b>1,567</b>	<b>24.65%</b>	<b>4,791</b>	<b>75.35%</b>	<b>6,358</b>	<b>100.00%</b>

- 5.2 The majority of staff are between the age of 35 to 54. There are similar proportions of staff in the 24 to 34 and 55 to 64 age range. A small number of staff are aged 65 and over and with the introduction of the new age discrimination legislation, the number of staff in age range may increase.

## CORPORATE RECRUITMENT MONITORING REPORT FOR THE PERIOD 1 APRIL 2006 - 31 MARCH 2007

### 1. Background

- 1.1 This report provides information of the council's recruitment monitoring during the period 1 April 2006 to 31 March 2007. The recruitment monitoring statistics reported are for the whole council excluding school-based staff. Monitoring data is provided by Contact iii the council's recruitment team for recruitment that has been processed through them.
- 1.2 The amount of recruitment undertaken last year was lower than in previous years due to the recruitment freeze that was put into place for the last 6 months of the year from September 06 to March 07 as a measure to achieve the financial savings for the council.
- 1.3 The report presents statistics for the 3 stages of the recruitment process i.e. applications received, shortlisted and appointments made using the council's six pay bands and presented in ethnicity, gender, disability and age categories. Statistics for internal recruitment is shown separately.
- 1.4 It also presents information on the success ratio recommended by the Commission for Racial Equality (CRE), to assess the Council's performance in equality in recruitment and measures the success rate for BME job applicants compared to white job applicants.
- 1.5 Any reference to black and minority ethnic (BME) groups includes black, asian, chinese and any other ethnic group. Reference to white groups includes british, irish and white other.

### 2. Ethnic Origin - All Recruitment

- 2.1 The Council's set a local performance indicator for 2005/06 that the proportion of BME appointments reflects the proportion of BME people in the local population and was set at 42.7%. The proportion of BME appointments for 2006/07 is 47.9%. This has increased compared to 42.1% last year. However, the GLA 2006 Ethnic Group Population Projections for 2007 for the percentage of working age (18-65) people from BME's in the local community is 51.44% and the proportion of appointments is less than this. The council needs to continue to improve the representation of BME groups in its workforce.
- 2.2 The table below shows applicant monitoring information for 2006/07 and comparisons with the previous years. The table sets out the percentage of applications received, shortlisted and appointed for BME and white candidates. Figures in brackets represent actual numbers.

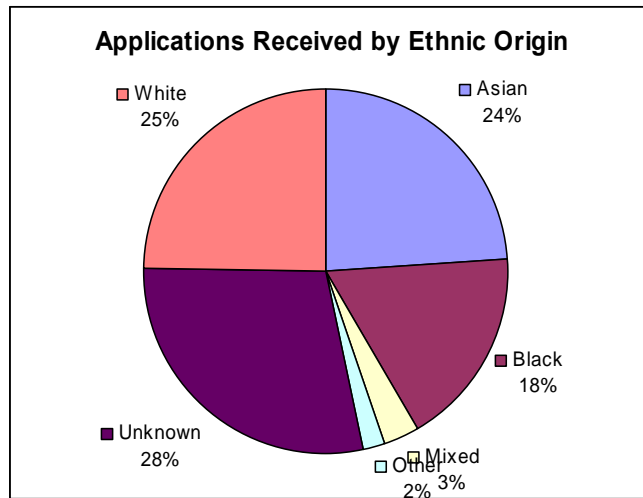
<b>Applicant Monitoring – All recruitment</b>				
<b>Year</b>	<b>Ethnicity</b>	<b>Applications</b>	<b>Shortlisted</b>	<b>Appointed</b>
2006/07	BME	46.7% (1775)	51.3% (326)	47.9% (58)
	White	24.6%(935)	39.1% (249)	47.95(58)
2005/06	BME	63.8% (2447)	55.1% (455)	42.1% (86)
2004/05	BME	54.3% (2132)	45.1% (562)	36.7% (164)

- 2.3 The pie charts below set out the applicant monitoring statistics for all applicants (internal and external) for the Council at the application, shortlisting and appointment stages of the recruitment and selection process.

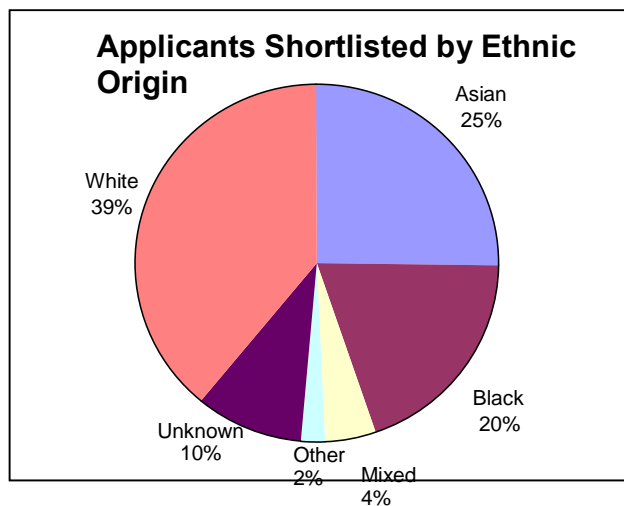
**Applicant Monitoring – All recruitment**

**All Departments (Excluding Schools) - 1 April 2006 to 31 March 2007**

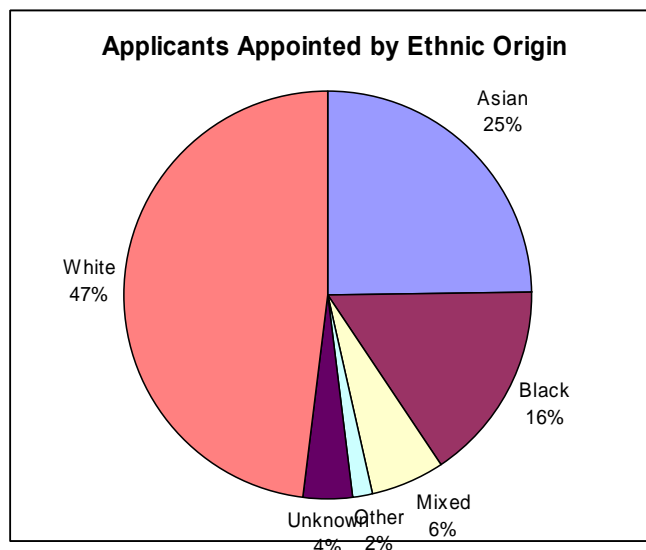
<b>Asian</b>	<b>909</b>
<b>Black</b>	<b>674</b>
<b>Mixed</b>	<b>121</b>
<b>Other</b>	<b>71</b>
<b>Unknown</b>	<b>1091</b>
<b>White</b>	<b>935</b>
<b>Total</b>	<b>3801</b>



<b>Asian</b>	<b>160</b>
<b>Black</b>	<b>125</b>
<b>Mixed</b>	<b>27</b>
<b>Other</b>	<b>14</b>
<b>Unknown</b>	<b>61</b>
<b>White</b>	<b>249</b>
<b>Total</b>	<b>636</b>



<b>Asian</b>	<b>30</b>
<b>Black</b>	<b>19</b>
<b>Mixed</b>	<b>7</b>
<b>Other</b>	<b>2</b>
<b>Unknown</b>	<b>5</b>
<b>White</b>	<b>58</b>
<b>Total</b>	<b>121</b>



2.4 The overall percentage of applications received from BME applicants has decreased to 46.7% compared to last year 63.8%. Despite this, applications received from BME groups continue to out number applications received from white groups. There is a decrease in the proportion of BME applicants shortlisted to 51.0% from 55.1% and although the percentage of BME applicants has reduced, there is a marked improvement at the appointment stage compared to previous years with an increase in the proportion of BME appointments to 47.9% compared to 42.1% last year. However, the number of BME appointments is still disproportionate to the applications received compared to white groups.

### Success Ratio and Success Rates – All recruitment

2.5 The Council's target for 2005/06 was to achieve a success ratio for BME job applicants of 0.70. The Council's overall success ratio for BME applicants is 0.53. This is an increase compared to last year's figure of 0.41.

2.6 The Commission for Racial Equality (CRE) has recommended the use of the success ratio as a measure for applicant monitoring. The ratio compares the success rates for BME and white applicants. The success rate is the number of appointments made from a particular group, divided by the number of applications received from that group. The success ratio is the success rate for the BME group divided by the success rate for the white group.

Overall success rate for BME applicants is:	3.27% (58/1775)
Overall success rate for white applicants is:	6.20% (58/935)
Overall success ratio for BME applicants is:	0.53 (3.27/6.20)

2.7 The ideal situation would be to achieve a success ratio of 1 i.e. where BME applicants and white applicants are equally successful at being appointed. The CRE recommends the success ratio should be at least 0.8 and suggests that if the success ratio falls below 0.8 then investigation should take place for possible racial discrimination.

2.8 The success ratio is an important measure for the Council in monitoring the comparative success of BME applicants. However, in statistical terms its validity is directly linked to the size of the sample population i.e. the greater the number of appointments the more valid and reliable the success ratio is likely to be as a measure. The success ratio should therefore be considered with caution for Departments with relatively few appointments.

2.9 The table below shows the variations in success ratios by paybands for the whole Council excluding schools (figures in brackets are the number of appointments). Figures for the previous three years are also shown for comparison.

<b>Success Ratio's by Payband – all recruitment</b>				
<i>(* Band 5 &amp; 6 did not exist prior to 1<sup>st</sup> April 2005)</i>				
<b>Payband</b>	<b>1/4/06 – 31/03/07</b>	<b>1/4/05 – 31/3/06</b>	<b>1/4/04 – 31/3/05</b>	<b>1/4/03 – 31/3/04</b>
Band 1	0.62 (18)	0.59 (33)	0.38 (149)	0.4 (143)
Band 2	0.95 (25)	0.40 (103)	0.60 (172)	0.75 (130)
Band 3	0.46 (12)	0.34 (46)	0.76 (41)	0.32 (31)
Band 4	0.21 (3)	0.64 (18)	0.51 (85)	0.58 (24)
Band 5	0	0.70 (4)	*	*
Band 6	0	0	*	*
<b>Overall SR</b>	<b>0.53 (58)</b>	<b>0.41 (204)</b>	<b>0.47 (447)</b>	<b>0.4 (328)</b>

- 2.10 Comparison with last year's figures shows that the success ratio has increased in paybands 1,2 and 3 and has decreased in payband 4. The success ratio for paybands 1 and 2 exceed the Council's target of 0.7.
- 2.11 This year the percentage of BME appointments is an improvement to last year but the success rate for BME applicants is about half that of white applicants because of their lower success at appointment stage in proportion to BME applications received and shortlisted compared to white applicants. As a consequence, the success ratio for BME applicants is 0.53 and although this is higher than last year's success ratio of 0.41, it is still lower than the council's target of 0.7 and the CRE recommendation of 0.8.
- 2.12 The success ratio over the last few years has averaged around 0.45 mark. Monitoring figures over the years have shown that the disproportionate impact on BME groups during the recruitment process should be continually monitored to check for any forms of non-compliance to Council policy or discrimination legislation.

### 3. Ethnic Origin - Internal Recruitment

- 3.1 Since April 2003, the Council has been monitoring internal appointments. Corporate information is provided below on the success of BME internal applicants.
- 3.2 The table below shows applicant monitoring information for 2006/07 for all internal applicants and the previous years figures. The table sets out the percentage of applications received, shortlisted and appointed for BME and white candidates. Figures in brackets represent actual numbers.

