

# Employees' Consultative Forum

## AGENDA

**DATE:** Tuesday 26 January 2010

**TIME:** 7.30 pm

**VENUE:** Committee Room 1 & 2  
Harrow Civic Centre

**PRE-MEETINGS:** [Council Side - 7.00 pm - Committee Rooms 1&2  
Employees' Side - 6.30 pm - Committee Room 3]

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

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**Chairman:** Councillor Paul Osborn

**Councillors:**

David Ashton  
Mrs Camilla Bath  
Susan Hall

Bob Currie  
Graham Henson  
Phillip O'Dell

**Employee Representatives:**

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Representatives of HTCC: Ms L Snowdon (2 vacancies)

Representatives of UNISON: Ms L Ahmad Mr A Shola-Gbade  
Mr S Compton Mr R Thomas  
Mr G Martin (1 vacancy)

Representatives of GMB: Ms K McDonald (VC)

**(Reserve Council Side Members overleaf)**

## **Reserve Council Side Members:**

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

**Contact: Miriam Wearing, Senior Democratic Services Officer**  
**Tel: 020 8424 1542 E-mail: [miriam.wearing@harrow.gov.uk](mailto:miriam.wearing@harrow.gov.uk)**

# **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. 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.

## **3. MINUTES (Pages 1 - 6)**

That the minutes of the meeting held on 28 October 2009 be taken as read and signed as a correct record.

## **4. 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).

## **5. DEPUTATIONS**

To receive deputations (if any) under the provisions of Advisory Panel and Consultative Forum Procedure Rule 15 (Part 4E of the Constitution).

## **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. CONSULTATION ON THE DRAFT REVENUE BUDGET FOR 2010-11 AND MTF'S FOR 2010-11 TO 2012-13 AND DRAFT CAPITAL PROGRAMME FOR 2010-11 TO 2012-13 (Pages 7 - 52)**

Report of the Corporate Director Finance.

**8. HOUSING PEER REVIEW (Pages 53 - 58)**

Report of the Interim Divisional Director Housing.

**9. INFORMATION REPORT - EQUALITY IN EMPLOYMENT MONITORING FROM 1 APRIL 2007 TO 31 MARCH 2008 AND 1 APRIL 2008 TO 31 MARCH 2009 (Pages 59 - 152)**

Report of the Assistant Chief Executive.

**10. UNISON REPORT ON AGREEMENT TO EARLY CONSULTATION (Pages 153 - 154)**

A report from UNISON.

**11. INFORMATION ITEM - RESPONSE TO THE EMPLOYEES' SIDE REPORT ON AGREEMENT TO EARLY CONSULTATION (Pages 155 - 186)**

Report of the Assistant Chief Executive.

**12. EXAMINATION OF THE MINUTES OF THE EMPLOYEES CONSULTATIVE FORUM (Pages 187 - 190)**

Report of the Assistant Chief Executive.

**AGENDA - PART II - NIL**

**EMPLOYEES' CONSULTATIVE FORUM**

**28 OCTOBER 2009**

- Chairman: \* Councillor Paul Osborn
- Councillors: \* David Ashton \* Graham Henson  
\* Bob Currie \* Julia Merison (3)  
\* Tony Ferrari (4) \* Phillip O'Dell
- Representatives of HTCC: Lynne Snowdon
- Representatives of UNISON: \* Lynne Ahmad \* Gary Martin  
\* Darren Butterfield \* Alex Shola-Gbade  
\* Steve Compton Robert Thomas
- Representatives of GMB: John Dunbar Kathleen McDonald

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

**PART I - RECOMMENDATIONS**

**PART II - MINUTES**

177. **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 Mrs Camilla Bath	Councillor Julia Merison
Councillor Susan Hall	Councillor Tony Ferrari

178. **Declarations of Interest:**

**RESOLVED:** To note that the following interests were declared:

<u>Agenda Item</u>	<u>Member</u>	<u>Nature of Interest</u>
7. Information Report- Progress Report – Peer Review of the HARP Project – Housing	) Councillor David Ashton	Personal interest in that his daughter-in-law was a Council employee. He would remain in the room and take part in the discussion and decision-making on these items.
8. UNISON Report on Terms and Conditions of Employment		
9. Information Report – Response to UNISON report on Terms and Conditions of Employment	) Councillor Bob Currie	Personal interest in that he was a retired member of UNISON and his son was a Council employee. He would remain in the room and take part in the discussion and decision-making on these items.
10. Annual Equality Monitoring Report		
11. Review of Employee Consultative Forum Decisions of the Last Two Years		
	) Councillor Graham Henson	Personal interest in that he was a member of the Communication Workers' Union and his cousin was a Council employee. He would remain in the room and take part in the discussion and decision-making on these items.

12. Information Report )  
 – Establishment of )  
 a Joint Secretary )  
 for UNISON and )  
 GMB )

8. Unison report on )  
 Terms and )  
 Conditions of )  
 Employment )

9. Information Report )  
 – Response to )  
 Unison report on )  
 Terms and )  
 Conditions of )  
 Employment )

Councillor Paul  
 Osborn

Prejudicial interest in that, as the Portfolio Holder for Performance, Communication and Corporate Services, he had taken the decision on this matter. He would leave the room and take no part in the decision making process.

179. **Minutes:**

**RESOLVED:** That the minutes of the meeting held on 3 September 2009 be taken as read and signed as a correct record.

180. **Petitions, Deputations and Public Questions:**

**RESOLVED:** To note that no public questions were put, or petitions or deputations received, at this meeting under the provisions of the Advisory Panel and Consultative Forum Procedure Rules 16, 14 and 15 respectively.

181. **INFORMATION REPORT - Progress Report - Peer Review of the HARP Project in Housing:**

In accordance with the Local Government (Access to Information) Act 1985, the Forum considered a progress report of the Corporate Director Place Shaping in respect of the Peer Review of the HARP Project in Housing Services. The report was admitted late to the agenda to enable the Members and employee representatives to avail themselves of the progress made in regard to the project. Due to consultations, the report had not been available at the time the agenda was printed and circulated. The report set out the issues which had been presented as impediments to the effective implementation of HARP and summarised the key actions agreed by the Trade Unions and management to address the issues for improvement purposes.

An Employee Representative referred to the results of the Trade Union housing staff survey and stated that the expectation had been that the content would be discussed at the Forum prior to being published to a wider audience. Therefore, at the request of the Unions, the appendix had been removed from the website. The Forum noted that the survey would be the subject of further discussion by the Peer Review.

The Corporate Director Place Shaping informed the Forum that the report was the start of the second stage of the formal process to move forward in partnership with the Unions, new housing team and the wider staff group. It set out all significant issues presented by management and the Unions. He had found the meetings refreshing and open and welcomed the new style of leadership and the objective presentation by the Unions.

He was of the view that the substantial investment in information technology would result in efficiency and provide colleagues with 21<sup>st</sup> Century business tools. The Trade Union representatives welcomed the new partnership arrangement.

Clarification was sought by the Trade Union representatives regarding the voluntary severance scheme as the savings from the HARP project were ring-fenced from the Housing Revenue Account (HRA) rather than the General Fund.

**RESOLVED:** That (1) the interim progress report in respect of the Peer Review of the HARP project in Housing Services be noted;

(2) the query relating to the Voluntary Severance Scheme be discussed at the Peer Review and addressed in the report on the review.

182. **UNISON report on Terms and Conditions of Employment and Management Response:**

In accordance with his declared prejudicial interest, the Chairman left the meeting. In the absence of the Vice-Chairman, Ms L Ahmad took the Chair for consideration of this item.

The Forum considered a report from Unison which expressed concern at the decision to unilaterally implement the 'Fair Treatment Suite' of non-contractual procedures. The report requested that the decision taken by the Portfolio Holder for Performance, Communication and Corporate Services be reconsidered.

The Forum also received a response from the Divisional Director Human Resources and Development. The report outlined the rationale behind the 'Fair Treatment' suite.

Unison were of the view that the Council had made an error of judgement and it considered the 'Fair Treatment' suite to be a breach of the Acquired Rights Directive and 1977 Unfair Contract Terms. Should outsourcing of services and staff occur in the future, the protection of terms and conditions of employment under TUPE would apply to contractual procedures only.

An officer assured the Forum that every effort would be made to contractually bind a future employer to the 'Fair Treatment' suite although it was not a legal requirement.

Another officer advised that the decision was taken by the Council after a two year consultation. She added that, in making decisions, tribunals deliberated whether procedures were fair, not whether or not they were contractual.

Reference was made by an Employee Representative to the decision made at the Forum regarding the grievance procedure which had resulted in Members ceasing to be involved in the appeals process. He stated that it had also affected the hearing of appeals by the Corporate Directors. In response, the officer stated that the decision of the Forum on that issue had been to review the effect and impact of the procedure after a year of operation. A report would be submitted in due course.

Following discussion it was proposed that

1. the Employee Side would prepare a written submission setting out the legal issues they had raised in respect of the Council's decision;
2. Counsel's opinion be sought on the Employee Side's submission;
3. the Portfolio Holder would then be asked to further consider the matter taking into account Counsel's opinion.

**RESOLVED:** That, should Counsel's opinion indicate a change in circumstances that could have a material effect, the Portfolio Holder for Performance, Communication and Corporate Services be requested look at the further evidence in the light of his previous decision.

(See Minute 178).

183. **Annual Equality Monitoring Report:**

An officer advised the Forum that the Annual Equality Monitoring Report was not available as it was being consulted on. The report would be available for the next meeting on 26 January 2009 or, should the Forum so wish, a special meeting could be arranged due to the significance of the report.

The Employee Representatives expressed disappointment that the report had not been submitted to the meeting but welcomed a special meeting on the subject

**RESOLVED:** That (1) a Special meeting be held to consider the Annual Equality Monitoring Report;

(2) the special meeting be held outside the school holiday period.

184. **Review of Employee Consultative Forum Decisions of the Last Two Years:**

Further to the decision at the last meeting, that the minutes of the Forum for the previous two years be examined and outstanding issues be identified with the Unions to enable them to be tracked, the officer advised that a meeting had been held with Unison and a further meeting would be arranged with GMB.

The Forum was advised that, of the three items identified, two items related to Health and Safety and would be actioned and one related to facility time which had been recognised as an ongoing concern. The position would be reported to the January 2010 meeting of the Forum.

The Chairman advised that outstanding items in relation to the Peer Group Review would be addressed in the final report. He intended that a report on the Forum's work programme would be submitted to each meeting.

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

185. **INFORMATION REPORT - Establishment of a Joint Secretary for UNISON and GMB:**

The Forum received a report of the Divisional Director Human Resources and Development which set out the arrangements for a Joint Secretary for Unison and GMB to facilitate negotiation and consultation under the Better Deal for Residents Programme.

The Chairman stated that the arrangements had been put in place to address some of the concerns which had arisen with regard to facility time and to provide a single point of contact thereby benefiting both the Unions and the Council.

It was noted that the terms of reference had been agreed and Ms L Ahmad had been appointed as Joint Secretary for the first year.

The Employee Representatives welcomed the establishment of a Joint Secretary.

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

(Note: The meeting having commenced at 7.35 pm, closed at 8.35 pm)

(Signed) COUNCILLOR PAUL OSBORN  
Chairman



**Appendix 1**

Officers in attendance:	Andrew Trehern	Corporate Director – Place Shaping
	Jon Turner	Divisional Director Human Resources and Development
	Lynne Pennington	Interim Divisional Director of Housing Services
	Lesley Clarke	HRD Strategy Manager

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**REPORT FOR:**

Employees' Consultative Forum

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<b>Date:</b>	27 January 2010
<b>Subject:</b>	Consultation on the Draft Revenue Budget for 2010-11 and MTFS for 2010-11 to 2012-13 and Draft Capital Programme for 2010-11 to 2012-13
<b>Responsible Officer:</b>	Myfanwy Barrett, Corporate Director of Finance
<b>Exempt:</b>	No
<b>Enclosures:</b>	Cabinet report on Draft Revenue Budget for 2010-11 and MTFS for 2010-11 to 2012-13 Cabinet report on Draft Capital Programme for 2010-11 to 2012-13

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

This report enables consultation with the Trade Unions on the proposals in the Draft Revenue Budget for 2010-11 and MTFS for 2010-11 to 2012-13 and Draft Capital Programme for 2010-11 to 2012-13, agreed by Cabinet on 17 December 2009.

**Recommendations:**

That comments made by the Trade Unions are reported to Cabinet and Council for consideration.

**Reason: (For recommendation)**

The Council is required to consult on budget proposals which will have a direct impact on employees.

## **Section 2 – Report**

- 2.1 Cabinet agreed the appended reports on Draft Revenue Budget for 2010-11 and MTFS for 2010-11 to 2012-13 and Draft Capital Programme for 2010-11 to 2012-13 on 17 December 2009.
- 2.2 The reports to Cabinet contain proposed budget options, which in some cases will have a direct impact on employees.
- 2.3 These reports are being presented to the Employees Consultative Forum as part of the formal consultation on the proposals with the Trade Unions.

### **Options Considered**

- 2.4 These are incorporated within the reports to Cabinet

### **Consultation**

- 2.5 On 21 January 2010, the Corporate Director of Finance met with representatives from the Trade Unions at the Corporate Joint Committee, to consult on the Draft Revenue Budget for 2010-11 and MTFS for 2010-11 to 2012-13 and Draft Capital Programme for 2010-11 to 2012-13 prior to the meeting of the Employees Consultative Forum.
- 2.6 Chief Officers from each Directorate have also consulted, or are arranging to consult with the Trade Unions on the budget proposals within each Directorate.

### **Financial Implications**

- 2.7 These are incorporated within the reports to Cabinet

### **Risk Management Implications**

- 2.7 These are incorporated within the reports to Cabinet

### **Corporate Priorities**

- 2.7 These are incorporated within the reports to Cabinet

### **Section 3 - Statutory Officer Clearance**

Name: ...Myfanwy Barrett....  Chief Financial Officer

Date: .....6 January 2010.....

Name: ...Hugh Peart...  Monitoring Officer

Date: ...7 January 2010.....

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

**Contact: Myfanwy Barrett, 020 8420 9269**

**Background Papers:**

NONE

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Meeting:	Cabinet
Date:	17 December 2009
Subject:	Draft Revenue Budget 2010-11 to 2012-13
Key Decision:	Yes
Responsible Officer:	Myfanwy Barrett, Corporate Director of Finance
Portfolio Holder:	David Ashton, Leader and Portfolio Holder for Strategy, Partnership and Finance
Exempt:	No
Enclosures:	Appendices listed below

Appendices are attached as follows:

No	Appendix	Page
1	Consultation on priorities	12
2	Budget Summary	15
3	Budget Detail	16
4	Commentary	26
5	Schools Budget	29
6	Stakeholder Meetings	31

Note: the page numbers in the table above refer to the small page numbers (bottom right of page) on the report itself and not the large numbers (bottom middle of page) that run throughout the agenda pack

## Section 1 – Summary and Recommendations

This report sets out the draft revenue budget for 2010-11 and medium term financial strategy (MTFS) for 2010-11 to 2012-13.

### **RECOMMENDATIONS:**

The Cabinet is requested to:

1. Note the results of the consultation carried out on the draft corporate priorities set out in Appendix 1, and approve the priorities for 2010-11, as set out in paragraph 2.
2. Agree the draft revenue budget of £171.587m for 2010-11 and the draft MTFS.
3. Approve the reserves policy set out in paragraph 48.

**REASON:** To publish the draft budget.

## Section 2 – Report

### Introductory paragraph

1. The Council has adopted an integrated planning framework to ensure that the corporate plan and medium term financial strategy (MTFS) are developed in tandem.
2. Cabinet approved the Year Ahead Statement in July, including draft corporate priorities as follows:
  - Deliver cleaner and safer streets
  - Improve support for vulnerable people
  - Build stronger communities
3. Consultation has been carried out on these priorities via the residents' panel and via a campaign entitled "Have Your Say". The consultation activity produced consistent results and the three proposed priorities were supported. The detailed results of the consultation are attached at Appendix 1.
4. Cabinet is therefore asked to note the results of the consultation carried out on the draft corporate priorities, and approve the priorities for 2010-11 as set out above.
5. The corporate priorities provide the framework for the corporate plan which will come to Cabinet alongside the final budget in February.



## Options considered

6. The development of the corporate plan and MTFs is an iterative process which takes place over 6-9 months every year. During this process, numerous options and factors are discussed at the Corporate Strategy Board and with Cabinet members. The remainder of this report deals with the latest position on the MTFs.

### Financial Context

7. The development of the medium term financial plan is increasingly challenging because:
- Harrow is already a relatively low spending council
  - Large parts of the budget are outside the Council's control
  - Considerable savings have been made in previous years (£45m in the last 4 years) and this makes it increasingly difficult to identify new areas for efficiencies and reductions
  - The demand for services and expectations from central government are growing all the time
  - The local government settlement is poor for 2010-11 and the outlook for the next spending review is worse
  - The previously agreed settlement for concessionary fares for London for 2010-11 has been revisited very late in the day, see below
  - The UK is currently in recession
  - There is still more work to do to strengthen the Council's balance sheet
8. A consultation is underway which suggests that £30m of grant for concessionary fares will be removed from London in 2010-11. This equates to almost £1m for Harrow, which is equivalent to a 1% increase in Council tax.

### Economic Outlook

9. There has been extensive debate in recent months on the recession and the timing and extent of the recovery. In the current climate it is difficult to predict accurately what will happen to inflation, interest rates and grant levels.
10. In the previous budget round (to set the 2009-10 budget) the Council took account of the economic climate, and in particular provided for additional energy costs, reduced capital receipts and income levels, and the reduction in the base rate to 0.5%. Demand for services is being closely monitored.
11. For this budget round, the main change relates to the probable outcome of the next spending review – given various forecasts such as those provided by the Institute of Fiscal Studies. The Council is now expecting cash reductions in its government grants from 2011-12 onwards. The anticipated severity of the impact on government grant is illustrated by the fact that the budgeted grant for 2012-13 of £63.8m is less than that actually received for 2007-08, five years previously. The pre-budget report is due to be published by the government on 9 December and this may provide further indications on likely grant levels in future.

### Central Government Funding

12. In 2007-08 the government announced a 3 year settlement for 2008-09 to 2010-11. The general grant increase for Harrow will be 1.5% in 2010-11. Like the great majority of London councils, this settlement is the minimum it can be under the settlement, ie it is "on

the floor”. For 2010-11, Harrow’s actual grant, based on the formula, is £1.25m below the floor settlement. In 2009-10, Harrow is £1.79m below the floor. It is difficult to predict whether Harrow will continue to be a floor authority throughout the next spending review period, as the quantum of the settlement is unknown and the formula itself is being reviewed. Changes to elements within the formula such as the area cost adjustment can have a significant impact on grant levels for particular authorities and regions.

13. The assumed grant reduction in the MTFs, for general grant and area based grant, for 2011-12 onwards is 3% in cash terms (around 4.5% in real terms).
14. It is also anticipated that there will be reductions in specific grants – Directorates are working on the implications of this on the assumption that costs will have to be reduced accordingly.

### Council Tax Strategy

15. The council plans to deliver a zero council tax increase in 2010-11. This is significantly below inflation (in October 2009 CPI was 1.5% and RPI was -0.8%)<sup>1</sup>.
16. The planned council tax increase for 2011-12 and 2012-13 is 2.5%.
17. In 2008 the Conservative Party published a policy green paper (no. 9) entitled “Control Shift: Returning Power to Local Communities” which stated the following:

“...in the first two years of a Conservative government, councils will also have the ability to contract with central government to freeze council tax. Those councils that take up the contract will have to undertake to hold the rate of rise in council tax to 2.5 per cent or less; and central government will correspondingly undertake to make a payment (found out of savings in central government advertising and consultancy budgets) equal to 2.5 per cent of that council’s council tax – so that bills can be frozen in each such council for the two year period.”
18. If there is a Conservative government after the next general election, and if the green paper becomes official policy, there would be no tax increase for Harrow residents in 2011-12 or 2012-13.

### Current position – funding gaps

19. The draft MTFs in summary form is attached at Appendix 2, with a detailed analysis attached at Appendix 3.
20. The current funding gaps are £1m in 2010-11, £15.4m in 2011-12 and £13.8m in 2012-13. These figures include:
  - Prudent amounts for capital financing and technical issues
  - Inflation
  - Additional investment in services to reflect priorities, demographic change, and the additional cost of waste disposal
  - The efficiency programme

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<sup>1</sup> Note that CPI increased from 1.1% in September to 1.5% in October, and RPI increased from -1.4% to -0.8%, largely due to transport costs

21. It has not been possible to produce a balanced budget for 2010-11 at this stage due to all the additional financial pressures the council is facing and the growing demand on services. However, there is a legal requirement to produce a balanced budget in February, and the strategy for closing the remaining funding gap is set out later in the report.

#### Issues and risks

22. It should be noted that, by the time of the December cabinet meeting, there should be more clarity on the West London Waste Authority (WLWA) Levy – the Authority is meeting on 9 December to consider its draft budget.

23. Further clarification is required on the Concessionary Fares scheme, and the impact on Harrow in 2010-11. It is hoped that there will be some improvement in the figures.

24. Cabinet members will be aware of the recent announcements by government on free personal social care. The proposal is to make home care free for those with critical needs. At national level, the total cost is estimated to be in the region of £650m. Approximately two thirds of the cost will be met from additional grant (to be diverted from the Department of Health to local government), and one third of the cost will have to be met by local authorities. Clearly, it is highly unlikely that the grant to Harrow will meet the full cost to the Council. A consultation is underway, and, if the changes go ahead they will take effect from 1 October 2010. It is difficult to quantify the implications for Harrow at this stage as there are a number of options in the consultation document for the allocation of grant, and the administration will be very complex. However, the picture should be clearer for final budget report in February.

#### Analysis of budget changes

25. The change in the budget requirement for 2010-11 can be summarised as follows:

	<b>£m</b>
Budget Requirement 2009-10	168.8
Capital financing costs and investment income	2.7
Technical changes	2.9
Inflation	1.0
Investment in services	4.5
Efficiency programme	(7.3)
Remaining funding gap (assuming no council tax increase)	(1.0)
Budget Requirement 2010-11	171.6

26. The investment and efficiency programme totals for each Directorate for 2010-11 are summarised overleaf:

Directorate	Investment in services £m	Efficiency Programme £m
Adults and Housing	1.9	(2.0)
Children's Services	1.1	(1.4)
Community and Environment	1.4	(2.4)
Place Shaping	0.0	(0.3)
Finance	0.0	(0.6)
Legal and Democratic Services	0.0	(0.2)
Assistant Chief Executive	0.1	(0.4)
Total	4.5	(7.3)

27. All the investment and efficiency proposals were reviewed in detail at a series of challenge panels for each Directorate. The challenge was carried out by the Leader, Portfolio Holder for Performance, Communication and Corporate Services, Chief Executive, Assistant Chief Executive and Corporate Director of Finance. Each of the proposals is supported by an impact assessment, which includes an equalities impact assessment. More details on the impact assessment will be included in the February report.

#### Technical Changes and Inflation

28. The assumptions behind the technical changes and inflation provisions are explained in Appendix 4 of this report.

#### Investment in Services

29. The draft MTFS includes investment in services of £4.5m in 2010-11, £4.6m in 2011-12 and £3.6m in 2012-13. These figures include £2m in 2011-12 and 2012-13 to allocate to priorities.

30. The main areas of investment in 2010-11 are:

- Social care for Adults and Children
- Waste management and disposal

#### Efficiency Programme

31. For this budget round, each Directorate has developed a comprehensive efficiency programme drawing on:

- The detailed review of the 2008-09 outturn
- Service reviews
- Better procurement
- Business process re-engineering
- West London and pan-London initiatives
- A range of small savings across all service areas

32. The efficiency programme totals £7.3m in 2010-11.

33. For the medium term, the Council is working on a wider transformation programme which includes five strands:

- Future Operating Model
- Cross Council Efficiency Review
- Place Shaping and Property
- Better Together (working with our residents to improve services)
- Service Efficiency Programme

34. The programme is at a relatively early stage and the potential savings have yet to be quantified. However, it is anticipated that the programme will make a very significant contribution towards the funding gaps in 2011-12 and 2012-13.

#### Outturn for 2008-09 and budget monitoring for 2009-10

35. The Council underspent in 2008-09. The budget monitoring report for the second quarter of 2009-10 shows that there are considerable pressures this year but Directorates are working to deliver a net underspend.

36. The ongoing impact of underspends and pressures identified during 2008-09 and 2009-10 to date has been factored into the draft MTFs and the situation will be kept under review. Most importantly the 2010-11 budget addresses the current overspend in Children's Services.

#### Strategy for Closing Funding Gaps

37. The council is legally required to set a balanced budget for next year. In order to close the remaining funding gap, officers will:

- Continue to review and refine the technical and economic assumptions
- Monitor the budget process for the West London Waste Authority
- Monitor developments in relation to concessionary fares
- Further develop the efficiency programme
- Consider whether the transformation programme will be sufficiently advanced to deliver savings in 2010-11

#### Contingency

38. The budget includes a contingency of £250k for unforeseen events.

#### Members' Allowances

39. In light of the economic position, it is assumed that members' allowances will be frozen in 2010-11.

#### Schools Budgets

40. The DCSF has confirmed the per pupil funding for 2010-11 as £4,862 (a 4.1% increase on 2009-10). The total of Dedicated Schools Grant for 2010-11 will depend on the January 2010 pupil count. As this data is not available until February 2010, the October 2009 pupil count has been used to provide an estimate of the funding available. Based on this data, the estimated DSG for 2010-11 is £142.6m.

41. The schools budget is being considered by the Schools Forum in November and December 2009, with the final schools budget due to be set by February 2010. More information on the schools budget is attached at Appendix 5.

#### Housing Revenue Account

42. There is a separate report on the Housing Revenue Account on the agenda.

#### Longer Term Outlook

43. As noted above, the funding gaps in years 2 and 3 of the plan are £15.4m and £13.8m respectively. It is expected that the annual funding gap will be in the order of £15m during the next two spending review periods, namely 2011-12 to 2013-14 and 2014-15 to 2016-17. This is based on:

- Inflation at 2% on pay and prices
- Ongoing pressures arising from the need to finance the capital programme and address other technical issues
- Ongoing demographic pressures and increases in landfill tax
- New investment in services at £2m per year
- Council tax increases of 2.5% a year

44. As part of its longer term financial strategy the Council is seeking to review the level of the capital programme and rebuild its balance sheet – in time this may reduce some of the pressure on the revenue budget.

45. A more detailed analysis of the longer term outlook will be included in the February budget report.

#### Reserves

46. The Council agreed the following reserves policy in December 2008:

**The Council intends to add £0.5m to reserves and provisions each year until such time as general balances exceed £5m.**

47. As at 31 March 2009, general reserves were £5.7m. The second quarter monitoring report for 2009-10 shows that reserves are forecast to exceed £6m by 31 March 2010.

48. Given the huge pressure on the budget created by the economy, and the progress that has been made to improve the Council's financial position in the last few years, it is recommended that the reserves policy is amended as follows:

**From 2010-11, the first call on any underspend at the end of the year will be a contribution to general balances. The value of the contribution will be up to £0.5m, and will be determined with regard to the size of the underspend, the underlying strength of the balance sheet, and other priorities.**

49. The new policy will take effect from 2010-11, as the 2009-10 budget includes a planned contribution of £0.5m.

## GLA Precept

50. Appendix 1 excludes the GLA precept which is currently £309.82 for a band D property. It is anticipated that there will be no precept increase in 2010-11. Therefore the combined council tax for a Harrow resident, at Band D, will be as follows:

Council Tax at Band D	£	Increase
Harrow services	1,186.55	0%
GLA Precept	309.82	0%
Combined total	1,496.37	0%

## Capital Programme

51. The capital programme is the subject of a separate report on the agenda. The revenue budget reflects the anticipated cost of financing the programme.

## Consultation and Information Sharing

52. As noted above, the priorities for 2010-11 have been the subject of consultation with residents and are supported.

53. The Overview and Scrutiny Committee has established a standing review of the budget and the review group includes three representatives of the Open Budget Panel.

54. A series of meetings will be held with stakeholders in December, January and February to share information on the Council's budget plans and seek comments. These are set out in Appendix 6.

55. In addition, there will be a Harrow Strategic Partnership Summit on 28 January 2010 to engage stakeholders in the medium term planning process.

## **Financial Implications**

56. Financial matters are integral to this report.

## **Performance Issues**

57. There are no direct performance implications arising from this report. Clearly the Council's budget supports all of its functions and services throughout the year. Detailed performance measures for each service will be built into the Service Improvement Plans for 2010-11 to 2012-13 and progress will be monitored by Improvement Boards and reported on a quarterly basis.

58. The quality of the budgeting process and how it integrates with service and improvement planning is a key aspect of the Use of Resources assessment (part of the Comprehensive Area Assessment). The Council has made improvements to its integrated planning process this year. This process has contributed to the progress to date in reducing the funding gap for 2010-11.

## Environmental Impact

59. The draft budget incorporates the resources to deliver the Council's climate change strategy.

## Risk Management Implications

60. As part of the budget process the budget risk register will be reviewed and updated, extended to cover the three year planning period, and included in the report to February cabinet. This helps to test the robustness of the budget and support the reserves policy.

## Section 3 - Statutory Officer Clearance

Name: Myfanwy Barrett



Chief Financial Officer

Date: 23 November 2009

Name: Hugh Peart



Monitoring Officer

Date: 7 December 2009

## Section 4 – Performance Officer Clearance

Name: Tom Whiting



Assistant Chief Executive

Date: 26 November 2009

## Section 5 – Environmental Impact Officer Clearance

Name: John Edwards



Divisional Director  
(Environmental Services)

Date: 23 November 2009



## **Section 6 - Contact Details and Background Papers**

Contact: Myfanwy Barrett, Corporate Director of Finance, 020 8420 9269

Background Papers: Integrated Planning 2010-11 to 2012-13, reports to July and October cabinet meetings

## Consultation on Draft Corporate Priorities

### Part 1: Residents' Panel

In July 2009, Cabinet considered the Year Ahead Statement which brought together the Council's performance and information about policy developments and public opinion, to enable a decision to be reached on the draft corporate priorities for 2010-2011. In the light of all the information then available, Cabinet decided to recommend that the existing corporate priorities should be retained for at least a further year.

In keeping with now established practice, the draft corporate priorities were then the subject of consultation with the Residents' Panel – a group of some 1,100 local people who are representative of the borough's over 18 population. At the same time, the draft priorities were also used as the basis for developing service improvement plans.

The Residents' Panel results are now available and are set out in detail in the table below. The main messages that the results convey are that each of the three draft corporate priorities have a good measure of support in the Borough, with delivering cleaner and safer streets attracting support or strong support from 93% of respondents and a majority of respondents supporting the other draft priorities. The pattern of support for each priority is the same as in the equivalent survey last year, but the level of support that each priority has attracted is higher than last year.

The survey also asked about the extent to which progress had been made against each priority to date. Here, the level of agreement with the proposition that good progress had been made varied, with 46% agreeing that good progress had been made in delivering cleaner and safer streets, and lower levels for the priorities relating to improving support for vulnerable people and building stronger communities. In the latter instances, however, the number reporting that they disagreed that good progress had been made was also low, and the majority in each case did not express a definitive opinion.

## Residents' Survey September to November 2009

	Question	Number of respondents answering as indicated					
		Total	Strongly Disagree	Disagree	In between	Agree	Strongly agree
1	Cleaner and Safer Streets is an important issue that the Council should regard as a priority	610	1 0.2%	6 1.0%	38 6.2%	252 41.3 %	313 51.3%
2	Improving support for vulnerable people is an important issue that the Council should regard as a priority	610	3 0.5%	16 2.6%	82 13.4%	290 47.5 %	219 35.9%
3	Building stronger communities is an important issue that the Council should regard as a priority	606	15 2.5%	47 7.7%	191 31.5%	237 39.1 %	116 19.1%
4	In the current year, good progress has been made in delivering cleaner and safer streets	603	23 3.8%	81 13.4%	223 37.0%	241 40.0 %	35 5.8%
5	In the current year, good progress has been made in delivering improved support for vulnerable people	543	5 0.9%	57 10.5%	351 64.6%	121 22.3 %	9 1.7%
6	In the current year, good progress has been made in building stronger communities	565	21 3.7%	87 15.4	334 59.1%	110 19.5 %	13 2.3%

Totals may not equal 100% due to rounding

## **Consultation on Draft Corporate Priorities**

### **Part 2: "Have Your Say" Consultation**

During October and November, residents were given the chance to give feedback on what next year's corporate priorities should be.

The Budget Consultation ran in the resident magazine Harrow People, Vitality Views – the new council magazine for older people, a series of articles in the Harrow Times and the council's 'Your Money' booklet, with nearly 60 responses received.

Cllr David Ashton also held a residents' surgery in Pinner to give residents a chance to voice their views or ask any questions to the leader of the council. One resident, Richard Jolliffe from Pinner, who spoke to Cllr Ashton at the Pinner restaurant about recycling, said: "It's nice to have had a discussion with the leader of the council. I appreciate being given the opportunity."

He also went into the town centre to ask residents what they want from the council. Owen and Jill Cock from Pinner, said: "Supporting vulnerable people has to be the most important priority of the council. It frustrates me that the council has to pay so much money to keep the streets clean, when this should be done by residents themselves. I think it would be great to encourage more people in the borough to volunteer - this really contributes to building a stronger community."

Wendy Dearborne, a Harrow resident 17 years ago, and visiting from Los Angeles, said: "I used to live in Harrow but moved to Los Angeles 17 years ago. I have seen a lot of changes in the borough and the town centre is really nice. I think building a stronger community is very important as there are more people with different backgrounds now living in Harrow."

An additional 1,200 people were asked about the budget as part of the resident's panel and these were the results:

Ninety-three per cent of people agreed that Cleaner and Safer Streets should be regarded a priority, while 84 per cent think Supporting Vulnerable People should receive priority funding. Alongside this, nearly 60 per cent support Building Stronger Communities.