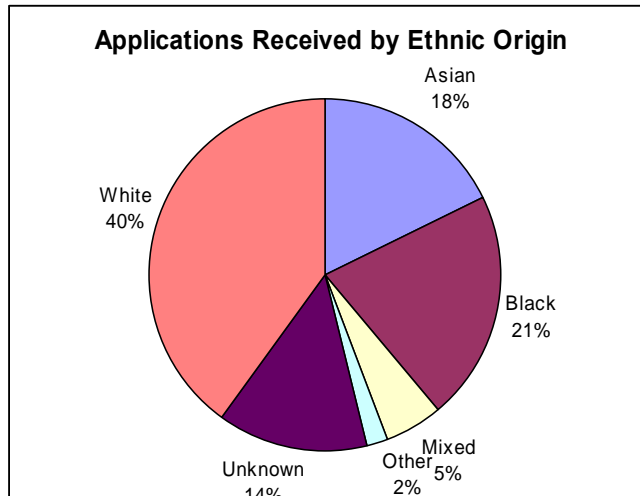
<b>Applicant Monitoring – Internal Recruitment</b>				
<b>Year</b>	<b>Ethnicity</b>	<b>Applications</b>	<b>Shortlisted</b>	<b>Appointed</b>
2006/07	BME	46.1% (175)	47.9% (93)	41.3% (26)
	White	40.0% (152)	47.9 (93)	55.55 (35)
2005/06	BME	60.0% (256)	51.0% (98)	33.3% (21)
2004/05	BME	55.0% (328)	42.2% (128)	36.7% (61)

- 3.3 The percentage of applications received from internal BME applicants is 46.1%, the percentage remains consistent at shortlisting stage at 47.9% and is reduced to 41.3% at appointment stage. The appointments are lower than numbers shortlisted, but not as disproportionately as in previous years.
- 3.4 Internal BME staff are making a greater number of applications for jobs compared to white staff 46.1% and 40.0% respectively. The percentage of BME applicants is more or less in line with the proportion of applications received. For white candidates there is an increase in the proportion shortlisted compared to applications received by that group. However, at appointment stage, the number of internal BME appointments made is 41.3% is disproportionate to the number of applications received from those groups and adversely disproportionate compared to appointments made of white groups i.e. 55.55%.
- 3.5 The pie charts below set out the applicant monitoring statistics for all internal applicants for the whole Council at the application, shortlisting and appointment stages of the recruitment and selection process.

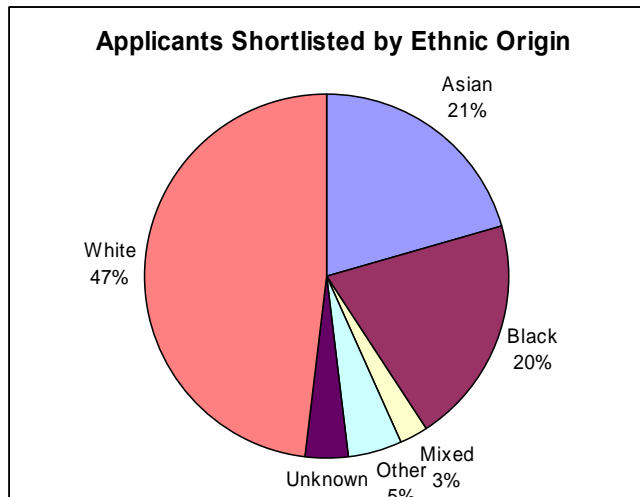
## Internal Appointments

All Departments (Excluding Schools) - 1 April 2006 to 31 March 2007

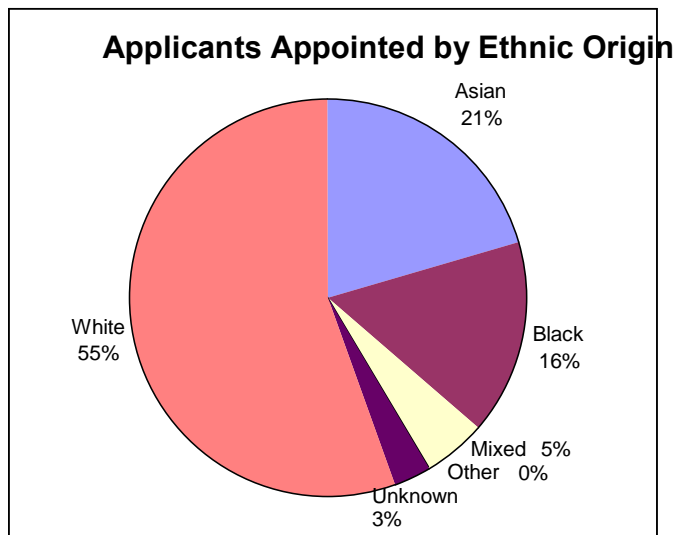
Asian	68
Black	80
Mixed	20
Other	7
Unknown	53
White	152
<b>Total</b>	<b>380</b>



Asian	40
Black	39
Mixed	5
Other	9
Unknown	8
White	93
<b>Total</b>	<b>194</b>



Asian	13
Black	10
Mixed	3
Other	0
Unknown	2
White	35
<b>Total</b>	<b>63</b>





3.6 The applicant monitoring statistics for internal recruitment is not significantly different to external recruitment. The disproportionate adverse impact on BME employees and the low appointment success ratio of BME staff is true for both internal and external applicants. As before, the fall off for internal recruitment is seen at the shortlisting and appointment stages.

### Success Ratio and Success Rates – Internal recruitment

3.7 The success rates and success ratio for internal BME staff are shown below:

Overall success rate for internal BME applicants is:	14.86% (26/175)
Overall success rate for internal white applicants is:	23.02% (35/152)
Overall success ratio for BME applicants is:	0.65 (14.86/23.02)

3.8 The overall success ratio for internal BME appointments is 0.65, which is higher than the Council's success ratio for all internal and external appointments and also higher than last year's internal success ratio of 0.53.

3.9 The table below shows the variations in internal success ratios by paybands for the whole Council excluding schools (figures in brackets are the number of appointments).

<b>Success Ratio's by Payband – internal recruitment</b>		
<b>Payband</b>	<b>1/4/06 – 31/3/07</b>	<b>1/4/05 – 31/3/06</b>
Band 1	0.38 (2)	0.59 (9)
Band 2	1.47 (16)	0.38 (35)
Band 3	0.87 (6)	0.21 (20)
Band 4	0.40 (2)	0.44 (17)
Band 5	0	0.00 (2)
Band 6	0	0
<b>Overall Internal Success Ratio</b>	<b>0.65 (26)</b>	<b>0.32 (86)</b>

3.10 Comparison with last year's figures shows that the success ratio has significantly increased in paybands 2 and 3 exceeding the Council's target of 0.7. There is an improvement in payband 4 and a decrease in payband 1.

### 4.0 Disability – All Recruitment

4.1 The Council set a local performance indicator for 2006/07 that the percentage of appointments of disabled people reflects the percentage of working age (18-65) people with disabilities in the local community which is 11.0%.

4.2 The table below shows applicant monitoring information for disabled applicants for 2006/07 and shows the previous year's figures. It sets out the percentage of applications received, shortlisted and appointed for disabled and non-disabled candidates. Figures in brackets represent actual numbers.

<b>Disability Applicant Monitoring - All recruitment</b>						
<b>Year</b>	<b>Applications</b>		<b>Shortlisted</b>		<b>Appointed</b>	
	Disabled	Non-disabled	Disabled	Non-disabled	Disabled	Non-disabled
2006/07	3.5% (133)	96.5% (3668)	3.1% (20)	95.1% (605)	0.8% (1)	99.2% (120)
2005/06	2.9% (229)	97.1%(7586)	3.3% (202)	96.7% (5996)	3.6% (11)	96.4% (293)

- 4.3 The number of applications received from people who declared that they have a disability is 133, (3.5%). The number of applicants with a disability shortlisted is 20, (3.1%), and 1, (0.8%) applicant with a disability was appointed out of 121 appointments. This compares unfavorably to last year's applicant monitoring figures for disability of 2.93% for applications received, 3.26% for shortlisted and 3.62% for appointments.
- 4.4 The council re-enforces its aim of encouraging applications from disabled people through its commitment to the two ticks scheme.
- 4.5 An analysis of appointments by paybands and comparisons with the previous two years is shown in the table below:

<b>Appointment of Disabled Persons by Payband</b>			
<b>Payband</b>	<b>1/4/06 – 31/3/07</b>	<b>1/4/05 – 31/3/06</b>	<b>1/4/04 – 31/3/05</b>
Band 1 Non- disabled	27 (100%)	40	149
Band 1 Disabled	0 (0.%)	2	0
Band 2 Non- disabled	44 (100%)	110	168
Band 2 Disabled	0 (0.%)	2	4
Band 3 Non- disabled	24 (100%)	39	41
Band 3 Disabled	0 (0.%)	6	0
Band 4 Non- disabled	23 (100%)	28	80
Band 4 Disabled	0 (0.%)	1	5
Band 5 Non-Disabled	2 (66.7%)	70	*
Band 5 Disabled	1 (33.3%)	0	*
Band 6 Non-Disabled	0	0	*
Band 6 Disabled	0	0	*
<b>Total appointments across all paybands</b>	<b>121</b>	<b>304</b>	

\* Band 5 & 6 did not exist prior to 1<sup>st</sup> April 2005

- 4.6 The number of appointments (1) of disabled people this year is a significant decrease compared to 11 appointments last year. Work is continuing to be undertaken to encourage the number of applications from disabled people and to increase their chances of employment with the Council.

## 5. Disability – Internal Recruitment

5.1 Corporate information is provided below on the success of disabled internal applicants. This is the first year for data to be made available in this format so comparisons with previous years are not possible.

<b>Disability Applicant Monitoring – Internal recruitment</b>						
<b>Year</b>	<b>Applications</b>		<b>Shortlisted</b>		<b>Appointed</b>	
	Disabled	Non-disabled	Disabled	Non-disabled	Disabled	Non-disabled
2006/07	4.7% ( 18 )	94.2% ( 358 )	37.2% (7)	94.7% (178 )	0% ( 0 )	100% ( 63 )

5.2 The percentage of applications made by disabled staff (4.7%) and the percentage shortlisted (37.7%) is relatively high compared to the statistics above for all disabled recruitment. However, there were no appointments made of internal disabled staff.

5.3 In March 2007 a questionnaire survey of disabled staff and their managers was undertaken by the Disability Adviser from Harrow Association of Disabled People for the council. The survey covered areas of recruitment, training and development, reasonable adjustments, access to work amongst other areas. The findings of this survey are being analysed to determine what positive assistance the council can offer staff with disabilities and managers to encourage disabled staff to further their careers and employment prospects with the council.

## 6.0 Gender – All Recruitment

6.1 The Council set a target of 51.7% for its local performance indicator that the proportion of women appointments reflects the proportion of women in the local community. The proportion of women appointments for 2006/07 is 58.7% compared to 59.5% last year. The council continues to make a higher proportion of women appointments compared to the local population of women.

6.2 The table below shows applicant monitoring information based on the gender of applicants for 2006/07 and the previous year. It sets out the percentage of applications received, shortlisted and appointed for male and female candidates. Figures in brackets represent actual numbers.

<b>Gender Applicant Monitoring - All recruitment</b>						
<b>Year</b>	<b>Applications</b>		<b>Shortlisted</b>		<b>Appointed</b>	
	Men	Women	Men	Women	Men	Women
2006/07	32.4% (1231)	59.1% (2247)	33.6% (14)	64.1% (408 )	38.8% (7)	58.7% (71)
2005/06	39.2%	60.8%	38.8%	61.2%	40.5%	59.5%

6.3 The proportion of women applying for posts is 59.1% compared with 32.4% for men. The proportion of women being shortlisted is 64.2% compared with 33.8% for men. The proportion of women appointed is 58.7% compared with 38.8% for men.

6.4 An analysis of the number of appointments by payband and comparisons with the previous two years is shown below:

<b>Appointment by Gender by Payband</b>			
<b>Payband</b>	<b>1/4/06 – 31/3/07</b>	<b>1/4/05 – 31/3/06</b>	<b>1/4/04-31/03/05</b>
Band 1 Men	10 (37.5%)	14 (33.3%)	112 (75.2%)
Band 1 Women	17 (63.0%)	28 (66.7%)	37 (24.8%)
Band 2 Men	18 (40.9%)	34 (30.4%)	44 (25.6%)
Band 2 Women	26 (59.1%)	78(69.6%)	128 (74.4%)
Band 3 Men	5 (20.8%)	15 (33.3%)	21 (51.2%)
Band 3 Women	19 (79.2%)	30 (66.6%)	20 (48.8%)
Band 4 Men	13 (59.1%)	17 (58.6%)	44 (51.8%)
Band 4 Women	9 (40.9%)	12 (41.4%)	41 (48.2%)
Band 5 Men	1 (100.0%)	3 (50%)	*
Band 5 Women	0 (0.0%)	3 (50%)	*
Band 6 Men	0	0	*
Band 6 Women	0	0	*
Total appointments across all paybands	121	304	

\* Band 5 & 6 did not exist prior to 1<sup>st</sup> April 2005

6.5 The proportion of women appointed is higher than men at paybands 1, 2 and 3, and the proportion of male appointments is higher in paybands 4 and 5.

## 7.0 Gender - Internal Recruitment

7.1 Corporate gender information is provided below on the success of male and female internal applicants. This is the first year for data to be made available in this format so comparisons with previous years are not possible.

<b>Gender Applicant Monitoring – Internal recruitment</b>						
<b>Year</b>	<b>Applications</b>		<b>Shortlisted</b>		<b>Appointed</b>	
	Men	Women	Men	Women	Men	Women
2006/07	28.9% (10)	61.3% (233)	34.6% (65)	60.6% (114)	38.1% (24)	57.1% (36)

7.2 The percentage of applications received shortlisted and appointments made of internal women is higher than men at each stage and proportions are similar to that of all recruitment detailed in paragraph 6.2 above. However, the council is endeavouring to ensure that appointments of women are spread across all the paybands particularly in the higher paybands by initiating management development programmes.

**CORPORATE EMPLOYMENT PROCEDURES MONITORING REPORT FOR THE PERIOD 1 APRIL 2006 TO 31 MARCH 2007**

**1. Background**

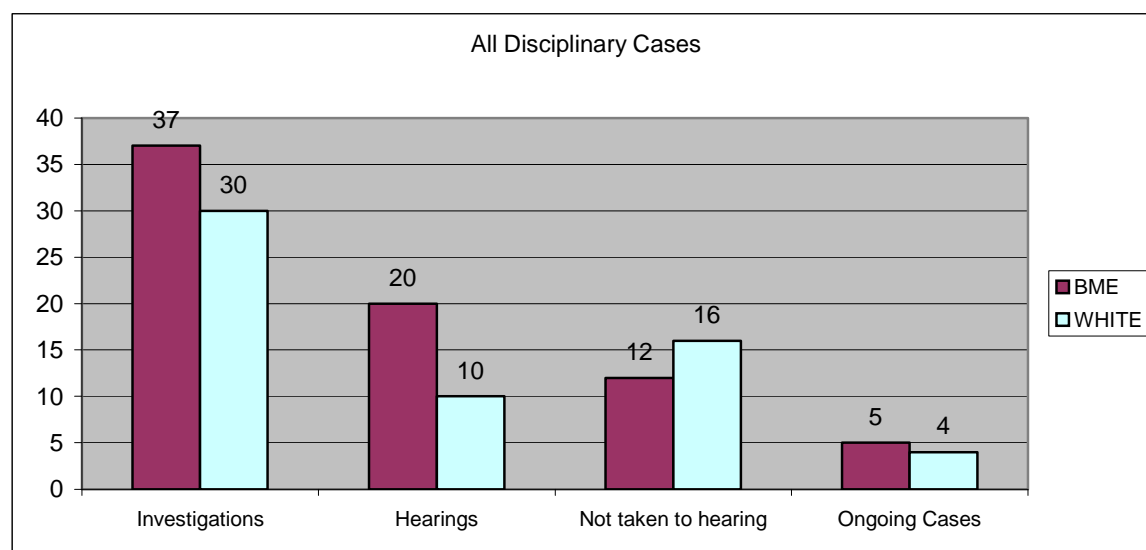
- 1.1 This report provides corporate information on the outcomes of employment procedure monitoring during the period 1 April 2006 to 31 March 2007 for the whole council including school-based staff.
- 1.2 The Council set a local performance indicator that the numbers of employees using or subject to employment procedures is proportionate to the ethnic profile of the workforce. The proportion of the workforce who are from a BME group for 2006/07 is 30.70%.
- 1.3 The procedures monitored are harassment complaints, grievances, disciplinary investigations and hearings. Information provided is for the number of employees who have made use of, or been subject to each procedure.
- 1.4 Directorate statistics and analysis can be found in the departmental reports attached to this report at appendix 8.

**2. Disciplinary Investigations and Hearings**

- 2.1 The table and bar chart below shows a breakdown of all disciplinary cases in 06/07 by investigations, hearings, not taken to hearing and ongoing cases.

**All Disciplinary Cases (06/07)**

	<b>BME</b>	<b>WHITE</b>	<b>Total</b>
<b>Investigations</b>	37	30	<b>67</b>
<b>Hearings</b>	20	10	<b>30</b>
<b>Not taken to Hearing</b>	12	16	<b>28</b>
<b>Ongoing Cases</b>	5	4	<b>9</b>



2.2 In total there have been 67 investigations, 37 related to BME and 30 to white staff members. Of these 67 investigations, 20 cases were taken to a disciplinary hearing, (20 BME and 10 white employees) and of the remainder, 28 cases were not taken to a hearing (12 BME and 16 white employees) and 9 cases were ongoing as at the 31<sup>st</sup> March 2007 (5 BME and 4 white employees).

2.3 The tables below provide a detailed breakdown of numbers and percentages of disciplinary investigations and hearings for 06/07. The data is broken down by BME and white groups and within that by gender, disability and age categories. Figures for previous years are included for comparison.

<b>Disciplinary Investigations</b>										
<b>Period</b>	<b>BME</b>					<b>White</b>				
	Male	Female	Disabled	Age band	<b>Total</b>	Male	Female	Disabled	Age band	<b>Total</b>
2006/2007	19	17	1	20-59	<b>37 (55.22%)</b>	20	10	1	20-74	<b>30 (44.76%)</b>
2005/2006	11	4	0	25-64	<b>15 (48.38%)</b>	12	4	0	25-64	<b>16 (51.61%)</b>
2004/2005	18	4	1	20-64	<b>23 (41.8%)</b>	23	9	0	20-64	<b>32 (58.2%)</b>

<b>Disciplinary Hearings</b>										
<b>Period</b>	<b>BME</b>					<b>White</b>				
	Male	Female	Disabled	Age band	<b>Total</b>	Male	Female	Disabled	Age band	<b>Total</b>
2006/2007	8	12	0	20-54	<b>20 (66.67%)</b>	9	1	0	20-59	<b>10 (33.33%)</b>
2005/2006	4	4	0	25-64	<b>8 (42.10%)</b>	7	4	0	25-64	<b>11 (57.89%)</b>
2004/2005	8	2	1	20-64	<b>11 (47.83%)</b>	12	0	0	20-64	<b>12 (52.17%)</b>

2.4 The total number of disciplinary investigations in 06/07 has increased significantly compared last year's recorded numbers. This increase is about a 60% for BME staff and about a 50% increase for white staff. This inevitably affects the proportions of disciplinary investigations, which are 55.22% of BME staff and 44.76% of white staff. This proportion is higher than the BME workforce profile.

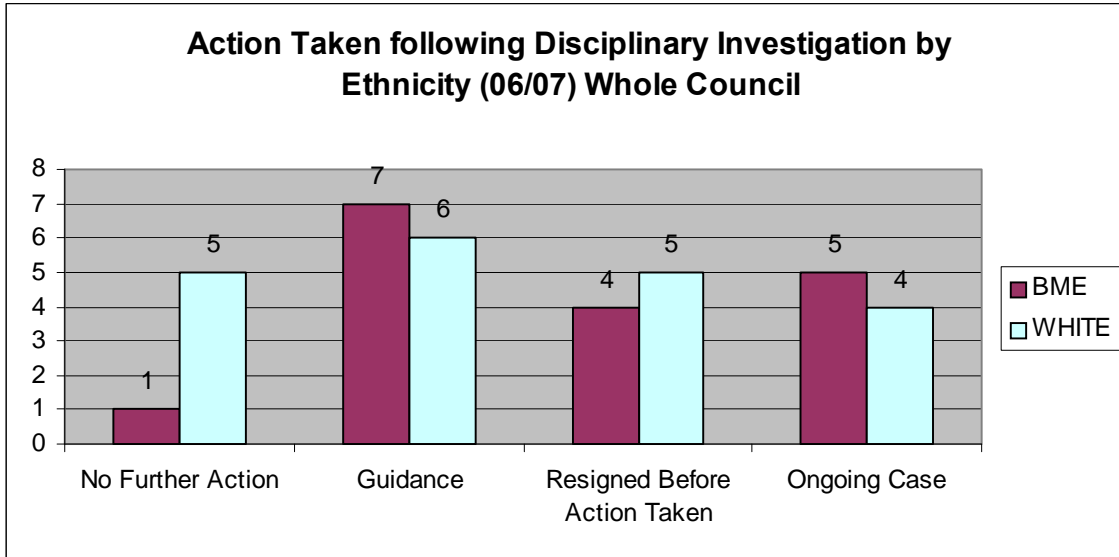
2.5 The proportion of cases that went to a hearing for BME staff is 66.67% and 33.33% for white staff. This is higher than the previous 2 years and highly disproportionate to the percentage of BME employees in the workforce, which is 30.70%.

2.6 The age band of staff involved in the disciplinary process spans across the lower to the upper bands, ages 25-54.

2.7 The bar chart below shows action taken for cases following an investigation that did not proceed to a hearing by ethnicity i.e.

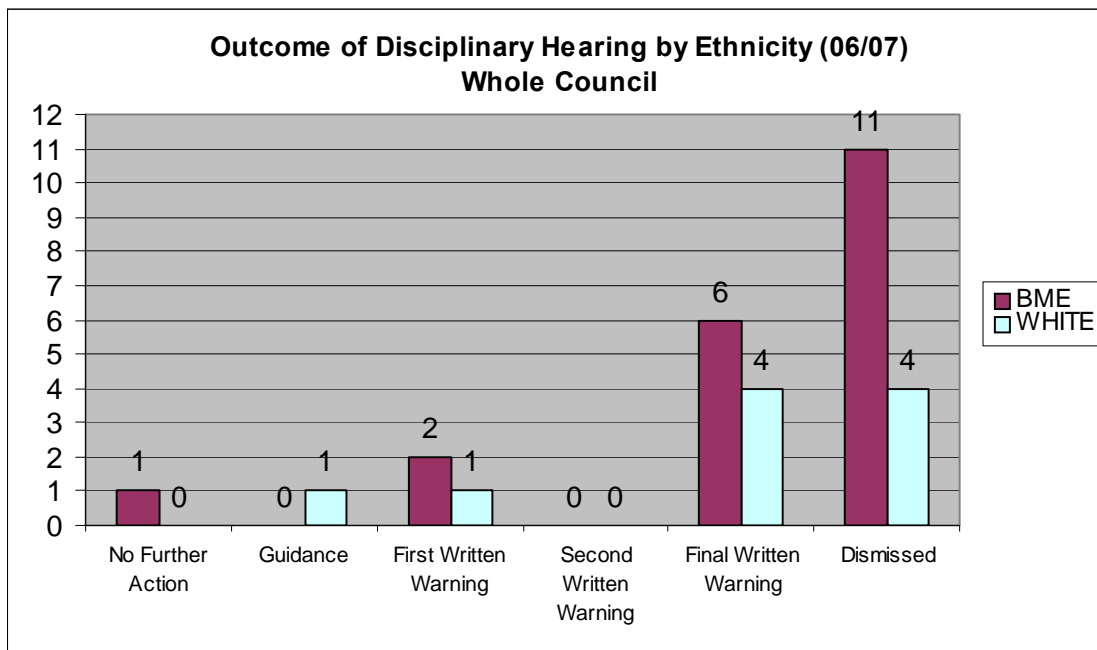
- no further action - where there was no case to answer,

- guidance – where the matter does not proceed to a disciplinary hearing but recommends informal corrective action
- resigned before action taken – where employee resigns before the case goes to hearing
- ongoing cases – where investigations had not concluded as at 31 March 2007.



2.8 The above chart shows that 37 cases did not proceed to a disciplinary hearing. The majority of these resulted in informal guidance being given. Cases where there was no case to answer and no further action was taken was significantly higher for white staff (5 cases) than BME staff (1 case) which is disproportionate. Cases where employees resigned before the case went to a hearing and ongoing cases, the proportion of BME and white staff was more or less the same.

2.9 The bar chart below shows the outcomes and sanctions resulting from disciplinary hearings in accordance with the council's disciplinary procedure.