## Appendix 2

### MEDIUM TERM FINANCIAL STRATEGY 2010-11 to 2012-13

	2009-10 Budget £m	2010-11 Budget £m	2011-12 Budget £m	2012-13 Budget £m
<b>Budget Requirement Brought Forward</b>		<b>168.839</b>	<b>171.587</b>	<b>171.266</b>
Capital Financing Costs		2.700	3.000	3.000
Technical changes		2.928	2.230	2.270
Inflation		0.975	5.500	5.500
Adults & Housing		-0.123	1.178	0.750
Children's Services		-0.231	-0.162	-0.012
Community & Environment		-1.000	1.290	0.990
Place Shaping		-0.280	0.000	0.000
Legal & Governance		-0.204	-0.007	0.000
Corporate finance		-0.567	0.000	0.000
Chief Executive		-0.427	0.000	0.000
Investment			2.000	2.000
<b>FUNDING GAP</b>		<b>-1.023</b>	<b>-15.350</b>	<b>-13.844</b>
<b>Total Change in Budget Requirement</b>		<b>2.748</b>	<b>-0.321</b>	<b>0.654</b>
<b>Revised Budget Requirement</b>	<b>168.839</b>	<b>171.587</b>	<b>171.266</b>	<b>171.920</b>
Collection Fund Deficit/-surplus	-0.300	-1.350	-0.500	-0.500
Government Grant	-66.786	-67.764	-65.731	-63.759
<b>Amount to be raised from Council Tax</b>	<b>101.753</b>	<b>102.473</b>	<b>105.035</b>	<b>107.661</b>
<b>Council Tax at Band D</b>	<b>£1,186.55</b>	<b>£ 1,186.55</b>	<b>£ 1,216.22</b>	<b>£1,246.62</b>
<b>Increase in Council Tax (%)</b>	<b>2.95</b>	<b>0.00</b>	<b>2.50</b>	<b>2.50</b>

Tax Base	85,755	86,362	86,362	86,362
Assumed collection rate	98.25%	98.25%	98.25%	98.25%

Gross Tax base	87,282	87,900	87,900	87,900
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## Detailed Budget Proposals – Technical Changes

	2010-11 £000	2011-12 £000	2012-13 £000
<b>Capital and Investment</b>			
Capital financing costs and investment income	2,700	3,000	3,000
<b>Total</b>	<b>2,700</b>	<b>3,000</b>	<b>3,000</b>
<b>Other Technical Changes</b>			
<b>Voluntary Severance Scheme (VSS)</b>			
Shortfall in VSS savings 2009-10	300		
<b>Income Changes</b>			
Land Charges Income	50		
<b>Grant Changes</b>			
Area Based Grant	225	270	270
Housing Benefit administration grant	100		
Local Area Agreement Reward Grant			40
<b>Concessionary Fares</b>			
National funding and allocation scheme	1,758		
<b>Levies and subscriptions</b>			
Increases in payments to levying bodies over and above inflation	100	250	
<b>Provisions and Reserves</b>			
Contribution to provisions for debt/litigation	100	100	100
Contribution to insurance provision	300	350	350
Contribution to General Reserves	-500		
<b>Capitalisation strategy/recharges strategy</b>			
Reduce reliance on capitalisation	415	500	500
<b>Miscellaneous</b>			
Supplementary business rate on council premises	80		
Provision for other items in years 2 and 3		760	1,010
<b>Total</b>	<b>2,928</b>	<b>2,230</b>	<b>2,270</b>

## Detailed Budget Proposals – Inflation

	2010-11 £000	2011-12 £000	2012-13 £000
Pay Award @ 0%, 2%, 2%	0	2,300	2,500
2009-10 award over provided	-700		
National Insurance Contributions increase of 0.5%		400	
Inflation on goods and services @ 1%,2%,2%	875	1,800	1,900
Additional provision for electricity and gas price increases		250	250
Contingency	550	250	350
<b>Inflation total</b>	<b>725</b>	<b>5,000</b>	<b>5,000</b>
<b>Pension contributions</b>			
Employer's Pension Contributions @ 0.25%, 0.5%, 0.5%	250	500	500
<b>Pensions total</b>	<b>250</b>	<b>500</b>	<b>500</b>
<b>Combined Total</b>	<b>975</b>	<b>5,500</b>	<b>5,500</b>

## Appendix 3(iii)

### Detailed Budget Proposals – Adults and Housing

Proposal	2010-11	2011-12	2012-13
	£000	£000	£000
<b>Investment in Services</b>			
Cost of and demand for social care placements & packages across all client groups	1,620	750	750
Supported Living Facility	0	178	0
Telecare	150	0	0
Cessation of Social Care Reform Grant	0	250	0
West London Alliance joint procurement unit	61	0	0
Social Care Panel Officer	30	0	0
Social Care Welfare Benefits Advisor	40	0	0
<b>Total Investment</b>	<b>1901</b>	<b>1178</b>	<b>750</b>
<b>Efficiency Programme</b>			
Bringing in house 8 residential care homes previously managed by Support for Living	-480	0	0
Efficiency through improved contract management	-250	0	0
West London Alliance joint procurement unit	-150	0	0
Use of Supporting People Grant for Telecare	-84	0	0
Capita review of Adult meals service	-50	0	0
Increased income from staff restaurant	-35	0	0
Strategic review of SLAs with voluntary organisations	-60	0	0
Use of Supporting People Grant for Age Concern	-50	0	0
Telelogging - introduction of IT system Finance Manager	-20	0	0
Special Needs Transport - Business Case Adults share of saving	-80	0	0
Use of Supporting People Grant for Helpline	-50	0	0
Modernisation of Mental Health day care services	-25	0	0
Reduction in number of families in Bed & Breakfast	-30	0	0
Closure of Anmer Lodge	-20	0	0
Transforming Community Equipment Services by moving to the retail model	-100	0	0
Use of Care Funding Calculator to reduce the cost of Adult care packages	-100	0	0
Change two registered care homes into supported living accommodation with care support	-170	0	0
CNWL MH Section 75 renegotiation	-100	0	0
Maximisation of welfare benefits	-140	0	0
PCT recharge re use of Kenmore NRC	-30	0	0
<b>Total Efficiency Programme</b>	<b>-2,024</b>	<b>0</b>	<b>0</b>
<b>Net Total</b>	<b>-123</b>	<b>1,178</b>	<b>750</b>



## Detailed Budget Proposals – Children’s Services

Proposal	2010-11	2011-12	2012-13
	£000	£000	£000
<b>Investment in Services</b>			
Special Needs Transport - adjustment to reflect current spending level	470		
Children Looked After Placements – Historic Growth In Numbers	570		
Children Looked After Placements – Projected Growth in Numbers	108	108	108
<b>Total Investment</b>	<b>1,148</b>	<b>108</b>	<b>108</b>
<b>Efficiency Programme</b>			
Reduction in Area Based Grant	-400		
Removal of concessionary rate at Stanmore Park Nursery	-24		
Review of the Parent Partnership Service	-30		
Review and reconfiguration of holiday playschemes	-115		
Additional rent from moving Harrow Tuition Service into Teacher's Centre	-40		
Social Enterprise/Learning Trust	-20	-50	-70
Restructure of the EMAS service	-30	-20	
Reconfigure PCT partnership funding	-100	-100	-50
Lean Review of Young People	-25	-25	
Lean review of Children with Disabilities	-50	-50	
Raise the age of transfer from children looked after to leaving care to 18	-100	-	
16-18 Transfer - Post to be funded from LSC funds	-25	-25	
Staff savings on National Strategies	-100		
More focused delivery of Connexions Service	-60		
Move 'That' magazine to an electronic publication to enable greater youth involvement and engagement	-25		
Transfer Duke of Edinburgh award to existing providers	-35		
Efficiency savings resulting from strategic review of placements	-200		
<b>Total Efficiency Programme</b>	<b>-1379</b>	<b>-270</b>	<b>-120</b>
<b>Net Total</b>	<b>-231</b>	<b>-162</b>	<b>-12</b>

## Detailed Budget Proposals – Community and Environment

Proposal	2010-11	2011-12	2012-13
	£000	£000	£000
<b>Investment in Services</b>			
<b>Waste Management</b>			
Statutory levy payment to West London Waste Authority	955	800	800
Additional waste disposal charges under section 52(9)		50	50
Collected Organic Waste Statutory Levy Offset Payment Scheme (COWSLOPS) Rebates	-199	-160	-160
Recycling contract payments	100	0	0
Landfill Allowance Trading Scheme penalties	0	250	250
Growth of the number of flats requiring waste collection service resulting from the conversion of houses into flats	90	90	0
<b>Sub Total for Waste Management</b>	<b>946</b>	<b>1,030</b>	<b>940</b>
<b>Other investment</b>			
Neighbourhood Champions	100		
Highways maintenance - capital to revenue funding	200	200	200
Maintenance at Leisure Centre	38	0	0
Leisure management contract procurement process requirement	75	75	-150
Matched funding for voluntary sector funding officer	10	0	0
<b>Total Investment</b>	<b>1,369</b>	<b>1,305</b>	<b>990</b>
<b>Efficiency Programme</b>			
<b>Directorate Support &amp; Performance</b>			
Review of directorate projects	-200		
Restructuring of senior management team	-110	-15	
Review of smaller non-operational budgets	-200		
Management and reduction of directorate agency staff cost spend	-80		
<b>Property &amp; Infrastructure</b>			
Increase of income from Street works	-60		
Increase of income from the Civic Centre visitors car park	-20		
Reduction of staffing in the Asset Management department	-60		
Reduction of engineering mileage costs	-10		
Removal of the cost of street lighting contract procurement	-100		
Winter Maintenance - review of the procurement arrangements	-50		
<b>Community &amp; Development</b>			
Adult learning efficiencies	-40		
Community Lettings - additional efficiencies	-50		

Proposal	2010-11	2011-12	2012-13
	£000	£000	£000
<b>Cultural Services</b>			
Arts Centre redevelopment - saving in energy	-30		
Arts Centre redevelopment - saving from restructuring	-10		
Arts Centre redevelopment - additional income generation	-20		
Leisure Centre savings	-15		
Review of the Sport Development service structure	-30		
<b>Libraries &amp; Museum</b>			
Wealdstone Centre - additional income	-50		
Introduction of passport photo machines in libraries	-10		
Review of libraries staffing	-30		
Reduction of the library book fund	-25		
<b>Community Safety</b>			
Enforcement service - increased net income	-500		
Cashless parking/collections	-20		
Community Safety administration review	-40		
Zero based budgeting on Environmental Health	-10		
Review of trading standards	-30		
Review of animal and pest control service including charging	-84		
<b>Public Realm Services</b>			
Review of the ancillary facilities for the Public Realm Service - to include mileage claims, fleet provision and service procurements	-155		
Waste Management reductions through targeted programme to increase recycling and reduce landfill	-140		
Vehicle Mileage reductions through optimization of new technology within the fleet	-50		
Base budget rebuild through additional efficiency controls across the division	-100		
Additional savings to be identified	-40		
<b>Total Efficiency Programme</b>	<b>-2,369</b>	<b>-15</b>	<b>0</b>
<b>Net Total</b>	<b>-1,000</b>	<b>1,290</b>	<b>990</b>

## Detailed Budget Proposals – Place Shaping

Proposal	2010-11	2011-12	2012-13
	£000	£000	£000
<b>Investment in Services</b>			
<b>Total Investment</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Efficiency Programme</b>			
Reduction in consumable expenditure across Directorate	-80		
Property Review	-200		
<b>Total Efficiency Programme</b>	<b>-280</b>	<b>0</b>	<b>0</b>
<b>Net Total</b>	<b>-280</b>	<b>0</b>	<b>0</b>

## Detailed Budget Proposals – Finance

Proposal	2010-11	2011-12	2012-13
	£000	£000	£000
<b>Investment in Services</b>			
Disaster Recovery - alternative premises	33		
<b>Total Investment</b>	<b>33</b>	<b>0</b>	<b>0</b>
<b>Efficiency Programme</b>			
Collections and Benefits	-50		
Procurement: category management and corporate contracts	-100		
Risk, Audit and Fraud Group	-50		
Insurance arrangements	-50		
Shared Services (including HARP2)	-150		
Other efficiency projects (including payments in advance, concessionary travel, internal charging)	-200		
<b>Total Efficiency Programme</b>	<b>-600</b>	<b>0</b>	<b>0</b>
<b>Net Total</b>	<b>-567</b>	<b>0</b>	<b>0</b>

## Detailed Budget Proposals – Legal and Governance

Proposal	2010-11	2011-12	2012-13
	£000	£000	£000
<b>Investment in Services</b>			
<b>Total Investment</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Efficiency Programme</b>			
<b>Elections</b>			
Reduce level of canvass & role in Youth Parliament elections	-30		
<b>Registration</b>			
Introduce flexible opening hours	-21		
<b>Democratic Services</b>			
Withdraw support for certain meetings	-25		
Cease certain panels and committees	-50		
<b>Members Allowances</b>			
No inflationary increase in members allowances	-4		
<b>Group Offices</b>			
Revised staffing arrangements	-7	-7	
<b>Legal Services</b>			
Delete senior property solicitor post	-67		
<b>Total Efficiency Programme</b>	<b>-204</b>	<b>-7</b>	<b>0</b>
<b>Net Total</b>	<b>-204</b>	<b>-7</b>	<b>0</b>

## Detailed Budget Proposals – Assistant Chief Exec

Proposal	2010-11	2011-12	2012-13
	£000	£000	£000
<b>Investment in Services</b>			
Licence fee inflationary pressures	12		
Budget correction in Trade Union budget	15		
Outsourcing of Learning and Development administration to Capita (adjustment to saving in 2009-10)	12		
<b>Total Investment</b>	<b>39</b>	<b>0</b>	<b>0</b>
<b>Efficiency Programme</b>			
Negotiated reduction in periodic payment (support costs) to Capita for initial services contract	-204		
Access Harrow efficiencies	-36		
Council Learning and Development budget	-10		
Partnership, Development and Performance efficiencies	-110		
Net reduction of discretionary non salary budgets	-35		
Electronic Document Management in Human Resources team	-71		
<b>Total Efficiency Programme</b>	<b>-466</b>	<b>0</b>	<b>0</b>
<b>Net Total</b>	<b>-427</b>	<b>0</b>	<b>0</b>

### **Commentary**

1. This commentary explains the technical and inflationary assumptions which support the summary MTFS in Appendix 2.

### Tax Base and Collection Fund

2. The tax base for 2009-10 is 86,362 (this reflects a collection rate of 98.25%). There is a separate report on the agenda which sets out the tax base calculation in detail. Given the economic climate, no growth in the tax base is forecast in the medium term.
3. The collection fund forecast to March 2009 will be reported to Cabinet in January 2009. The anticipated surplus attributable to Harrow at 31 March 2010 is £1.35m.

### General Grant

4. Harrow's grant increase is 1.5% for 2010-11. This is the minimum or "floor" increase. It is assumed for planning purposes that there will be cash reductions of 3% from 2011-12 on general grant.

### Capital Financing Costs and Investment Income

5. The budget includes a provision for capital financing costs, consistent with the planned level of capital investment, and investment income. Both of these areas are significantly adversely affected by the economy in relation to the decline in forecast capital receipts and the cut in interest rates.
6. The position is compounded by the fact that a substantial proportion of education capital spend is funded through supported borrowing. In theory this means that the government provides revenue grant to support the cost of borrowing, but in practice, as Harrow receives only the floor increase in revenue grant, this support is of no benefit to Harrow.
7. The combined impact of the growth in capital financing costs and the reduction in investment income is £2.7m in 2010-11, and £3m in 2011-12 and 2012-13.

### Technical Changes

#### **Voluntary Severance Scheme**

8. An adjustment has been made in 2010-11 to reflect the outcome of the voluntary severance scheme which delivered a total annual saving of £700k.

#### **Income**

9. It is anticipated that there will be further reductions in the income from land charges, and the target will be reduced by £50k in 2010-11.



## **Specific Grants**

10. Area Based Grant will reduce by £225k in 2010-11. Further reductions of 3% are expected in 2011-12 and 2012-13.
11. It is anticipated that housing benefit administration grant will reduce by £100k in 2010-11.
12. LAA reward grant will cease in 2012-13.

## **Concessionary Fares**

13. The additional cost of £1.8m in 2010-11 reflects the following factors:
  - Last year an agreement was reached by London Councils to amend the allocation system for concessionary fares to one of usage (rather than number of freedom passes issued). This change benefited outer London boroughs.
  - The five year deal between London Council's and Transport for London which wraps up fare increases
  - The government's proposal to withdraw grant of £30m from London in 2010-11
14. There is no clarity at this stage on the position for 2011-12 and 2012-13.

## **Levies and Subscriptions**

15. An additional £100k in 2010-11 and £250k in 2011-12 has been provided for levies and subscriptions over and above inflation. This is particularly to deal with an anticipated increase in the cost of the London Pension Fund Authority. However, an agreement has yet to be reached with the LPFA.

## **Provisions and Reserves**

16. The sum of £100k a year has been included to increase the annual contributions to provisions for bad debts and litigation. This is an important element of the Council's drive to improve financial strength.
17. A further £1m over three years has been included to increase the insurance provision to the level recommended by the actuary.
18. As explained in the body of the report, it is recommended that the reserves policy is amended to delete the annual contribution to general reserves of £500k.

## **Capitalisation**

19. The sum of £1.4m over three years has been provided to reduce the Council's reliance on capitalisation. This is part of a medium to long term strategy.

## **Supplementary Business Rates**

20. The budget includes a provision of £80k in 2010-11 for supplementary business rates on council premises. This is on the assumption that the Mayor of London will introduce an SBR to fund Crossrail.

### Inflation

21. Given the outlook for public sector spending, and the references made to pay freezes in recent weeks, it is assumed that there will be a 0% pay award in 2010-11. The Pre-Budget Report is due to be published on 9 December and may give more clarity on this point. The provision for pay is being maintained at 2% in 2011-12 and 2012-13 for the time being, but it is recognised that, in the context of the forthcoming spending review, this may be generous.
22. The ongoing impact of the 2009-10 pay award, which was below budget, has been factored into the plan.
23. An additional £400k has been included in 2011-12 to reflect the increase in national insurance contributions.
24. A provision of 1% has been made for general price increases in 2010-11. The provision is 2% in 2011-12 and 2012-13.
25. No additional provision is required for utilities in 2010-11 due to recent price movements, but provision of £250k has been included in years 2 and 3 of the plan to reflect the risk of such increases.
26. Finally, a contingency has been included for inflation risks, relating to both pay and prices.

### Pension Contributions

27. A provision of 0.25% has been made for the increase in pension contributions in 2010-11, in line with the last triennial actuarial valuation of the Council's pension fund. The next valuation will be carried out during 2010-11 and take effect from 2011-12. Following informal discussions with the actuary, it is assumed that the increase in contributions will be 0.5% a year from 2011-12.

## Appendix 5

### School Budget 2010-11

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#### 1. Introduction

Dedicated Schools Grant (DSG) is used to fund both the individual schools budget (ISB) and centrally retained items. The former goes to schools, whilst the latter is held by the Local Authority to spend on specific items such as fees for pupils at independent special schools and out of borough special schools.

2010-11 is the final year of a three year Government funding cycle for schools, and the provisional DSG funding for 2010-11 has been announced.

#### 2. 2008-09 to 2010-11 Settlement

The per pupil funding for 2010-11 has been confirmed as £4,862 (a 4.1% increase on 2009-10). Contained within this figure is £2.8m for the ministerial priority of personalised learning in schools, and Schools Forums and Local Authorities are expected to bear this in mind when setting the schools budget.

The final allocation of Dedicated Schools Grant for 2010-11 will depend on the January 2010 pupil count. Based on indicative pupil numbers it is estimated that the council will receive £142.6m of DSG in 2010-11. The January 2010 pupil count will differ from the pupil projections used to estimate the grant, therefore this figure is subject to change. The final 2010-11 budget, based on the January pupil level annual school census (Plasc) numbers, will be given to schools before March 2010 (although the grant is not expected to be finalised by DCSF until summer 2010).

#### 3. School Budgets 2010-11

2010-11 sees major changes to the schools funding formula. In addition to amending the formula to take account of the change to the age of transfer, there is a statutory requirement to bring in a single funding formula for nursery pupils. This formula would apply to maintained, private, voluntary and independent nurseries. A working group of key stakeholders was set up to develop the formula. The draft formula has been out to consultation and will be submitted to Schools Forum for consideration in December.

The council is facing a substantial increase in expected pupil numbers due largely to an increase in the child population. In September 2009, in order to meet the demand for reception places, 5 schools ran additional reception classes above their planned numbers. Schools Forum agreed to revise the school funding formula to provide funding to schools to cover the cost of these additional classes. It is anticipated that a similar number of additional reception classes will be required in September 2010, which will require additional in-year funding.

Schools Forum has begun a process of considering the formula factors and data which may need to be updated for 2010-11. These include the following:

- Protection funding for schools losing pupils as a result of the change to the Age of Transfer effective from September 2010. Protection funding will be allocated in line with the agreed protection funding model.
- The need to make adequate contingency provision for in-year increases in pupil numbers including funding any additional classes required
- Increasing pressure on special educational needs including growth in Special Schools, specialist provision for autistic pupils and in-year increases in statements of special educational need.
- School improvement initiatives, including the coordination of the leadership development in schools and support for schools aspiring to move from good to outstanding.

Final decisions will be made by Schools Forum in December/January.

The minimum funding guarantee for 2010-11 is set at 2.1%, i.e. the minimum increase any school will receive is 2.1% per pupil. Due to the change in the age of transfer, the authority is requesting that the DCSF set aside the statutory minimum funding guarantee for schools losing funding from the change. The Age of Transfer protection funding model will provide transitional relief to schools facing significant budget reductions where they have balances below recommended levels.

The DCSF does not require budgets for 2011-12 and 2012-13 to be issued at this stage, as it has not yet concluded a review of DSG for those years. The review may result in a shift in resource allocation between councils. Despite the uncertainties, indicative budgets based on 1% growth in Dedicated Schools Grant are being prepared and will be distributed to schools by 31 March 2010.

## Stakeholder Meetings

There will be a series of meetings with key stakeholders to share information in December, January and February. The stakeholders, together with the meetings suggested to pick up their comments, are listed below:

<b>Stakeholder</b>	<b>Meeting</b>	<b>Date</b>
Voluntary Sector	Community Cohesion Reference Group	14 December 2009, 2pm, CR 1 & 2
Tenants and Leaseholders	Tenants and Leaseholders Consultative Forum	6 January 2010, 7.30pm, CR1&2
Statutory partners	HSP Board	7 January 2010, 6pm, CR1 & 2
Older People	Disability Forum	25 January 2010, 2.30pm, CR 1 & 2
Local Businesses	Harrow Business Consultative Forum	25 January 2010, 7.30pm, CR1 & 2
Unions	Employees Consultative Forum	26 Jan 2010, 7.30pm, CR1 & 2
Older People	Older People's Reference Group	26 January 2010, 10am, CR 1&2
Schools	Education Consultative Forum	27 January 2010, 7.30pm, CR1 & 2
Statutory partners	HSP Summit	28 January 2010, 12noon, Premier Banqueting Suite, Harrow Weald
Overview and Scrutiny	Special meeting of O&S, drawing on standing scrutiny review of the budget and Finance and Performance sub-committee work	28 January 2009, 7.30pm, CR 1&2
Public	Open Cabinet	9 Feb 2010, 7pm, Harrow Arts Centre
Voluntary Sector	Voluntary Sector Forum	To be confirmed

CR = committee room

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Meeting:	Cabinet
Date:	18 December 2008
Subject:	Draft Capital Programme 2009-10 to 2011-12
Key Decision: (Executive-side only)	Yes
Responsible Officer:	Myfanwy Barrett: Corporate Director of Finance
Portfolio Holder:	Cllr David Ashton, Leader and Portfolio Holder for Strategy, Partnership and Finance
Exempt:	No
Enclosures:	Appendix 1 – Summary Draft Capital Programme

## Section 1 – Summary and Recommendations

This report sets out the proposed summary capital programme for 2009-10 to 2011-12.

### Recommendations:

That Cabinet agrees the draft summary capital programme for 2009-10 to 2011-12.

### Reason: (For recommendation)

To ensure that the Council has an approved capital programme for 2009-10 to 2011-12 to enable the programme to be effectively planned.

## Section 2: Report

### Development of the new programme

1. The Capital programme is under continuing review and the detailed programme will be finalised and reported back to February Cabinet and Council for approval. The draft programme for 2009-12 includes provision for:

- New projects emerging from the Business Transformation Partnership (BTP)
- ICT infrastructure
- Social care establishment improvements
- Whitmore School
- Education modernisation and improvement
- Schools grant funded devolved capital
- General Fund housing projects.
- Public Realm improvements
- Improvements to leisure and cultural facilities
- High priority major works to corporate buildings
- A provision for economic development and regeneration projects
- The HRA Housing Improvement Programme

The draft summary is attached at Appendix 1.

2. The value of the general fund programme is £56m for 2009-10, with external funding of £24m and a net cost to the Council of £32m. The Housing programme for 2009-10 is £7m.

### Private Finance Initiative (PFI)

3. The Council is securing the construction of three neighbourhood resource centres for people with learning disabilities. Financial close was March 2008. The construction of the new centres will take place during 2009-10 through the LIFTco, with handover expected around April 2009 and fitting out during April to June 2009. The revenue budget provides for the affordability gap from 2009-10. The capital programme (Adults Services) provides for expenditure on furniture and equipment for the new centres.

### Backlog Maintenance

4. The Council has considerable backlog maintenance – the figures from the Asset Management Plan are as follows:

- i) School buildings, £37.8m
- ii) Corporate and Education buildings, £13.3m
- iii) Highways, £153.5m

5. The level of investment contained within this programme does not address the backlog, other than in relation to primary schools, however the Council does



not have the resources to do so in the short term. The BSF programme for high schools will assist with the backlog maintenance in high schools but it is not clear when this additional funding will be forthcoming.

6. Some initial work is being carried out on options for the Council's office space, which may in due course assist with the backlog on civic buildings.

### Capital Receipts

7. The capital programme approved in February 2008 had assumed significant capital receipts in respect of disposals at Gayton, Byron and elsewhere in the borough. The "credit crunch" has severely restricted the financial resources available to the commercial property markets, effectively freezing property transactions dependent on borrowing, and/or reducing property values significantly below acceptable normal market value. It is not clear when the market will return to normality and disposals are assumed to be nil in 2008-9 and for 2009-10. For the purpose of forward planning it has been assumed that £5m p.a. will be realised from miscellaneous sales from 2010-11 onwards, although this assumption will need to be kept under review.

### Targeted Capital Fund

8. The Department for Children, Schools and Families (DCSF) announced provisional grant allocations last year of £2m in 2009-10 and £6m in 2010-11. This has been included at the announced levels pending final confirmation. It is intended for strategic projects focusing on:

- putting in place diploma provision for 14— to 19-year-olds
- improving poor condition buildings for children with special educational needs and disabilities.

## **Capital financing**

9. The capital programme is funded from a number of sources. These include:

- External Funding in the order of £24m, primarily from the DCSF and Transport for London
- Major Repairs Allowance (Housing Revenue Account)
- Capital Receipts (anticipated to be around £5m from 2010-11)
- Borrowing

10. It is anticipated that the general fund programme will be financed as follows:

**Table 1: New borrowing requirement**

	2009-10 £m	2010-11 £m	2011-12 £m
Net planned spending	32	27	27
Capital Receipts	0	5	5
<b>Funded by Borrowing</b>	<b>32</b>	<b>22</b>	<b>22</b>
<i>Borrowing Analysis</i>			
Supported Borrowing (Education)	6	4	4
Unsupported Borrowing	26	18	18
<b>Total Borrowing</b>	<b>32</b>	<b>22</b>	<b>22</b>

11. The revenue implications of this new borrowing, in the context of the Council's treasury management activity, are set out below:

**Table 2: Revenue Implications of Capital Programme**

	2009-10 £000	2010-11 £000	2011-12 £000
Interest	1,270	1,405	1,670
MRP	1,000	1,000	1,330
Premia, discounts and debt charges	(250)	(250)	(250)
Impact of programme slippage	825	0	0
<b>Total additional cost</b>	<b>2,845</b>	<b>2,155</b>	<b>2,750</b>

Assumptions:

- iv) Borrowing is at 4.5% and takes place in the last quarter of the financial year
- v) MRP is at 4% and commences in the year after the expenditure is incurred
- vi) Borrowing to finance projects carried forward from 2008-09 into 2009-10 of £12m.
- vii) Carry forward of 10% assumed from 2009-10 onwards

12. In broad terms the cost of borrowing is 8.5%. However, there is not a direct relationship between the new borrowing required in table 1 and the cost of borrowing (interest and MRP) in table 2. This is because assumptions have been made about programme slippage between years, particularly from 2008-09 into 2009-10, and because the full cost of borrowing does not arise until the year after the expenditure has been incurred.

13. Total planned HRA borrowing amounts to £2m in 2009-10, £1.5m in 2010-11 and £1.5m in 2011-12. The cost of the borrowing is reflected in the housing revenue account.

14. It should be noted that the capital financing costs are based on a number of assumptions about the level of capital expenditure, level of capital receipts, timing of any borrowing, interest rates, and use of the minimum revenue provision. The revenue budget reflects the best estimate based on these assumptions.

### Financial Implications

15. Financial matters are integral to the report.

### Performance Issues

16. There are no direct implications for individual performance indicators. The capital programme provides the financial resources required to implement a number of the Council's corporate priorities and flagship acts. Monitoring of the approved programme is ongoing and is essential for good financial management. Financial management is a key part of the Use of Resources assessment, Harrow's score for financial management is currently 3 out of 4.

### Section 3 - Statutory Officer Clearance

Name: Steve Tingle	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 8 Dec 08		
Name: Hugh Peart	<input checked="" type="checkbox"/>	Monitoring Officer
Date: 8 Dec 08		

### Section 4 – Performance Officer Clearance

Name: Tom Whiting.	<input checked="" type="checkbox"/>	on behalf of the* Divisional Director (Strategy and Improvement)
Date: 8 Dec 08		

### Section 5 - Contact Details and Background Papers

Contact: Steve Tingle 020 8420 9384 [steve.tingle@harrow.gov.uk](mailto:steve.tingle@harrow.gov.uk)

Background Papers: None

	2009-10			2010-11			2011-12		
	£000 Gross	£000 External Funding	£000 Net	£000 Gross	£000 External Funding	£000 Net	£000 Gross	£000 External Funding	£000 Net
BTP - Self Financing Schemes	8,380	0	8,380	5,293	0	5,293	1,880	0	1,880
Corporate Finance	3,000	0	3,000	1,650	0	1,650	850	0	850
Adult Services	1,400	0	1,400	1,075	0	1,075	700	0	700
Children Services	25,285	-17,675	7,610	24,773	-16,935	7,838	6,000	0	6,000
Housing Services (General Fund)	1,603	-603	1,000	1,603	-603	1,000	1,603	-603	1,000
Community and Environment	14,030	-6,130	7,900	12,948	-6,048	6,900	12,900	-6,000	6,900
Place Shaping	2,100	0	2,100	2,100	0	2,100	9,550	0	9,550
Programme Overheads and Capitalisation	965	0	965	665	0	665	565	0	565
<b>Total General Fund Programme</b>	<b>56,763</b>	<b>-24,408</b>	<b>32,355</b>	<b>50,107</b>	<b>-23,586</b>	<b>26,521</b>	<b>34,048</b>	<b>-6,603</b>	<b>27,445</b>
<b>Housing Revenue Account Services (HRA)</b>	<b>7,000</b>	<b>0</b>	<b>7,000</b>	<b>6,500</b>	<b>0</b>	<b>6,500</b>	<b>6,500</b>	<b>0</b>	<b>6,500</b>
<b>Total General Fund and HRA</b>	<b>63,763</b>	<b>-24,408</b>	<b>39,355</b>	<b>56,607</b>	<b>-23,586</b>	<b>33,021</b>	<b>40,548</b>	<b>-6,603</b>	<b>33,945</b>

## Capital Programme 2010-11 to 2012-13

APPENDIX 1

	2010-11			2011-12			2012-13		
	£000	£000	£000	£000	£000	£000	£000	£000	£000
	Gross	External	Net	Gross	External	Net	Gross	External	Net
<b>BTP</b>									
BTP - New Projects	4,507		4,507	1,720		1,720	1,720		1,720
BTP- Outline Business Cases	180		180	180		180	180		180
SAP Minor Developments	100		100	100		100	100		100
ICT - Milestones	413		413	0		0	0		0
<b>Sub Total</b>	<b>5,200</b>	<b>0</b>	<b>5,200</b>	<b>2,000</b>	<b>0</b>	<b>2,000</b>	<b>2,000</b>	<b>0</b>	<b>2,000</b>
<b>IT</b>									
LBH Anywhere	3,400		3,400	1,000		1,000	1,000		1,000
<b>Sub Total</b>	<b>3,400</b>	<b>0</b>	<b>3,400</b>	<b>1,000</b>	<b>0</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>	<b>1,000</b>
<b>Adult Services</b>									
Bentley Day Centre	250		250			0			0
Buckingham Road improvements	200		200			0			0
Residential Provision works	400		400	500		500			0
Stabilisation and development of Framework-i	100		100			0			0
Social Care Sites	50		50	200		200			0
<b>Sub Total</b>	<b>1,000</b>	<b>0</b>	<b>1,000</b>	<b>700</b>	<b>0</b>	<b>700</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Childrens Services</b>									
Autistic Spectrum Disorder provision in schools (Priestmead, Aylewood, Vaughan)	560		560	600		600	0		0
Catering in schools	3,191	-2,000	1,191			0	0		0
Year 7 - Education Modernisation Improvements	4,755	-777	3,978			0			0
Whitmore - additional facilities for partners	1,250		1,250			0	0		0
School Amalgamation support	250		250	300		300	300		300
Primary Capital	1,773	-1,773	0	0	0	0	0		0
Harnessing Technology	557	-557	0	0	0	0	0		0

## Capital Programme 2010-11 to 2012-13

APPENDIX 1

	2010-11			2011-12			2012-13		
	£000	£000	£000	£000	£000	£000	£000	£000	£000
	Gross	External	Net	Gross	External	Net	Gross	External	Net
Skills Centre extension	0		0	400		400	200		200
Devolved Formula Non VA schools	1,642	-1,642	0	0		0	0		0
<b>Sub total</b>	<b>13,978</b>	<b>-6,749</b>	<b>7,229</b>	<b>1,300</b>	<b>0</b>	<b>1,300</b>	<b>500</b>	<b>0</b>	<b>500</b>
<b>Housing Services (General Fund)</b>									
Affordable Warmth	150		150	150		150	150		150
* Disabled Facilities Grants (owner occupiers)	845	-510	335	845	-510	335	845	-510	335
Empty Property Grants	100	-100	0	100	-100	0	100	-100	0
Private Sector Rented Housing (Renovation Grants)	515		515	515		515	515		515
<b>Sub total</b>	<b>1,610</b>	<b>-610</b>	<b>1,000</b>	<b>1,610</b>	<b>-610</b>	<b>1,000</b>	<b>1,610</b>	<b>-610</b>	<b>1,000</b>
<i>* DFG based on current grant level which may change</i>									
<b>Community and Environment</b>									
Tree Planting & Parks, etc.	110		110	110		110	110		110
Corporate Accommodation	250		250	250		250	250		250
Carbon commitment	100		100	100		100	100		100
High Priority Major Works Corporate Buildings	440		440	440		440	440		440
Prosperity Action Teams	210		210	210		210	210		210
Public Realm Infrastructure (Includes: Highways, Drainage, Street Lighting, Transportation, Parks, Public Conveniences)	4,250		4,250	4,250		4,250	4,250		4,250
Recycling Schemes	50		50	50		50	50		50
School Landlord Works	750		750	750		750	750		750
Transport for London Schemes (estimate)	3,970	-3,970	0	3,970	-3,970	0	3,970	-3,970	0
Leisure Centre and other sites	100		100	100		100	100		100
<b>Sub total</b>	<b>10,230</b>	<b>-3,970</b>	<b>6,260</b>	<b>10,230</b>	<b>-3,970</b>	<b>6,260</b>	<b>10,230</b>	<b>-3,970</b>	<b>6,260</b>
<b>Place Shaping</b>									
Corporate HQ	600		600	600		600	600		600

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## Capital Programme 2010-11 to 2012-13

APPENDIX 1

	2010-11			2011-12			2012-13		
	£000	£000	£000	£000	£000	£000	£000	£000	£000
	Gross	External	Net	Gross	External	Net	Gross	External	Net
Property Review	190		190	160		160	140		140
Strategic site development	845		845	865		865	885		885
Heritage Projects	215		215	225		225	225		225
Town Centre Infrastructure	150		150	150		150	150		150
<b>Sub total</b>	<b>2,000</b>	<b>0</b>	<b>2,000</b>	<b>2,000</b>	<b>0</b>	<b>2,000</b>	<b>2,000</b>	<b>0</b>	<b>2,000</b>
<b>Programme overheads and Capitalisation etc</b>									
Small Projects	200		200	200		200	200		200
Capitalisation	400		400	300		300	300		300
<b>Sub total</b>	<b>600</b>	<b>0</b>	<b>600</b>	<b>500</b>	<b>0</b>	<b>500</b>	<b>500</b>	<b>0</b>	<b>500</b>
<b>Total Programme</b>	<b>38,018</b>	<b>-11,329</b>	<b>26,689</b>	<b>19,340</b>	<b>-4,580</b>	<b>14,760</b>	<b>17,840</b>	<b>-4,580</b>	<b>13,260</b>
<b>HOUSING REVENUE ACCOUNT</b>									
	2010-11			2011-12			2012-13		
	£000	£000	£000	£000	£000	£000	£000	£000	£000
	Gross	External	Net	Gross	External	Net	Gross	External	Net
<b>Housing Services (HRA)</b>									
Housing Improvement (HRA)	7,610		7,610	6,160		6,160	6,160		6,160
<b>TOTAL</b>	<b>7,610</b>	<b>0</b>	<b>7,610</b>	<b>6,160</b>	<b>0</b>	<b>6,160</b>	<b>6,160</b>	<b>0</b>	<b>6,160</b>

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**REPORT FOR: Employee**  
**CONSULTATIVE FORUM**

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<b>Date of Meeting:</b>	26 <sup>th</sup> January, 2010
<b>Subject:</b>	Housing Peer Review
<b>Key Decision:</b>	No
<b>Responsible Officer:</b>	Lynne Pennington Interim Divisional Director of Housing
<b>Portfolio Holder:</b>	Councillor Barry Macleod-Cullinane Portfolio Holder Adults and Housing
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	No
<b>Enclosures:</b>	N/A

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

This report sets out the main findings from the recent housing peer review and forms the basis for future working arrangements between housing services and the unions.