2.10 The above chart shows the range of outcomes resulting from the 30 cases that proceeded to a disciplinary hearing. The most significant outcomes in terms of numbers were 10 employees were given a final written warning 6 of which were BME employees and 15 employees were dismissed 11 of which were BME employees.

2.11 The monitoring information on disciplinary investigations and hearings for 2006/07 indicates that BME employees have been disproportionately affected by the Council's disciplinary procedure at investigation/hearing stages and by the outcomes/sanctions given. This may potentially be considered to amount to adversely impact on BME employees.

2.12 The disciplinary procedure is being reviewed as part of other the fair treatment employment policies. The employment procedures monitoring information will be taken into account as part of this review.

### 3. Grievances

3.1 The tables below provide a detailed breakdown of numbers and percentages of grievances raised in 06/07. The data is split by racial and other grievances and is broken down BME and white groups and within that by gender, disability and age categories. Figures for previous years are included for comparison.

RACIAL										
Period	BME					White				
	Male	Female	Disabled	Age band	Total	Male	Female	Disabled	Age band	Total
2006/2007	3	1	0	20-59	<b>4</b> <b>(50.00%)</b>	2	2	0	20-44	<b>4</b> <b>(50.00%)</b>
2005/2006	1	2	0	35-49	<b>3</b> <b>(50%)</b>	1	2	1	25-54	<b>3</b> <b>(50%)</b>
2004/2005	0	1	0	20 - 64	<b>1</b> <b>(100.00%)</b>	0	0	0	0	<b>0</b>

OTHER										
Period	BME					White				
	Male	Female	Disabled	Age band	Total	Male	Female	Disabled	Age band	Total
2006/2007	8	12	1	25-59	<b>20</b> <b>(57.14%)</b>	6	9	2	20-64	<b>15</b> <b>(42.86%)</b>
2005/2006	14	9	6	20-64	<b>23</b> <b>(60.52%)</b>	4	11	1	20-64	<b>15</b> <b>(39.47%)</b>
2004/2005	0	3	0	20-64	<b>3</b> <b>(37.50%)</b>	2	3	1	20-64	<b>5</b> <b>(62.50%)</b>

TOTAL GRIEVANCE CASES										
Period	BME					White				
	Male	Female	Disabled	Age band	Total	Male	Female	Disabled	Age band	Total
2006/2007	11	13	1	20-59	<b>24</b> <b>(55.81%)</b>	8	11	2	20-64	<b>19</b> <b>(44.19%)</b>
2005/2006	15	11	6	20-64	<b>26</b> <b>(59.09%)</b>	5	13	2	25-64	<b>18</b> <b>(40.90%)</b>
2004/2005	0	4	0	20-64	<b>4</b> <b>(44.44%)</b>	2	3	1	20-64	<b>5</b> <b>(55.55%)</b>

3.2 The total number of grievances recorded in 06/07 (43) has remained more or less the same as last year (44). There has been a 25% increase in the number of grievances related race. The proportion of total grievances raised by white staff has marginally increased 44.44% this

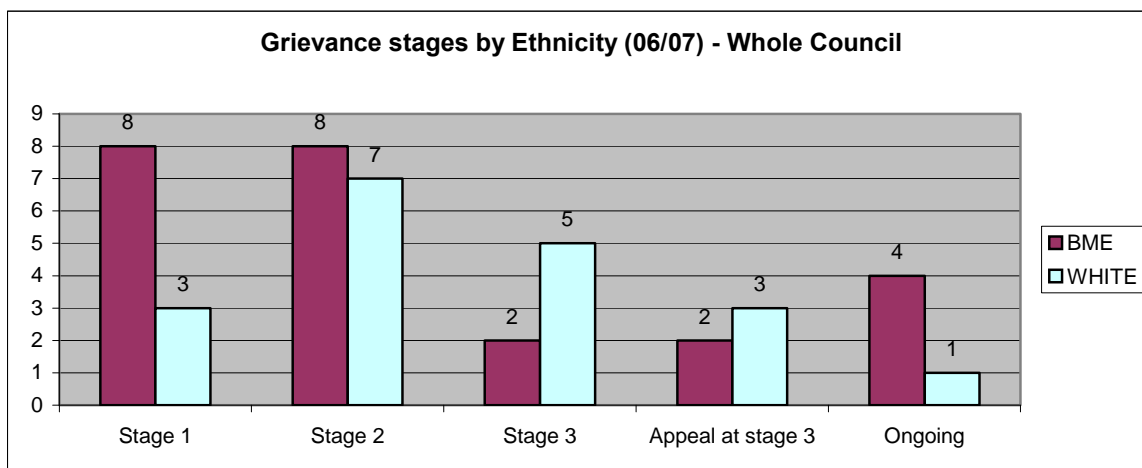


year compared to 40.90% last year. The proportion of total grievances raised by BME staff has reduced to 55.81% this year compared to 59.09% last year. Although there is a reduction, it is still disproportionate to the workforce profile of 30.70%.

- 3.3 The age band of staff raising spans across the lower to the upper bands, ages 25-59. There was one grievance raised by a disabled employee and in terms of gender more females than males raised grievances. These proportions are in line with the workforce profile for those groups.
- 3.4 The table and bar chart below provide a breakdown of the recorded grievances by ethnicity and the stage at which they were resolved.

**GRIEVANCE STAGES BY ETHNICITY (06/07)**

Whole Council	BME	WHITE	TOTAL
Stage 1	8	3	11
Stage 2	8	7	15
Stage 3	2	5	7
Appeal at stage 3	2	3	5
Ongoing	4	1	5
	24	19	43



3.5 The majority of grievances, 26 (60.46%) were resolved at stage 1 and 2 of the council's grievance procedure. 7 (16.3%) grievances were resolved at stage 3 and 5 (11.6%) grievances went to a stage 3 appeal. As at 31<sup>st</sup> March 2007, 5 grievances were ongoing.

3.6 The grievance procedure is being reviewed as part of other the fair treatment employment policies. The employment procedures monitoring information will be taken into account as part of this review.

**4. Harassment Complaints**

4.1 There were no harassment complaints recorded in 06/07. Employees are using the grievance procedure to raise complaints of harassment or other reasons. Over the last few years there has been a dramatic decline by employees using the council's harassment procedure. The indication is that the existing harassment procedure is ineffectual and employees do not have confidence in using it.

4.2 As mentioned above the harassment procedure is currently under review as part of the review of fair treatment policies.

## **5 Conclusion**

5.1 The employment procedures monitoring information for 2006/07 indicates that BME employees are disproportionately affected by the Council's disciplinary procedures compared to white employees considering the percentage of BME employees in the workforce.

5.2 BME staff have also raised more grievance complaints than white staff which is disproportionate to the workforce profile indicating that BME staff have a higher number of concerns that they feel the need to raise through a formal process than white staff.

5.3 All fair treatment policies including disciplinary, grievance, harassment, capability, absence and probation are currently under review in order to provide employees and the organisation with effective mechanisms for constructively dealing with any of these issues. Particular attention will be given to questioning the impact of these procedures on BME staff and equality impact assessments will be undertaken for each.

## Training & Development Monitoring and Progress Report Period 01 April 2006 to 31 March 2007

### 1. Executive Summary & Conclusion

1.1 Primary developments during the year have been:

- Launch of the Positively Harrow - Equality and Diversity Learning & Development booklet.
- Launch of the Grassroots Diversity Workbook – respect for people. A total of 141 booklets were distributed and 51 people passed the interactive test and were awarded the certificate.
- An Equality Seminar was organised for 300 managers, key areas covered were Age Discrimination, Disability and Law and a presentation by GSL on the Equalities and Diversity training they run.
- Introduction of the Equality and Diversity module in the Harrow Rules programme. This is mandatory training for all managers on grade H10 and above.

1.2 Work in 2007/08 will build on each of these key areas- workforce development, positive action, leadership, management development and first line managers programme.

### 2. Skills for Life

2.1 Harrow Council continues to increase access to training at all levels on the basic skills training programme, supported by Unison in association with Stanmore College. For the year 2006/07 43 staff gained the qualification.

### 3. Provision of careers training information & advice

3.1 The Council's learning and development service has Matrix accreditation for the quality of its advice and guidance on careers in local government and gaining employment at the Council. The unit has provided advice through a number of routes including at Job Centre Plus, workshops / drop in sessions at schools and nurseries, job fairs, road shows and one to one interviews.

3.2 In 2006/7 a total of 127 1:1 interviews and telephone enquiries have taken place. There were 27 people who had qualification below NVQ level 1 and the data collected is given below.

Gender	Age	Disabilities	Ethnicity
Female - 22	Under 24 - 1	2	BME - 17
Male - 4	25 to 49 - 23		
1 not known	50 plus - 2		

Source: PDMTracker

- 3.3 Approximately 7% of interviewees have a disability; approximately 85% are female and 15% male. 65% were from BME groups.

#### **4. Supporting career development for black and minority ethnic staff**

- 4.1 The Certificate in Management course encourages BME groups to apply, 46% of the total places were taken up by employees from the BME group.
- 4.2 Similarly the Diploma in Management runs annually and of the total number of places 15% were taken up by BME groups.
- 4.3 The Post Qualifying Award (PQ1) for Children and Adults for the first cohorts of candidates for this year were as follows:
- For Children Services a total of 7 people passed of this 4 (57%) were from BME groups.
  - For Adult Services 14 people passed and 9 (64%) were from BME groups.

The Royal Holloway College commented “We have had a very successful submission rate from the Harrow candidates (in fact the highest submission rate than any other borough!”.

#### **5. Training work programme**

- 5.1 Learning and development activities during the year include:
- Launch of the Positively Harrow Learning & Development booklet to all 300 plus Managers
  - An update on Age Discrimination legislation at the Managers conference on the 5<sup>th</sup> December.
  - A presentation by HAD on the Disability and Law at the Managers conference on the 5<sup>th</sup> December.
  - Launch of the Grass Roots Diversity Booklet and e learning.
  - 52 staff have attended recruitment and selection training, which includes diversity and ethnicity content.
  - Diversity e learning continues to be available through the intranet
  - One member of staff has now successfully achieved a British Sign Language Certificate.

## 6. Course attendance statistics 2006/07

<b>Ethnicity</b>	<b>Totals for the Council</b>	<b>BD</b>	<b>CE</b>	<b>PF</b>	<b>UL</b>	<b>MISC *(See note below)</b>
B & ME	30%	6%	3%	55%	14%	22%
White	56%	6%	5%	52%	16%	21%
Unclassified	14%	3%	9%	33%	14%	41%

<b>Gender</b>	<b>Totals for the Council</b>	<b>BD</b>	<b>CE</b>	<b>PF</b>	<b>UL</b>	<b>MISC</b>
Male	33%	6%	6%	33%	34%	21%
Female	64%	5%	5%	59%	7%	24%
Unclassified	3%	0%	3%	8%	18%	71%

<b>Disability</b>	<b>Totals for the Council</b>	<b>BD</b>	<b>CE</b>	<b>PF</b>	<b>UL</b>	<b>MISC</b>
Disabled	3%	7%	2%	38%	24%	29%
Non Disabled	85%	5%	5%	50%	19%	21%
Unclassified	12%	3%	11%	32%	14%	40%

- **Misc includes staff who are not employed by Harrow Council -Agency staff and our partners eg. Age Concern, PCT etc.**
- **agency data is included in April 06 to Aug 06 data only. Data has been extracted using Rtix and Sap.**

Variation in the departmental figures broadly follows variations in workforce profile.

**Contact:** Lindsey Kelham, L&D Service Manager 020 8424 1130

**BUSINESS DEVELOPMENT EQUALITY IN EMPLOYMENT REPORT 2006/07****1. SUMMARY**

This report summarises the monitoring of equal opportunities employment policies during the period 1 April 2006 to 31 March 2007.