**Recommendations:** ECF is requested to note the report

**Reason:** There are no specific actions requiring ECF approval, but comments on the proposed way of working and way forward are welcomed.

## **Section 2 – Report**

### **Introductory paragraph**

Better working relationships between housing services and the unions will lead to an improved service and improved morale. Housing has a key role in delivering Harrow's corporate priorities, particularly supporting vulnerable people and building stronger communities. Improved staff satisfaction will inevitably lead to improved customer satisfaction.

### **Options considered**

A number of options were considered for conducting the peer review, including an internal review within housing, an independent review by someone outside of the Council and a review by a senior corporate colleague.

The Corporate Director of Place Shaping conducted the review which was then handed over to the Divisional Director of Housing to conclude and finalise the actions for improvement with union colleagues.

This report sets out those actions.

### **Background**

The review was initiated following concerns raised by staff and unions in mid 2009 following the introduction of HARP. The concerns were not in connection with the HARP concept; they were more about perceived inadequacies in the consultation and communication processes that took place in connection with its introduction.

The review consisted of a number of meetings chaired by the Corporate Director of Place Shaping; a staff survey carried out by the unions of some staff in Resident Services and a number of meetings between housing management and the unions.

### **Current Situation**

The review recommended a number of improvements to communication between housing management and the unions and between housing management and all staff.

In parallel with the peer review there has been a root and branch service improvement review carried out within housing and a corporate staff survey conducted.

The findings of all three exercises; peer review; service improvement review and staff survey findings from both surveys now need to be brought together to form a comprehensive service improvement plan that will shape priorities for the department throughout 2010.

A staff conference is planned for 14<sup>th</sup> January 2010 to communicate all of this to staff and to introduce them to recently appointed permanent members of the management team who will help them drive forward the improvement planning process.

The conference will be used to launch a communication and engagement calendar designed to ensure that housing main streams the involvement of all staff in the development, implementation and review of the improvement plan.

## **Why change is needed**

The protocol for managing change was not followed comprehensively when HARP was introduced and the unions were clearly right to raise their concerns. The peer review has provided an opportunity to discuss those concerns openly and learn lessons which will help the department move forward. The Divisional Director of Housing would like to thank union colleagues for the positive and constructive manner in which the peer review was conducted and for embracing the opportunities to work better together. Unions have started attending housing management meetings on a monthly basis and there is an agreed protocol for dealing with union queries.

The GMB rep was also involved in the recent recruitment process for new members of the management team.

The need for change has also been highlighted by the recent two staff surveys and whilst there are some positive messages within the council staff survey, the union survey clearly indicates that staff, particularly those in Resident Services are looking for considerable cultural change. They want to be listened to and feel valued. It is clear that for customer satisfaction to improve, cultural and structural change is required. The improvement planning mentioned elsewhere in this report provides the opportunity to also address cultural issues.

## **Implications for Recommendations**

There are clearly significant implications for housing to be able to respond to the service review and drive forward a comprehensive service improvement plan. There is a very optimistic air amongst the management team and the relationship with the unions is the best it has been for some time. There will however be the need for structural review in order to deliver the changes that are required and this process needs to start in the spring.

The changes can clearly only be achieved within budget so a process of prioritisation needs to commence with staff, unions and residents and this process is due to commence with the staff conference on the 14<sup>th</sup> January.

There are no immediate implications identified that would prevent the improvement process from continuing.

## **Financial Implications**

Whilst the service review focussed on Resident Services, the improvement plan and other changes highlighted in this report need to apply to the whole service. The HRA is ring fenced and therefore changes to council tenant services will need to be part of that ring-fenced arrangement. The department is also acutely aware of the Council's efficiency drive and the need to create savings in order to make change happen.

The HRA is presently the subject of a major national policy review and the financial consequences of this are yet to be determined but will inevitably have a bearing on what Harrow can and cannot do in relation to its housing service.

February Cabinet will agree the three year HRA budget and Medium Term Financial Strategy [MTFS] for the period 2010-11 to 2012-13, and is likely to report reducing HRA balances. In recent years, annual expenditure has exceeded income, resulting in an annual reduction in HRA balances, causing pressure around the longer term funding of the HRA.

The impact of the lower level of balances will significantly shorten the period during which the Council has a viable HRA. The point at which balances fall below the recommended level of £750k will require the Council to have considered the options around the future of housing in this respect.

## **Risk Management Implications**

Risk included on Directorate risk register? Yes

Separate risk register in place? No, however a separate risk register will be drawn up as part of the overall improvement plan.

## **Corporate Priorities**

Please identify which corporate priority the report incorporates and how:

- Deliver cleaner and safer streets
- Improve support for vulnerable people /
- Build stronger communities /

### **Section 3 - Statutory Officer Clearance**

Name: Donna Edwards.....	<input checked="" type="checkbox"/>	on behalf of the* Chief Financial Officer
Date: 12 Jan 2010		
Name: Linda Cohen.....	<input checked="" type="checkbox"/>	on behalf of the* Monitoring Officer
Date: 13 Jan 2010.....		

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

**Contact:** Lynne Pennington, Divisional Director of Housing 0208 424 1998

#### **Background Papers:**

Minutes of Peer Review Meetings  
Housing Quality Network Executive Summary  
Draft Housing Communication and Engagement Calendar

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**REPORT FOR: EMPLOYEES'  
CONSULTATIVE FORUM**

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**Date:** 26 JANUARY 2010

**Subject:** **INFORMATION REPORT –  
EQUALITY IN EMPLOYMENT  
MONITORING FROM 01 APRIL 2007 TO  
31 MARCH 2008 AND 01 APRIL 2008 TO  
31 MARCH 2009**

**Responsible Officer:** TOM WHITING, ASSISTANT CHIEF  
EXECUTIVE

**Exempt:** NO

**Enclosures:**

- Council's Paybands (Appendix 1)
- Performance against equality indicators (Appendix 2)
- Council Workforce Profile (Appendix 3)
- Council Recruitment Monitoring (Appendix 4)
- Council Employment Procedures Monitoring (Appendix 5)
- Training and Development Monitoring and Progress (Appendix 6)
- Directorate Equality Reports for: 2007/08
  - Business Development (Appendix 7a)
  - Chief Executives' (Appendix 7b)
  - People First (Appendix 7c)
  - Urban Living (Appendix 7d)
- Directorate Equality Reports for: 2008/09
  - Chief Executive's including Legal & Governance Services (Appendix 8a)
  - Corporate Finance (Appendix 8b)
  - Adults & Housing (Appendix 8c)
  - Children's Services (Appendix 8d)
  - Community & Environment Services (Appendix 8e)

## **Section 1 – Summary**

This report sets out the annual workforce profile statistics and equalities monitoring data of Harrow's employment practices for the period 01 April 2007 to 31 March 2008 and for 1 April 2008 to 31 March 2009. It also sets out progress made against employment equality targets and reviews progress made in other equality and diversity work.

The report complies 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 and to report in accordance with the council's commitment to monitor employment policies as set out in the council's Equal Opportunity Policy.

### **FOR INFORMATION**

## **Section 2 – Report**

### **2.1 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 2007 to 31 March 2008 and for 1 April 2008 to 31 March 2009 including recruitment, employment procedures such as grievance, discipline, and harassment claims. It also sets out progress made against employment equality indicators. In addition, it includes summary annual reports for each directorate that were in existence at that time, information about training and development and progress made in other equality and diversity work areas.
- 2.1.2 Actual Performance against the equality performance indicators is set out in the table at appendix 2.
- 2.1.3 This report (for 2007/08) is presented much later than officers would have wished. Production of data from a range of sources is a significant exercise and there have been particular difficulties in getting accurate recruitment monitoring information. To assist the Forum in considering these issues, the 2008/09 report has been combined into this so that comparisons between years can more easily be made.



## 2.2 Explanation of reporting format

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:

- Council Workforce Profile (Appendix 3)
- Council Recruitment Monitoring (Appendix 4)
- Council Employment Procedures Monitoring (Appendix 5)
- Council Training and Development Monitoring and Progress (Appendix 6)
- Directorate Equality Reports for the Directorates in place in 2007/08:
  - Business Development (Appendix 7a)
  - Chief Executive's (Appendix 7b)
  - People First (Appendix 7c)
  - Urban Living (Appendix 7d)
- Directorate Equality Reports for the Directorates in 2008/09:
  - Chief Executive's including Legal & Governance Services (Appendix 8a)
  - Corporate Finance (Appendix 8b)
  - Adults & Housing (Appendix 8c)
  - Children's Services (Appendix 8d)
  - Community & Environment Services including Place Shaping (Appendix 8e)

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, i.e. If an employee has more than one job they are counted once. In addition, the percentage of BAME 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 BAME workforce.

2.2.4 Where appropriate, monitoring information is presented using six paybands (appendix 1).

- 2.2.5 Any reference to black, asian and minority ethnic (BAME) 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 2007 Round Ethnic Group Population Projections for 2008.
- 2.2.7 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.
- 2.2.8 The council uses the success ratio recommended by the then Commission for Racial Equality (CRE), to assess the council's performance in terms of equality in recruitment and measures the success rate for BAME job applicants compared to white job applicants.

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

- 2.3.1 The percentage of **black, asian and minority ethnic staff** (headcount) in the workforce in 2007/08 was 31.51% and 33.50% in 2008/09. In the previous year, the percentage was 30.70% demonstrating a continuing improvement in increasing the number of BAME staff employed.
- 2.3.2 The percentage of staff (headcount) that declared a **disability** in 2007/08 was 2.20% and in 2008/09 was 2.08%. The percentage in 2006/07 was 2.44%. This demonstrates a continuing reduction in the numbers of staff declaring a disability.
- 2.3.3 Two activities will be carried out in order to encourage more people with disabilities to declare their disability. Firstly, the application form used by candidates for jobs was considered to be deterring disabled people from applying for jobs with the council or of declaring if they had a disability. The question on disability has been modified to encourage more disabled people to declare. Secondly, staff may become disabled whilst employed by the council and there is currently no system for gathering information on this change. Employee Self Service (direct employee access to personal details in SAP) is being rolled out across the council from 2009/10 and, as staff have access to this, they will be asked to update their employment records so that more accurate information is held.
- 2.3.4 In addition, it is proposed to establish a sub-group of the Corporate Equalities Group in order that closer analysis can take place on areas where there is some concern regarding the council's performance and actions agreed with relevant stakeholders to address this.

2.3.5 The **gender** proportions (headcount) in the workforce for 2007/08 were 76.80% women and 23.2% men. In 2008/09, the proportions were 76.29% women and 23.71% men – broadly similar to previous years. 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 for recruitment that has been managed through the council’s response handling service - Contact iii. Detailed information is included in the Council recruitment monitoring report at appendix 4.

**Ethnic Origin - All Recruitment**

2.4.2 The percentage of appointments from all (internal and external) black and minority ethnic (BAME) applicants increased from 47.9% in 2006/07 to 49.7% in 2007/08 but decreased in 2008/09 to 43.4%. This reduction is significant enough to warrant investigation and a review of a random sample of appointments will be made.

2.4.3 Despite this, the Council’s employment of BAME staff increases, (33.50% in 2008/09) which indicates that the majority of staff leaving the council are white.

2.4.4 The Council’s target is to match the economically active representation of black and ethnic minorities in Harrow, which itself continues to increase and stands at 52.03% and this has not yet been achieved.

2.4.5 The table below summarises the proportion of BAME 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>
2008/09	BAME	64.0% (3641)	55.1% (616)	43.4% (109)
	White	36.0% (2046)	44.9% (502)	56.6% (142)
2007/08	BAME	65.5% (3795)	55.5% (501)	49.7% (90)
	White	34.5% (1998)	44.5% (402)	50.3% (91)

2.4.6 Applications received from BAME groups continue to outnumber applications received from white groups. However, the number of BAME appointments is disproportionate to the applications received compared to white groups.

2.4.7 The success ratio for BAME applicants for all recruitment is 0.43 which is below the Council’s target of 0.7 and a reduction from the success ratio of

0.52 in 2007/08. (The success ratio is a means of measures how well BAME applicants fare in recruitment – a success ratio of 1.0 would indicate that BAME and White applicants are equally successful at each stage in the recruitment process.)

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

2.4.8 The percentage of appointments from internal black and minority ethnic employees has substantially increased to 47.1% compared to 41.3% in 2006/07 and 33.3% in 2005/06.

2.4.9 The table below summarises the proportion of internal BAME and white applicants at each stage of the recruitment process. 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>
<b>2008/09</b>	BAME	56.4% (307)	52.4% (133)	50.0% (44)
	White	43.6% (237)	47.6% (121)	50.0% (44)
<b>2007/08</b>	BAME	57% (290)	51.6% (133)	47.1% (41)
	Non-BAME	43% (219)	48.4% (125)	52.3%(46)

2.4.10 Internal BAME staff are making a greater number of applications for jobs compared to white staff. However, the number of internal BAME appointments, although improving, is disproportionate to the number of applications received from those groups and disproportionate compared to white groups.

2.4.11 The overall success ratio for internal BAME appointments was 0.65 in 2006/07, 0.67 in 2007/08 and 0.77 in 2008/09 which is higher than the Council’s success ratio for all internal and external appoints (of 0.43). There is therefore a continuing improvement in council performance in internal appointments of BAME staff. It is also worth noting that the proportion of internal BAME appointments is significant given that 31.51% of staff are BAME.

2.4.12 Internal BAME staff are more successful in appointments at Payband 3 than White staff which covers the grades H9 to H11 (1.05 success ratio) than in other paybands though this is a reduction on performance in 2007/08 with a success ratio of 1.44.

**Disability**

2.4.13 The percentage of applicants who declared a disability was 4.0% in 2007/08 (an increase from 3.5% in the previous year). Of these the percentage

shortlisted was 3.9% (an increase from 3.1% in the previous year) and those appointed is 1.6% (an increase from 0.8% in the previous year). The percentage of applicants who declared a disability has increased as has the number of disabled people appointed. However the council's target is 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% and this has not been met.

**2.4.14** However, in 2008/09, the percentage of applicants who declared a disability reduced to 3.3%. Nevertheless, of these, the percentage shortlisted was 4.2% and of those appointed was 3.3%. Although an improvement in performance, 3.3% of all appointments represents 8 people only. Therefore, further work will be carried out with HAD to seek to improve the Council's performance in this area - see 2.3.8 above.

### **Gender**

2.4.15 In 2007/08, the proportion of women appointed continued to be higher than men in all paybands excepting in payband 4. Two appointments of women were made in payband 5 and no appointments of men. No appointments were made in payband 6.

2.4.16 In 2008/09, the proportion of women (36.0%) appointed to payband 1 was lower than men (64%) but was greater in all other paybands. Two appointments were made to payband 5 – 1 woman and 1 man; no appointments were made in payband 6.

## **2.5 Recruitment and Selection Audits**

2.5.1 Excluding schools recruitment, there were 151 appointments made in 2007/08 and 259 appointments in 2008/09. Of these 22% were audited to determine if recruitment processes were being followed by managers. During this process, we identified that some of the paperwork (required for auditing) was removed from the recruitment packs in order that it could be included on the individual's personal file. Measures have been taken to avoid this happening in future years to allow for more robust auditing. However, the audits did demonstrate that in most cases, appropriate use of the recruitment and selection procedure was used by managers – the questions asked of candidates demonstrated effective interviewing and there was clear decision-making. Further details are included in the Directorate reports.

## **2.6 Council Employment Procedures Monitoring**

2.6.1 The employment procedures monitoring information for 2007/08 indicates that black, asian and minority ethnic employees may be disproportionately affected by the Council's disciplinary procedures. Although a greater proportion of disciplinary investigations and hearings involved White staff, the outcomes disproportionately affect BAME staff. However the number of

cases of disciplinary investigations and hearings is small given the size of the workforce and therefore forming definite conclusions based on these small numbers could be misleading. Nevertheless, an review of cases will take place to determine whether ethnicity features as part of decision-making processes.

2.6.2 Of the 18 cases in 2007/08 that led to a dismissal, 9 involved BAME staff and 9 white staff. In 2008/09, 10 cases involved dismissal of BAME staff and 6 white staff

2.6.3 With regards to grievances, in 2007/08 37 in total were raised by employees with 20 of them raised by BAME employees. No harassment cases were raised. In 2008/09, there were 48 grievances with 29 being BAME staff.

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

2.7.1 The main equalities initiatives during the years were::

Harrow Rules and Grass Roots Diversity Booklets

- Harrow Rules - Equality & Diversity Module
- Harrow Induction course - module on Diversity
- Harrow Induction for Managers - module on Diversity
- CMS & DMS - Equality & Diversity has been integrated into each session
- Recruitment for the CMS & DMS - BAME staff are directly invited to apply for the programme
- Learning Champions - Equality & Diversity have been integrated into each session
- Recruitment for Learning Champions - BAME staff are directly invited to apply for the programme
- Safeguarding Adult's courses - Equality & Diversity are incorporated within the sessions
- Children's Directorate Induction – Equalities & Diversity are incorporated within the programme

2.7.2 Of those that attended corporately organised training, 30% were BAME, 3% were disabled and 64% were women. There is still a relatively high proportion of staff who are recorded as unclassified against each of these categories which makes definitive judgements on performance problematic. As stated elsewhere in this report, there is an intention to ask staff to update their records so that more accurate information on their social identity is held.

## **2.8 Review of Progress made in Equality and Diversity Work and Initiatives during 2007/08 and 2008/09**

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 Comprehensive Equalities scheme and continued support to staff and managers by Harrow Association of Disabled People. The Council was reviewed by JobCentrePlus and re-awarded the Disability (Two Ticks) symbol for demonstrating continued commitment to meeting the needs of disabled staff.

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

- 2.8.2 The Council reviewed and revised the old recruitment and selection procedure and developed a new 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. Changing recruitment processes during a period of significant management activity on recruitment was felt to be unhelpful.
- 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 BAME 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 guide 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 are read in conjunction with the policy statement.

### **Comprehensive Equality Scheme**

- 2.8.5 A comprehensive generic equality scheme was developed to cover all six equality strands; gender, race, disability, sexuality, age and religious belief and launched in 2007/08. It brings together the separate race and disability equality schemes. This scheme drives equality and addresses 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.

- 2.8.6 The Council's Corporate Equalities Group, made up of representative of officers, Members, trade unions, the self-organised groups and external organizations monitors the scheme.
- 2.8.7 The Comprehensive Equality Scheme was developed by the Partnership and Performance Division which has the council's lead responsibility for equalities.

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

- 2.8.8 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. In 2006/07 the council carried out a self-assessment and assessed itself at Level 4.
- 2.8.9 The council's target for 2007/08 was to achieve Level 5, overseen by the Corporate Equality Group.
- 2.8.10 During the year, no significant progress was made to achieving Level 5. A new Equalities Framework is due to replace the Equalities Standard and there is currently (2009/10) a review of the council's performance against the new Framework.

### **Progress on Disabilities**

- 2.8.11 The council continues its 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 any matter related to disability.
- 2.8.12 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. During the year, the Disability Adviser also provided a mediation role in complex cases between managers and their staff.
- 2.8.13 HAD continues to support DAIS, the Disabled Awareness Information Service and attends bi-monthly meetings of this employee self-organised group. 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.



2.8.14 The Council continues to maintain its commitment to the two-tick disability symbol and in a review during the year by JobCentrePlus, was again awarded this Disability Symbol.

### **Equality Task Groups**

2.8.15 Each directorate has established Equality Task Groups (ETG's) appropriate for each directorate's needs.

### **Employee Support Groups**

2.8.16 The Council continues to support the operation of the Harrow Council Black Workers (HCBWG) Group and the Disability Information Awareness Service (DIAS). Representatives from these groups attend the Corporate Equality Group and are invited to 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 specific budget provision to provide release for employees to attend or undertake work on behalf of employee support groups including HCBWG.

2.8.17 The groups continue to be consulted on any revisions to existing or new HRD policies.

2.8.18 In 2007/08, discussions started with interested members of staff on facilitating the establishment of a new staff support group for lesbian, gay and bisexual employees. A LGB group was established in 2008/09 though this is still in its formative stages. The group has been asked how it wishes to be consulted on employment matters but has yet to respond.

## **Section 3 – Further Information**

3.1 This report presents a snapshot of the workforce profile based on statistics obtained from SAP. 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.

3.2 Consultation on this report was undertaken with the following partners: Harrow Black Workers Group, Harrow Disability Group, Harrow Association of Voluntary Services, Harrow Anti Racist Alliance, Harrow Association of Disabled People, Harrow Women's Centre, Age Concern, Unison, GMB and Harrow Teachers Consultative Consortium. The publication of this report provides information on the Council's performance against equality and diversity targets.

## **Section 4 – Financial Implications**

None

## **Section 5 – Corporate Priorities**

- 5.1 Demonstrating equality of opportunity as an employer assists the council in achieving a more diverse workforce, which is representative of the community and supports our corporate priority of building stronger communities.

Name: Steve Tingle.....	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 8 January 2010.....		

## **Section 6 - Contact Details and Background Papers**

Contact: Lesley Clarke, Human Resources and Development Strategy Manager, 0208 420 9309

Background Papers:

LB Harrow – Best Value Performance Plan 2007/2008  
GLA 2007 Round Ethnic Group Projections

## Paybands – with effect from 1<sup>st</sup> April 2007 and 1 April 2008

*NB: the payband boundaries have changed slightly from 1 April 2006  
(in addition to annual salary increases)*

Payband	Salary in £s from 1 April 2007	Salary in £s from 1 April 2008	Broadly equivalent to and will include
Band 1	Up to 17,907	Up to 18,399	H1 to H3
Band 2	17,908 - 29,286	18,400 - 30,090	H4 to H8
Band 3	29,287 - 40,095	30,091 - 41,199	H9 to H11
Band 4	40,096 - 57,867	41,200 - 59,460	SPM3 – SPM5
Band 5	57,868 - 89,508	59,461 - 91,971	SPM1 – SPM2
Band 6	89,509 and above	91,972 and above	Directors & above

*H grades - Harrow pay spine*

## Appendix 2

The table below shows the Council's performance for 1 April 2007 to 31 March 2008 against targets set for 2007/08

This year's workforce profile statistics are based on total headcount numbers, i.e. if an employee has more than one job they are counted once.

Performance Indicator	2006/07 Performance	2007/08 Targets	2007/08 Performance	2008/09 Performance	07/08 Trend
(a) <b>BV2a</b> – The level of the Equality Standard for Local Government to which the authority conforms.	Level 4	Level 5	Level 4	Level 4	→
(b) <b>BV2b</b> – The duty to promote race equality	74.0%	84%	89.4		↑
(c) Success Ratio for black and minority ethnic job applicants	0.53	0.7	0.52	0.43	↓
(d) The proportion of BAME appointments reflects the % of working age (18-65) people from BAMEs in the local community.	47.9%	51.44%	49.7%	43.4%	↑
(e) The % of employees by ethnicity in the total workforce (headcount)	BAME - 30.70% White - 60.20% Unknown - 6.0% Unclassified/ Not assigned - 3.10%	35.0%	BAME - 31.51% White - 57.59%  Unclassified or Unknown - 10.90%		↑
(f) <b>BV17a</b> - The percentage of employees of the total workforce from BAME communities	37.09%	39%	34.9%		↓

Performance Indicator	2006/07 Performance	2007/08 Targets	2007/08 Performance	2008/09 Performance	07/08 Trend
(g) <b>BV11b</b> – The percentage of top 5% of earners in the authority that are from a BAME group.	17.46%	18.5%	18.9%		↑
(h) The proportion of appointments reflects the % of working age (18-65) men and women in the local community	Women – 58.7% Men – 41.3%	50.8% women 49.2% men	59.7% women 40.3% men	56.2% women 43.8% men	↑ ↓
(i) 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%	50.8% women 49.2% men	Women – 76.80 Men – 23.20		↑ ↓
(j) <b>BV11a</b> – The percentage of top 5% of earners in the authority that are women.	37.04%	39%	43.31%		↑
(k) 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)	0.8%	11%	1.6%		↑
(l) The % of employees declaring a disability in the total workforce (headcount)	2.44%	3.0%	2.20%	3.3%	↑

Performance Indicator	2006/07 Performance	2007/08 Targets	2007/08 Performance	2008/09 Performance	07/08 Trend
(m) <b>BV11c</b> – The percentage of top 5% of earners in the authority with a disability	4.01%	4.5%	4.72%		↑
(n) <b>BV16a</b> - The percentage of employees of the total workforce declaring a disability.	2.34%	3%	2.27%		↓
(o) The numbers of employees using or subject to HR employment procedures is proportionate to the workforce profile in terms of ethnicity, gender and disability.	Disproportionate to the workforce profile but low number of cases relative to the size of the workforce makes definite inference of disproportionate impact misleading	Proportionate to the workforce profile.	Generally disproportionate to the workforce profile (but Urban Living directorate is more balanced). Potentially adverse impact on BAME staff but low number of cases relative to the size of the workforce makes definite inference of disproportionate impact misleading.		→
(p) That access to training is at least proportionate to the workforce profile in terms of ethnicity, gender and disability.	BAME 30%- Proportionate Disabled 3%- Exceeded Women 64%- Disproportionate	Proportionate to the workforce profile.			

**COUNCIL WORKFORCE PROFILE REPORT FOR THE PERIOD  
1 APRIL 2008 – 31 MARCH 2009**

**1. Background**

- 1.1 This report provides information on the council's workforce profile as at 31 March 2009, which provides a snapshot of the 2008/09 financial year. It presents the statistics 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 (BAME) 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 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 The workforce profile statistics are based on total headcount numbers, i.e. If an employee has more than one job they are counted once. In addition, the percentage of BAME 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 BAME 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 2007 Round Ethnic Group Population Projections for 2008.

**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 BAME groups in the workforce is 31.51% compared to 30.70% in 2006/07. The proportion of BAME staff in the workforce continues therefore to slowly increase.

2.2 The council's aim is have a workforce that is representative of its local community. Based on the 2007 Round of GLA Ethnic Group Projections for 2008, the percentage of working age (18-65) people from BAMEs in the local community is 52.03% and the BAME general population in Harrow is 51.19%. The Council recognises that the composition of the workforce remains lower than both the BAME general population and the working age population of Harrow and endeavours to increase its BAME workforce.

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

	White	BME
Payband 1	31.20%	43.50%
Payband 2	32.80%	33.13%
Payband 3	25.75%	19.15%
Payband 4	7.49%	3.85%
Payband 5	2.42%	0.28%
Payband 6	0.33%	0.09%
<b>Total</b>	100.00%	100.00%

2.4 The majority of BAME staff hold posts in paybands 1, 2 and 3. As the paybands increase in seniority from payband 4 to 6 the proportions of white staff, relative to BAME staff, within each payband also increases.

2.5 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 table shows that there is, at 31 March 2009, an increase in the proportion of asian staff employed with small reductions in percentages in all other groups.

#### The Overall composition of the workforce

	2009		2008		2007		2006	
	Head count		Head count		Head count		Head count	
<b>Black</b>	536	8.43%	505	8.10%	506	7.96%	529	8.35%
<b>Asian</b>	1396	21.95%	1277	20.49%	1266	19.92%	1233	19.45%
<b>Chinese &amp; any other ethnic group</b>	80	1.26%	77	1.24%	80	1.26%	74	1.17%
<b>White</b>	3631	57.08%	3589	57.59%	3827	60.23%	4047	63.84%
<b>Unknown</b>	558	8.77%	635	10.19%	382	6.01%		
<b>Mixed</b>	119	1.87%	105	1.68%	100	1.57%	91	1.44%
<b>Not assigned / Unclassified*</b>	41	0.64%	44	0.71%	197	3.10%	365	5.76%
<b>Total</b>	6361		6232		6358		6339	



*\*The 'Not assigned/Unclassified' category identifies employees for whom data is incomplete. In 2006 this category included 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 2.08 which is lower than the percentage employed in 2007/08 of 2.20% and 2.44% in 2006/07. The Council has not met its target of 3.00%. However, the proportion of appointments of disabled staff has increased albeit only 8 people.
- 3.2 The greatest proportion of staff with disabilities are in paybands 1-3 with a small proportion in paybands 4 and 5.

	Headcount	%
<b>Disabled</b>	132	2.08%
<b>Not disabled</b>	6223	97.83%
<b>Not assigned/Unclassified</b>	6	0.09%
<b>Total</b>	6361	100.00%

	Payband						Total
	1	2	3	4	5	6	
<b>Disabled</b>	40	57	28	4	3	0	132
<b>Not disabled</b>	2266	2045	1434	367	96	15	6223
<b>Not assigned/Unclassified</b>	4	1	1	0	0	0	6
<b>Total</b>	2310	2103	1463	371	99	15	6361

- 3.3 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 07/08 is therefore lower than the percentage of working age (18-65) people with disabilities in Harrow.

- 3.4 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. The application form has been modified to better encourage disabled applicants (the current wording is considered to be a deterrent). The Council will also be encouraging staff to self-declare when they become disabled during e3employment through the roll-out of Employee Self Service enabling staff to update their personal details in SAP. At present, this information on the changing status of disability is not captured for existing staff.
- 3.5 The Council also continues to consult local disability groups 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 76.29% and men is 23.71%. The Council employs a far greater percentage of women than men and this is disproportionate to the composition of Harrow's general population of 51.22% women and 48.78% men.

	Headcount	%
<b>Male</b>	1508	23.71%
<b>Female</b>	4853	76.29%
<b>Total</b>	6361	100.00%

- 4.2 The distribution of women in the workforce is concentrated in the lower paybands. The majority of women hold posts in paybands 1 to 4.

	Payband						
	1	2	3	4	5	6	Total
<b>Male</b>	410	560	355	130	41	12	1508
<b>Female</b>	1900	1543	1108	241	58	3	4853
<b>Total</b>	2310	2103	1463	371	99	15	6361

## 5. Age Profile

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

	Male	%	Female	%	Total	%
<b>Age Range</b> <b>16 to 24</b>	80	1.26%	203	3.19%	283	4.45%
<b>25 to 34</b>	308	4.84%	897	14.10%	1205	18.94%
<b>35 to 44</b>	339	5.33%	1261	19.82%	1600	25.15%
<b>45 to 54</b>	410	6.45%	1554	24.43%	1964	30.88%
<b>55 to 64</b>	340	5.35%	878	13.80%	1218	19.15%
<b>65 +</b>	31	0.49%	60	0.94%	91	1.43%
<b>Total</b>	1508	23.71%	4853	76.29%	6361	100.00%

5.2 The table above shows that the Council continues to have an older workforce with the majority aged between 35 and 54. The greatest proportion of employees continues to be in the 45 to 54 age range, i.e. almost a third of the council's workforce. There continues to be fewer than 5% of employees under the age of 25 and a small number of staff are aged 65 or over.

**COUNCIL RECRUITMENT MONITORING REPORT FOR THE PERIOD  
1 APRIL 2007 - 31 MARCH 2008 AND 1 APRIL 2008 – 31 MARCH 2009**

**1. Background**

This report provides information of the Council's recruitment monitoring during the period 1 April 2007 to 31 March 2008 and 1 April 2008 to 31 March 2009. 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.

The volume of recruitment continues to be relatively low given the size of the workforce..

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.

It also presents information on the success ratio recommended by the then Commission for Racial Equality (CRE), to assess the Council's performance in equality in recruitment and measures the success rate for BAME job applicants compared to white job applicants.

Any reference to black and minority ethnic (BAME) 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

The Council set a local performance indicator for 2007/08 that the proportion of BAME appointments reflects the proportion of BAME people in the local population and was set at 51.44%. The proportion of BAME appointments for 2007/08 was 49.7% and for 2008/09 was 43.4%. This increased in 2007/08 compared to 47.9% in 2006/07 but has decreased in 2008/09 and the Council has not met its target. However, the 2007 Round of GLA Ethnic Group Projections for 2008 for the percentage of working age (18-65) people from BAMEs in the local community is 52.03% and the proportion of appointments remains below this. The council needs to improve the representation of BAME groups in its workforce and actions will be taken to seek to do so.