**2. APPLICANT MONITORING – SUCCESS RATIOS**

BME appointments in brackets

<b>Payband</b>	<b>2006/07</b>	<b>2005/06</b>	<b>2004/05</b>
<b>1</b>	<b>0</b>	<b>0.42</b>	<b>0</b>
<b>2</b>	<b>0.71 (5)</b>	<b>0.31</b>	<b>0.48</b>
<b>3</b>	<b>0.26 (1)</b>	<b>0.17</b>	<b>1.07</b>
<b>4</b>	<b>0.00 (1)</b>	<b>0.32</b>	<b>0.31</b>
<b>5</b>	<b>0</b>		
<b>6</b>	<b>0</b>		
<b>Overall</b>	<b>0.68 (7)</b>	<b>0.34</b>	<b>0.40</b>

The figures should be considered along with other workforce profile data because they tend to be volatile as a result of the relatively small numbers being recruited. During the period 1 April 2006 to 31 March 2007, 7 appointments were made.

At the Application stage 51.2% of forms received were from BME applicants. At the short-listing stage the figure was 48.5% BME applicants. At the appointment stage the corresponding figure was 50.0%. The success ratio for all applicants was 0.68 and for internal applicants was indeterminable, as there were no White internal appointments.

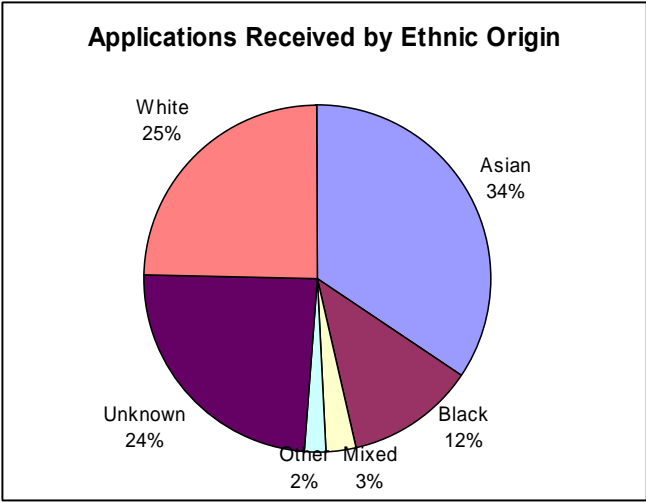
Of those appointed, 0% were registered as disabled and 42.9% were female. 7.1% of those appointed were aged 16-24, 71.4% were aged 25-39 and 21.4% aged 40-54.

Recognising that statistical analysis of applicant monitoring is against 7 posts only, it is not possible to draw any meaningful conclusions.

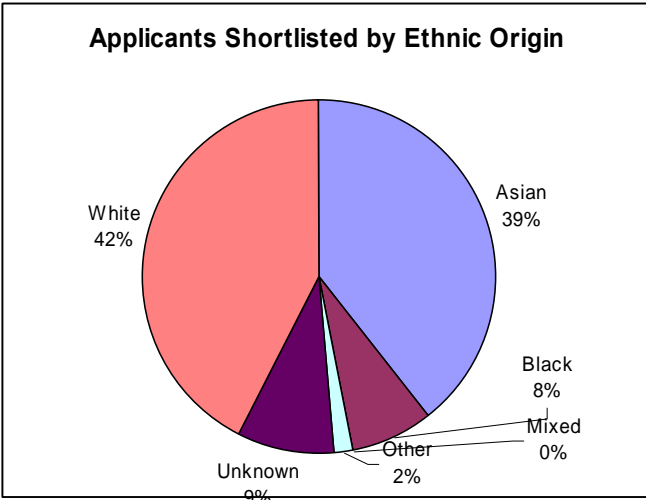
Since 1998/99, audits of the recruitment process have been carried out. The audits cover 35% of appointments and it is clear that the current process needs to be more robust as a number of Business Development records lacked full supporting information to check compliance to the council's standards. It was apparent that one panel wasn't balanced for ethnicity and one panel wasn't balanced for gender. Not all panels used the recommended scoring system (0,1,2) and some used ½ marks.

Applicant Monitoring Summary - Business Development - 1 April 2006 - 31 March 2007

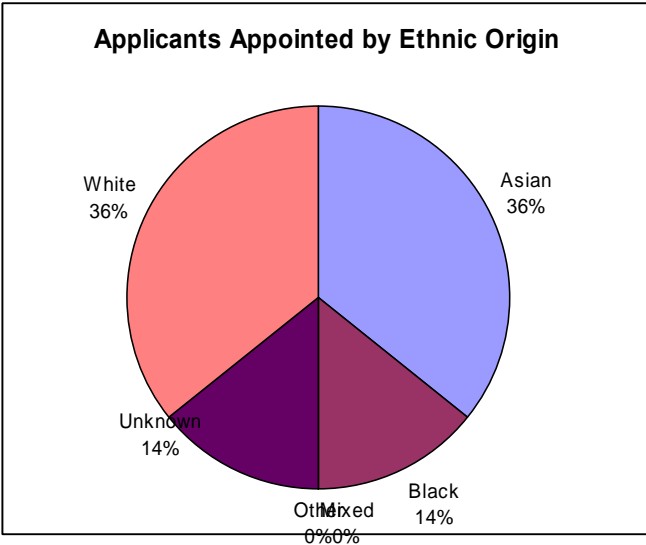
Asian	173
Black	61
Mixed	14
Other	10
Unknown	121
White	125
<b>Total</b>	<b>504</b>



Asian	26
Black	5
Mixed	0
Other	1
Unknown	6
White	28
<b>Total</b>	<b>66</b>



Asian	5
Black	2
Mixed	0
Unknown	2
White	5
<b>Total</b>	<b>14</b>



### 3. RECRUITMENT AUDITS

Human Resources Advisors have audited 10 posts for this Directorate that represents 8.26% of Whole Council 121 appointments (excluding schools) for the 06-07 financial year period.

#### ➤ From April 06 to September 06

Human Resources Advisors have audited 6 posts within Business Development which represents 4.96% of total council appointments for the 06/07 financial year period. There was incomplete paperwork provided by the panels/response handling team for 16.6% of posts. The role profile or job description was missing for 29% of the posts audited. In all other areas of assessment the Directorate performed well demonstrating effective short-listing, interview questions and clear decision making.

#### ➤ From October 06 to March 07

Human Resources Advisors have audited 4 posts within Business Development that represents 3.30% off all appointments for the financial year period. The paperwork is complete in 75.00% of the posts and incomplete in 25.00%. The panel is balanced in 75.00% of the posts and is unknown in 25.00% of the 4 audited posts. In 75.00% of the posts no personal details were attached and 25.00% is unknown. The recommended scoring scheme was used in all of the audited posts. In all cases their existed consensus in final appointment decision.

### 4. WORKFORCE PROFILE 2005/06 BUSINESS DEVELOPMENT

*Statistics to follow*

PAYBAND	WHITE %	BME %	MALE%	FEMALE %	DISABLED%
1					
2					
3					
4					
5					
6					
<b>TOTAL</b>					

#### Ethnic Origin

*Statistics to follow*

#### Disability

*Statistics to follow*

#### Gender

*Statistics to follow*

### 5. EMPLOYEE PROCEDURES MONITORING

Monitoring information is set out in the table in the main report. Generally, the small numbers of cases in Business Development make statistical interpretation inappropriate. There was 1 grievance case for the year. There were 15 (8 were BME staff) disciplinary investigations of which 6 (5 were BME staff) proceeded to a disciplinary hearing. This is an increase over the



previous year and will be monitored carefully in the 2007/08 year. There were no harassment cases nor Ill Health Retirement cases.

## **6. EQUALITY TASK GROUP**

The Director of Finance and Business Strategy for Business Development chaired the Business Development and Chief Executive's Equalities Task Group. The group meets on a two-monthly basis. The group coordinates the directorate's work on the race equality scheme and other equality and diversity matters. Key activities included:

- Extending membership of the group to include representatives from the trade unions and support groups
- Auditing the Public Realm and Cultural Strategy Equalities Impact Assessments
- Reviewing the Health and Safety Equality Impact Assessment
- Reviewing Business Development and Chief Executive directorate performance against the Equality Standard Level for Corporate Self-Assessment
- Contributed to the development of the Comprehensive Equality Scheme and Disability Schemes.

Future aims include ensuring equalities monitoring is integrated into the Workforce Strategy Groups being established in August 2007 in the new Strategy and Business Service Corporate Directorates.

**Contact:** Lesley Clarke, Corporate HR Manger, 020 8420 9309

## CHIEF EXECUTIVE DEPARTMENT'S EQUALITY IN EMPLOYMENT REPORT 2006-07

### 1. SUMMARY

This report summarises the monitoring of equal opportunities employment policies during the period 1 April 2006 to 31 March 2007.

### 2. APPLICANT MONITORING – SUCCESS RATIOS

BME appointments in brackets

Payband	2006/07	2005/06	2004/5
1		0	0.53
2	2.90 (3)	0.12	0.13
3	0.79 (3)	0	0.41
4		0.50	0
5			
6			
<b>Overall</b>	<b>0.68 (6)</b>	<b>0.39</b>	<b>0.16</b>

The figures should be considered along with other workforce profile data because they tend to be volatile as a result of the relatively small numbers being recruited. During the period 1 April 2006 to 31 March 2007, 6 appointments were made.

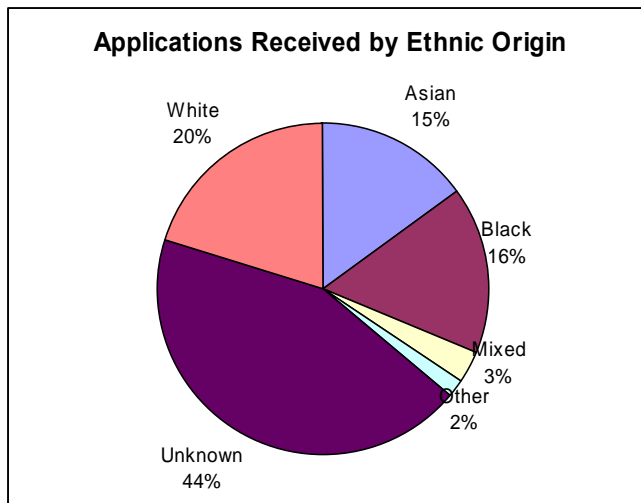
At the Application stage 36.1% of forms received were from BME applicants. At the short-listing stage the figure was 44.6% BME applicants. At the appointment stage the corresponding figure was 54.5% The success ratio for all applicants was 0.68 and for internal applicants was zero, as there were no BME internal appointments.

Of those appointed, 0% were registered as disabled and 81.8% were female. 9.1% of those appointed were aged 16-24, 54.5% were aged 25-39, 27.3% aged 40-54 and 9.1% over 55 years.

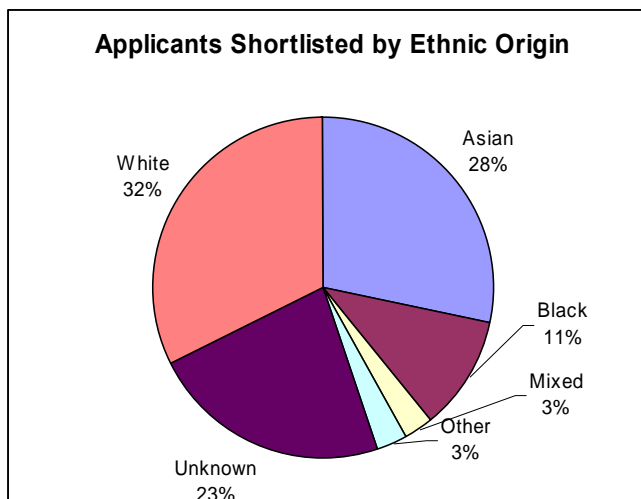
Recognising that statistical analysis of applicant monitoring is against 6 posts only, it is not possible to draw any meaningful conclusions.

Applicant Monitoring Summary – Chief Executive’s – 1 April 06 – 31 March 07

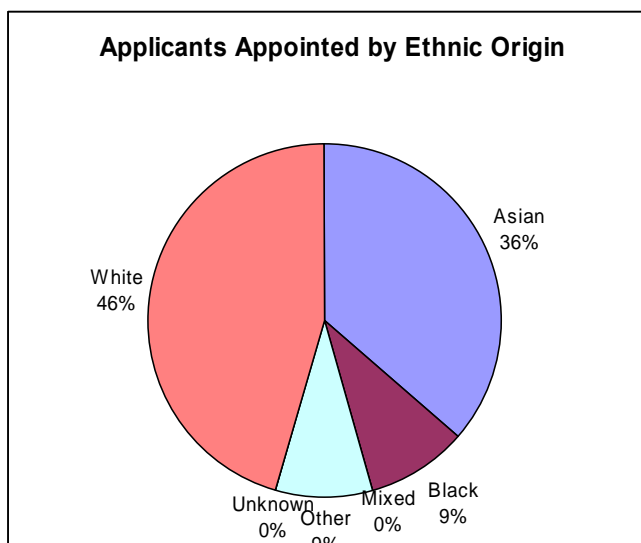
Asian	64
Black	70
Mixed	13
Other	7
Unknown	186
White	87
<b>Total</b>	<b>427</b>



Asian	21
Black	8
Mixed	2
Other	2
Unknown	17
White	24
<b>Total</b>	<b>74</b>



Asian	4
Black	1
Mixed	0
Other	1
Unknown	0
White	5
<b>Total</b>	<b>11</b>



### 3. APPLICANT MONITORING – SUCCESS RATIOS

Human Resources Advisors have audited 10 posts for this Directorate that represents 8.26% of Whole Council 121 appointments (excluding schools) for the 06-07 financial year period.

#### ➤ From April 06 to September 06

Human Resources Advisors have audited 3 posts for the Directorate that represents 2.48% off all appointments for the financial year period. In one of the audits the panel failed to appoint, therefore the sample represents just 22% of all appointments for the period and limits the reliability of its findings. Of this sample, one of the posts had incomplete paperwork provided by the panels/response handling team which represents 11% of all posts appointed for the period. In all other areas of assessment the Directorate performed well demonstrating effective short-listing, interview questions and clear decision making.

#### ➤ From October 06 to March 07

Human Resources Advisors have audited 7 posts within Chief Executive that represents 5.78% off all appointments for the financial year period. The paper work this is complete in 71.43% of the posts and incomplete in 28.57%. The panel is balanced in 71.43% of the posts and is unknown in 28.57% of the 7 audited posts. In 71.43% of the posts no personal details were attached and 28.57% is unknown. The recommended scoring scheme was used in 57.14% of the posts, in 28.57% of the posts was not used and in 14.29% is unknown. In 42.86% of the cases there existed consensus in the final appointment decision and 57.14% is unknown.

### 4. WORKFORCE PROFILE 2006/07 FOR CHIEF EXECUTIVE’S DEPARTMENT

*Statistics to follow*

PAYBAND	WHITE %	BME %	MALE%	FEMALE %	DISABLED%
1					
2					
3					
4					
5					
6					
<b>TOTAL</b>					

#### Ethnic Origin

*Statistics to follow*

#### Disability

*Statistics to follow*

#### Gender

*Statistics to follow*

### 5. EMPLOYEE PROCEDURES MONITORING FOR CHIEF EXECUTIVE’S DEPARTMENT

There were neither disciplinary, grievance or harassment cases nor any other employment procedure in the year. .

## **6. EQUALITY TASK GROUP**

The Director of Finance and Business Strategy for Business Development chaired the Business Development and Chief Executive's Equalities Task Group. The group meets on a two-monthly basis. The group coordinates the directorate's work on the race equality scheme and other equality and diversity matters. Key activities included:

- Extending membership of the group to include representatives from the trade unions and support groups
- Auditing the Public Realm and Cultural Strategy Equalities Impact Assessments
- Reviewing the Health and Safety Equality Impact Assessment
- Reviewing Business Development and Chief Executive directorate performance against the Equality Standard Level for Corporate Self-Assessment
- Contributed to the development of the Comprehensive Equality Scheme and Disability Schemes.

Future aims include ensuring equalities monitoring is integrated into the Workforce Strategy Groups being established in August 2007 in the new Strategy and Business Service Corporate Directorates.

**Contact:** Lesley Clarke, Corporate HR Manager, 020 8420 9309

## PEOPLE FIRST EQUALITY IN EMPLOYMENT REPORT 2006/07

## 1. SUMMARY

This report summarises the monitoring of equal opportunities employment policies during the period 1 April 2006 to 31 March 2007.

## 2. APPLICANT MONITORING – SUCCESS RATIOS (excluding schools)

BME appointments in brackets

Payband	2006/07	2005/06	2004/5
1	0.34 (3)	0.97	0.44
2	0.72 (10)	0.50	0.68
3	0.60 (8)	0.36	0.59
4	0.44 (1)	0.77	0.64
5	0	0.51	*
6	0		
<b>Overall</b>	<b>0.58 (22)</b>	<b>0.55</b>	<b>0.51</b>

\* information not available

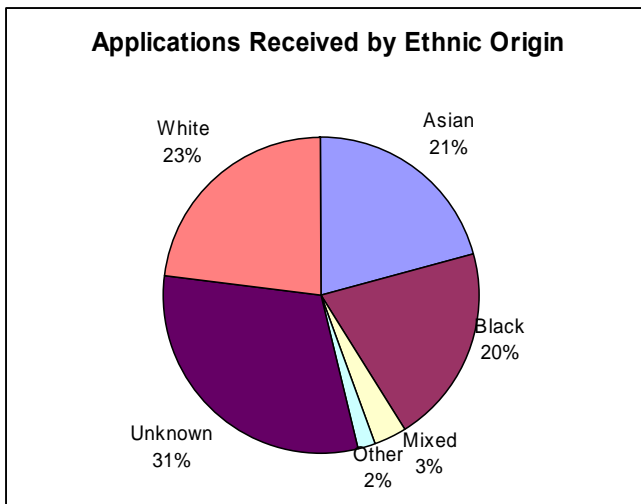
The figures should be considered along with other workforce profile data because they tend to be volatile as a result of the total numbers being recruited. During the period 1 April 2006 to 31 March 2007, 22 appointments were made.

At the Application stage 46.2% of forms received were from BME applicants. At the short-listing stage the figure was 53.3% BME applicants. At the appointment stage the corresponding figure was 51.2%. The success ratio for all applicants was 0.58 and for internal applicants was 0.55%.

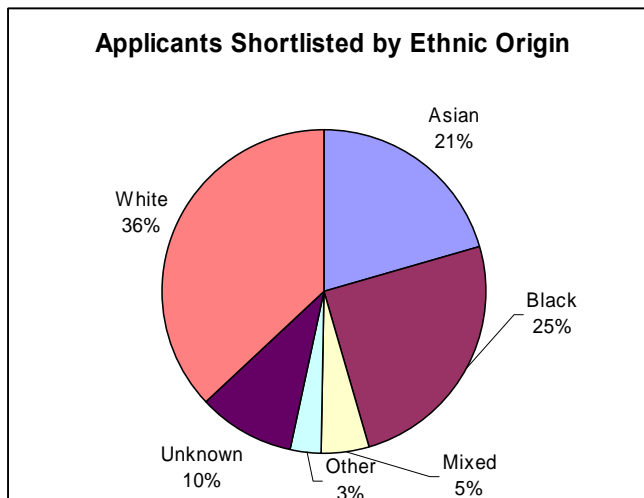
Of those appointed, 0% were registered as disabled and 74.4% were female. 4.7% of those appointed were aged 16-24, 55.8% were aged 25-39, 37.5% aged 40-54 and 2.3% over 55 years.

**Applicant Monitoring Summary by Department – People First – Excluding Schools  
1 April 2006 – 31 March 2007**

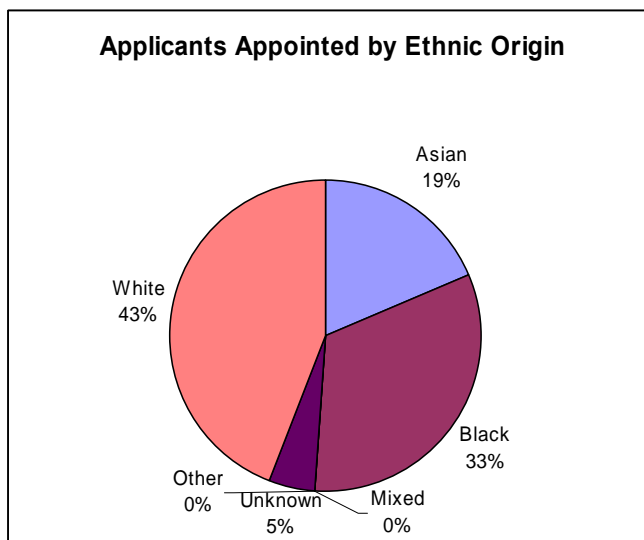
<b>Asian</b>	<b>447</b>
<b>Black</b>	<b>429</b>
<b>Mixed</b>	<b>71</b>
<b>Other</b>	<b>38</b>
<b>Unknown</b>	<b>655</b>
<b>White</b>	<b>493</b>
<b>Total</b>	<b>2133</b>



<b>Asian</b>	<b>63</b>
<b>Black</b>	<b>76</b>
<b>Mixed</b>	<b>15</b>
<b>Other</b>	<b>9</b>
<b>Unknown</b>	<b>30</b>
<b>White</b>	<b>113</b>
<b>Total</b>	<b>306</b>



<b>Asian</b>	<b>8</b>
<b>Black</b>	<b>14</b>
<b>Mixed</b>	<b>0</b>
<b>Other</b>	<b>0</b>
<b>Unknown</b>	<b>2</b>
<b>White</b>	<b>19</b>
<b>Total</b>	<b>43</b>



### **3. Recruitment Audits**

Human Resources Advisors have audited 33 posts for this Directorate that represents 27.27% of Whole Council 121 appointments (excluding schools) for the 06-07 financial year period.

#### **➤ From April 06 to September 06**

Human Resources Advisors have audited 15 posts within People First which represents 12.40% of all appointments for the financial year period. There was incomplete paperwork provided by the panels/response handling team for 14% of posts. The role profile or job description was missing for 9.5% of the posts audited. The audit noted that there was the potentially inappropriate use of specialist criteria/competencies in 1 of the sample (4%).

In all other areas of assessment the Directorate performed well demonstrating effective use interview questions and clear decision-making.

#### **➤ From October 06 to March 07**

Human Resources Advisors have audited 18 posts for the Directorate that represents 14.87% off all appointments for the financial year period. Relatively to the paper work this is complete in 50% of the posts, incomplete in 38.89% being that in 11.11% of the posts is unknown. The panel is balanced in 50% of the posts, is not balanced in 16.67% and is unknown in 33.33% of the 18 audited posts. In 50% of the posts no personal details were attached being that in 50% of the posts can't confirm. The recommended scoring scheme was used in 38.89% of the posts, in 22.22% of the posts was not used and in 38.89% is unknown. In 61.11% of the cases have existed consensus in final appointment decision, being that does not exist in 11.11% of the posts and 27.78% is unknown.

### **4. The People First Workforce including Schools**

Detailed workforce statistics are available and noted below are some significant overall numbers. For workforce planning purposes the workforce will need to be analysed for the new Directorate configurations.

#### **Size of Workforce**

The total number of employees recorded is 4, 767

#### **Paybands**

4,404 employees (92%) are in paybands 1,2,3 and 363 (8%) are in the top 3 paybands 4,5,6.

#### **Age**

Around one third (1547 employees) of the People First Workforce is over 50 and 0.61% ( 29 employees) are over 65.

#### **Ethnic Origin**

The proportion of employees recorded as asian is 20% (971 employees), recorded as black is 7% (335 employees) and recorded as white is 58% (2807 employees) with the other groups accounting for smaller percentages.



## Disability

The proportion of employees with disabilities is 1.89% (90 employees)

## Gender

The proportion of female employees is 85% and males 15%

## 5. Employment Procedures Monitoring

The number of recorded formal disciplinary and grievance cases is 72 overall (38 grievances and 34 disciplinary investigations) and the breakdown is shown below.