The table below shows applicant monitoring information for 2007/08 and 2008/09 and comparisons with the previous years. The table sets out the percentage of applications received, shortlisted and appointed for BAME 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>
2008/09	BAME	64.0% (3641)	55.1% (616)	43.4% (109)
	White	36.0% (2046)	44.9% (502)	56.6% (142)
2007/08	BAME	65.5% (3795)	55.5% (501)	49.7% (90)
	White	34.5% (1998)	44.5% (402)	50.3% (91)
2006/07	BAME	46.7% (1775)	51.3% (326)	47.9% (58)
2005/06	BAME	63.8% (2447)	55.1% (455)	42.1% (86)
2004/05	BAME	54.3% (2132)	45.1% (562)	36.7% (164)

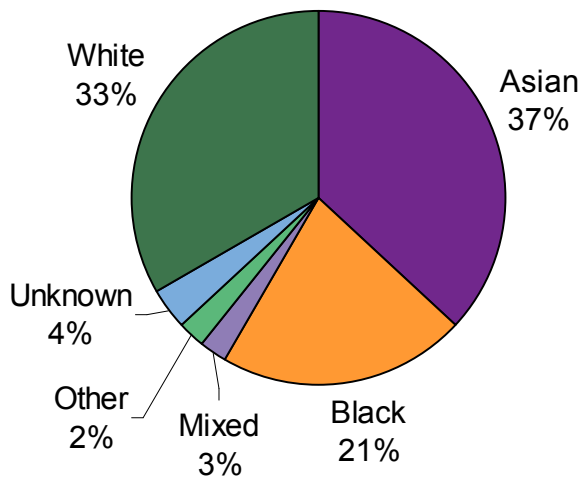
The overall percentage of applications received from BAME applicants has increased to 65.5% (2007/08) and 64.0% (2008/09) compared to 46.7% in 2006/07. This is still significantly in excess of the economically active representation of BAME people in Harrow, which is 52.03%. This indicates that the Council is successful in consistently attracting applicants from the BAME community.

There is an increase in the proportion of BAME applicants shortlisted from 51.3% in 2006/07 to 55.5% in 2007/08 and 55.1% in 2008/09. There was an increase in the proportion of BAME appointments of 49.7% in 2007/08 compared to 47.9% in 2006/07. However, this has reduced to 43.4% in 2008/09. Although the number of appointments has increased in 2008/09 compared to previous years, the total appointments is still low given the size of the workforce. Nevertheless, the marked reduction in the success of BAME applicants at the appointment stage is of concern.

**Applicant Monitoring – All recruitment  
All Departments (Excluding Schools) - 1 April 2007 to 31 March 2008**

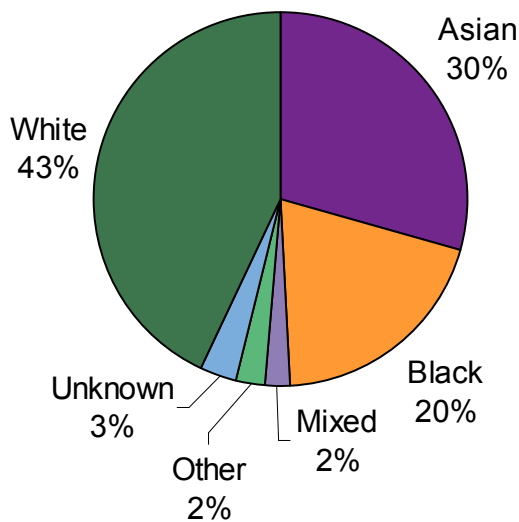
The pie charts below set out the applicant monitoring statistics for all applicants (internal and external) for the Council at the application, shortlisting and appointment stages of the recruitment and selection process.

**Applications by Ethnic Origin**



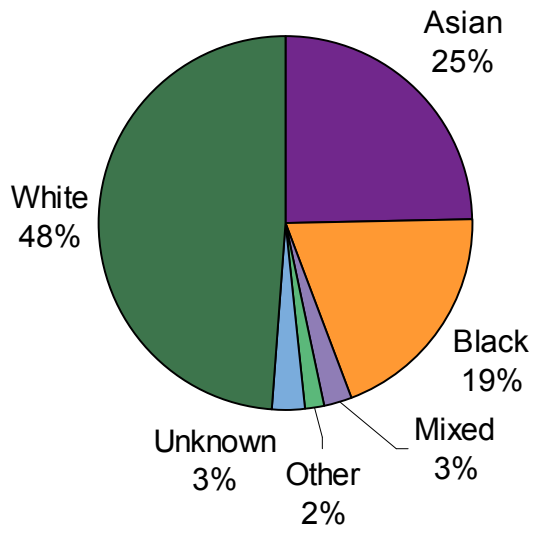
Ethnicity	Headcount
Asian	2215
Black	1291
Mixed	153
Other	136
Unknown	215
White	1998
<b>Total</b>	<b>6008</b>

**Shortlisting by Ethnic Origin**



Ethnicity	Headcount
Asian	275
Black	184
Mixed	21
Other	21
Unknown	29
White	402
<b>Total</b>	<b>932</b>

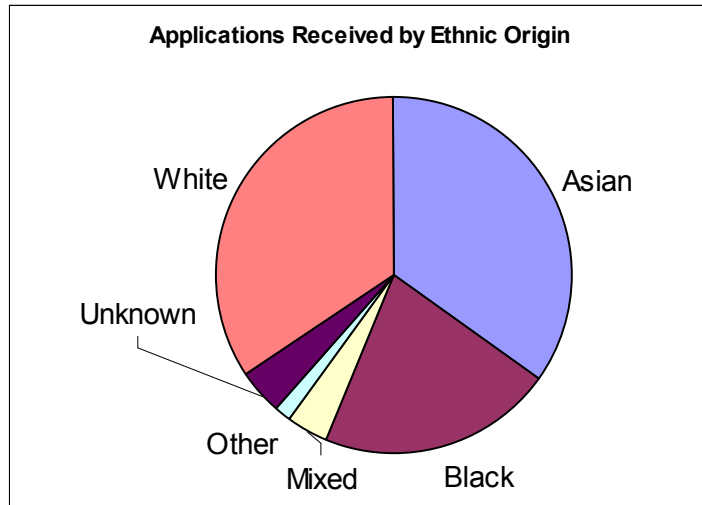
### Appointments by Ethnic Origin



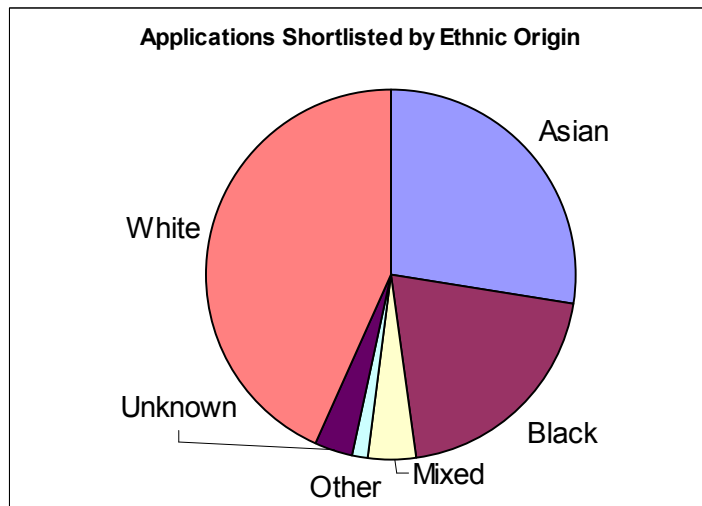
Ethnicity	Headcount
Asian	46
Black	36
Mixed	5
Other	3
Unknown	5
White	91
<b>Total</b>	<b>186</b>

**All Departments (Excluding Schools) - 1 April 2008 to 31 March 2009**

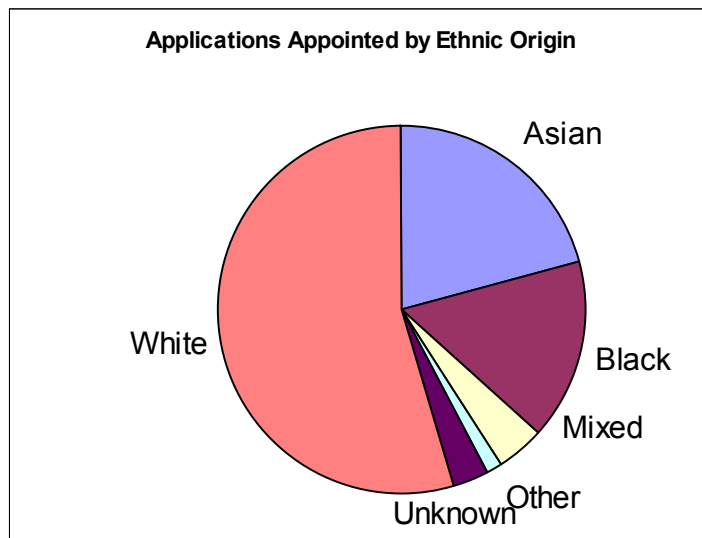
<b>Asian</b>	<b>2077</b>
<b>Black</b>	<b>1243</b>
<b>Mixed</b>	<b>234</b>
<b>Other</b>	<b>87</b>
<b>Unknown</b>	<b>242</b>
<b>White</b>	<b>2046</b>
<b>Total</b>	<b>5929</b>



<b>Asian</b>	<b>317</b>
<b>Black</b>	<b>236</b>
<b>Mixed</b>	<b>48</b>
<b>Other</b>	<b>15</b>
<b>Unknown</b>	<b>40</b>
<b>White</b>	<b>502</b>
<b>Total</b>	<b>1158</b>



<b>Asian</b>	<b>54</b>
<b>Black</b>	<b>41</b>
<b>Mixed</b>	<b>11</b>
<b>Other</b>	<b>3</b>
<b>Unknown</b>	<b>8</b>
<b>White</b>	<b>142</b>
<b>Total</b>	<b>259</b>





## Success Ratio and Success Rates – All recruitment

The then 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 BAME 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 BAME group divided by the success rate for the white group.

	2007/08	2008/09
Overall success ratio for BAME applicants	0.52 (0.0237/ 0.0455)	0.43 (0.03/0.69)

The Council's target for 2007/08 was to achieve a success ratio for BAME job applicants of 0.70. The Council's overall success ratio for BAME applicants was 0.52 in 2007/08 and 0.43 in 2008/09. This is a decrease compared to the success ratio of 0.53 in 2006/07.

The ideal situation would be to achieve a success ratio of 1 i.e. where BAME applicants and white applicants are equally successful at being appointed. The then CRE recommended 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. It is proposed to carry out such an investigation given the reduction in the success ratio of BAME applicants in the 2008/09 year.

Nevertheless, the success ratio is an important measure for the Council in monitoring the comparative success of BAME 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 and similarly for the council where the number of appointments is low relative to the size of the workforce.

## Success ratios by Payband – All recruitment

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

<b>Success Ratios by Payband – All recruitment</b>					
<b>Payband</b>	<b>2008/09</b>	<b>2007/08</b>	<b>2006/07</b>	<b>2005/06</b>	<b>2004/05</b>
Band 1	0.42 (33)	0.44 (26)	0.62 (18)	0.59 (33)	0.38 (149)
Band 2	0.38 (49)	0.46 (35)	0.95 (25)	0.40 (103)	0.60 (172)
Band 3	0.87 (25)	0.83 (24)	0.46 (12)	0.34 (46)	0.76 (41)
Band 4	0.17 (2)	0.68 ( 4)	0.21 (3)	0.64 (18)	0.51 (85)
Band 5	0	2.67 ( 1)	0	0.70 (4)	*
Band 6	0		0	0	*
<b>Overall SR</b>	<b>0.43 (109)</b>	<b>0.52 (90)</b>	<b>0.53 (58)</b>	<b>0.41 (204)</b>	<b>0.47 (447)</b>

Comparison with the 2006/07 figures shows that the success ratio has decreased in paybands 1 and 2 and increased in payband 3. The success ratio for payband 3 compares favourably with the Council's target of 0.70.

### 3. Ethnic Origin - Internal Recruitment

- 3.1 Since April 2003, the Council has been monitoring internal appointments. Council information is provided below on the success of BAME internal applicants.
- 3.2 The table below shows applicant monitoring information for 2007/08 and 2008/09 for all internal applicants and the previous years' figures. The table sets out the percentage of applications received, shortlisted and appointed for BAME and white candidates. Figures in brackets represent actual numbers.

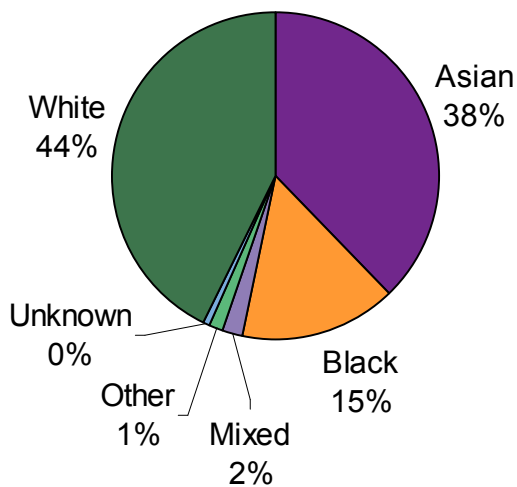
<b>Applicant Monitoring – Internal Recruitment</b>				
<b>Year</b>	<b>Ethnicity</b>	<b>Applications</b>	<b>Shortlisted</b>	<b>Appointed</b>
2008/09	BAME	56.4% (307)	52.4% (133)	50.0% (44)
	White	43.6% (237)	47.6% (121)	50.0% (44)
2007/08	BAME	57% (290)	51.6% (133)	47.1% (41)
	Non-BAME	43% (219)	48.4% (125)	52.3%(46)
2006/07	BAME	46.1% (175)	47.9% (93)	41.3% (26)
2005/06	BAME	60.0% (256)	51.0% (98)	33.3% (21)

- 3.3 The percentage of applications received from internal BAME applicants is 57% in 2007/08 and 56.4% in 2008/09. This is a significant increase in applications from BAME applicants over 2006/07. The percentage reduces slightly at shortlisting stage to 51.6% in 2007/08 and 52.4% in 2008/09 and is further reduced to 47.1% in 2007/08 at appointment stage. In 2008/09, there were an equal proportion of BAME and White applicants appointed. For internal BAME candidates, this shows an improving trend..

**Applicant Monitoring – Internal recruitment  
All Departments (Excluding Schools) - 1 April 2007 to 31 March 2008**

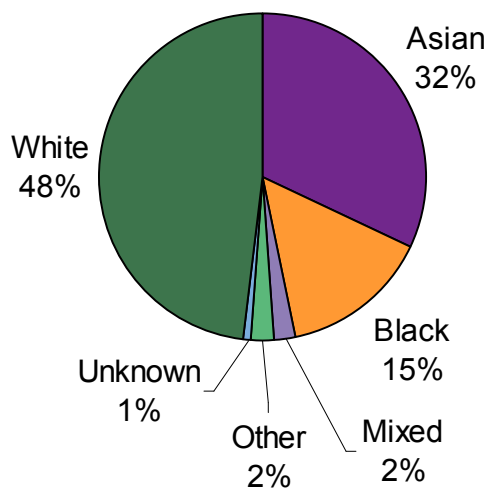
3.4 The pie charts below set out the applicant monitoring statistics for all internal applicants for the whole Council at the application, shortlisting and appointment stages of the recruitment and selection process.

**Applications by Ethnic Origin**



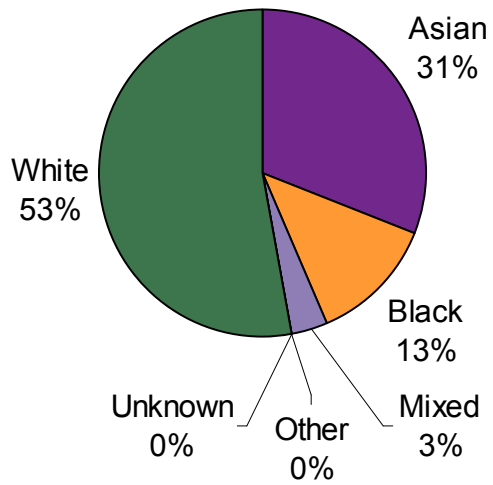
Ethnicity	Headcount
Asian	193
Black	79
Mixed	11
Other	7
Unknown	2
White	219
<b>Total</b>	<b>511</b>

**Shortlisting by Ethnic Origin**



Ethnicity	Headcount
Asian	83
Black	38
Mixed	6
Other	6
Unknown	2
White	125
<b>Total</b>	<b>260</b>

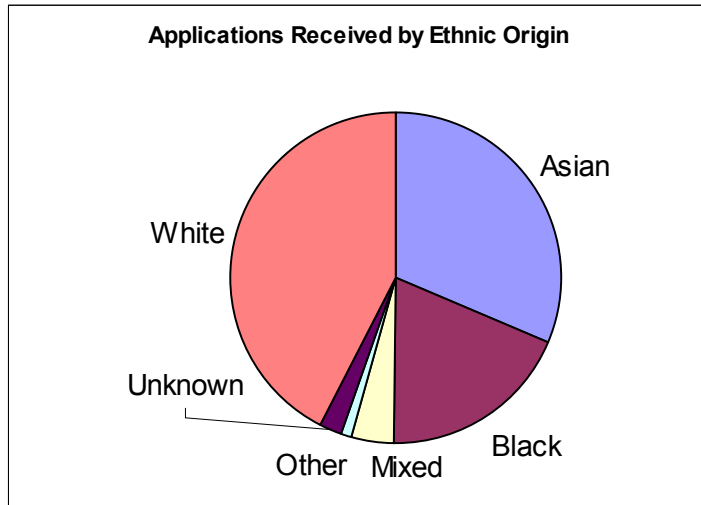
### Appointments by Ethnic Origin



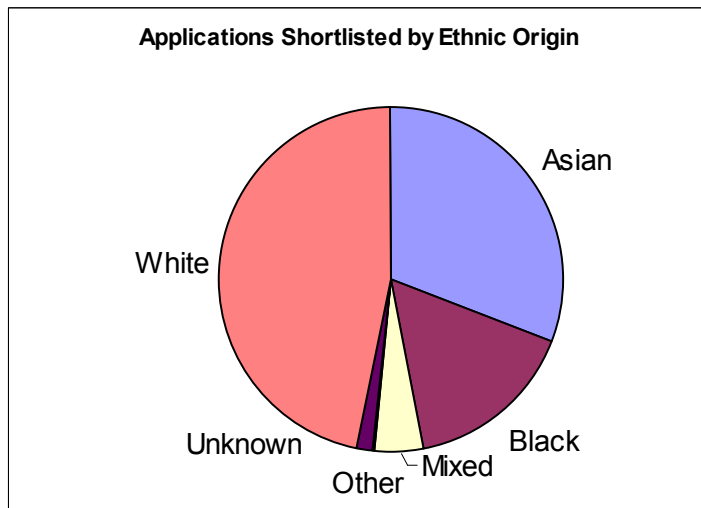
Ethnicity	Headcount
Asian	27
Black	11
Mixed	3
Other	0
Unknown	0
White	46
<b>Total</b>	<b>87</b>

**Applicant Monitoring – Internal recruitment  
All Departments (Excluding Schools) - 1 April 2008 to 31 March 2009**

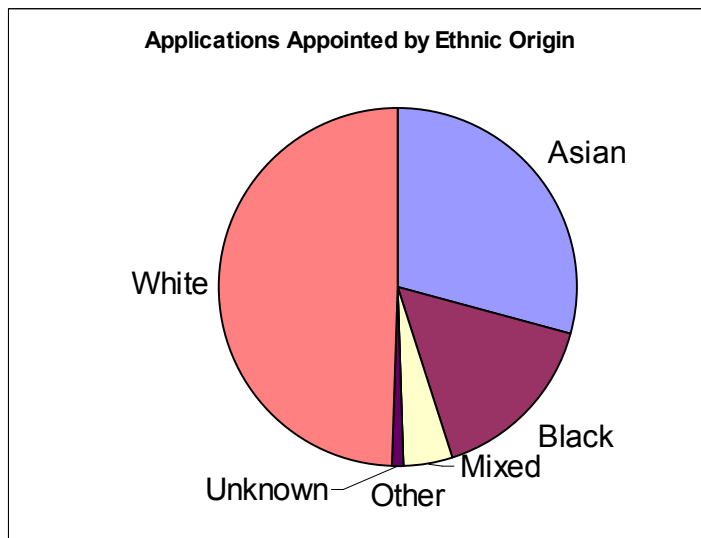
<b>Asian</b>	<b>175</b>
<b>Black</b>	<b>105</b>
<b>Mixed</b>	<b>22</b>
<b>Other</b>	<b>5</b>
<b>Unknown</b>	<b>12</b>
<b>White</b>	<b>237</b>
<b>Total</b>	<b>556</b>



<b>Asian</b>	<b>79</b>
<b>Black</b>	<b>42</b>
<b>Mixed</b>	<b>11</b>
<b>Other</b>	<b>1</b>
<b>Unknown</b>	<b>3</b>
<b>White</b>	<b>121</b>
<b>Total</b>	<b>257</b>



<b>Asian</b>	<b>26</b>
<b>Black</b>	<b>14</b>
<b>Mixed</b>	<b>4</b>
<b>Other</b>	<b>0</b>
<b>Unknown</b>	<b>1</b>
<b>White</b>	<b>44</b>
<b>Total</b>	<b>89</b>



- 3.5 The applicant monitoring statistics for internal recruitment are significantly different to external recruitment. Internal BAME applicants are more successful at appointment stage than external BAME applicants. However, it should be noted that the number of appointments relative to the size of the workforce is not significant.

### Success Ratio and Success Rates – Internal recruitment

- 3.6 The success rates and success ratio for internal BAME staff are shown below:

	2007/08	2008/09
Overall success ratio for BAME applicants	0.67 (0.14/0.21)	0.77 (0.143/0.186)

- 3.7 The overall success ratio for internal BAME appointments is 0.67 (2007/08) and 0.77 (2008/09), which are higher than the Council's success ratio for all internal and external appointments (0.43) and are both improvements over the 2006/07 internal success ratio of 0.65.
- 3.8 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).

Number of BAME appointments in brackets

<b>Success Ratios by Payband – internal recruitment</b>				
<b>Payband</b>	<b>2008/09</b>	<b>2007/08</b>	<b>2006/07</b>	<b>2005/06</b>
Band 1	0.90 (12)	0.89 (14)	0.38 (2)	0.59 (9)
Band 2	0.71 (22)	0.34 (12)	1.47 (16)	0.38 (35)
Band 3	1.05 (10)	1.44 (14)	0.87 (6)	0.21 (20)
Band 4	0	0.72 (1)	0.40 (2)	0.44 (17)
Band 5	0	0	0	0.00 (2)
Band 6	0	0	0	0
<b>Overall SR</b>	<b>0.77 (44)</b>	<b>0.67 (41)</b>	<b>0.65 (26)</b>	<b>0.32 (86)</b>

- 3.9 Comparison with previous years shows that the success ratio has significantly increased in paybands 1 and 3 exceeding the Council's target of 0.7.

#### 4.0 Disability – All Recruitment

4.1 The Council set a local performance indicator for 2007/08 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%.

4.2 The table below shows applicant monitoring information for disabled applicants for 2007/08 and 2008/09 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
2008/09	3.3% (186)	96.7% (5492)	4.2% (47)	95.8% (1059)	3.3% (8)	96.7% (238)
2007/08	4.0% (236)	96.0% (5594)	3.9% (36)	96.1% (878)	1.6% (3)	98.4% (179)
2006/07	3.5% (133)	96.5% (3668)	3.1% (20)	95.1% (605)	0.8% (1)	99.2% (120)

4.3 The number of applications received from people who declared that they have a disability rose to 236, (4%) in 2007/08 but then reduced to 186 people in 2008/09. The table shows that there has been an increase in the proportion disabled candidates shortlisted in 2007/08 (3.9%) and 50 4.2% in 2008/09. The proportion of disabled applicants appointed has increased from 0.8% in 2006/07 to 3.3% in 2008/09. Although an improvement, this is well below the council's target and, in 2008/09, represented 8 disabled applicants appointed. .

4.4 The council reinforces 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>2008/09</b>	<b>2007/08</b>	<b>2006/07</b>	<b>2005/06</b>
Band 1 Non- disabled	72 (97.3%)	59 (98.3%)	27 (100%)	40
Band 1 Disabled	2 ( 2.7%)	1 ( 1.7%)	0 (0.%)	2
Band 2 Non- disabled	110 (96.5%)	72 (98.6%)	44 (100%)	110
Band 2 Disabled	4 ( 3.5%)	1 ( 1.4%)	0 (0.%)	2
Band 3 Non- disabled	42 (97.7%)	38 (97.4%)	24 (100%)	39
Band 3 Disabled	1 ( 2.3%)	1 ( 2.6%)	0 (0.%)	6
Band 4 Non- disabled	12 (92.3%)	8 (100%)	23 (100%)	28
Band 4 Disabled	1 ( 7.7%)	0 (0.0%)	0 (0.%)	1
Band 5 Non-Disabled	2 (100%)	2 (100%)	2 (66.7%)	70
Band 5 Disabled	0	0 (0.0%)	1 (33.3%)	0
Band 6 Non-Disabled	0		0	0
Band 6 Disabled	0		0	0
Unstated	13	4		
<b>Total appointments across all paybands</b>	<b>259</b>	<b>186</b>	<b>121</b>	<b>304</b>

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

4.6 Although an improvement in the percentage of disabled applicants appointed, the number of appointments is still low – 8 in 2008/09. Improvements have been made to the application form to encourage disabled people to apply to the council for employment and for all applicants to declare if they have a disability as the form was felt to be a deterrent. Actions will 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 Council information is provided below on the success of disabled internal applicants in 2006/07, 2007/08 and 2008/09. It sets out the percentage of applications received, shortlisted and appointed for disabled and non-disabled candidates. Figures in brackets represent actual numbers.

Disability Applicant Monitoring – Internal recruitment						
Year	Applications		Shortlisted		Appointed	
	Disabled	Non-disabled	Disabled	Non-disabled	Disabled	Non-disabled
2008/09	3.8% (21)	96.2% (526)	4.4% (11)	95.6% (241)	4.5% (4)	95.5% (84)
2007/08	4.7% (24)	95.3% (487)	6.2% (16)	93.8% (244)	3.5% (3)	96.5% (83)
2006/07	4.8% (18)	95.2% (358)	3.8% (7)	96.2% (178)	0% (0)	100% (63)

The percentage of shortlisted and appointments of disabled staff has increased year-on-year despite a reduction in the number of disabled applicants between each year.

## 6.0 Gender – All Recruitment

- 6.1 The Council set a target of 50.8% for its local performance indicator that the proportion of women appointments reflects the proportion of working age (18-65) women in the local community. The proportion of women appointments for 2007/08 was 59.7% and 56.2% in 2008/09 compared to 58.7% in 2006/07. 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 2007/08 and 2008/09 and the previous two years. It sets out the percentage of applications received, shortlisted and appointed for male and female candidates. Figures in brackets represent actual numbers.

Gender Applicant Monitoring – All recruitment						
Year	Applications		Shortlisted		Appointed	
	Men	Women	Men	Women	Men	Women
2008/09	39.8% (2162)	60.2% (3265)	44.7% (447)	55.3% (553)	43.8% (99)	56.2% (127)
2007/08	36.3% (1842)	63.7% (3239)	38.2% (273)	61.8% (441)	40.3% (60)	59.7% (89)
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 exceeds 60% in 2007/08 and 2008/09 and slightly below that for appointments. The proportion of women applying and being appointed continues to exceed the council's target. 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>2008/09</b>	<b>2007/08</b>	<b>2006/07</b>	<b>2005/06</b>
Band 1 Men	48 (64.0%)	19 (37.3%)	10 (37.5%)	14 (33.3%)
Band 1 Women	27 (36.0%)	32 (62.7%)	17 (63.0%)	28 (66.7%)
Band 2 Men	30 (29.1%)	22 (37.3%)	18 (40.9%)	34 (30.4%)
Band 2 Women	73 (70.9%)	37 (62.7%)	26 (59.1%)	78(69.6%)
Band 3 Men	16 (45.7%)	16 (51.6%)	5 (20.8%)	15 (33.3%)
Band 3 Women	19 (54.3%)	15 (48.4%)	19 (79.2%)	30 (66.6%)
Band 4 Men	4 (36.4%)	3 (50.0)%	13 (59.1%)	17 (58.6%)
Band 4 Women	7 (63.6%)	3 (50.0)%	9 (40.9%)	12 (41.4%)
Band 5 Men	1 (50%)	0 ( 0.0%)	1 (100.0%)	3 (50%)
Band 5 Women	1 (50%)	2 (100%)	0 (0.0%)	3 (50%)
Band 6 Men	0	0	0	0
Band 6 Women	0	0	0	0
Unstated	33	37		
<b>Total appointments across all paybands</b>	<b>259</b>	<b>186</b>	<b>121</b>	<b>304</b>

6.4 The proportion of women appointed is highest for women at paybands 2, 3 and 4 with equal numbers of appointments at payband 5.

## **7.0 Gender - Internal Recruitment**

7.1 Council gender information is provided below on the success of male and female internal applicants in 2007/08 and 2008/09 and in the previous year.

<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
2008/09	32.9% (160)	67.1% (326)	35.3% (76)	64.7 (139)	45.5% (35)	54.5% (42)
2007/08	29.0% (121)	71.0% (296)	29.9% (60)	70.1% (141)	33.8% (25)	66.2% (49)
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 continues to be higher than men at each stage and proportions are similar to that of all recruitment detailed above.

## COUNCIL EMPLOYMENT PROCEDURES MONITORING REPORT FOR THE PERIOD

1 APRIL 2007 TO 31 MARCH 2008 and 1 APRIL 2008 TO 31 MARCH 2009

### 1. Background

- 1.1 This report provides information on the outcomes of Council employment procedure monitoring during the periods 1 April 2007 to 31 March 2008 and 1 April 2008 to 31 March 2009 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 were from a BAME group for 2007/08 was 31.51% and 33.50% in 2008/09.
- 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 7.

### 2. Disciplinary Investigations and Hearings

- 2.1 The table below shows a breakdown of all disciplinary cases in 2007/08 by investigations, disciplinary hearings, not taken to hearing and ongoing cases.

#### All Disciplinary Cases

	2007/08			2008/09		
	BAME	White	Total	BAME	White	Total
<b>Investigations</b>	32	32	64	29	41	70
<b>Hearings</b>	10	8	18	12	19	31
<b>Not taken to Hearing</b>	22	24	46	12	17	29
<b>Ongoing Cases</b>	3	1	4	4	6	10

- 2.2 In 2007/08, there were 64 investigations, with half related to BAME staff and half to white staff. Of these investigations, 18 cases only were taken to a disciplinary hearing (10 BAME and 8 white employees) and of the remainder, 46 cases were not taken to a hearing (22 BAME and 24 white employees) and 4 cases were ongoing as at the 31<sup>st</sup> March 2008 (3 BAME and 1 white employees).

2.3 In 2008/09, there were 70 investigations with the majority relating to white staff (41). Of these, 31 cases proceed to a hearing (with a further 10 cases ongoing at 31 March 2008). In 2008/09, the table above demonstrates that BAME staff were not, on the face of it, disproportionately affected by disciplinary proceedings.

2.4 The tables below provide a detailed breakdown of numbers and percentages of disciplinary investigations and hearings for 2007/08 and 2008/09. The data is broken down by BAME 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>BAME</b>					<b>White</b>				
	Male	Female	Disabled	Age band	<b>Total</b>	Male	Female	Disabled	Age band	<b>Total</b>
2008/09	15	13	1	25-60	<b>28 (40%)</b>	27	13	1	25-64	<b>42 (60%)</b>
200708	18	14	6	25-64	<b>32 (50%)</b>	18	14	3	25-64	<b>32 (50%)</b>
2006/07	19	17	1	20-59	<b>37 (55.22%)</b>	20	10	1	20-74	<b>30 (44.76%)</b>
2005/06	11	4	0	25-64	<b>15 (48.38%)</b>	12	4	0	25-64	<b>16 (51.61%)</b>
2004/05	18	4	1	20-64	<b>23 (41.8%)</b>	23	9	0	20-64	<b>32 (58.2%)</b>

2.5 The total number of disciplinary investigations in 2008/09 has increased compared with previous years. Although the numbers of BAME and white staff who were subject to a disciplinary investigation were identical in 2007/08, there were a greater proportion of white staff subject to a disciplinary investigation than BAME staff.

2.6 The age band of staff involved in the disciplinary process spans across the full range of age bands, ages 20-64.

2.7 The table below shows the outcome of those cases that proceeded to a disciplinary hearing

	2007/08			2008/09		
	BAME	White	Total	BAME	White	Total
No further action	1	0	1	2	4	6
Guidance	10	2	3	0	2	2
1 <sup>st</sup> written warning	1	0	1	3	0	3
2 <sup>nd</sup> written warning	0	0	0	0	0	0
Final written warning	2	3	5	2	5	7
Dismissal	5	3	8	10	6	18
Total			18			36

- no further action - where there was no case to answer,
- guidance – where the matter is not considered to warrant a disciplinary warning but a formal meeting is held to provide guidance to the employee so as to modify and correct their conduct.

2.8 The monitoring information on disciplinary investigations and hearings for 2007/08 and 2008/09 indicates that BAME employees have been disproportionately affected by the Council's disciplinary procedure at investigation/hearing stages and by the outcomes/sanctions given. However, as stated elsewhere in this report, the number of disciplinary investigations and hearings is very small given the size of the workforce and forming judgements based on these small numbers could be misleading. Nevertheless, the continuing pattern of impact is of concern and a review of disciplinary cases and their outcomes with a focus on ethnicity will be carried out.

<b>RACIAL</b>										
<b>Period</b>	<b>BAME</b>					<b>White</b>				
	Male	Female	Disabled	Age band	Total	Male	Female	Disabled	Age band	Total
2008/09	1	0	0	60	<b>1</b> <b>(100.00%)</b>	0	0	0	0	<b>0</b>
2007/08	0	1	0	20-59	<b>1</b> <b>(100.00%)</b>	0	0	0	-	<b>0</b> <b>(0%)</b>
2006/07	3	1	0	20-59	<b>4</b> <b>(50.00%)</b>	2	2	0	20-44	<b>4</b> <b>(50.00%)</b>
2005/06	1	2	0	35-49	<b>3</b> <b>(50%)</b>	1	2	1	25-54	<b>3</b> <b>(50%)</b>
2004/05	0	1	0	20 - 64	<b>1</b> <b>(100.00%)</b>	0	0	0	0	<b>0</b>

<b>OTHER</b>										
<b>Period</b>	<b>BAME</b>					<b>White</b>				
	Male	Female	Disabled	Age band	Total	Male	Female	Disabled	Age band	Total
2008/09	6	22	3	28-66	<b>28</b> <b>(59.57%)</b>	10	9	1	24-64	<b>19</b> <b>(40.43%)</b>
2007/08	6	13	3	28-61	<b>19</b> <b>(52.78%)</b>	3	14	0	26-59	<b>17</b> <b>(47.22%)</b>
2006/07	8	12	1	25-59	<b>20</b> <b>(57.14%)</b>	6	9	2	20-64	<b>15</b> <b>(42.86%)</b>
2005/06	14	9	6	20-64	<b>23</b> <b>(60.52%)</b>	4	11	1	20-64	<b>15</b> <b>(39.47%)</b>
2004/05	0	3	0	20-64	<b>3</b> <b>(37.50%)</b>	2	3	1	20-64	<b>5</b> <b>(62.50%)</b>

### 3. Grievances

3.1 The tables below provide a detailed breakdown of numbers and percentages of grievances raised in 2007/08 and 2007/08. The data is split by grievances on the grounds of race and other grievances and is broken down BAME and white groups and within that by gender, disability and age categories. Figures for previous years are included for comparison.

<b>TOTAL GRIEVANCE CASES</b>										
<b>Period</b>	<b>BAME</b>					<b>White</b>				
	Male	Female	Disabled	Age band	Total	Male	Female	Disabled	Age band	Total
2008/09	7	22	3	28-66	<b>29</b> <b>(60.42%)</b>	10	9	1	24-64	<b>19</b> <b>(39.58%)</b>
2007/08	6	14	3	26-61	<b>20</b> <b>(54.05%)</b>	3	14	0	26-59	<b>17</b> <b>(45.95%)</b>
2006/07	11	13	1	20-59	<b>24</b> <b>(55.81%)</b>	8	11	2	20-64	<b>19</b> <b>(44.19%)</b>
2005/06	15	11	6	20-64	<b>26</b> <b>(59.09%)</b>	5	13	2	25-64	<b>18</b> <b>(40.90%)</b>
2004/05	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 2007/2008 (37) was lower than in 2006/07 (43). However, there has been an increase in the number of grievances between 2007/08 and 2008/09 with the majority (60.42%) being raised by BAME staff. The number of grievances on the grounds of race (one case) continues to be very low given the size of the workforce.
- 3.3 The age band of staff raising grievances spans most of the age ranges of staff from age 24-66.
- 3.4 There were 3 grievances by BAME staff who declared they had a disability.
- 3.5 There continues to be more grievances raised by females. These proportions are in line with the workforce profile for those groups though, again, the numbers are so small that definitive conclusions cannot be drawn.
- 3.6 The majority of grievances (60.46%) were resolved at stage 1 and 2 of the council's grievance procedure. As at 31st March 2008, 5 grievances were ongoing.

#### **4. Harassment Complaints**

- 4.1 There were no harassment complaints recorded in 2007/08 nor in 2008/09. Anecdotally, employees are using the grievance procedure to raise complaints of harassment. A new combined Grievance and Harassment procedure – Dignity at Work - has been revised (launched in April 2010) to make it a more supportive mechanism for employees with complaints of harassment.

#### **5 Conclusion**

- 5.1 The numbers of disciplinary and grievance cases are small given the size of the workforce. However, there has been an increase in both the number of disciplinary and grievance cases. In both cases, BAME staff feature more highly and an investigation will be carried out as described at 2.8. Nevertheless, although an interpretation can be made that BAME staff are disproportionately affected by disciplinary processes as they make up about a third of the workforce, the small number of cases cannot be relied upon to draw an inference of discriminatory treatment.
- 5.2 In December 2008, the council launched the first of three new procedures (as part of a Fair Treatment suite) on Capability. This addresses underperformance and absence issues. In April 2009, it launched the remaining two procedures to ensure council compliance with legislative change in disciplinary and grievance cases. The new procedures are Conduct and Dignity at Work. These replaced the council's previous capability, absence, disciplinary and grievance and harassment procedures. Monitoring of the impact of the new procedures will be reported in the 2009/2010 annual report.



**Training & Development Monitoring and Progress Report  
Period 01 April 2007 to 31 March 2008 and 1 April 2008 to 31 March 2009**

**1. Summary**

The main developments for have been:

- Harrow RulesGrass Roots Diversity Booklets
- Harrow Rules - Equality & Diversity Module
- Harrow Induction course - module on Diversity
- Harrow Induction for Managers - module on Diversity
- CMS & DMS - Equality & Diversity has been integrated into each session
- Recruitment for the CMS & DMS - invite BAME staff to apply for the programme
- Learning Champions - Equality & Diversity has been integrated into each session
- Recruitment for Learning Champions - invited BAME staff to apply for the programme
- Safeguarding Adult's courses - Equality & Diversity are incorporated within the sessions
- Children's Directorate Induction – Equalities & Diversity are incorporated within the programme

**2. Provision of careers training information & advice**

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. Delegate attendance at corporately organising training**

Of those that attended corporately organised training, 30% were BAME, 3% were disabled and 64% were women. There is still a relatively high proportion of staff who are recorded as unclassified against each of these categories which makes definitive judgements on performance problematic. As stated elsewhere in this report, there is an intention to ask staff to update their records so that more accurate information on their social identity is held.

**BUSINESS DEVELOPMENT EQUALITY IN EMPLOYMENT REPORT 2007/08****1. SUMMARY**

This report summarises the monitoring of equal opportunities employment policies during the period 1 April 2007 to 31 March 2008.

**2. APPLICANT MONITORING – SUCCESS RATIOS**

BAME appointments in brackets

<b>Payband</b>	<b>2007/08</b>	<b>2006/07</b>	<b>2005/06</b>
1		0	0.42
2	0.31 (8)	0.71 (5)	0.31
3	0.44 (6)	0.26 (1)	0.17
4		0.00 (1)	0.32
5		0	
6		0	
<b>Overall</b>	<b>0.29(14)</b>	<b>0.68 (7)</b>	<b>0.34</b>

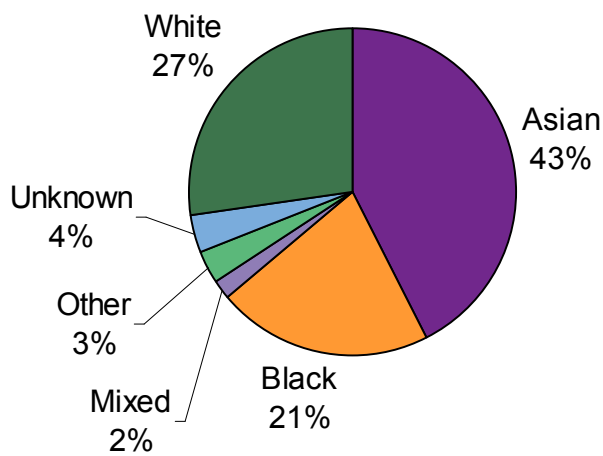
The figures should be considered along with other workforce profile data because they tend to be volatile as a result of the relatively small numbers being recruited. During the period 1 April 2007 to 31 March 2008, 14 appointments were made.

At the application stage 68.9% of forms received were from BAME applicants. At the short-listing stage the figure was 60.9% BAME applicants. At the appointment stage the corresponding figure was 40.0%. The success ratio for all applicants was 0.29 and for internal applicants was 0.44.

Of those appointed, 0% were registered as disabled and 50% were female. 12% of those appointed were aged 16-24, 65% were aged 25-39, 21% aged 40-54 and 3% over 55 years.

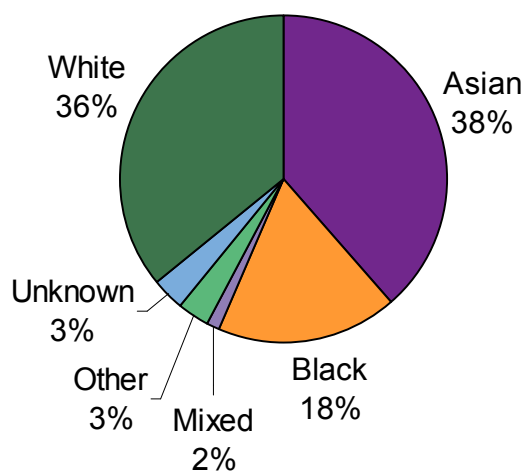
**Applicant Monitoring Summary - Business Development - 1 April 2007 to 31 March 2008**

**Applications by Ethnic Origin**



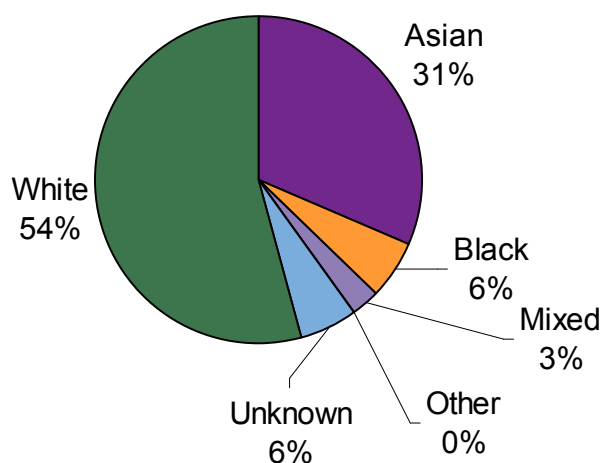
Ethnicity	Headcount
Asian	610
Black	305
Mixed	28
Other	45
Unknown	58
White	389
<b>Total</b>	<b>1435</b>

**Shortlisting by Ethnic Origin**



Ethnicity	Headcount
Asian	74
Black	34
Mixed	3
Other	6
Unknown	6
White	69
<b>Total</b>	<b>192</b>

### Appointments by Ethnic Origin



Ethnicity	Headcount
Asian	11
Black	2
Mixed	1
Other	0
Unknown	2
White	19
<b>Total</b>	<b>35</b>

### RECRUITMENT AUDITS

#### ➤ From April 07 to September 07

Human Resources Advisors have audited 4 posts within Business Development which represents 3% of total council appointments for the 07/08 financial year period. There was incomplete paperwork (for reasons explained in the main report). In all other areas of assessment the Directorate performed well demonstrating effective short-listing, interview questions and clear decision making.

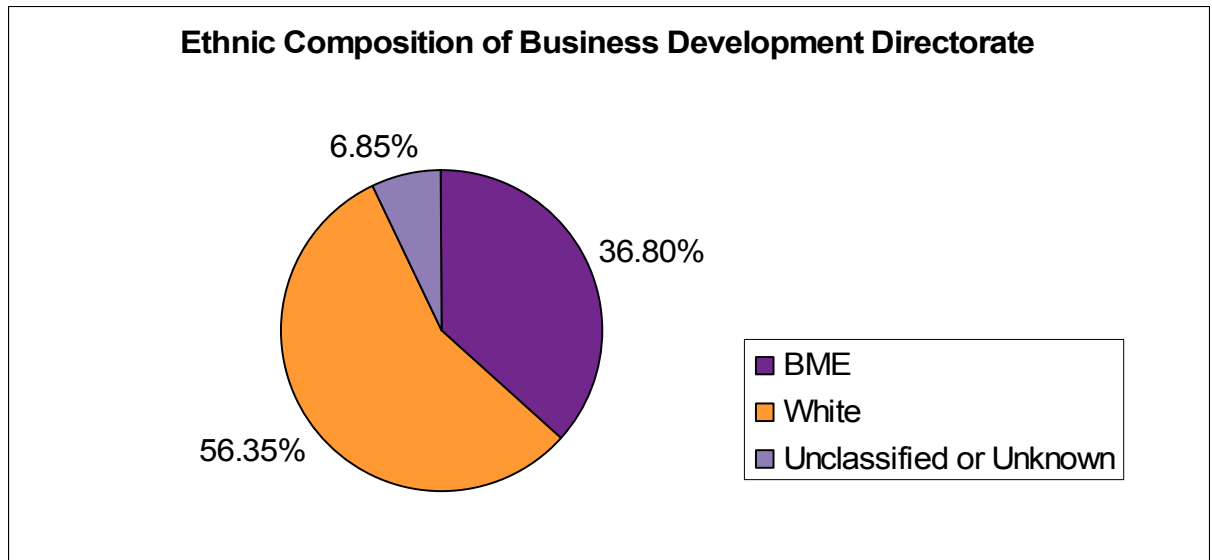
#### ➤ From October 07 to March 08

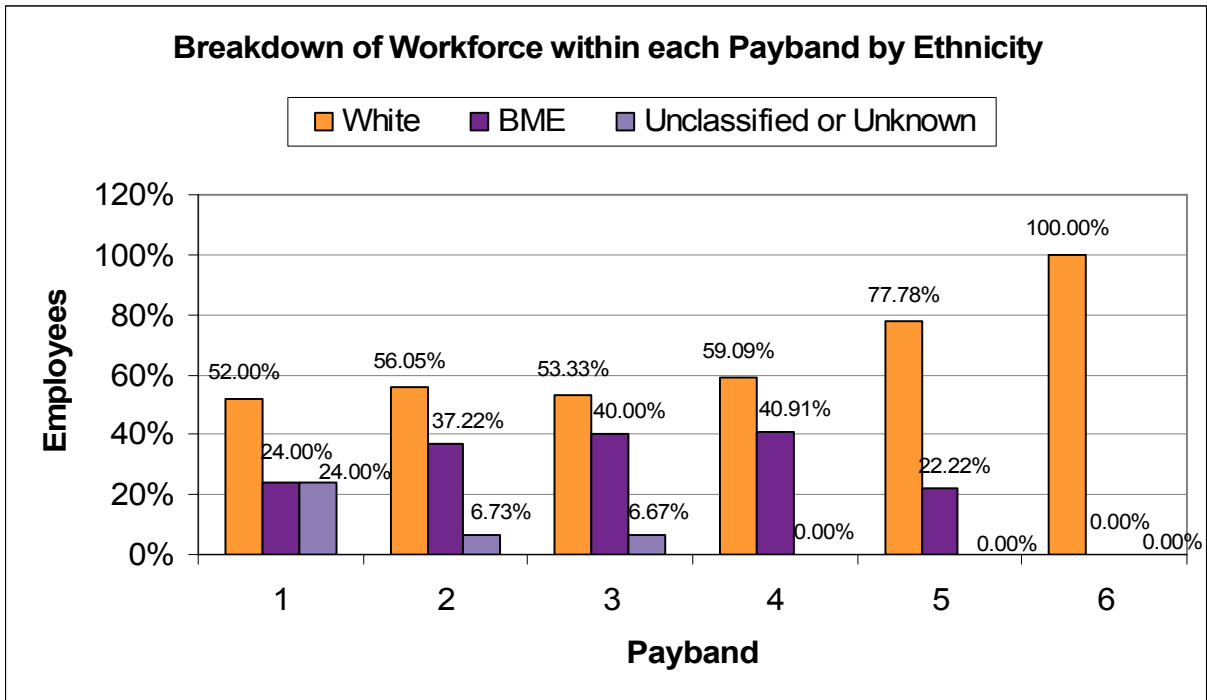
Human Resources Advisors have audited 3 posts within Business Development that represents 2% of all appointments for the financial year period. The panel was balanced in 67% of the posts and was unbalanced in the remaining 33%. All cases displayed a consensus in final appointment decision.

#### 4. WORKFORCE PROFILE 2007/08 BUSINESS DEVELOPMENT

	White %	BAME %	Male %	Female %	Disabled %
<b>1</b>	5.86%	4.14%	5.50%	6.67%	21.74%
<b>2</b>	56.31%	57.24%	47.71%	60.00%	52.17%
<b>3</b>	21.62%	24.83%	25.69%	21.75%	13.04%
<b>4</b>	11.71%	12.41%	13.76%	10.18%	4.35%
<b>5</b>	3.15%	1.38%	7.34%	0.35%	8.70%
<b>6</b>	1.35%	0.00%	0.00%	1.05%	0.00%
<b>Total</b>	100.00%	100.00%	100.00%	100.00%	100.00%

#### Ethnic Origin

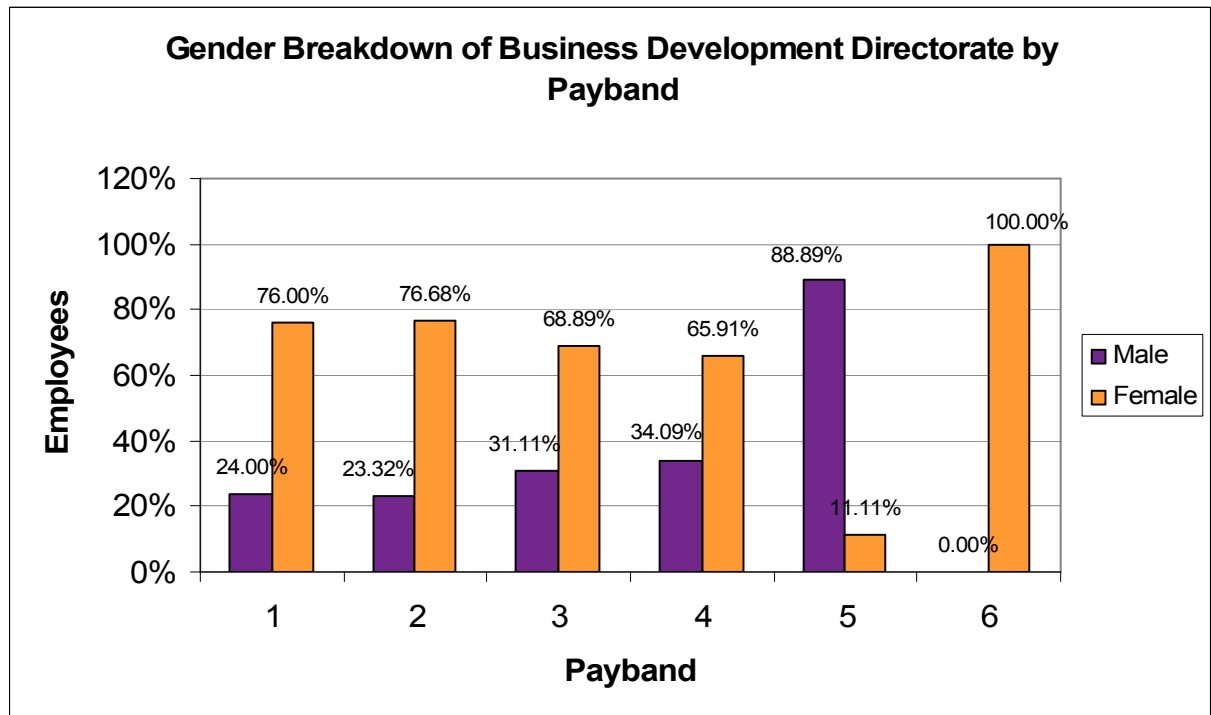




### Disability

	Headcount	%
<b>Disabled</b>	23	5.84%
<b>Not disabled</b>	371	94.16%
<b>Not assigned/Unclassified</b>	0	0.00%
<b>Total</b>	394	100.00%

## Gender



## Age

	Male	%	Female	%	Total	%
<b>16 to 24</b>	6	1.52%	18	4.57%	24	6.09%
<b>25 to 34</b>	22	5.58%	64	16.24%	86	21.83%
<b>35 to 44</b>	32	8.12%	66	16.75%	98	24.87%
<b>45 to 54</b>	25	6.35%	95	24.11%	120	30.46%
<b>55 to 64</b>	22	5.58%	42	10.66%	64	16.24%
<b>65 +</b>	2	0.51%	0	0.00%	2	0.51%
<b>Total</b>	109	27.66%	285	72.34%	394	100.00%

## 5. EMPLOYEE PROCEDURES MONITORING

There were no disciplinary cases during the 2007/08 year. There were 2 grievance cases from BAME staff, one of whom was disabled.

## **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. .

**Contact:** Lesley Clarke, HRD Strategy Manager, 020 8420 9309



## CHIEF EXECUTIVE DEPARTMENT'S EQUALITY IN EMPLOYMENT REPORT 2007-08

### 1. SUMMARY

This report summarises the monitoring of equal opportunities employment policies during the period 1 April 2007 to 31 March 2008.

### 2. APPLICANT MONITORING – SUCCESS RATIOS

BAME appointments in brackets

Payband	2007/08	2006/07	2005/06
1			0
2	2.05 (1)	2.90 (3)	0.12
3	1.15 (2)	0.79 (3)	0
4			0.50
5			
6			
<b>Overall</b>	<b>1.52 (3)</b>	<b>0.68 (6)</b>	<b>0.39</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 2007 to 31 March 2008, 3 appointments were made.

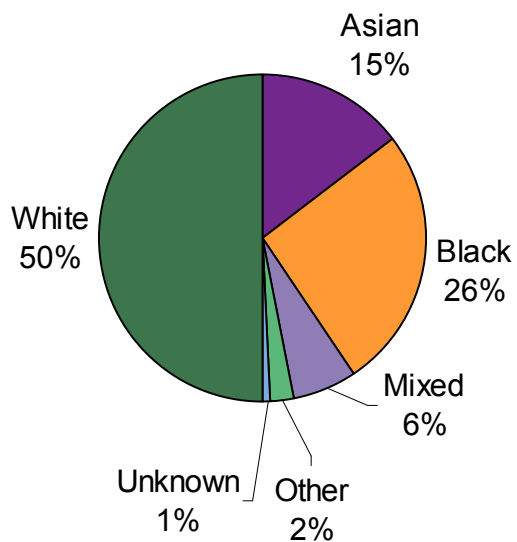
At the Application stage 49.2% of forms received were from BAME applicants. At the short-listing stage the figure was 41.2% BAME applicants. At the appointment stage the corresponding figure was 60.0% The success ratio for all applicants was 1.52 and for internal applicants was indeterminable.

Of those appointed, 0% were registered as disabled and 100% were female. 20% of those appointed were aged 16-24, 40% were aged 25-39, 40% aged 40-54 and 0% over 55 years.

Recognising that statistical analysis of applicant monitoring is against 3 posts only, it is not possible to draw any meaningful conclusions.

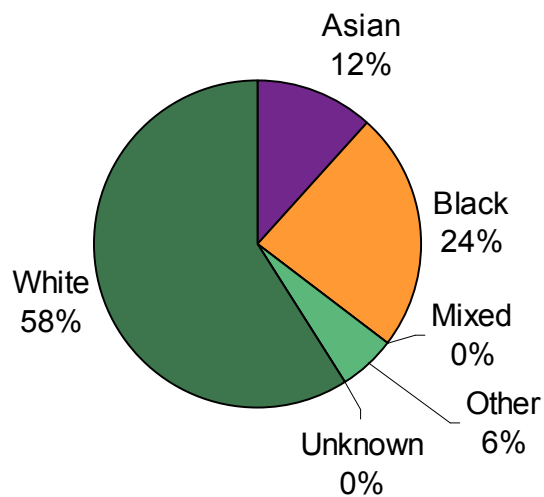
**Applicant Monitoring Summary – Chief Executive’s – 1 April 2007 to 31 March 2008**

**Applications by Ethnic Origin**



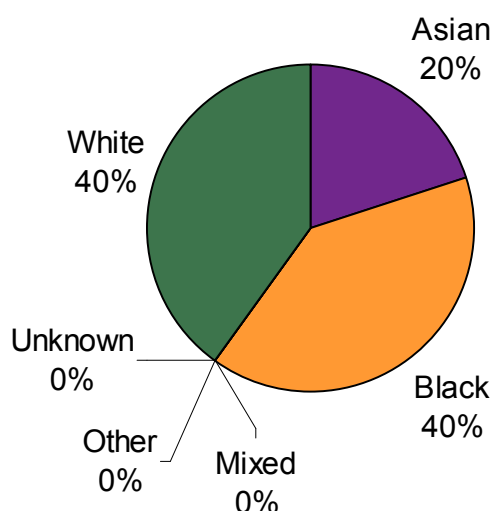
Ethnicity	Headcount
Asian	19
Black	33
Mixed	8
Other	3
Unknown	1
White	64
<b>Total</b>	<b>128</b>

**Shortlisting by Ethnic Origin**



Ethnicity	Headcount
Asian	2
Black	4
Mixed	0
Other	1
Unknown	0
White	10
<b>Total</b>	<b>17</b>

## Appointments by Ethnic Origin



Ethnicity	Headcount
Asian	1
Black	2
Mixed	0
Other	0
Unknown	0
White	2
<b>Total</b>	<b>5</b>

## APPLICANT MONITORING – SUCCESS RATIOS

### ➤ From April 07 to September 07

Human Resources Advisors have audited 1 post for the Directorate - therefore the sample represents 20% of the 5 appointments for the period and limits the reliability of its findings. This audited appointment demonstrated effective short-listing, interview questions and clear decision making.

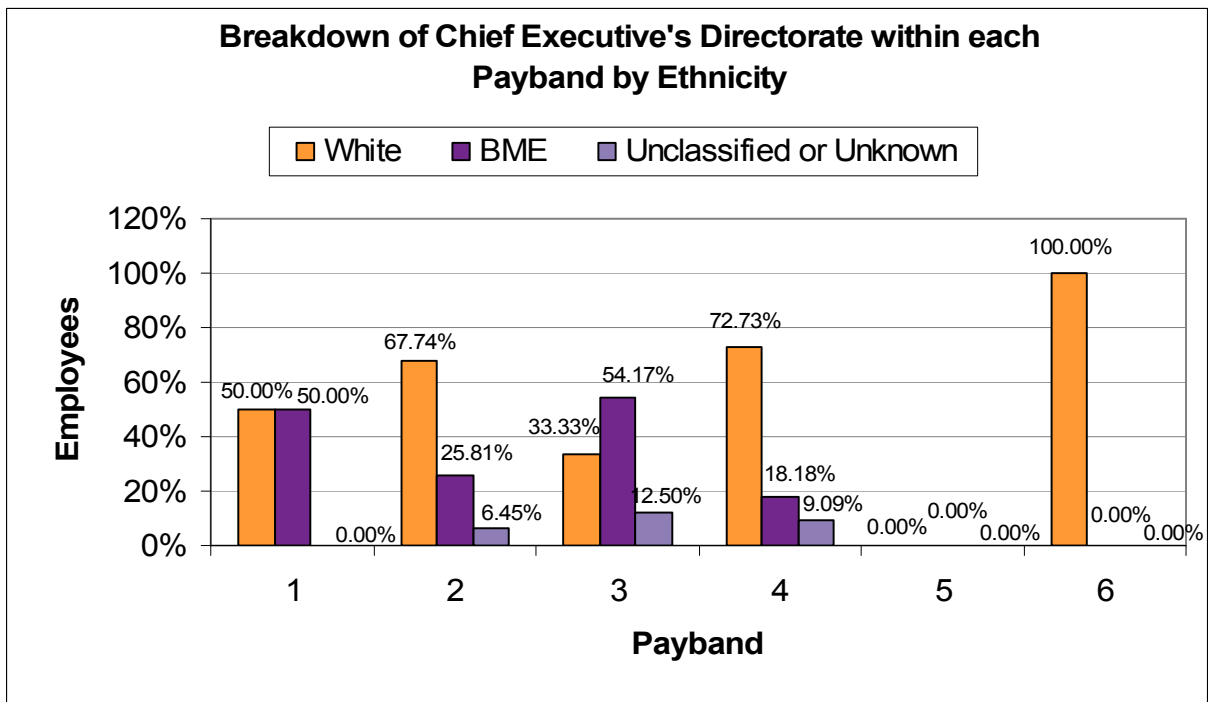
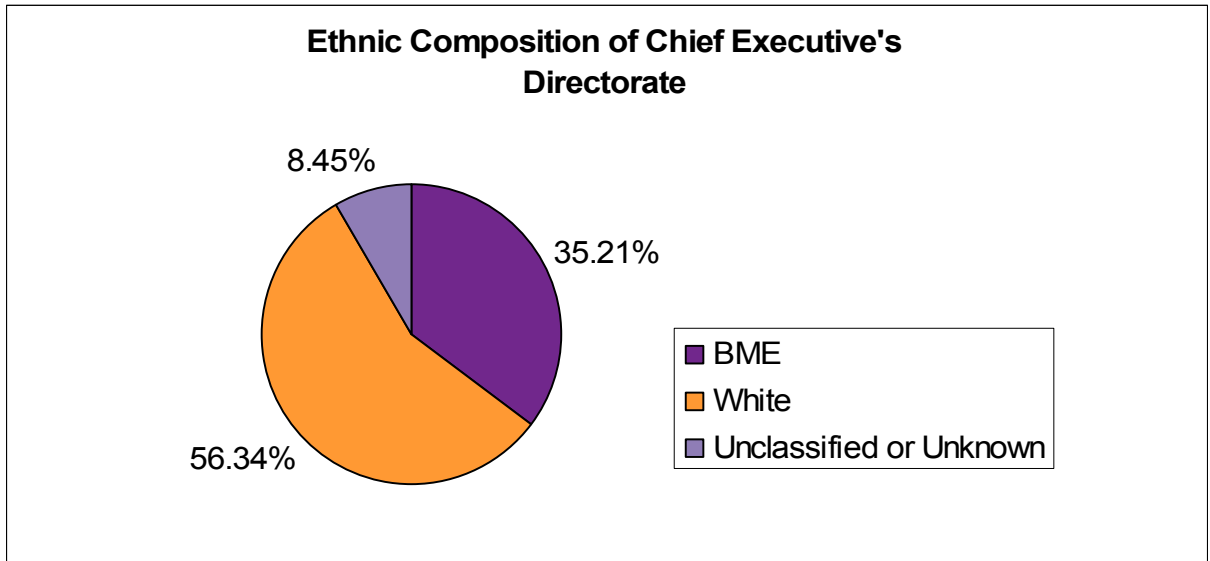
### ➤ From October 07 to March 08

No recruitment processes were audited during this period.

## 4. WORKFORCE PROFILE 2007/08 FOR CHIEF EXECUTIVE'S DEPARTMENT

	White %	BAME %	Male %	Female %	Disabled %
<b>1</b>	5.00%	8.00%	0.00%	7.27%	0.00%
<b>2</b>	52.50%	32.00%	50.00%	41.82%	100.00%
<b>3</b>	20.00%	52.00%	31.25%	34.55%	0.00%
<b>4</b>	20.00%	8.00%	12.50%	16.36%	0.00%
<b>5</b>	0.00%	0.00%	0.00%	0.00%	0.00%
<b>6</b>	2.50%	0.00%	6.25%	0.00%	0.00%
<b>Total</b>	100.00%	100.00%	100.00%	100.00%	100.00%

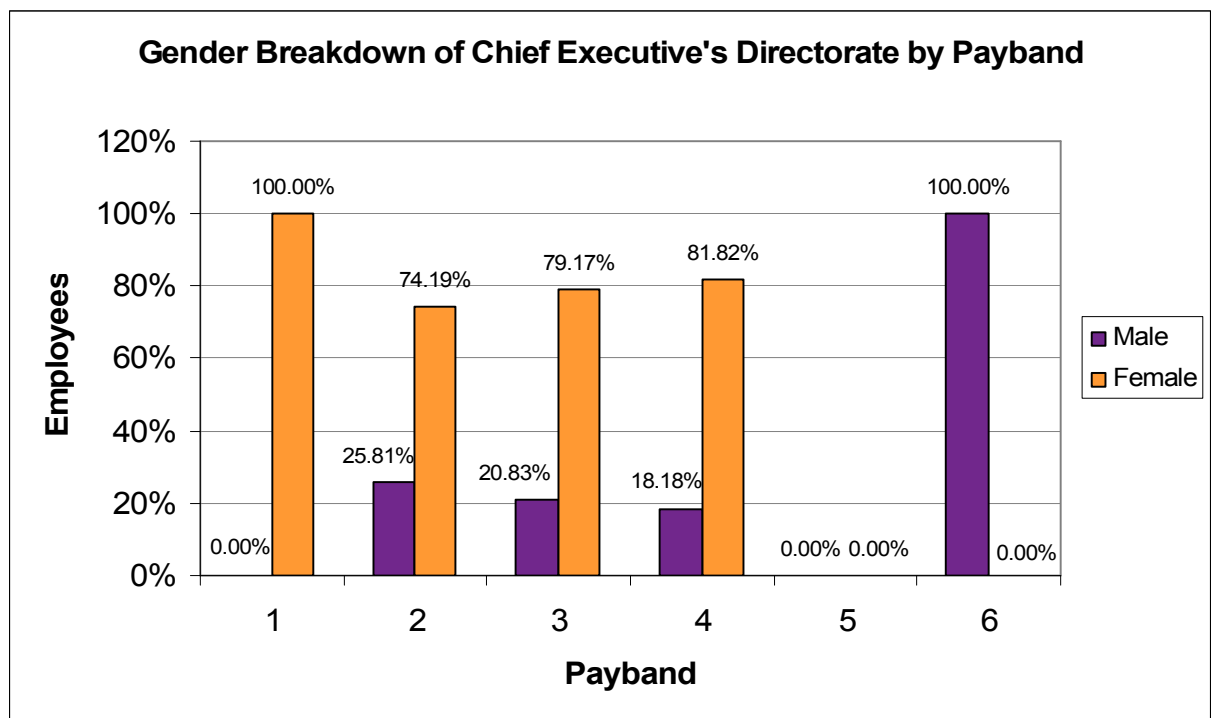
## Ethnic Origin



## Disability

	Headcount	%
<b>Disabled</b>	3	4.23%
<b>Not disabled</b>	68	95.77%
<b>Not assigned/Unclassified</b>	0	0.00%
<b>Total</b>	71	100.00%

## Gender



## Age

	Male	%	Female	%	Total	%
<b>16 to 24</b>	1	1.41%	3	4.23%	4	5.63%
<b>25 to 34</b>	4	5.63%	10	14.08%	14	19.72%
<b>35 to 44</b>	4	5.63%	19	26.76%	23	32.39%
<b>45 to 54</b>	5	7.04%	12	16.90%	17	23.94%
<b>55 to 64</b>	2	2.82%	11	15.49%	13	18.31%
<b>65 +</b>	0	0.00%	0	0.00%	0	0.00%
<b>Total</b>	16	22.54%	55	77.46%	71	100.00%

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

There were no 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.

**Contact:** Lesley Clarke, HRD Strategy Manager, 020 8420 9309

Appendix 7c

## PEOPLE FIRST EQUALITY IN EMPLOYMENT REPORT 2007/08

### 1. SUMMARY

This report summarises the monitoring of equal opportunities employment policies during the period 1 April 2007 to 31 March 2008.

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

BAME appointments in brackets

Payband	2007/08	2006/07	2005/06
1	0.47 (13)	0.34 (3)	0.97
2	0.56 (22)	0.72 (10)	0.50
3	2.44 (15)	0.60 (8)	0.36
4	0.93 (3)	0.44 (1)	0.77
5	2.67 (1)	0	0.51
6		0	
<b>Overall</b>	<b>0.68 (54)</b>	<b>0.58 (22)</b>	<b>0.55</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 2007 to 31 March 2008, 54 appointments were made.

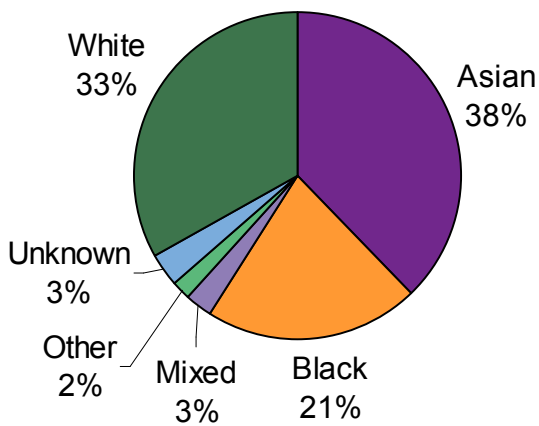
At the Application stage 63.7% of forms received were from BAME applicants. At the short-listing stage the figure was 53.5% BAME applicants. At the

appointment stage the corresponding figure was 55.7% The success ratio for all applicants was 0.68 and for internal applicants was 0.70.