Disciplinary Investigations										
Period	BME					White				
	Male	Female	Disabled	Age band	Total	Male	Female	Disabled	Age band	Total
2006/2007	8	11	1	20-54	<b>19 (54.29%)</b>	10	6	0	20-59	<b>16 (45.71%)</b>

Disciplinary Hearings										
Period	BME					White				
	Male	Female	Disabled	Age band	Total	Male	Female	Disabled	Age band	Total
2006/2007	2	7	0	20-54	<b>9 (64.29%)</b>	4	1	0	30-59	<b>5 (35.71%)</b>

### Disciplinary action as a result of Hearing

PF	BME	WHITE	Total
No Further Action	0	0	0
Guidance	0	0	0
First Written Warning	1	1	2
Second Written Warning	0	0	0
Final Written Warning	2	1	3
Dismissed	6	3	9
			14

### Action taken following investigation

PF	BME	WHITE	Total
No Further Action	1	2	3
Guidance	3	4	7
Resigned Before Action Taken	2	2	4
Ongoing Case	4	3	7
			21

## Grievances

RACIAL										
Period	BME					White				
	Male	Female	Disabled	Age band	Total	Male	Female	Disabled	Age band	Total
2006/2007	3	1	0	20-59	<b>4</b> <b>(50.00%)</b>	2	2	0	20-44	<b>4</b> <b>(50.00%)</b>

OTHER										
Period	BME					White				
	Male	Female	Disabled	Age band	Total	Male	Female	Disabled	Age band	Total
2006/2007	10	8	1	25-59	<b>18</b> <b>(60.00%)</b>	8	4	2	20-64	<b>12</b> <b>(40.00%)</b>

TOTAL GRIEVANCE CASES										
Period	BME					White				
	Male	Female	Disabled	Age band	Total	Male	Female	Disabled	Age band	Total
2006/2007	13	9	1	20-59	<b>22</b> <b>(57.89%)</b>	10	6	2	20-64	<b>16</b> <b>(42.11%)</b>

## Grievances by stages

PF	BME	WHITE	Total
Stage 1	7	1	8
Stage 2	8	7	15
Stage 3	1	5	6
Appeal at stage 3	2	3	5
Ongoing	4	0	4
			38

## 6. Equality Task Groups

The Task Group has progressed and contributed in some of the following ways:-

- **Equality Impact Assessment-** ensured that all PF assessments and action plans for 2006/7 were completed as agreed
- **Equality Standard level 4 Corporate Self Assessment-** PF information inputted for corporate assessment
- **Harrow Rules** – provided support and input to support workshops
- **Cross Directorate Self Audit-** audited community engagement strategy impact assessment
- **BVPI-**provided data for scorecard
- **Consultation Documents-** contributed to various documents
- **Communication and Management Support-** updated managers and staff on equalities matters

7. Future aims will include incorporating equalities monitoring and development into the work of the Workforce Strategy and Development Groups in the new Directorates.

**Contact:** Paul R Turner, People First HR Manager, 020 8424 1515

## URBAN LIVING EQUALITY IN EMPLOYMENT REPORT 2006/07

### 1. SUMMARY

This report summarises the monitoring of equal opportunities employment policies during the period 1 April 2006 to 31 March 2007.

### 2. APPLICANT MONITORING – SUCCESS RATIO

BME appointments in brackets

Payband	2006/07	2005/06	2004/05
1	0.92 (15)	0.10	0.44
2	1.26 (7)	0.32	0.59
3		0.35	0.19
4	0.17 (1)	1.17	1.50
5			
6			
<b>Overall</b>	<b>0.48 (23)</b>	<b>0.27</b>	<b>0.47</b>

The figures should be considered along with other workforce profile data ( see below ). During the period 1 April 2006 to 31 March 2007, 53 appointments were made.

At the Application stage 50.1% of forms received were from BME applicants. At the short-listing stage the figure was 51.6 BME applicants. At the appointment stage the corresponding figure was 43.4% The success ratio for all applicants was 0.48 and for internal applicants was zero, as there were no BME internal appointments.

Of those appointed, 1.9% were registered as disabled and 45.3% were female. 7.5% of those appointed were aged 16-24, 22.6% were aged 25-39, 52.8% aged 40-54 and 17% over 55 years.

The success ratio has improved from 0.27 in 05/06 to 0.48 in 06/07 and the gap between shortlisted BME and appointed has reduced from a difference of 27% in 05/06 to a difference of 8% in 06/07.

Compared to 05/06 female appointees have reduced from 60% to 45.3% and the percentage of appointed registered disabled has remained static at 1.9%. The percentage of new appointments aged over 55 has increased from 5% to 17%.

### 3. RECRUITMENT AUDITS

Human Resources Advisors audited 20 posts for this Directorate that over two periods April 2006 to the end of September 2006 and October 2006 to the end of March 2007. This represents 16.53% of Whole Council, 121 appointments (excluding schools), for the 06-07 financial year period.

#### ➤ From April 06 to September 06

Human Resources Advisors reviewed 10 posts Incomplete paperwork provided by the panels/response handling team for 5% of posts. The role profile or job description was missing

from 29% of the posts audited. In 2 of the interviews (5%) the panel was only balanced by ethnicity and not gender.

The Directorate performed well demonstrating effective interview questions and clear decision-making. 2 of the audits highlighted that potentially inappropriate use of specialist criteria/competencies were used.

#### ➤ **From October 06 to March 07**

Human Resources Advisors audited 10 posts for the Directorate ( appointed by two appointment panels ) that represents 8.26% off all Council appointments ( excluding schools ) for the financial year.

The paperwork was complete in 90% of the posts, incomplete in 10%. One panel was balanced for gender only and the other consisted of two white females.

In 90% of the posts, as specified in the procedure, no personal details were attached to the application forms presented to the shortlisting panel. In 10% of the posts, from the paperwork available, it was not possible to confirm that this had happened. The recommended scoring scheme was used in 100% of the posts. In 90% of the cases the paperwork showed a consensus amongst the panel members in the final appointment decision, the paperwork was not available to demonstrate this in 10% of the posts.

#### **Comments:**

Overall the performance of the recruitment panels appears to be effective.

The training on the new Selection and Recruitment Policy Toolkit should reduce the number of administrative errors.

To achieve fully balanced panels the Depot based services will widen the range of trained panel members by using the Council's list of staff trained in recruitment and selection.

#### **4. Workforce Profile**

There were less than 5% new appointments in 2006/07. Therefore there have been no significant changes to the workforce profile.

The BME staff percentage has increased slightly from 27.18% in 2006 to 28.68% this year continuing the previous year's upward trend.

The proportion of disabled staff has reduced slightly from 3.54% to 3.39%.

The age profile broadly mirrors the overall Council figures with the exception of the number of Urban Living staff who are within 10 years of the Council's official retirement age. The Council employs 19.0% in this age group and the Urban Living figure is currently 26.5%

#### **5. Employment Procedures Monitoring**

The total of disciplinary investigations increased from 6 in 2005/06 to 19 in 2006/07 and the number of hearings from 6 to 10.

Around 50% of the employees investigated were BME. This is a higher proportion than the workforce profile of 29%. This proportion followed through the disciplinary process with 4 of the 8 employees dismissed or resigned before action being BME.

The number of formal grievances fell from 17 in 2005/06 to 4 in 2006/07 with 2 being raised by BME staff.

## **6. Equality Task Groups**

The main focus of work in 2006/07 has been putting in place the framework for developing the Urban Living self assessment for equalities standard ( Level 4 ).

The group focussed initially on who owned the data and then managed the process of audit and reporting. This exercise produced key areas of action in developing better processes to capture UL equalities development work.

A key piece of work for 2007/08 will be to set up the new task group in respect of the new directorate and it's areas of work/key dynamics.

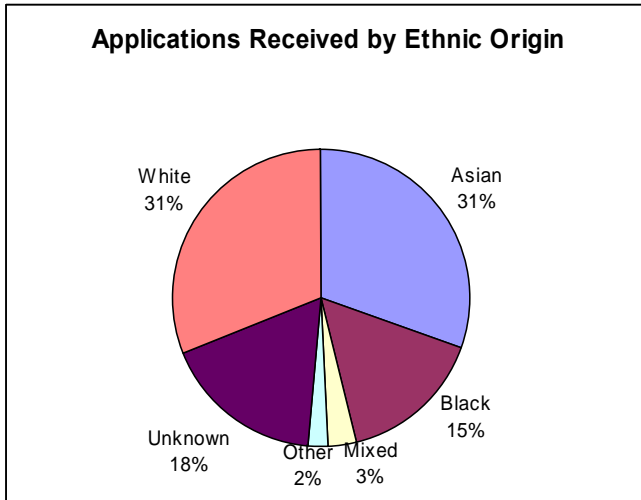
The key areas to be carried forward from last year's programme are:-

- Development of the infrastructure to capture and monitor equalities work.
- To use workforce monitoring data more effectively to improve service development and delivery.

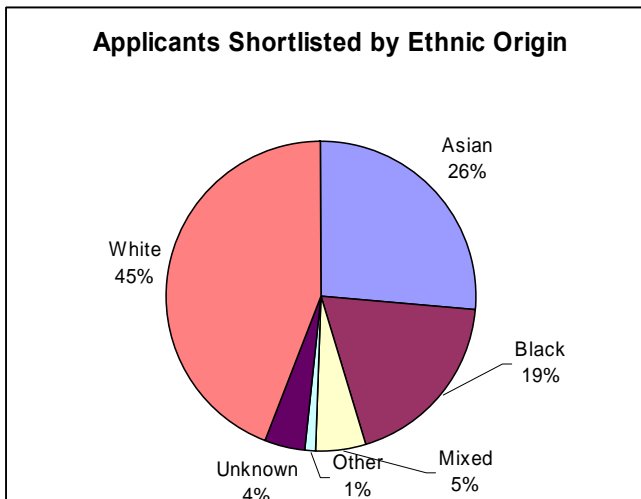
**Contact:** Paul D Turner, Urban Living HR Manager, 020 8424 1184

**Applicant Monitoring Summary by Department  
Urban Living (April 06 – March 07)**

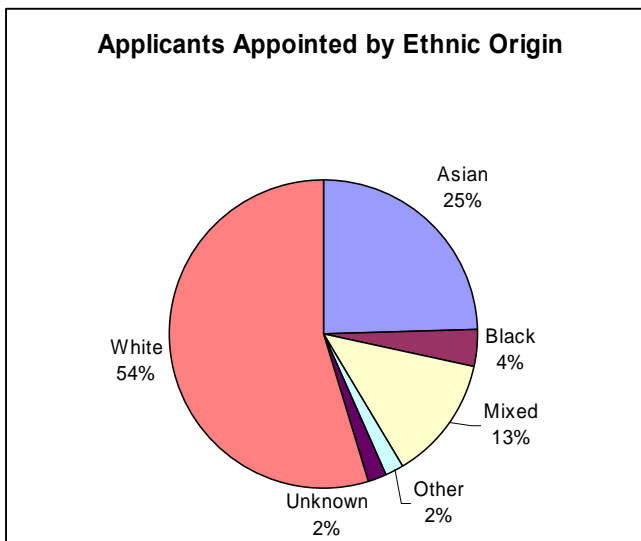
<b>Asian</b>	<b>225</b>
<b>Black</b>	<b>114</b>
<b>Mixed</b>	<b>23</b>
<b>Other</b>	<b>16</b>
<b>Unknown</b>	<b>129</b>
<b>White</b>	<b>230</b>
<b>Total</b>	<b>737</b>



<b>Asian</b>	<b>50</b>
<b>Black</b>	<b>36</b>
<b>Mixed</b>	<b>10</b>
<b>Other</b>	<b>2</b>
<b>Unknown</b>	<b>8</b>
<b>White</b>	<b>84</b>
<b>Total</b>	<b>190</b>



<b>Asian</b>	<b>13</b>
<b>Black</b>	<b>2</b>
<b>Mixed</b>	<b>7</b>
<b>Other</b>	<b>1</b>
<b>Unknown</b>	<b>1</b>
<b>White</b>	<b>29</b>
<b>Total</b>	<b>53</b>



## Urban Living Workforce Profile 2006/07

PAYBAND	WHITE%	BME%	MALE%	FEMALE%	DISABLED%	NOT ASSIGNED	NOT KNOWN
1	63.58	33.14	63.20	36.80	3.28	0.96	2.31
2	66.84	28.16	68.84	38.16	3.42	1.05	3.95
3	73.33	22.50	69.16	30.83	5.00	1.67	2.50
4	84.48	12.07	77.59	22.41	1.72	0	3.45
5	81.92	0	72.73	27.27	0	0	18.18
6	100	0	100	0	0	0	0
<b>TOTALS</b>	<b>67.19</b>	<b>28.68</b>	<b>64.34</b>	<b>35.66</b>	<b>3.39</b>	<b>1.01</b>	<b>3.12</b>