Of those appointed, 2.1% were registered as disabled and 68.3% were female. 15% of those appointed were aged 16-24, 43% were aged 25-39, 34% aged 40-54 and 8% over 55 years.

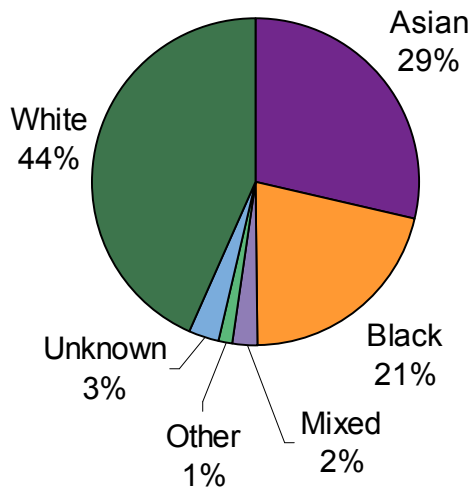
**Applicant Monitoring Summary – People First, excluding Schools, 1 April 2007 to 31 March 2008**

**Applications by Ethnic Origin**



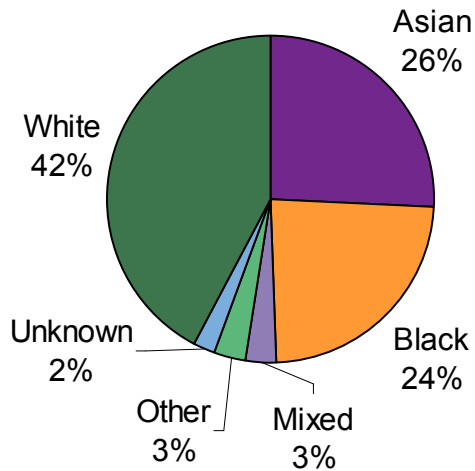
Ethnicity	Headcount
Asian	1276
Black	718
Mixed	89
Other	68
Unknown	115
White	1113
<b>Total</b>	<b>3379</b>

**Shortlisting by Ethnic Origin**



Ethnicity	Headcount
Asian	142
Black	105
Mixed	12
Other	7
Unknown	15
White	216
<b>Total</b>	<b>497</b>

### Appointments by Ethnic Origin



Ethnicity	Headcount
Asian	25
Black	23
Mixed	3
Other	3
Unknown	2
White	41
<b>Total</b>	<b>97</b>

### 3. Recruitment Audits

#### ➤ From April 07 to September 07

Human Resources Advisors have audited 11 posts within People First which represents 7% of all appointments for the financial year period. Although paperwork was missing from the recruitment packs (for the reasons stated elsewhere in the main report) ,in all other areas of assessment the Directorate performed well demonstrating effective use interview questions and clear decision-making.

#### ➤ From October 07 to March 08

Human Resources Advisors have audited 6 posts for the Directorate that represents 4% of all appointments for the financial year period. The paper work was complete in 0%(!) of the posts and incomplete in 100%. The panel was balanced in 67% of the posts and was unknown in 33% of the 6 audited posts. In 50% of the posts no personal details were attached. The recommended scoring scheme was used in 50% of the posts, in 17% of the posts was not used and in 33% is unknown. In 33% of cases there was a consensus in final appointment decision, however in 50% of the posts this was unknown and in 17% was not applicable, as no interviews were held.

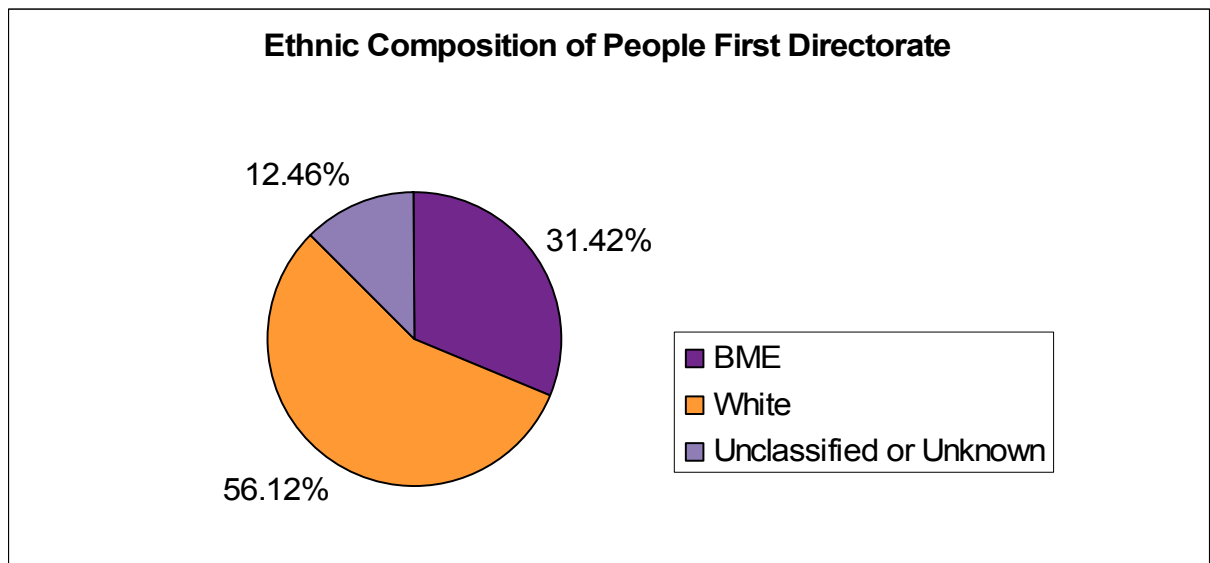


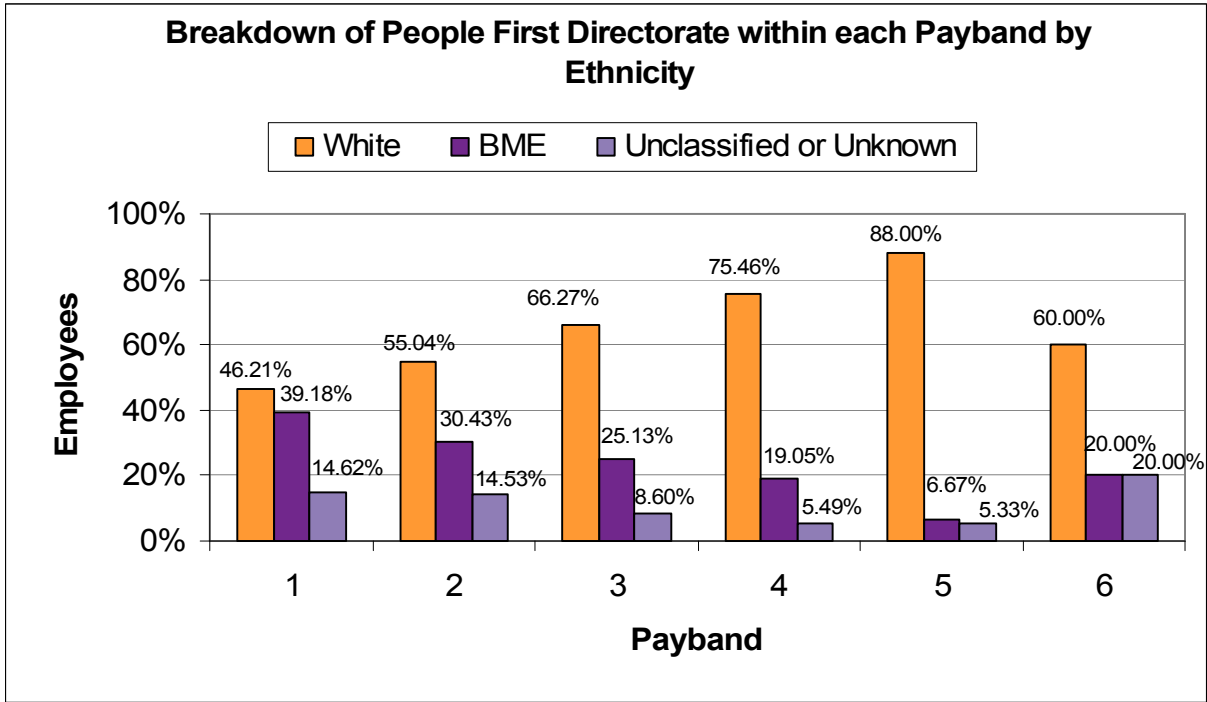
#### 4. The People First Workforce including Schools

##### Paybands

	White %	BAME %	Male %	Female %	Disabled %
<b>1</b>	31.18%	47.22%	12.72%	42.32%	27.85%
<b>2</b>	29.77%	29.40%	41.08%	28.46%	39.24%
<b>3</b>	28.85%	19.54%	31.54%	23.17%	26.58%
<b>4</b>	7.64%	3.44%	10.65%	4.80%	2.53%
<b>5</b>	2.45%	0.33%	3.46%	1.22%	3.80%
<b>6</b>	0.11%	0.07%	0.55%	0.02%	0.00%
<b>Total</b>	100.00%	100.00%	100.00%	100.00%	100.00%

##### Ethnic Origin

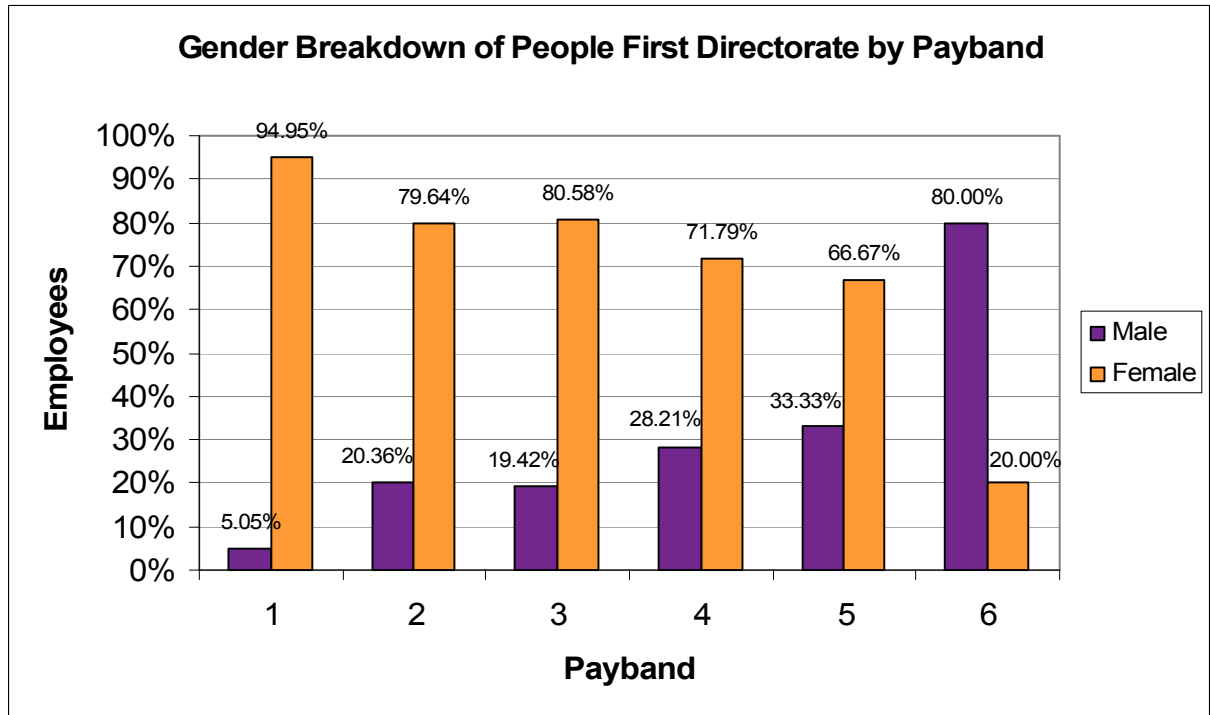




**Disability**

	Headcount	%
<b>Disabled</b>	79	1.64%
<b>Not disabled</b>	4719	98.19%
<b>Not assigned/Unclassified</b>	8	0.17%
<b>Total</b>	4806	100.00%

## Gender



## Age

	Male	%	Female	%	Total	%
<b>16 to 24</b>	46	0.96%	185	3.85%	231	4.81%
<b>25 to 34</b>	173	3.60%	748	15.56%	921	19.16%
<b>35 to 44</b>	162	3.37%	1109	23.08%	1271	26.45%
<b>45 to 54</b>	183	3.81%	1328	27.63%	1511	31.44%
<b>55 to 64</b>	151	3.14%	684	14.23%	835	17.37%
<b>65 +</b>	8	0.17%	29	0.60%	37	0.77%
<b>Total</b>	723	15.04%	4083	84.96%	4806	100.00%

## 5. Employment Procedures Monitoring

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

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

### Disciplinary action as a result of Hearing

PF	BAME	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	BAME	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	BAME					White				
	Male	Female	Disabled	Age band	Total	Male	Female	Disabled	Age band	Total
2006/2007	3	1	0	20-59	4 (50.00%)	2	2	0	20-44	4 (50.00%)

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

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

**Grievances by stages**

PF	BAME	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

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

## URBAN LIVING EQUALITY IN EMPLOYMENT REPORT 2007/08

### 1. SUMMARY

This report summarises the monitoring of equal opportunities employment policies during the period 1 April 2007 to 31 March 2008.

### 2. APPLICANT MONITORING – SUCCESS RATIO

BAME appointments in brackets

Payband	2007/08	2006/07	2005/06
1	0.52 (13)	0.92 (15)	0.10
2	0.44 (4)	1.26 (7)	0.32
3	0.12 (1)		0.35
4	0.00 (1)	0.17 (1)	1.17
5			
6			
<b>Overall</b>	<b>0.48 (19)</b>	<b>0.48 (23)</b>	<b>0.27</b>

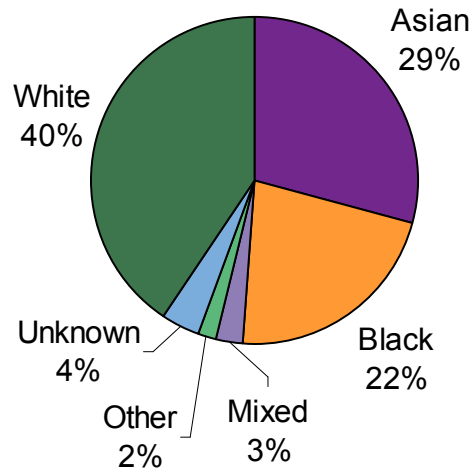
The figures should be considered along with other workforce profile data because they tend to be volatile as a result of the relatively small numbers being recruited. During the period 1 April 2007 to 31 March 2008, 19 appointments were made.

At the Application stage 55.6% of forms received were from BAME applicants. At the short-listing stage the figure was 49.1% BAME applicants. At the appointment stage the corresponding figure was 38.8%. The success ratio for all applicants was 0.48 and for internal applicants was 0.91.

Of those appointed, 2.1% were registered as disabled and 44.4% were female. 13% of those appointed were aged 16-24, 38% were aged 25-39, 28% aged 40-54 and 21% over 55 years.

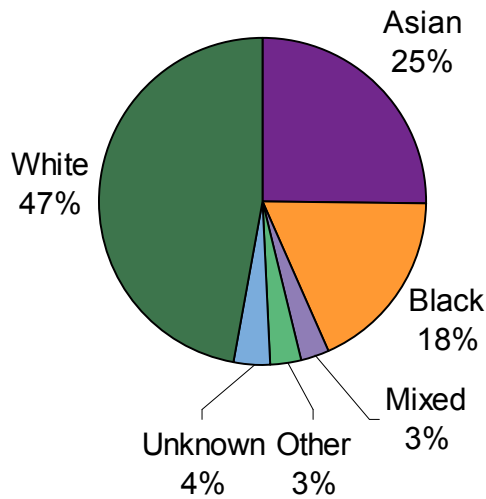
Applicant Monitoring Summary - Urban Living, 1 April 2007 to 31 March 2008

Applications by Ethnic Origin



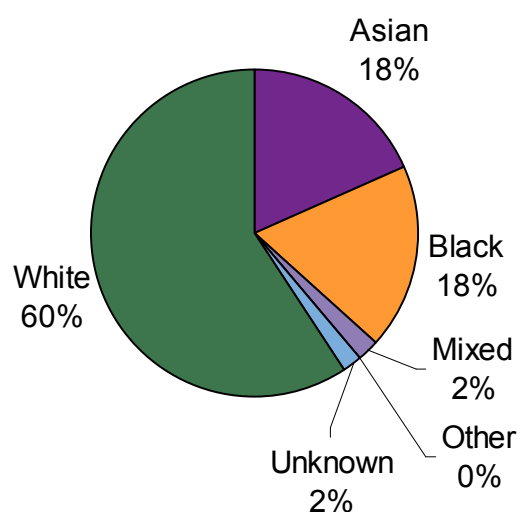
Ethnicity	Headcount
Asian	310
Black	235
Mixed	28
Other	20
Unknown	41
White	432
<b>Total</b>	<b>1066</b>

Shortlisting by Ethnic Origin



Ethnicity	Headcount
Asian	57
Black	41
Mixed	6
Other	7
Unknown	8
White	107
<b>Total</b>	<b>226</b>

### Appointments by Ethnic Origin



Ethnicity	Headcount
Asian	9
Black	9
Mixed	1
Other	0
Unknown	1
White	29
<b>Total</b>	<b>49</b>

### 3. RECRUITMENT AUDITS

#### ➤ From April 07 to September 07

Human Resources Advisors have audited 6 posts within Urban Living which represents 4% of all appointments for the financial year period. There was incomplete paperwork provided by the panels/response handling team for 17% of posts. In 2 of the interviews the panel was only balanced by gender and not ethnicity. The Directorate performed well demonstrating effective interview questions and clear decision-making. None of the audits demonstrated potentially inappropriate use of specialist criteria/competencies.

#### ➤ From October 07 to March 08

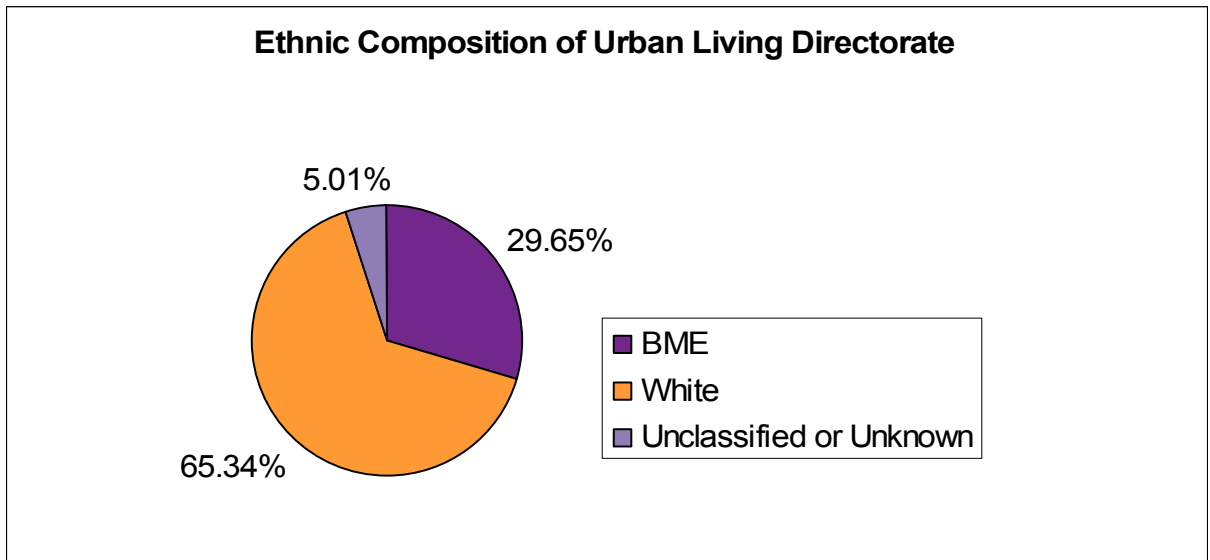
Human Resources Advisors have audited 2 posts for the Directorate that represents 1% of all appointments for the financial year period. The paperwork was incomplete in 100% of the posts but both panels were balanced. In 100% of the posts no personal details were attached. The recommended scoring scheme was used in 50%. In 50% of the cases there was a consensus in final appointment decision; in the other 50% this was unknown.

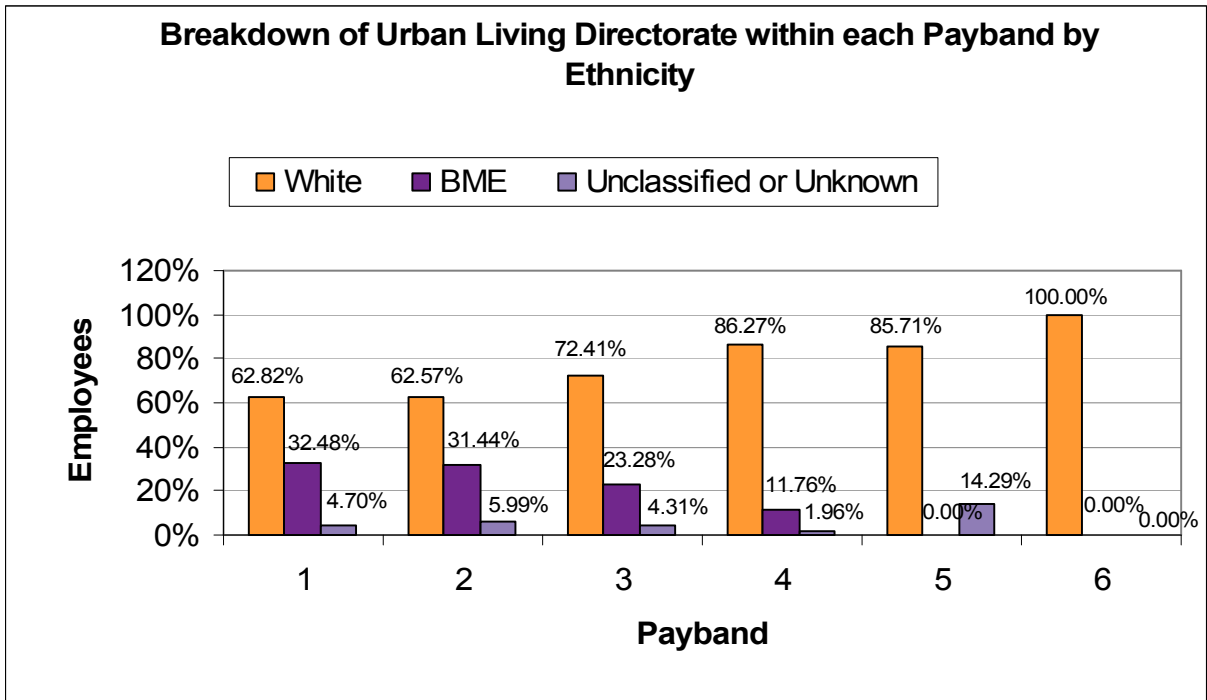


#### 4. Workforce Profile

		White %	BAME %	Male %	Female %	Disabled %
<b>Payband</b>	<b>1</b>	46.01%	52.41%	46.82%	49.47%	39.39%
	<b>2</b>	32.71%	36.21%	32.44%	36.84%	39.39%
	<b>3</b>	13.15%	9.31%	13.38%	9.47%	18.18%
	<b>4</b>	6.89%	2.07%	6.19%	3.68%	3.03%
	<b>5</b>	0.94%	0.00%	0.84%	0.53%	0.00%
	<b>6</b>	0.31%	0.00%	0.33%	0.00%	0.00%
	<b>Total</b>	100.00%	100.00%	100.00%	100.00%	100.00%

#### Ethnic Origin

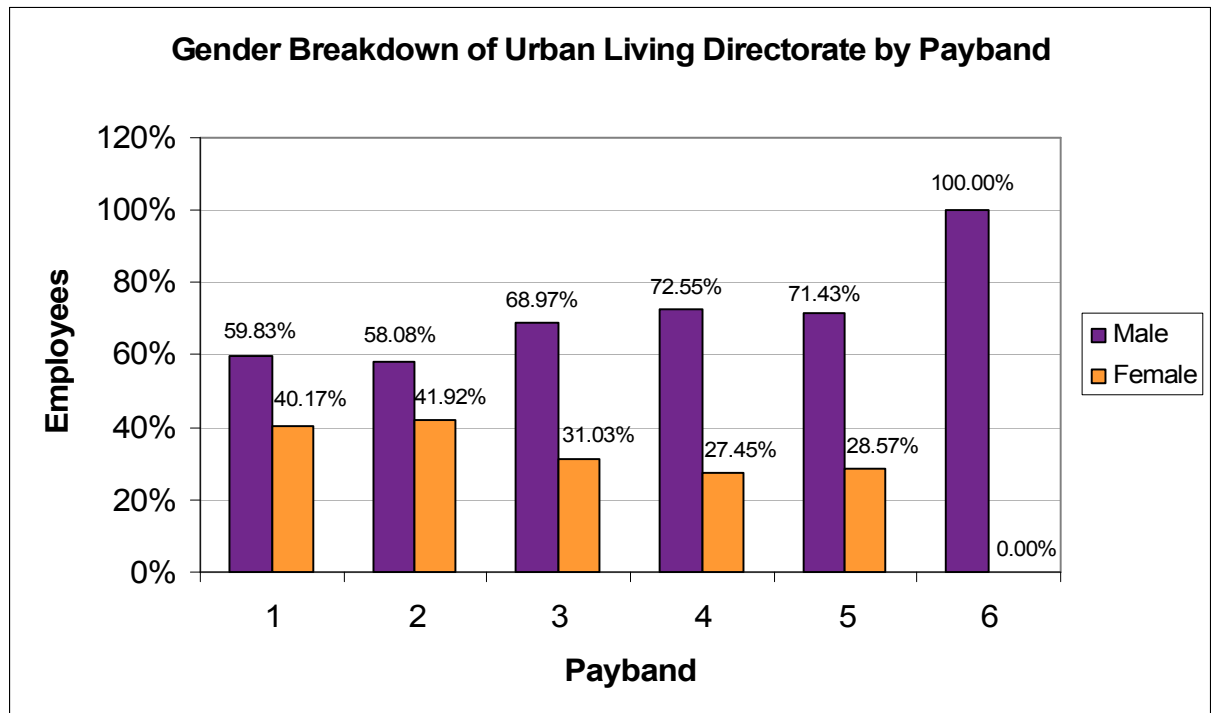




### Disability

	Headcount	%
<b>Disabled</b>	33	3.37%
<b>Not disabled</b>	945	96.63%
<b>Not assigned/Unclassified</b>	0	0.00%
<b>Total</b>	978	100.00%

## Gender



## Age

	Male	%	Female	%	Total	%
<b>Age Range</b> 16 to 24	19	1.94%	10	1.02%	29	2.97%
25 to 34	98	10.02%	47	4.81%	145	14.83%
35 to 44	140	14.31%	99	10.12%	239	24.44%
45 to 54	180	18.40%	111	11.35%	291	29.75%
55 to 64	153	15.64%	105	10.74%	258	26.38%
65 +	8	0.82%	8	0.82%	16	1.64%
<b>Total</b>	<b>598</b>	<b>61.15%</b>	<b>380</b>	<b>38.85%</b>	<b>978</b>	<b>100.00%</b>

## 5. Employment Procedures Monitoring

All Disciplinary Cases in Directorate, e.g.

	BAME	WHITE	Total
<b>Investigations</b>	7	15	<b>22</b>
<b>Hearings</b>	1	4	<b>5</b>
<b>Not taken to Hearing</b>	4	10	<b>14</b>
<b>Ongoing Cases</b>	2	1	<b>3</b>

## Disciplinaries

Disciplinary Investigations										
Period	BAME					White				
	Male	Female	Disabled	Age band	Total	Male	Female	Disabled	Age band	Total
2007/08	7	0	0	36 - 53	7 (31.82%)	10	5	1	27 - 59	15 (68.18%)

Disciplinary Hearings										
Period	BAME					White				
	Male	Female	Disabled	Age band	Total	Male	Female	Disabled	Age band	Total
2007/2008	1	0	0	45	1 (20.00%)	3	1	1	27-58	4 (80.00%)

### Disciplinary action as a result of Hearing

UL	BAME	WHITE	Total
No Further Action			
Guidance			
First Written Warning			
Second Written Warning			
Final Written Warning	1	4	5
Dismissed			
			5

### Action taken following investigation

UL	BAME	WHITE	Total
No Further Action	2	7	9
Guidance	2	2	4
Resigned Before Action Taken		1	1
Ongoing Case	2	1	3
			17

## Grievances

RACIAL										
Period	BAME					White				
	Male	Female	Disabled	Age band	Total	Male	Female	Disabled	Age band	Total
2007/2008	0	0	0	0	0	0	0	0	0	0

OTHER										
Period	BAME					White				
	Male	Female	Disabled	Age band	Total	Male	Female	Disabled	Age band	Total
2007/2008	3	1	0	44 - 49	<b>4 (44.44%)</b>	3	2	0	26 - 58	<b>5 (55.56%)</b>

TOTAL GRIEVANCE CASES										
Period	BAME					White				
	Male	Female	Disabled	Age band	Total	Male	Female	Disabled	Age band	Total
2007/2008	3	1	0	44 - 49	<b>4 (44.44%)</b>	3	2	0	26 - 58	<b>5 (55.56%)</b>

### Grievances by stages

UL	BAME	WHITE	Total
Stage 1	3	5	8
Stage 2			
Stage 3			
Appeal at stage 3			
Ongoing	1		1
			9

**Contact:** Paul D Turner, Senior HR Professional, 020 8424 1184

**CHIEF EXECUTIVE DEPARTMENT'S EQUALITY IN EMPLOYMENT REPORT  
2008/09  
(including Legal & Governance Services)**

**1. SUMMARY**

This report summarises the monitoring of equal opportunities employment policies during the period 1 April 2008 to 31 March 2009.

In 2008, the Council significantly restructured. As a consequence, it is not possible to compare performance in the new Directorate structure against the old.

**2. APPLICANT MONITORING – SUCCESS RATIOS**

BME appointments in brackets

	<b>Chief Executive's Success ratio (numbers of applicants)</b>
<b>Payband</b>	<b>2008/09</b>
<b>1</b>	<b>0.90 (8)</b>
<b>2</b>	<b>0.32 (8)</b>
<b>3</b>	<b>0.75 (7)</b>
<b>4</b>	<b>0.29 (1)</b>
<b>5</b>	<b>0</b>
<b>6</b>	<b>0</b>
<b>Overall</b>	<b>0.48 (24)</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 2008 to 31 March 2009, 46 appointments were made of which 24 were BAME representing a success ratio of 0.48. The greatest success ratio of 0.90 was at payband 1.

At the application stage 69.7% of forms received were from BAME applicants. At the short-listing stage the figure was 60.8% BAME applicants. At the appointment stage the corresponding figure was 52.2%. The success ratio for all applicants was 0.48 and for internal applicants was 0.97.

Of those appointed, 0% were registered as disabled and 68.4% were female. 8.7% of those appointed were aged 16-24, 60.9% were aged 25-39, 28.3% aged 40-54 and 2.2% over 55 years.

Since 1998/99, audits of the recruitment process have been carried out. The Selection Panels were balanced in most cases but only clear why applicants were not shortlisted in 60% of cases. The Council's recommended scoring system was used for the majority of appointments and clear notes of the interview were made. Questions mainly related to the selection criteria.

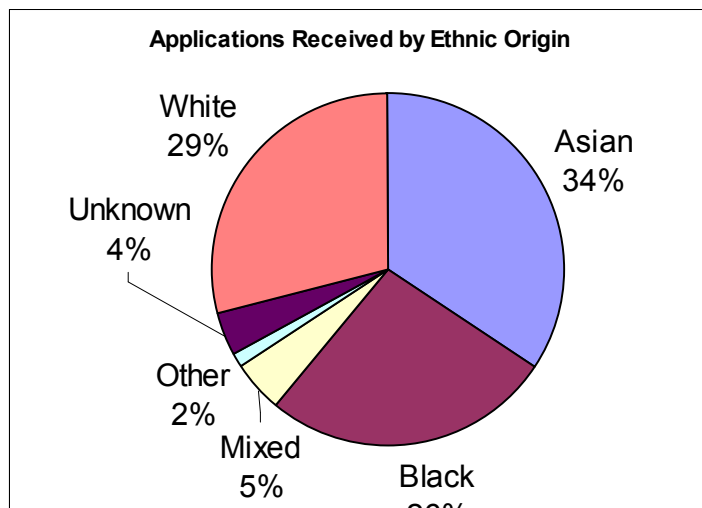
### Equalities Task Group

The Department continued to hold an ETG through the year jointly with Corporate Finance and Legal & Governance Services.

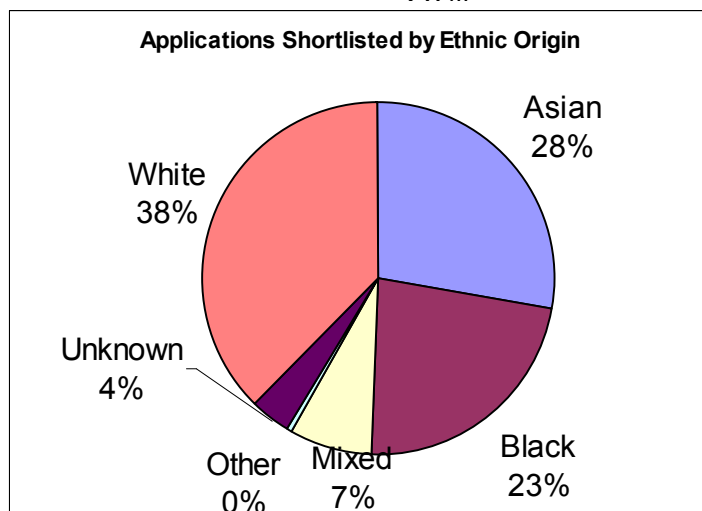
### Applicant Monitoring Summary

#### Chief Executive's – 1 April 2008 to 31 March 2009

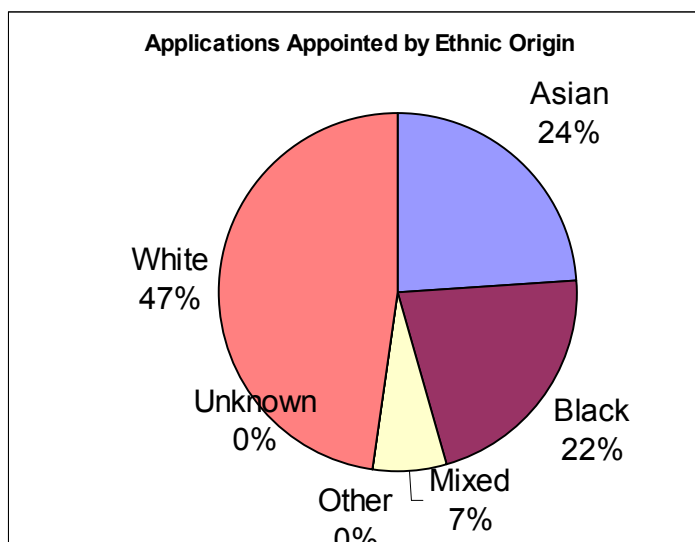
<b>Asian</b>	<b>433</b>
<b>Black</b>	<b>329</b>
<b>Mixed</b>	<b>59</b>
<b>Other</b>	<b>19</b>
<b>Unknown</b>	<b>49</b>
<b>White</b>	<b>366</b>
<b>Total</b>	<b>1255</b>



<b>Asian</b>	<b>60</b>
<b>Black</b>	<b>50</b>
<b>Mixed</b>	<b>16</b>
<b>Other</b>	<b>1</b>
<b>Unknown</b>	<b>8</b>
<b>White</b>	<b>82</b>
<b>Total</b>	<b>217</b>



<b>Asian</b>	<b>11</b>
<b>Black</b>	<b>10</b>
<b>Mixed</b>	<b>3</b>
<b>Other</b>	<b>0</b>
<b>Unknown</b>	<b>0</b>
<b>White</b>	<b>22</b>
<b>Total</b>	<b>46</b>



### 3. WORKFORCE PROFILE

The proportion of **BAME** staff in the Chief Executive's Department is 39.02% which exceeds the Council's performance of 33.50%. The majority of BAME staff are in paybands 2 and 3.

	Headcount	%
<b>BAME</b>	96	39.02%
<b>White</b>	125	50.81%
<b>Unclassified or Unknown</b>	25	10.16%
<b>Total</b>	246	100.00%

	Payband						Total
	1	2	3	4	5	6	
<b>BAME</b>	4	52	31	9	0	0	96
<b>White</b>	5	60	32	19	5	4	125
<b>Unclassified or Unknown</b>	2	13	7	3	0	0	25
<b>Total</b>	11	125	70	31	5	4	246

The proportion of **disabled staff** in the Chief Executive's Department is 2.85% which exceeds the Council's performance of 2.08% although this represents very few employees. The majority of disabled staff are in payband 2.



	Headcount	%
<b>Disabled</b>	7	2.85%
<b>Not disabled</b>	239	97.15%
<b>Not assigned/Unclassified</b>	0	0.00%
<b>Total</b>	246	100.00%

	Payband						Total
	1	2	3	4	5	6	
<b>Disabled</b>	0	6	0	1	0	0	7
<b>Not disabled</b>	11	119	70	30	5	4	239
<b>Not assigned/Unclassified</b>	0	0	0	0	0	0	0
<b>Total</b>	11	125	70	31	5	4	246

The **gender** profile in the Chief Executive's Department is that the majority are women – 77.65% which exceeds the Council's profile. The majority are in paybands 2 and 3.

	Headcount	%
<b>Male</b>	55	22.36%
<b>Female</b>	191	77.64%
<b>Total</b>	246	100.00%

	Payband						Total
	1	2	3	4	5	6	
<b>Male</b>	3	22	15	10	2	3	55
<b>Female</b>	8	103	55	21	3	1	191
<b>Total</b>	11	125	70	31	5	4	246

The **age** profile in the Chief Executive's Department shows that the majority of its employees are in the age bands 25 to 54. .

		Male	%	Female	%	Total	%
<b>Age Range</b>	<b>16 to 24</b>	4	1.63%	7	2.85%	11	4.47%
	<b>25 to 34</b>	24	9.76%	53	21.54%	77	31.30%
	<b>35 to 44</b>	7	2.85%	58	23.58%	65	26.42%
	<b>45 to 54</b>	11	4.47%	42	17.07%	53	21.54%
	<b>55 to 64</b>	8	3.25%	30	12.20%	38	15.45%
	<b>65 +</b>	1	0.41%	1	0.41%	2	0.81%
	<b>Total</b>	55	22.36%	191	77.64%	246	100.00%

**CORPORATE FINANCE EQUALITY IN EMPLOYMENT REPORT 2008/09****1. SUMMARY**

This report summarises the monitoring of equal opportunities employment policies during the period 1 April 2008 to 31 March 2009. In 2008, the Council significantly restructured. As a consequence, it is not possible to compare performance in the new Directorate structure against the old.

**2. APPLICANT MONITORING – SUCCESS RATIOS**

	<b>Corporate Finance</b>
<b>Payband</b>	<b>2008/09</b>
	<b>Success ratio (number of people)</b>
<b>1</b>	<b>0.23 (3)</b>
<b>2</b>	<b>0.10 (2)</b>
<b>3</b>	<b>0.58 (2)</b>
<b>4</b>	<b>0.18 (1)</b>
<b>5</b>	<b>0</b>
<b>6</b>	<b>0</b>
<b>Overall</b>	<b>0.20 (8)</b>

BME  
appointments  
in brackets

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 2008 to 31 March 2009, 26 appointments were made of which 8 were BAME and 2 were unstated.

At the application stage 71.5% of forms received were from BAME applicants. At the short-listing stage the figure was 60.4% BAME applicants. At the appointment stage the corresponding figure was 33.3%. The success ratio for all applicants was 0.20 and for internal applicants was 0.29.

Of those appointed, 0% were registered as disabled and 56.5% were female. 40% of those appointed were aged 16-24, 52% were aged 25-39, 8% aged 40-54 and 0% over 55 years.

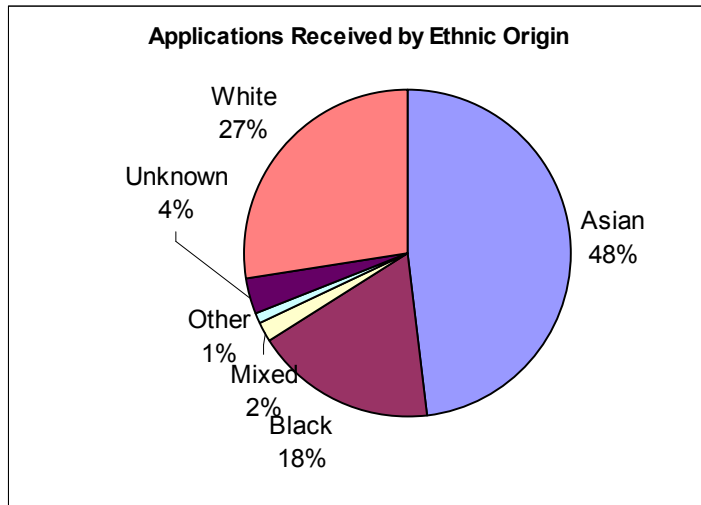
Since 1998/99, audits of the recruitment process have been carried out. The Selection Panels were not balanced in all cases nor was it always recorded why an applicant was not shortlisted. The Council's recommended scoring system was used for the majority of appointments and clear notes of the interview were made. Questions closely related to the selection criteria.

**Equalities Task Group**

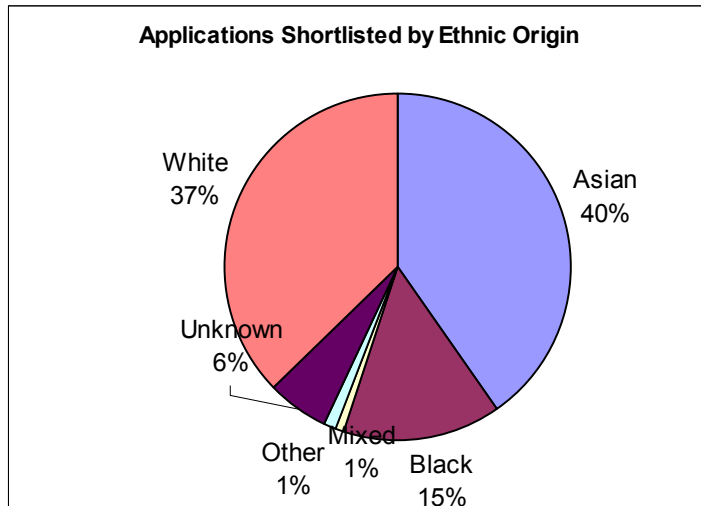
The Directorate continued to hold an ETG through the year jointly with Chief Executive's Department and Legal & Governance Services.

**Applicant Monitoring Summary**  
**Corporate Finance - 1 April 2008 to 31 March 2009**

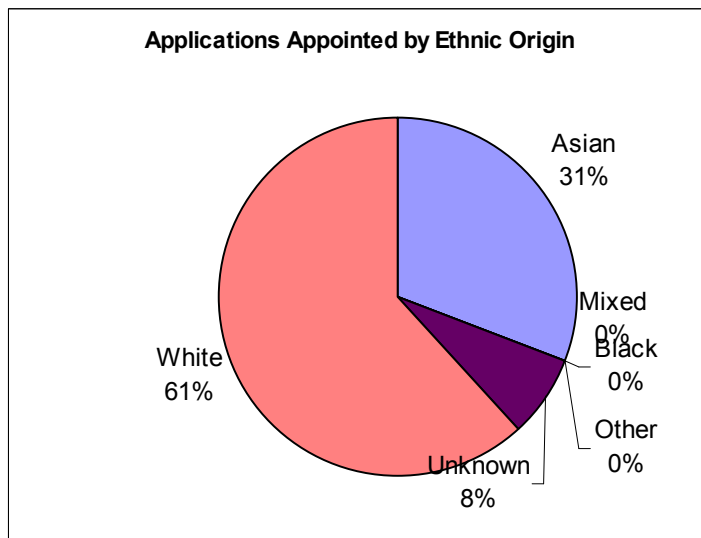
<b>Asian</b>	<b>232</b>
<b>Black</b>	<b>88</b>
<b>Mixed</b>	<b>9</b>
<b>Other</b>	<b>4</b>
<b>Unknown</b>	<b>18</b>
<b>White</b>	<b>133</b>
<b>Total</b>	<b>484</b>



<b>Asian</b>	<b>41</b>
<b>Black</b>	<b>15</b>
<b>Mixed</b>	<b>1</b>
<b>Other</b>	<b>1</b>
<b>Unknown</b>	<b>6</b>
<b>White</b>	<b>38</b>
<b>Total</b>	<b>102</b>



<b>Asian</b>	<b>8</b>
<b>Black</b>	<b>0</b>
<b>Mixed</b>	<b>0</b>
<b>Other</b>	<b>0</b>
<b>Unknown</b>	<b>2</b>
<b>White</b>	<b>16</b>
<b>Total</b>	<b>26</b>



### 3. WORKFORCE PROFILE

The proportion of **BAME** staff in the Corporate Finance Directorate is 41.01% which exceeds the Council's performance of 33.50%. The majority of BAME staff are in paybands 2 and 3.

	Headcount	%
<b>BAME</b>	114	41.01%
<b>White</b>	156	56.12%
<b>Unclassified or Unknown</b>	8	2.88%
<b>Total</b>	278	100.00%

	Payband						Total
	1	2	3	4	5	6	
<b>BAME</b>	13	66	25	8	2	0	114
<b>White</b>	15	90	30	16	4	1	156
<b>Unclassified or Unknown</b>	0	6	1	1	0	0	8
<b>Total</b>	28	162	56	25	6	1	278

The proportion of **disabled staff** in the Corporate Finance Directorate is 6.83% which exceeds the Council's performance of 2.08%. The majority of disabled staff are in payband 2.

	Headcount	%
<b>Disabled</b>	19	6.83%
<b>Not disabled</b>	259	93.17%
<b>Not assigned/Unclassified</b>	0	0.00%
<b>Total</b>	278	100.00%

	Payband						Total
	1	2	3	4	5	6	
<b>Disabled</b>	7	8	3	0	1	0	19
<b>Not disabled</b>	21	154	53	25	5	1	259
<b>Not assigned/Unclassified</b>	0	0	0	0	0	0	0
<b>Total</b>	28	162	56	25	6	1	278

The **gender** profile in the Corporate Finance Directorate that the majority are women – 64.75%. The majority are in paybands 2 and 3.

	Headcount	%
<b>Male</b>	98	35.25%
<b>Female</b>	180	64.75%
<b>Total</b>	278	100.00%

#### Payband

	1	2	3	4	5	6	Total
<b>Male</b>	10	48	25	10	5	0	98
<b>Female</b>	18	114	31	15	1	1	180
<b>Total</b>	28	162	56	25	6	1	278

The **age** profile in the Corporate Finance Directorate shows that the majority of it's employees are in the age bands 25 to 54. .

	Male	%	Female	%	Total	%
<b>16 to 24</b>	7	2.52%	13	4.68%	20	7.19%
<b>25 to 34</b>	19	6.83%	33	11.87%	52	18.71%
<b>35 to 44</b>	31	11.15%	48	17.27%	79	28.42%
<b>45 to 54</b>	21	7.55%	59	21.22%	80	28.78%
<b>55 to 64</b>	18	6.47%	27	9.71%	45	16.19%
<b>65 +</b>	2	0.72%	0	0.00%	2	0.72%
<b>Total</b>	98	35.25%	180	64.75%	278	100.00%

## ADULTS & HOUSING EQUALITY IN EMPLOYMENT REPORT 2008/09

### 1. SUMMARY

This report summarises the monitoring of equal opportunities employment policies during the period 1 April 2008 to 31 March 2009.

In 2008, the Council significantly restructured. As a consequence, it is not possible to compare performance in the new Directorate structure against the old.

### 2. APPLICANT MONITORING – SUCCESS RATIO

BME appointments in brackets

	<b>Adults &amp; Housing</b>
	<b>Success ratio (number of people)</b>
<b>Payband</b>	<b>2008/09</b>
<b>1</b>	<b>0</b>
<b>2</b>	<b>0.34 (9)</b>
<b>3</b>	<b>1.08 (7)</b>
<b>4</b>	<b>0</b>
<b>5</b>	<b>0</b>
<b>6</b>	<b>0</b>
<b>Overall</b>	<b>0.38 (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 2008 to 31 March 2009, 36 appointments were made of which 16 were BAME.

At the application stage 67.6% of forms received were from BAME applicants. At the short-listing stage the figure was 59.2% BAME applicants. At the appointment stage the corresponding figure was 44.4%. The success ratio for all applicants was 0.38 and for internal applicants was 0.79.

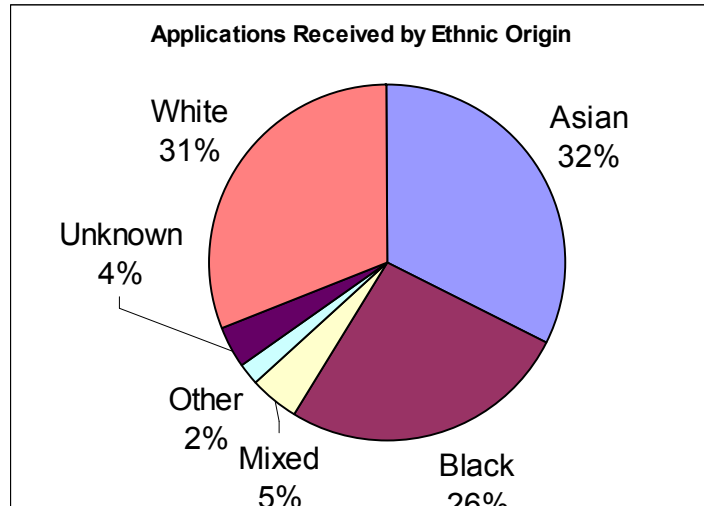
Of those appointed, 8.3% were registered as disabled and 71.0% were female, 2.8% of those appointed were aged 16-24, 41.7% were aged 25-39, 52.8% aged 40-54 and 2.8% over 55 years.

Since 1998/99, audits of the recruitment process have been carried out. The Selection Panels were balanced in the majority of cases; in about half of appointments it was not clear why an applicant was not shortlisted. The Council's recommended scoring system was used for the majority of appointments and clear notes of the interview were made. Questions closely related to the selection criteria.

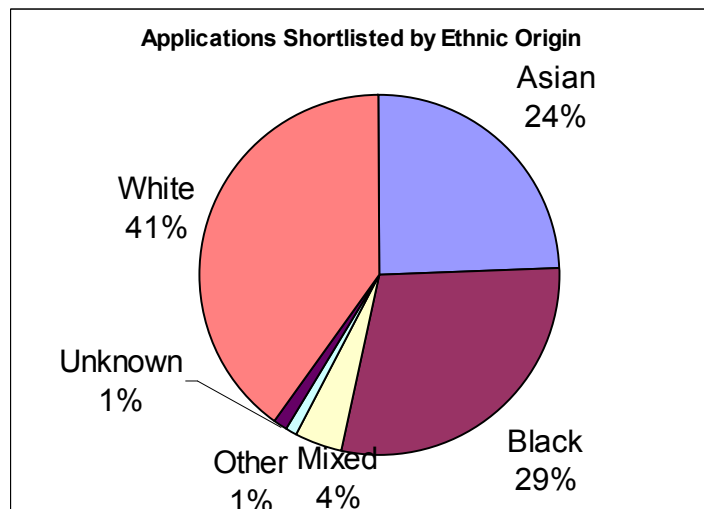


**Applicant Monitoring Summary  
Adults & Housing – 1 April 2008 to 31 March 2009**

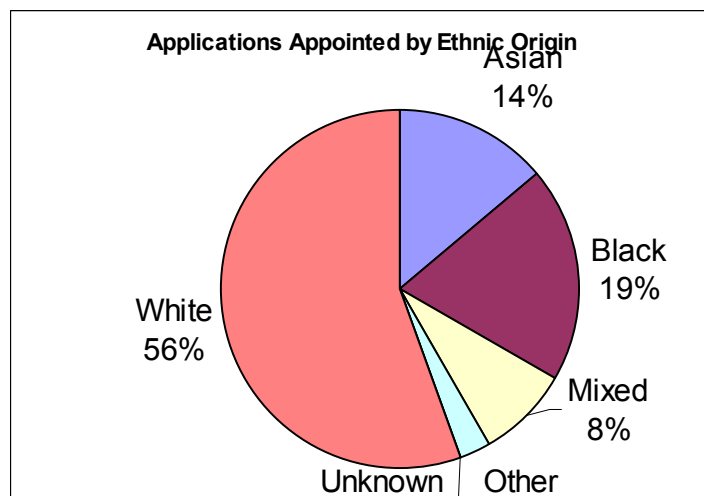
<b>Asian</b>	<b>274</b>
<b>Black</b>	<b>220</b>
<b>Mixed</b>	<b>39</b>
<b>Other</b>	<b>16</b>
<b>Unknown</b>	<b>32</b>
<b>White</b>	<b>263</b>
<b>Total</b>	<b>844</b>



<b>Asian</b>	<b>43</b>
<b>Black</b>	<b>51</b>
<b>Mixed</b>	<b>7</b>
<b>Other</b>	<b>2</b>
<b>Unknown</b>	<b>2</b>
<b>White</b>	<b>71</b>
<b>Total</b>	<b>176</b>



<b>Asian</b>	<b>5</b>
<b>Black</b>	<b>7</b>
<b>Mixed</b>	<b>3</b>
<b>Other</b>	<b>1</b>
<b>Unknown</b>	<b>0</b>
<b>White</b>	<b>20</b>
<b>Total</b>	<b>36</b>



### 3. WORKFORCE PROFILE

The proportion of **BAME** staff in the Adults & Housing Directorate is 44.05% which exceeds the Council's performance of 33.50%. The majority of BAME staff are in paybands 1 and 2.

	Headcount	%
<b>BME</b>	370	44.05%
<b>White</b>	439	52.26%
<b>Unclassified or Unknown</b>	31	3.69%
<b>Total</b>	840	100.00%

	Payband						Total
	1	2	3	4	5	6	
<b>BME</b>	147	172	45	6	0	0	370
<b>White</b>	180	166	71	17	4	1	439
<b>Unclassified or Unknown</b>	18	10	3	0	0	0	31
<b>Total</b>	345	348	119	23	4	1	840

The proportion of **disabled staff** in the Adults & Housing Directorate is 5.12% which exceeds the Council's performance of 2.08%. The majority of disabled staff are in payband 1 and 2.

	Headcount	%
<b>Disabled</b>	43	5.12%
<b>Not disabled</b>	797	94.88%
<b>Not assigned/Unclassified</b>	0	0.00%
<b>Total</b>	840	100.00%

	Payband						Total
	1	2	3	4	5	6	
<b>Disabled</b>	11	22	8	1	1	0	43
<b>Not disabled</b>	334	326	111	22	3	1	797
<b>Not assigned/Unclassified</b>	0	0	0	0	0	0	0
<b>Total</b>	345	348	119	23	4	1	840

The **gender** profile in the Adults & Housing Directorate is that the majority are women – 73.69% which exceeds the Council’s profile. The majority are in paybands 1 and 2.

	Headcount	%
<b>Male</b>	221	26.31%
<b>Female</b>	619	73.69%
<b>Total</b>	840	100.00%

	Payband						Total
	1	2	3	4	5	6	
<b>Male</b>	104	78	27	9	2	1	221
<b>Female</b>	241	270	92	14	2	0	619
<b>Total</b>	345	348	119	23	4	1	840

The **age** profile in the Adults & Housing Directorate shows that the majority of it’s employees are in the age bands 35 to 64. .

Age Range	Male	%	Female	%	Total	%
	<b>16 to 24</b>	0	0.00%	5	0.60%	5
<b>25 to 34</b>	21	2.50%	47	5.60%	68	8.10%
<b>35 to 44</b>	61	7.26%	138	16.43%	199	23.69%
<b>45 to 54</b>	65	7.74%	216	25.71%	281	33.45%
<b>55 to 64</b>	63	7.50%	190	22.62%	253	30.12%
<b>65 +</b>	11	1.31%	23	2.74%	34	4.05%
<b>Total</b>	221	26.31%	619	73.69%	840	100.00%

**CHILDREN'S SERVICES EQUALITY IN EMPLOYMENT REPORT 2008/09****1. SUMMARY**

This report summarises the monitoring of equal opportunities employment policies during the period 1 April 2008 to 31 March 2009.

In 2008, the Council significantly restructured. As a consequence, it is not possible to compare performance in the new Directorate structure against the old.

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

BME appointments in brackets

	<b>Children's Services</b>
	<b>Success ratio (numbers of people)</b>
<b>Payband</b>	<b>2008/09</b>
<b>1</b>	<b>0.98 (12)</b>
<b>2</b>	<b>0.49 (18)</b>
<b>3</b>	<b>1.07 (8)</b>
<b>4</b>	<b>0</b>
<b>5</b>	<b>0</b>
<b>6</b>	<b>0</b>
<b>Overall</b>	<b>0.65 (38)</b>

During the period 1 April 2008 to 31 March 2009, 73 appointments were made of which 38 were BAME and 3 were unstated.

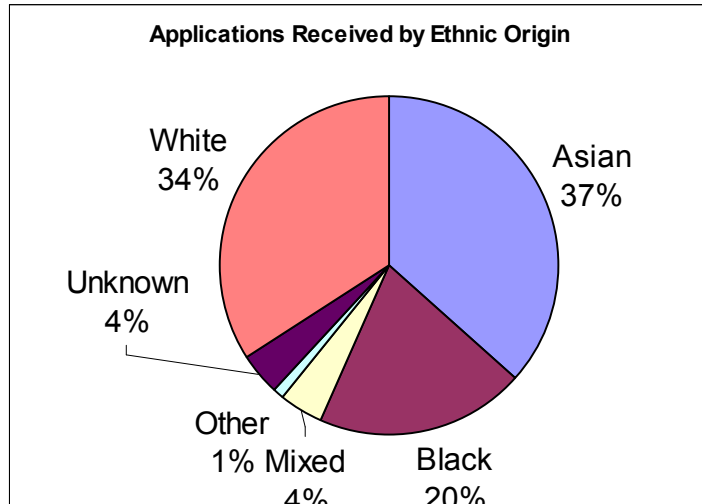
At the application stage 64.5% of forms received were from BAME applicants. At the short-listing stage the figure was 60.6% BAME applicants. At the appointment stage the corresponding figure was 54.3%. The success ratio for all applicants was 0.65 (close to the Council's target of 0.7) and for internal applicants was 1.87.

Of those appointed, 4.3% were registered as disabled and 80.6% were female. 14.1% of those appointed were aged 16-24, 49.3% were aged 25-39, 33.8% aged 40-54 and 2.8% over 55 years.

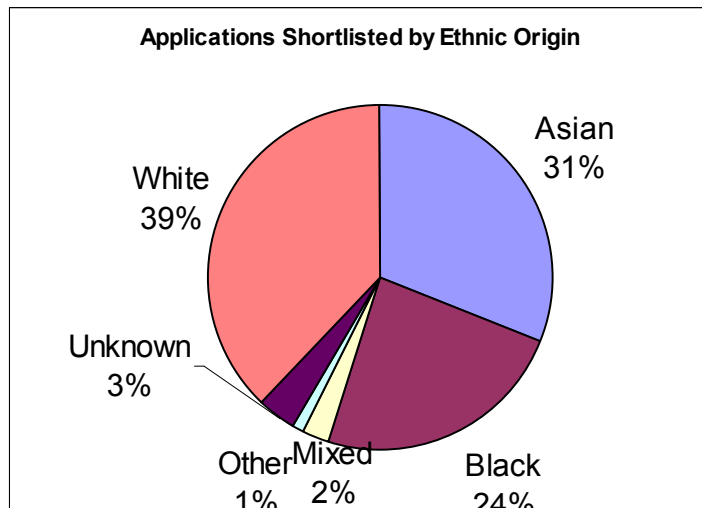
Since 1998/99, audits of the recruitment process have been carried out. The Selection Panels were balanced in about half of cases; in about half of appointments it was not clear why an applicant was not shortlisted. The Council's recommended scoring system was used for the majority of appointments and clear notes of the interview were made. Questions closely related to the selection criteria.

**Applicant Monitoring Summary  
Children's Services, excluding Schools - 1 April 2008 to 31 March 2009**

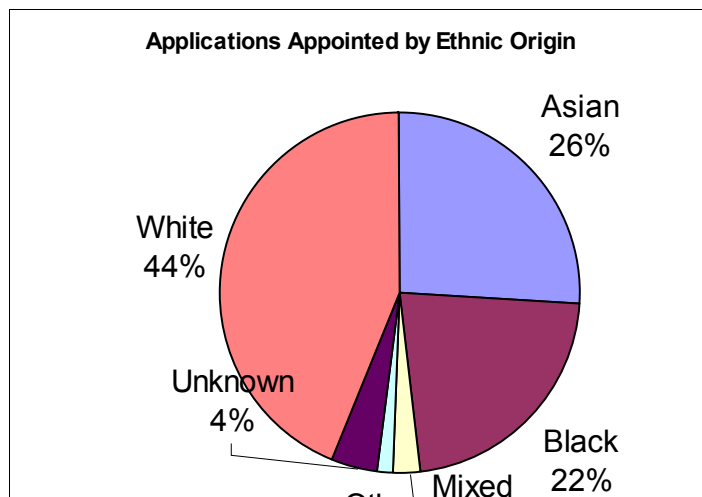
<b>Asian</b>	<b>761</b>
<b>Black</b>	<b>420</b>
<b>Mixed</b>	<b>86</b>
<b>Other</b>	<b>23</b>
<b>Unknown</b>	<b>81</b>
<b>White</b>	<b>711</b>
<b>Total</b>	<b>2082</b>



<b>Asian</b>	<b>116</b>
<b>Black</b>	<b>88</b>
<b>Mixed</b>	<b>9</b>
<b>Other</b>	<b>5</b>
<b>Unknown</b>	<b>13</b>
<b>White</b>	<b>142</b>
<b>Total</b>	<b>373</b>



<b>Asian</b>	<b>19</b>
<b>Black</b>	<b>16</b>
<b>Mixed</b>	<b>2</b>
<b>Other</b>	<b>1</b>
<b>Unknown</b>	<b>3</b>
<b>White</b>	<b>32</b>
<b>Total</b>	<b>73</b>



### 3. WORKFORCE PROFILE

The proportion of **BAME** staff in the Children's Services Directorate is 32.42% which is slightly below the Council's performance of 33.50%. The majority of BAME staff are in payband 1.

	Headcount	%
<b>BME</b>	1341	32.42%
<b>White</b>	2312	55.90%
<b>Unclassified or Unknown</b>	483	11.68%
<b>Total</b>	4136	100.00%

	Payband						Total
	1	2	3	4	5	6	
<b>BME</b>	685	320	282	50	3	1	1341
<b>White</b>	715	648	702	176	68	3	2312
<b>Unclassified or Unknown</b>	207	157	102	12	4	1	483
<b>Total</b>	1607	1125	1086	238	75	5	4136

The proportion of **disabled staff** in the Children's Services Directorate is 0.92% which is below the Council's performance of 2.08%. The majority of disabled staff are in paybands 1 and 3.

	Headcount	%
<b>Disabled</b>	38	0.92%
<b>Not disabled</b>	4093	98.96%
<b>Not assigned/Unclassified</b>	5	0.12%
<b>Total</b>	4136	100.00%

	Payband						Total
	1	2	3	4	5	6	
<b>Disabled</b>	16	7	13	1	1	0	38
<b>Not disabled</b>	1588	1117	1072	237	74	5	4093
<b>Not assigned/Unclassified</b>	3	1	1	0	0	0	5
<b>Total</b>	1607	1125	1086	238	75	5	4136

The **gender** profile in the Children's Services Directorate is that the majority are women – 86.29% which exceeds the Council's profile. The majority are in paybands 2 and 3.

	Headcount	%
<b>Male</b>	567	13.71%
<b>Female</b>	3569	86.29%
<b>Total</b>	4136	100.00%

#### Payband

	1	2	3	4	5	6	Total
<b>Male</b>	71	208	199	60	25	4	567
<b>Female</b>	1536	917	887	178	50	1	3569
<b>Total</b>	1607	1125	1086	238	75	5	4136

The **age** profile in the Children's Services Directorate shows that the majority of it's employees are in the age bands 25 to 54. .

	Male	%	Female	%	Total	%
<b>16 to 24</b>	37	0.89%	159	3.84%	196	4.74%
<b>25 to 34</b>	152	3.68%	717	17.34%	869	21.01%
<b>35 to 44</b>	118	2.85%	946	22.87%	1064	25.73%
<b>45 to 54</b>	144	3.48%	1156	27.95%	1300	31.43%
<b>55 to 64</b>	109	2.64%	556	13.44%	665	16.08%
<b>65 +</b>	7	0.17%	35	0.85%	42	1.02%
<b>Total</b>	567	13.71%	3569	86.29%	4136	100.00%

## COMMUNITY & ENVIRONMENT EQUALITY IN EMPLOYMENT REPORT 2008/09 (including Place Shaping)

### 1. SUMMARY

This report summarises the monitoring of equal opportunities employment policies during the period 1 April 2008 to 31 March 2009.

In 2008, the Council significantly restructured. As a consequence, it is not possible to compare performance in the new Directorate structure against the old.

### 2. APPLICANT MONITORING – SUCCESS RATIO

	Community & Environment
	Success ratio (numbers of people)
Payband	2008/09
1	0.50 (10)
2	0.43 (12)
3	0.28 (1)
4	0
5	
6	
<b>Overall</b>	<b>0.40 (23)</b>

During the period 1 April 2008 to 31 March 2009, 78 appointments were made of which 23 were BAME and 3 were unstated.

At the application stage 52.3% of forms received were from BAME applicants. At the short-listing stage the figure was 39.4% BAME applicants. At the appointment stage the corresponding figure was 30.7%. The success ratio for all applicants was 0.40 and for internal applicants was 0.7.

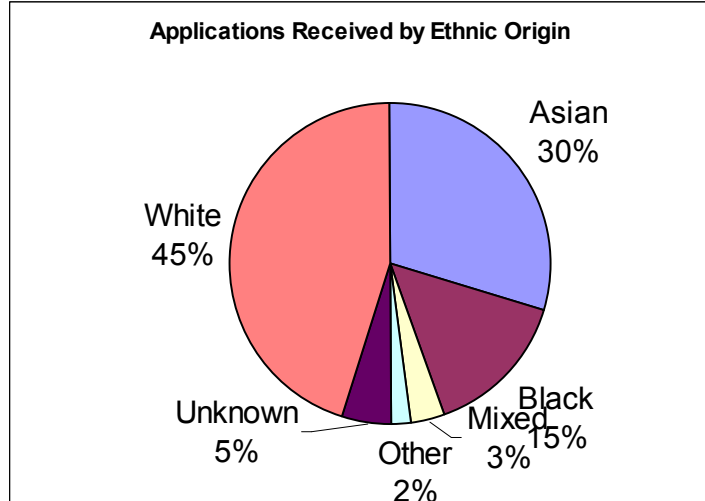
Of those appointed, 2.9% were registered as disabled and 22.2% were female. 13.5% of those appointed were aged 16-24, 33.8% were aged 25-39, 40.5% aged 40-54 and 12.2% over 55 years.

Since 1998/99, audits of the recruitment process have been carried out. The Selection Panels were balanced in the majority of cases; in less than half of appointments it was not clear why an applicant was not shortlisted. The Council's recommended scoring system was used for the majority of appointments and clear notes of the interview were made. Questions closely related to the selection criteria in most cases.

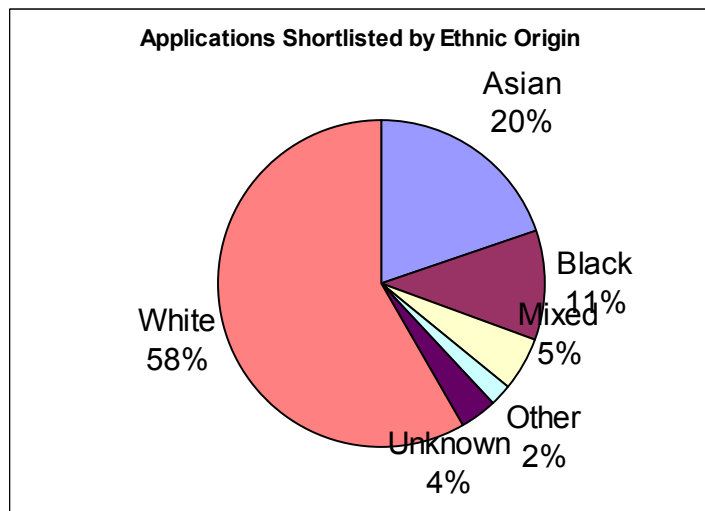


**Applicant Monitoring Summary  
Community & Environment – 1 April 2008 to 31 March 2009**

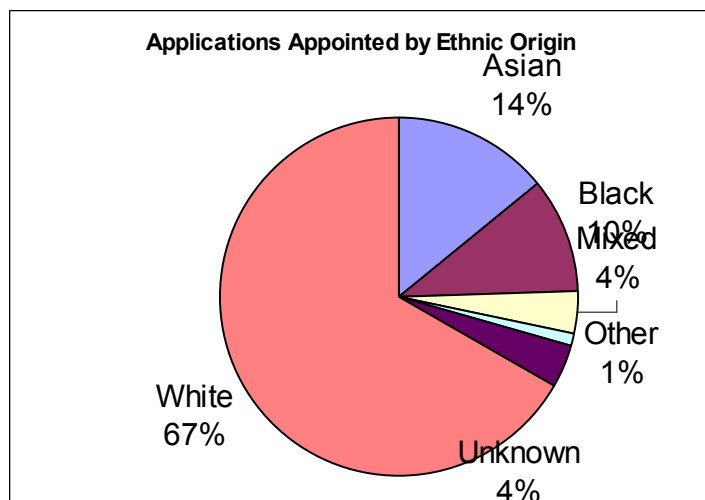
<b>Asian</b>	<b>377</b>
<b>Black</b>	<b>186</b>
<b>Mixed</b>	<b>41</b>
<b>Other</b>	<b>25</b>
<b>Unknown</b>	<b>62</b>
<b>White</b>	<b>573</b>
<b>Total</b>	<b>1264</b>



<b>Asian</b>	<b>57</b>
<b>Black</b>	<b>32</b>
<b>Mixed</b>	<b>15</b>
<b>Other</b>	<b>6</b>
<b>Unknown</b>	<b>11</b>
<b>White</b>	<b>169</b>
<b>Total</b>	<b>290</b>



<b>Asian</b>	<b>11</b>
<b>Black</b>	<b>8</b>
<b>Mixed</b>	<b>3</b>
<b>Other</b>	<b>1</b>
<b>Unknown</b>	<b>3</b>
<b>White</b>	<b>52</b>
<b>Total</b>	<b>78</b>



### 3. WORKFORCE PROFILE

The proportion of **BAME** staff in the Community & Environment Directorate is 25.00% which is below the Council's performance of 33.50%. The majority of BAME staff are in paybands 1 and 2.