## Urban Living Age Profile 2006/07

AGE RANGE	MALE	%	FEMALE	%	TOTAL	%
16 to 24	28	2.57	15	1.37	43	3.94
25 to 34	122	11.18	53	4.86	175	16.04
35 to 44	169	15.49	105	9.62	274	25.11
45 to 54	192	17.60	111	10.17	303	27.77
55 to 64	185	16.97	104	9.53	289	26.50
65+	5	0.46	2	0.18	7	0.64
<b>TOTALS</b>	<b>701</b>	<b>64.25</b>	<b>390</b>	<b>35.75</b>	<b>1091</b>	<b>100</b>

## URBAN LIVING Disciplinaries

Disciplinary Investigations										
Period	BME					White				
	Male	Female	Disabled	Age band	Total	Male	Female	Disabled	Age band	Total
2006/2007	7	3	0	25-59	10 (52.63%)	9	0	0	20-59	9 (47.37%)

Disciplinary Hearings										
Period	BME					White				
	Male	Female	Disabled	Age band	Total	Male	Female	Disabled	Age band	Total
2006/2007	3	3	0	25-54	6 (60.00%)	4	0	0	20-59	4 (40.00%)

## Disciplinary action as a result of Hearing

UL	BME	WHITE	Total
No Further Action	0	0	0
Guidance	0	0	0
First Written Warning	1	0	1
Second Written Warning	0	0	0
Final Written Warning	3	3	6
Dismissed	2	1	3
			10

### Action taken following investigation

UL	BME	WHITE	Total
No Further Action	0	1	1
Guidance	3	1	4
Resigned Before Action Taken	1	3	4
Ongoing Case	0	0	0
			9

### Grievances

RACIAL										
Period	BME					White				
	Male	Female	Disabled	Age band	Total	Male	Female	Disabled	Age band	Total
2006/2007	0	0	0	0	0	0	0	0	0	0

OTHER										
Period	BME					White				
	Male	Female	Disabled	Age band	Total	Male	Female	Disabled	Age band	Total
2006/2007	0	2	0	30-49	2 (50.00%)	1	1	0	25-54	2 (50.00%)

TOTAL GRIEVANCE CASES										
Period	BME					White				
	Male	Female	Disabled	Age band	Total	Male	Female	Disabled	Age band	Total
2006/2007	0	2	0	30-49	2 (50.00%)	1	1	0	25-54	2 (50.00%)

### Grievances by stages

UL	BME	WHITE	Total
Stage 1	1	2	3
Stage 2	0	0	0
Stage 3	1	0	1
Appeal at stage 3	0	0	0
Ongoing	0	0	0
			4





Meeting:	Employees Consultative Forum
Date:	October 2007
Subject:	Organisational Review Progress Report
Key Decision:	N/a
Responsible Officer:	Jon Turner – Interim Divisional Director
Portfolio Holder:	Councillor Paul Osborn – Strategy and Business Support Services
Exempt:	No
Enclosures:	N/a

## **Section 1 – Summary and Recommendations**

This progress report on the Organisational Review provides background information and describes the current position.

## **Section 2 – Report**

### **2.1 Background**

- 2.1.1 On 14 December 2006, Cabinet received and agreed a report that set out the requirement for the Council to undertake an organisational review.
- 2.1.2 The Organisational Review population includes Chief Officers, Middle Managers (Officers employed into Hay graded roles) and PA's to Chief Officers.
- 2.1.3 The Organisational Review is required to deliver cost savings of £2.3million in a full year and £1.3m part year in 2007 – 08.
- 2.1.4 The ECF report of the 3<sup>rd</sup> July 2007 gives more detail on the process, consultation, financial and legal implications, equalities impact and support available to staff. The purpose of this report is to provide an update on progress made since the 3<sup>rd</sup> July 2007.

### **2.2 Progress to Date**

- 2.2.1 Chief Officers have been appointed and been in place since early June 2007.
- 2.2.2 The Voluntary Redundancy scheme for the Organisational Review population closed on the 18 April 2007 with 21 cases agreed by Officer and Member Panels. The majority of those left the organisation at the end of June 2007.
- 2.2.3 Tier 3 appointments across the 5 new directorates were complete on the 22 August 2007 and those managers have since continued the appointment process for positions reporting to them. The majority of appointments have been made through assimilation and job matching and assimilation in line with the Protocol for Managing Organisational Change.
- 2.2.4 The Review has delivered an actual cost saving of £1.7million in a full year and £700k part year in 2007 - 08. The balance has been delivered through other measures.

### **2.3 Progress by Directorate**

- 2.3.1 Adults & Housing  
Appointments to the new directorate were complete on the 3 August 2007. The disbanding of the Joint Commissioning Unit with the Health Service meant that the Council's 4 staff was appointed to the new management structure by 21 September 2007, following consultation.
- 2.3.2 Finance  
Appointments to the new directorate were complete on the 7 August 2007. All appointments were by assimilation and job matching and assimilation. There were a number of posts identified for open

competition and recruitment and selection is progressing well with key appointments already made.

### 2.3.3 Strategy & Business Support

Appointments to the new directorate have progressed well with BTP and Customer Services completing all appointments on the 2 August 2007.

Legal & Governance Services appointed all senior posts on the 17 August 2007 and are expected finalise the remaining appointments by the end of October 2007.

Strategy and Improvement Services completed all appointments on the 10 September 2007.

Human Resource Development is currently consulting on a restructuring to meet the needs of the organisation with appointments to follow during the autumn.

### 2.3.4 Children's Services

Appointments to the new directorate have progressed well with all senior management posts completed on the 1 August 2007.

Appointments to the Achievement and Inclusion service are progressing with all staff previously paid on the Soulbury pay scales appointed to the new management pay scales.

All the appointments to Early Years, Childcare Parenting & Extended Services and Young People Services are complete. Progress has been made on the remaining services of Safeguarding & Family Placement and Special Needs Services with appointments expected shortly.

### 2.3.5 Community & Environmental Services

Appointments to the new directorate are nearly complete with Community & Cultural and Planning & Enterprise divisions in place.

Good progress has been made with Environmental Services with Property & Infrastructure expected to complete by end of the month and Public Realm and Community Safety following shortly after.

## 2.4 The PA Group

Following the appointment of Chief Officer's in June 2007, consultation with the PA group started. Several PA's had lost their line reporting as a result of the review and the PA group decided that they could be considered for the Voluntary Redundancy (VR) scheme before the end of the consultation. Officer and Member panels agreed 3 cases and those individuals left the organisation on 30 June 2007.

On the 26 September 2007 SBS confirmed the final structure for the group and closed the VR scheme. Consultation regarding VR applications and the appointments process continues, with the expectation that this will be concluded by the end of October 2007.

## 2.5 Displaced staff

Two members of staff have been identified as at risk of redundancy, however it is likely that they can be redeployed to vacant posts.

## 2.6 Further Progress Report

A further progress report will follow.

## Section 3 - Statutory Officer Clearance

Name: M Barrett	<input type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 18.10.07		
Name: J Travers	<input type="checkbox"/>	on behalf of the Monitoring Officer
Date: 18.10.07		

## **Section 4 - Contact Details and Background Papers**

Contact: Jonathan Price, HR Lead, Organisational Review 020 8424 9412

Background Papers:

ECF Report – 3<sup>rd</sup> July 2007

Cabinet Report – Revenue Budget 2007-08 to 2009-10, 14 December 2006

Cabinet Report – Organisational Review, 15 February 2007

Chief Officer Employment Panel – Appointments to Chief Officer Posts, 8 May 2007

Leader's Decision – Senior Management Structure, 21 May 2007

Chief Officer Employment Panel – Appointments to Chief Officer Posts, 25 May 2007

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I have read the minutes of the meeting on 3<sup>rd</sup> July 2007 and am waiting response for the following:-

1. Evidence for the statement in the report that the Group Plan process was embedding well – an officer reported that a survey had been conducted, and UNISON members requested a copy of the evidence.
2. The availability of statistics on stress-related illness linked to the introduction of Access Harrow – officers reported that these statistics went to the Health and Safety Partnership Board and in this way were available to the unions. Please provide copy.
3. Availability of statistics on stress-related illness linked to the introduction of access harrow – please provide copy.
4. Information gained as a result of employing a consultant on stress, and the fact that the Council was still owed several days' work by the consultant – the officer agreed to supply this information. Please provide report on the outcome of the stress project.
5. The need to publicise events such as the health fair to employees outside the Civic Centre, in view of the fact that many staff worked in schools and some staff did not have access to the internet – a Member reported that the issue of communications would be addressed in a report to the next Cabinet meeting. Please can we have the paper which was presented to the cabinet and the outcome?
6. The issue of low levels of attendance by employees at the Education Health and Safety Forum – the officer reported that this problem had been noted and he agreed to supply a copy of a letter to schools about allowing employees time off to attend such meetings. Please can we have a copy of this letter and information how this has been circulated e.g. gold bulleting, headteachers newsletter.
7. The fact that an annual report on the work of the Occupational Health Service had not been provided for 2006/2007 – officers agreed to investigate obtaining this for the Forum, but pointed out that this information would be reported to the Health at Work Group. UNISON has received a report for period July to September 07. UNISON would like further reports for the rest of the year.
8. The imminent review of the Post-Health and Safety Executive (HSE) Action Plan, which was due to come to the next meeting of the Forum. Please provide the latest updated action plan with action dates and what has been completed.
9. The delay in recruiting a Fire Safety Adviser – the officer reported that a third attempt was being made to recruit to this post. If this proved unsuccessful, current members of staff could be invited to be trained to carry out this role. UNISON would like an update since the serious fire at Bentley Wood High School.
10. The number of prosecutions as a result of violent attacks on Council staff – officers agreed to obtain the information from Legal Services. Has the information been obtained from Legal Services and UNIOSN would like the information?
11. A suggestion that the Council liaise with other local authorities on the issue of violent or potentially violent individuals moving between boroughs – the officer agreed to ensure that this was done. UNISON would like an update on the progress.

12. The recording of 'near-misses' in accident statistics – officers agreed that these should be recorded separately. UNISON would like further information on how 'near-misses' accident are recorded.
13. The number of days lost as a result of accidents – officers reported that data from the SAP system would be analysed and reported on a six-monthly basis, but was available earlier. The unions would request updates on a regular basis. Why has days lost not been report in the annual report this year as like in previous years.
14. Members discussed related issues to be covered in a report to the corporate management team on well-being, nothing that the report included an action plan, but not costing. UNISON would like a revised report with costing.
15. The annual report 2006/2007 does not have individual departmental health and safety reports. UNISON would like to know why these reports are not included as in previous years.
16. What was the budget for the European Health and Safety Week Event in 2006?
17. The corporate scorecard has identified two key issues being risk assessments and lack of attendance on training courses. UNISON has serious concerns and what are management doing to address these two key issues?
18. The Health and Safety At Work Group – what action is Harrow taking to deal with Stress?
19. We understand that HSE visited Harrow in October 2007. Why were the UNIONS not invited at this meeting?
20. UNISON has concerns on how contractors are managed in Harrow. Who undertakes monitoring of contracts and provide copies of monitoring reports.
21. UNIOSN would like a progress report on the work being undertake to implement the 'potentially violent persons register.
22. As like in the previous years, why is there no 'proposed objectives and targets for 2007/2008 in the annual report? Please see ECF Forum Agenda pack dated 6<sup>th</sup> July 2004 showing an example.

Mary Cawley  
Health and Safety Officer  
HARROW UNISON





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Branch*

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Web: [www.harrow-unison.org.uk](http://www.harrow-unison.org.uk)*

*Branch Secretary: Steve Compton*

11<sup>th</sup> October 2007

**UNISONS Report to the ECF**

We refer to a matter regarding Access Harrow Reception Desk and the resolution that was sought and agreed by this forum of 3<sup>rd</sup> July 2007, we would like to refer to Item 63 of the minutes of the said date.

We have serious concerns that any issues brought to this forum by UNISON are being disregarded by officers of the Council. This matter is now directly affecting the staff within this crucial area of operation.

We again place this matter forward in a bid for a complete resolution and to uphold the democratic process and validity of this forum.

UNISON BRANCH

**One is a lonely number, join UNISON and you're one in a million.....**

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