	Headcount	%
<b>BAME</b>	222	25.00%
<b>White</b>	611	68.81%
<b>Unclassified or Unknown</b>	55	6.19%
<b>Total</b>	888	100.00%

	Payband						Total
	1	2	3	4	5	6	
<b>BAME</b>	90	96	25	9	1	1	222
<b>White</b>	226	231	100	44	7	3	611
<b>Unclassified or Unknown</b>	25	21	7	1	1	0	55
<b>Total</b>	341	348	132	54	9	4	888

The proportion of **disabled staff** in the Community & Environment Directorate is 2.93% which exceeds the Council's performance of 2.08% although this represents very few employees. The majority of disabled staff are in payband 2.

	Headcount	%
<b>Disabled</b>	26	2.93%
<b>Not disabled</b>	861	96.96%
<b>Not assigned/Unclassified</b>	1	0.11%
<b>Total</b>	888	100.00%

	Payband						Total
	1	2	3	4	5	6	
<b>Disabled</b>	7	14	4	1	0	0	26
<b>Not disabled</b>	333	334	128	53	9	4	861
<b>Not assigned/Unclassified</b>	1	0	0	0	0	0	1
<b>Total</b>	341	348	132	54	9	4	888

The **gender** profile in the Community & Environment Directorate is that the majority are women – 64.08% which is below the Council's profile. The majority are in paybands 1 and 2.

	Headcount	%
<b>Male</b>	569	64.08%
<b>Female</b>	319	35.92%
<b>Total</b>	888	100.00%

**Payband**

	1	2	3	4	5	6	Total
<b>Male</b>	223	205	89	41	7	4	569
<b>Female</b>	118	143	43	13	2	0	319
<b>Total</b>	341	348	132	54	9	4	888

The **age** profile in the Community & Environment Directorate shows that the majority of it's employees are in the age bands 35 to 64. .

	Male	%	Female	%	Total	%
<b>16 to 24</b>	32	3.60%	20	2.25%	52	5.86%
<b>25 to 34</b>	92	10.36%	47	5.29%	139	15.65%
<b>35 to 44</b>	122	13.74%	73	8.22%	195	21.96%
<b>45 to 54</b>	171	19.26%	95	10.70%	266	29.95%
<b>55 to 64</b>	142	15.99%	83	9.35%	225	25.34%
<b>65 +</b>	10	1.13%	1	0.11%	11	1.24%
<b>Total</b>	569	64.08%	319	35.92%	888	100.00%

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**EMPLOYEES' CONSULTATIVE FORUM Date 26<sup>th</sup> January 2010**

**EMPLOYEES' SIDE REPORT ON Subject: 'Agreement to Early Consultation'**

**SUMMARY AND DECISION REQUESTED**

- The first resolve that Unison is seeking; that elected members and the CSB (Corporate Strategy Board) formally commit their wish to fully embrace Unison in consultation by the signing of an agreement which allows early and meaningful consultation.
- The second resolve that Unison is seeking; that the 'procurement Agreement' submitted by this union is acknowledged and agreed.

**CHRONOLOGY**

*Sets out the chronology of the issue including when and with whom the item has previously been raised and what the outcomes were at each stage e.g.*

<b>DATE</b>	<b>ACTION</b>	<b>OUTCOME</b>
3.09.09 @17.30pm	Port Folio Holders meeting (L&D dept)	Verbal confirmation
22.09.09 @19.30pm	Scrutiny Call in Committee.	Commitment to early consultation with TU's

**REPORT**

**Unisons ECF Report**

The matter Unison wish to raise at this forum is the verbal agreement given to this union by the Portfolio Holder and Chair of this forum, the agreement provided unison with the ability to enter consultation and receive vital documentation prior to any decision to progress matters forward to a FBC (Full Business Case) this was confirmed verbally by Councillor Osborn on two separate occasion firstly at the Portfolio Holders decision meeting regarding the outsource of the L&D department (learning and development) and again at the scrutiny call in committee.

Unison has since undertaken and compiled a procurement agreement which was submitted to the council some considerable time ago, to date Unison has received no response or courtesy acknowledgement of receipt.

Unison are seriously concerned by the councils reticence to formally engage into an agreement which most other authorities possess as a matter of good practice, this matter further alarms this Trade Union especially in the present climate of forced and imposed change to our members contractual terms and conditions of employment, also with this authorities wish to further erode the contractual rights of our members.

The resolve that Unison is seeking, that elected members and the CSB (Corporate Strategy Board) formally commit their wish to fully embrace Unison in consultation by the signing of an agreement which allows early and meaningful consultation.

**AUTHOR: Harrow UNISON LG Branch**

**CONTACT DETAILS: CONTACT DETAILS:**

*Harrow L.G. Branch*

*The UNISON Office*

*Central Depot, Forward Drive*

*Harrow, Middlesex*

*HA3 8NT*

**Tel: 020 8424 1795**

**Fax: 020 8424 1835**

**Email: [info@harrow-unison.org.uk](mailto:info@harrow-unison.org.uk)**

**REPORT FOR: EMPLOYEES'  
CONSULTATIVE FORUM**

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**Date:** 26 JANUARY 2010

**Subject:** **INFORMATION REPORT –  
RESPONSE TO EMPLOYEES' SIDE  
REPORT ON 'AGREEMENT TO EARLY  
CONSULTATION'.**

**Responsible Officer:** TOM WHITING, ASSISTANT CHIEF  
EXECUTIVE

**Exempt:** NO

**Enclosures:** Appendix 1 - Minute 114 – Portfolio Holder  
Decision Meeting, 3<sup>rd</sup> September 2009

Appendix 2 - Minute 48 – Overview &  
Scrutiny Call-in Sub Committee Meeting,  
22<sup>nd</sup> September 2009

Appendix 3 - Council's Recognition and  
Procedural Agreement with UNISON

Appendix 4 - Terms of Reference of 'Better  
Deal for Residents' TU Forum

## **Section 1 – Summary**

This report sets out management's response to the Employees' Side report on 'Agreement to Early Consultation' submitted by UNISON to this meeting of the Forum.

**FOR INFORMATION**

## Section 2 – Report

### Portfolio Holder Decision

- 2.1 At a Portfolio Holder Decision meeting on 3<sup>rd</sup> September 2009, the Portfolio Holder for Performance, Communications and Corporate Services was requested to approve proceeding with a Learning & Development project outsourcing the provision of the Learning and Development (administration) service.
- 2.2 The project had been developed as part of the Business Transformation Partnership and had therefore been subject to an Outline and Full Business Case.
- 2.3 At the Portfolio Holder Decision meeting, Harrow UNISON branch representatives raised a number of issues, including the timing of the Council's engagement with the trade unions as a result of which, the Portfolio Holder resolved:
  - (2) That mechanisms be put in place to allow options on future projects to be explored more widely at an earlier stage.
- 2.4 A copy of the relevant Portfolio Holder Decision meeting minute is attached at **Appendix 1**.
- 2.5 The Portfolio Holder's decision was subject to call-in by the Council's Overview & Scrutiny Call-in Sub Committee. At its meeting on the 22<sup>nd</sup> September 2009, the Call-in Sub Committee upheld the Portfolio Holder's decision but the minutes do not record any specific discussion regarding resolution (2) set out in 2.3 above. However, neither the Portfolio Holder's decision, nor that it was upheld by the Call-in Sub Committee are disputed.
- 2.6 A copy of the relevant Overview & Scrutiny Call-in Sub Committee meeting minute is attached at **Appendix 2**.
- 2.7 Management intend to implement resolution (2) of the Portfolio Holder's decision, by engaging the trade unions and relevant employees at the earliest stage in the development of any Outline Business Case where there may be potential implications for the workforce, including consideration of the options.
- 2.8 Engagement with the trade unions will be carried out in accordance with the provisions in the Council's Recognition and Procedural Agreements with GMB and UNISON and specifically paragraph 14 headed 'Information' and paragraph 15 headed 'Consultation' and the terms of reference for the Better Deal for Resident TU Forum.



- 2.9 Copies of the Council's Recognition and Procedural Agreement with UNISON and the terms of reference for the Better Deal for Resident TU Forum are attached at **Appendix 3 and 4** respectively.

#### **Draft Procurement Agreement**

- 2.10 In their report to this Forum UNISON state that they submitted a draft 'Procurement Agreement' (the draft Agreement) to the Council 'some considerable time ago'. UNISON also state that the draft Agreement was submitted to the Divisional Director, Finance & Procurement; however, the Divisional Director, has no record of receiving it.
- 2.11 At the Corporate Joint Committee (CJC) on 17<sup>th</sup> December 2009, UNISON raised, under A.O.B., that they had not received a response to their draft Procurement Agreement. The Divisional Director, Human Resources & Development undertook to raise this with the Divisional Director, Finance & Procurement. Note at this time the Divisional Director, Human Resources & Development was not aware of the content of the draft Agreement as he had neither seen a copy nor had it been an agenda item discussed at a previous CJC.
- 2.12 At a meeting with the Chief Executive on 21<sup>st</sup> December 2009, UNISON raised the draft Agreement with the Chief Executive and provided him with a copy which he forwarded to the Divisional Director, Human Resources & Development.
- 2.13 Having reviewed the draft Agreement, the Divisional Director Human Resources & Development is of the view that it covers inter alia provisions within the Council's Recognition and Procedural Agreements with GMB and UNISON, the Protocol for Managing Organisational Change and the agreed terms of reference for the Better Deal for Resident TU Forum and that more detailed consultation is required prior to any recommendation for either adoption or rejection by the Council.
- 2.14 The draft Agreement will therefore be the subject of formal consultation through the Corporate Joint Committee in accordance with the provisions in paragraph 15 'Consultation' of the Council's Recognition and Procedural Agreements with GMB and UNISON .

### **Section 3 – Further Information**

None

## Section 4 – Financial Implications

None

## Section 5 – Corporate Priorities

N/A

Name: Steve Tingle.....	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 4 <sup>th</sup> January 2010.....		

## Section 6 - Contact Details and Background Papers

**Contact:** Jon Turner, Divisional Director Human Resources & Development  
Email: [jon.turner@harrow.gov.uk](mailto:jon.turner@harrow.gov.uk)  
DD 0208 424 1225

### Background Papers:

Minute 114 – Portfolio Holder Decision Meeting, 3<sup>rd</sup> September 2009  
[http://www.harrow.gov.uk/www2/Published/C00000684/M00060124/\\$\\$\\$Minutes.doc.pdf](http://www.harrow.gov.uk/www2/Published/C00000684/M00060124/$$$Minutes.doc.pdf)

Minute 48 – Overview & Scrutiny Call-in Sub Committee Meeting, 22<sup>nd</sup> September 2009  
[http://www.harrow.gov.uk/www2/Published/C00000281/M00060178/\\$\\$\\$Minutes.doc.pdf](http://www.harrow.gov.uk/www2/Published/C00000281/M00060178/$$$Minutes.doc.pdf)

**EXTRACT FROM PORTFOLIO HOLDER DECISION MEETING 3 SEPTEMBER 2009**

Minute 114

**Key Decision: Learning and Development:**

The Portfolio Holder for Performance, Communications and Corporate Services considered a report of the Director of Business Transformation and Customer Service, together with a confidential appendix, which summarised the case for outsourcing the provision of the Learning and Development Service.

The Portfolio Holder welcomed Members and Harrow Unison Branch representatives to the meeting and stated that, exceptionally, on this occasion, he would allow representatives from the Harrow Unison Branch to address the meeting. Additionally, in accordance with Executive Procedure Rule 25.5, 'Who may Speak', the Portfolio Holder invited Members present at the meeting to speak.

An officer introduced the report and drew attention to the confidential appendix, which set out the full business case for the outsourcing of the Learning and Development Managed Service. He confirmed that the Business Transformation Project Partnership Board Members had previously approved the proposal, which now needed urgent approval if the timescales and benefits set out in the full business case were to be achieved.

The Divisional Director of Human Resources and Development outlined the reasons for the proposed change in service provision and the benefits that would accrue. He stated that whilst the existing staff provided an efficient service, the benefits of the proposal outweighed current service provision as it allowed for more effective monitoring and online access.

The Divisional Director referred to the letter from Unison appended to the report. He stated that the issues raised by Unison had been addressed, details of which were set out in the report, and that the proposal would provide value for money.

Unison representatives asked questions on the extent of the liability involved. They were of the view that the Council had not met its legal obligation in respect of the equalities impact assessment, which had been undertaken in haste. Moreover, there were no guarantees that the proposal would not lead to redundancies. The report did not provide a fair view of the existing service and how it could be provided in a better way. The option of providing the service in-house had not been considered fully.

In response, the Divisional Director acknowledged that the equalities impact assessment could have been carried out earlier but stated that reasonable time had been given for comments. The comments provided by staff had been incorporated. All statutory requirements had been met and staff had been kept informed and consulted. The Council would welcome joint working with Unison on any issues. Alternative options had been discussed and their viability tested. The Council was of the view that there was not a more cost effective way of accessing the technology that the proposal, if approved, would provide. The issue of liability should be addressed during the implementation stage.

The Portfolio Holder stated that, where possible, the Council would fully examine alternative options. He explained that service delivery had been a key factor as to why the Council had moved towards the proposed option. He suggested that, in future, mechanisms should be put in place to allow for earlier discussions with Unison, the Business Transformation Project

Partnership Board, opposition groups and Portfolio Holder assistants with a view to exploring all options including in-house provision of services for other projects.

A Member, who supported the proposal, and considered it to be leading edge, was of the view that the Council ought to have ownership of the contract and market it to other boroughs in the future instead. This element needed to be explored further as part of the business case, as it would provide a better return in the long term. He was also of the view that the 'options review' proposed at the end of the fourth year of the contract should be undertaken earlier. In response, the Divisional Director and the Portfolio Holder stated that it would take significant time and resources for the Council to generate a market as suggested by the Member but that this suggestion had been discussed. The Portfolio Holder added that he was not convinced that the Council had sufficient resources to develop a business case.

Another Member asked questions relating to system integration and enquired about the robustness of the proposal. The Divisional Director stated that all systems were generally tested and parameters set before they went live. The system in question was in working order and tests would be carried out on it once it had been integrated.

The Portfolio Holder stated that he was minded to approve the proposal and gave assurances that the options available on future projects would be explored fully.

**RESOLVED:** That (1) the Learning and Development Project be approved to proceed in line with its Business Case;

(2) mechanisms be put in place to allow options on future projects to be explored more widely at an earlier stage.

**Reasons for Decision:** To (1) reduce costs whilst maintaining an excellent service; (2) contribute to an improvement in the use of resources; (3) ensure value for money and appropriate engagement with stakeholders.

## **EXTRACT FROM OVERVIEW AND SCRUTINY CALL-IN SUB-COMMITTEE MEETING 22 SEPTEMBER 2009**

Minute 48

### **Call-In of the Decision of the Portfolio Holder Decision Meeting on 3 September 2009: Learning and Development:**

Prior to the commencement of the consideration of the Call-In matter, the Chairman advised that the Portfolio Holder for Performance, Communications and Corporate Services was in attendance at the Sub-Committee to respond to the call-in as part of the requirement of that process.

It was reported that the Portfolio Holder for Performance, Communications and Corporate Services (the Portfolio Holder) had agreed a decision in relation to the Learning and Development Project. A Call-In Notice calling in the decision had been subsequently received, signed by more than 150 members of the public, and the decision had therefore been referred to this Sub-Committee for consideration.

The Sub-Committee received the notice invoking the call-in procedure, the report of the Director of Business Transformation and Customer Services submitted to the Portfolio Holder and the relevant minutes.

The decision had been called-in on four grounds:

- inadequate consultation with stakeholders prior to the decision;
- insufficient consideration of legal and financial advice;
- absence of adequate evidence on which to base a decision;
- action not proportionate to the desired outcome.

The Chairman outlined the procedure to be followed at the meeting, and invited Darren Butterfield to speak on behalf of the signatories.

Mr Butterfield, addressed each of the points raised within the Call-In Notice, outlining the concerns Unison had with regard to each and where they believed failures had occurred in the process followed to date. Having fully participated in the consultation process, Unison had submitted a response which included a request for a full Equality Impact Assessment (EIA) to take into account the impact the decision would have in terms of equality on staff. It was alleged that:

- at no stage during the agreed consultation period had an EIA been conducted;
- the decision to then extend the consultation period was unilateral and had affected facility time;
- no explanation had been given as to why the EIA was not conducted during the agreed consultation period;
- there was no evidence in the Full Business Case that alternative options had been explored;
- there was no service performance data of the current function, no options appraisal or improvement examination;
- the options put forward in the Unison response had not been explored;

- it was not a competitive process;
- the action was not proportionate to the desired outcome as the decision would result in redundancies for limited cost savings;
- Unison requested independent scrutiny to define the figures involved.

Upon being invited to respond, the Portfolio Holder for Performance, Communications and Corporate Services advised that the process leading to his decision had been underway for nine months, allowing for substantial consultation with Trade Unions, staff involved and the BTP (Business Transformation Panel). An EIA was required to be completed and the outcome reported prior to the decision being made, not necessarily during the consultation period. In response to a request, he had suspended Standing Orders to enable representations to be made by Unison at the relevant Portfolio Holder Decision meeting. He had made provision for earlier consultation in future, but this did not mean that there was inadequate consultation in this instance.

The Portfolio Holder stated that he was unaware of any legal or financial advice that had not been considered. He stated that redeployment, not redundancies, was the expectation, with one member of staff having already been redeployed.

The Portfolio Holder added that a robust business case had been applied with confirmation of the financial implications by the Corporate Strategy Board and BTP Panel. He advised that this option would deliver the expected savings.

The Sub-Committee was advised by the Portfolio Holder that the in-house option had been examined and significant problems had been identified including higher software and infrastructure costs and the additional resilience required for sale to other Local Authorities. Capacity problems would arise as the option would take managers away from their core responsibilities. Due to the financial constraints and capacity problems the in-house option was therefore considered not to be sustainable.

With reference to the business case, the Portfolio Holder stated that the decision had been taken not only to deliver savings, but to access the technology. He further stated that if savings were not realised over 10 years, it was still worth doing as the software capability would be within the organisation.

In response to questions from Members of the Sub-Committee, clarification was provided on the following issues by the signatories:

- 2 days' notice had been given that the consultation was extended;
- the employees affected by the decision were from BAME (Black, Asian and Minority Ethnic) groups;
- involvement in consultation commenced from the Outline Business Case in December 2008;
- Unison provided information in response to the consultation on the Full Business Case.

In response to questions from Members of the Sub-Committee to the Portfolio Holder, clarification was provided on the following issues:

- an EIA was required prior to change or a decision to make change and should include stakeholder views. The time required to complete the assessment depended on the scale of the proposed change;

- an EIA questionnaire checklist was completed subsequent to the request from Unison on 18 August 2009. It was important to note that this was part of the decision making process and not the consultation process and Unison had the opportunity to comment right up to the point the decision was made;
- consultation started in November 2008, and included site visits to Capita operations with staff and trade unions. All views were reported in the questionnaire checklist which was updated with the responses were received from staff;
- whilst alternative options were considered, in depth examination did not take place where information indicated that a proposal was not viable, such as the cost of the in-house option and the consequence of management time being required on other than the core subject. The wording 'viability tested' in the minutes of the Portfolio Holder Decision meeting could have been worded as 'considered';
- the requirement for a Portfolio Holder's meeting had been included in the forward plan from at the beginning of August 2009;
- substantial efficiencies could be made, with service improvements that were self-financing due to the implementation of technology. Three business cases had recently been approved by the Portfolio Holder which had the benefit of service improvements in addition to budget savings (the Portfolio Holder was delegated to approve full Business Cases relating to the Business Transformation Project on behalf of the Council and wanted to ensure maximum engagement). He did not consider that his request, that mechanisms be put in place to allow options on future projects to be explored more widely at an earlier stage, would have affected the result of this case if introduced earlier;
- he had allowed Members and Harrow Unison Branch representatives to address the Portfolio Holder Decision meeting on 3 September 2009;
- the recent summer holiday period should not have been an issue for Unison as the consultation process commenced in November 2008. Additionally, Unison had not raised this as part of their objections;
- it had not been considered that there was anything substantial for the Overview and Scrutiny Committee to examine in connection with the item. However, he was content for the Committee to review the item should it wish to consider the matter.

The Sub-Committee agreed that, without setting a precedent, both Unison and the Portfolio Holder would have the opportunity to sum up for two minutes.

In summing up, the representative of the petitioners agreed that the process had taken place over a long period of time, but that it had taken the trade union's actions to initiate and remind the decision makers of their equality duty. He expressed the view that that the process had not been competitive as an options appraisal had not been undertaken and there was no comparative data to substantiate that other options had been considered.

The Portfolio holder, in summing up:

- reiterated that the EIA had been undertaken and considered prior to the decision;
- stated that adequate consultation had taken place as the process had taken nine months and had included opportunities for relevant parties to speak at all meetings;
- that there had been sufficient consideration of legal and financial advice;
- strongly felt there had been overwhelming evidence on which to base the decision taken;
- felt that the decision was clearly proportionate as it would deliver improved services and make savings.

The Chairman thanked Darren Butterfield and the Portfolio Holder for their attendance.

**(The Sub-Committee then adjourned from 8.35 pm – 9.35 pm to receive legal advice.)**

Members of the Sub-Committee, having considered all the evidence, summarised their individual views relating to the grounds for call-in, noting that:

- on ground a (inadequate consultation with stakeholders prior to the decision), ground f (insufficient consideration of legal and financial advice) and d (the action is not proportionate to the desired outcome), it was the opinion of the Sub-Committee that there was insufficient evidence to support the validity of the challenge;
- on ground b (absence of adequate evidence on which to base a decision) Members expressed various views both supporting and opposing the stated grounds. On being put to the vote, the majority decision was that the Call-In was not proven on this stated ground.

**RESOLVED:** That the challenge to the decision be taken no further and the decision be implemented.



## **RECOGNITION AND PROCEDURAL AGREEMENT**

between Harrow Council, Civic Centre, Station Road, Harrow, Middx. HA1 2XF

and

UNISON, 1, Mabledon Place, London. WC1H 9AJ

### **1. INTRODUCTION**

This agreement between Harrow Council and UNISON, being the recognised trade union, sets out the agreed procedures to be followed with regard to consultation, negotiation, and disputes, as well as details of time-off arrangements for trade union duties and activities, facilities and information provided by Harrow Council for trade union purposes, check-off and certification of local officials.

### **2. DEFINITION OF TERMS**

In this Agreement:-

The Union refers to the Harrow Council Branch of UNISON  
Staff refers to all employees of Harrow Council

### **3. COMMENCEMENT DATE**

This Agreement commences on .....(date)

### **4. OBJECTIVES**

- 4.1 In drawing up this agreement, Harrow Council and the Union recognise that Harrow Council exists to fulfil its aims and objectives.
- 4.2 The purpose of this agreement is to codify the existing Union recognition and representation within Harrow Council and establish a framework for consultation and collective bargaining.
- 4.3 The parties have identified common objectives they wish to pursue and achieve. These are:
  - 4.3.1 to ensure that employment practices are conducted to the highest possible standards;
  - 4.3.2 to enhance effective communication with all staff throughout Harrow Council;
  - 4.3.3 to achieve greater participation and involvement of all members of staff on the issues involved in running and developing Harrow Council;
  - 4.3.4 to ensure that equal opportunities are offered to staff or prospective staff and that the treatment of staff will be fair and equitable in all matters.

## **5. GENERAL PRINCIPLES**

- 5.1 Harrow Council and the Union accept that the terms of this agreement are binding in honour upon them but do not constitute a legally enforceable agreement.
- 5.2 The Union recognises Harrow Council's responsibility to plan, organise and manage the work of Harrow Council in order to achieve the best possible results in pursuing its overall aims and objectives.
- 5.3 Harrow Council recognises the Union's responsibility to represent the interests of its Members and to work for improved conditions of employment for them.
- 5.4 Harrow Council encourages employees to become and remain members of an appropriate trade union in accordance with this agreement.
- 5.5 Harrow Council and the Union recognise their common interest and joint purpose in furthering the aims and objectives of Harrow Council and in achieving reasonable solutions to all matters which concern them. Both parties declare their commitment to maintain good industrial relations.
- 5.6 Harrow Council and the Union accept the need for joint consultation and collective bargaining in securing their objectives. They acknowledge the value of up to date information on important changes which effect employees of Harrow Council.

## **6. UNION REPRESENTATION**

- 6.1 Harrow Council recognises the Union with for the purposes of consultation and negotiations in all matters set out in sections 15 and 16 of this Agreement.
- 6.2 Harrow Council accepts that the Union's members will elect representatives in accordance with their Union Rules to act as their spokespersons in representing their interests.
- 6.3 The Union agrees to inform Harrow Council of the names of all elected representatives in writing within five working days of their election and to inform Harrow Council in writing of any subsequent changes, each time within five working days of the change having taken place. Persons whose names have been notified to Harrow Council shall be the sole representatives of the Union membership.
- 6.4 Harrow Council recognises that Union representatives fulfil an important role and that the discharge of their duties as Union representatives will in no way prejudice their career prospects or employment with Harrow Council.
- 6.5 Harrow Council will inform all new employees of this agreement and will encourage them to join an appropriate union and provide facilities for them to talk to a workplace representative as part of their induction procedure. Harrow Council will supply union representatives with new starter details to enable them to contact new employees.

## **7. TIME OFF TO UNDERTAKE TRADE UNION DUTIES**

7.1 An employee who is an official of an independent trade union recognised by the Council is allowed reasonable paid time off during working hours to carry out certain trade union duties. Trade union duties include, but are not exhaustive, negotiations or other functions related to:

- Attendance at appropriate national conference and TUC conference where appointed by the trade union as a delegate.
- Attendance at Corporate/Departmental Joint Committees including pre-meeting of trade union side only.
- To speak at Induction Courses.
- To represent employees at formal meetings (as long as they have been certified by the union as being capable of acting as a worker's companion).
- Time to prepare for meetings as above
- Undertaking the duties of a Union Learning Representative (ULR) (see 10 below)

## **8. TIME OFF TO UNDERTAKE TRADE UNION ACTIVITIES**

An employee who is a member of a trade union recognised by the Council is allowed reasonable unpaid time off during working hours to:-

- take part in any trade union activity; and
- for the purposes of accessing the services of a ULR

There is no statutory requirement that union members or representatives be paid for time off taken on trade union activities.

## **9. TIME OFF TO UNDERTAKE TRADE UNION TRAINING**

Employees who are recognised trade union officials are allowed reasonable paid time off during working hours to undergo training relevant to the carrying out of their trade union duties.

Employees who are Union Learning Representatives (ULR) are also permitted reasonable time off during working hours to undergo training relevant to their functions as a Union Learning Representative.

Training courses must either be approved by the TUC or relevant union or be in house training relating specifically to Harrow procedures/practices.

In all cases, the amount of time off must be reasonable.

A recognised trade union representative who is dissatisfied with a decision regarding time off for training will have access to the grievance procedure.

## **10. UNION LEARNING REPRESENTATIVES (ULR)**

The functions for which time off as a ULR are allowed are:

- Analysing learning or training needs
- Providing information and advice about learning or training matters
- Arranging learning or training
- Promoting the value of learning or training
- Consulting the Council about carrying out any such activities
- Preparation to carry out any of the above activities

To qualify for paid time off the Union member must be sufficiently trained to carry out duties as a learning representative either:

- at the time when their Union gives notice to their employer in writing that they are a learning representative of the Union, or
- within six months of that date.

In the latter case, the Union is required to give the Head of HR notice in writing that the employee will be undergoing such training and when the employee has done so to give the Head of HR notice of that fact.

Within six months of the date of that notification, the Union should confirm in writing that the training undertaken has been sufficient to allow the ULR to undertake their role, preferably giving details of training which has been completed and any previous training that has been taken into account.

The six-month qualifying period during which an untrained ULR must receive sufficient training to continue operating as a ULR may be extended by mutual agreement.

## **11. TIME OFF WITH PAY**

Recognised trade union representatives will be afforded reasonable time off with pay to undertake trade union duties and training.

There is no statutory requirement to pay for time off where the duties or training is carried out at a time when the official would not otherwise have been at work.

## **12. SECONDMENTS TO UNDERTAKE TRADE UNION DUTIES**

Recognised trade unions may be offered secondments for representatives to undertake trade union duties.

It is for the recognised trade union to determine which representative(s) will be seconded.

However the Head of HR must be given four weeks written notice of any change in the representatives seconded and secondment will be subject to operational constraints.

Harrow Council currently offers secondments for up to five full-time equivalent trade union representatives to trade union duties, subject to the cost of secondment not exceeding the budget allocated for this purpose.

The arrangements for secondment are may be subject to review and variation at the discretion of the Council with four week's notice.

Where an employee has been seconded to undertake trade union duties the following conditions will apply:

- The Head of HR will be responsible for the management of the secondees' time in relation to annual leave requests, sickness absence and attendance monitoring.
- The secondee will remain on the same terms and conditions as their substantive post.
- The secondee will be entitled to be paid when participating in meetings with Council Members that take place after normal working hours. This includes attending meetings in order to follow debates that may have an impact on employees. For attendance at evening meetings payment is claimed for the time actually spent at the meeting and up to 30 minutes before and after the meeting.

The secondees' hours of work must not exceed the hours applicable to their substantive post. In this respect, secondees will not be paid any additional hours over and above their contractual hours, except in case of attendance at meetings with Council Members or in exceptional circumstances, with the agreement of the Head of HR.

The cost of release to attend training course(s) for secondees will, where approved by the Head of HR, be met from the Union's budget.

### **13. UNION MEETINGS AND OTHER FACILITIES**

Meetings of Union members may be held on Harrow Council's premises outside working hours and there shall be no restriction on the frequency or duration of such meetings. Such meetings will be open to all staff members who are members of the Union.

Union meetings may be held on Harrow Council's premises inside working hours provided that prior consent for such meetings shall be obtained from Harrow Council by the Union. Such consent shall not unreasonably be withheld. The Union shall provide Harrow Council with a timetable of regular Union meetings or give at least three working days notice of the intention to hold a meeting.

Harrow Council agrees to provide defined facilities to the Union representatives to enable them to discharge their duties including: provision of secure office space; a notice board; access to confidential telephone, fax, internal mail and email; reasonable use of equipment such as telephones, photocopiers, and PC's; reasonable accommodation for meetings and trade union education, and reasonable access to administrative support and secretarial services. Costs for these facilities must be contained within the budget provision for trade union facilities.

## **14. INFORMATION**

Harrow Council undertakes to supply staff through the Union with the necessary information for it to carry out effective consultation and negotiation. This will include Harrow Council's employment policies and procedures and proposed amendments and additions.

Harrow Council will comply with the ACAS Code of Practice in relation to Disclosure of Information to Trade Unions for Collective Bargaining purposes.

Any dispute between Harrow Council and the Union concerning the disclosure of information shall be dealt with through the Corporate Joint Committee/Employees' Consultative Forum as appropriate.

## **15. CONSULTATION**

Harrow Council undertake to have proper consultation with staff through the Union to enable feedback and discussion before decisions are taken concerning matters directly affecting the interests of Harrow Council staff through the Directorate Joint Committee (DJC) or the Corporate Joint Committee (CJC).

### **(a) Directorate Issues**

Consultation should be initiated by line managers at the appropriate level of seniority. Appropriate in this context is affected by the number of employees involved and the range and depth of the issues involved.

Where an issue affects two or more departments the relevant Director should agree how the consultation is to be handled. To avoid any misunderstanding, it is recommended that the arrangements are confirmed in writing.

Human Resources should to be involved throughout the consultation process, particularly in meetings with employee representatives.

For more detailed information please see attached Appendix 1 – Terms of Reference for Departmental Joint Committees, Appendix 2 - Constitution of Corporate Joint Committee and Appendix 3 - Terms of Reference for Employees Consultative Forum.

### **(b) Corporate Issues**

Harrow Council will consult on the following issues, through the DJC or CJC, as appropriate:

- Issues arising from proposals to change working practices and procedures;
- Issues arising from the introduction or implementation of Council policy;
- Issues concerning the future development or progress of specific items including personnel policies, practices and procedures;
- Issues relating to equal opportunities;
- Issues relating to the Council's future intentions concerning any employment matters;

- Issues relating to training and development;
- General issues concerning employment of staff;
- Any issues referred by the Health & Safety Partnership Board;
- Any other item which both sides agree to refer.

## **16. NEGOTIATION**

Harrow Council will negotiate and reach agreement, through the DJC or CJC on all issues pertaining to terms and conditions of employment affecting staff.

## **17. GRIEVANCES AND DISCIPLINE**

17.1 Harrow Council recognises the Union's right to represent the interests of all or any of its members at all stages during grievance and disciplinary procedures and to call in Union officials who are not employees of Harrow Council wherever this is considered appropriate.

17.2 Union representatives will be permitted to spend reasonable paid time inside working hours to discuss grievance or disciplinary matters with affected employees, and to prepare their case.

17.3 Harrow Council undertakes to inform the Union Regional Officer or Branch Secretary immediately of the name of any union representative faced with disciplinary action to enable the Union to make appropriate arrangements for representation.

## **18. DISPUTES**

18.1 In the event of an agreement not being reached at either Departmental Joint Committee (DJC) or Corporate Joint Committee (CJC), current arrangements will remain in place.

18.2 In the event of a failure to agree at DJC or CJC, the matter will normally be referred to the Employees Consultative Forum.

18.3 Matters may also be referred by either part to be considered by the Chief Executive (or Executive Director) and Regional Officer prior to ECF.

## **19. CHECK OFF**

Harrow Council agrees, subject to compliance with legal arrangements and the authorisation of the member of staff, to deduct monthly subscriptions from the salaries of the Union's members. The sum collected (less the agreed Council charge) together with a list of the names of members and amounts deducted will be sent to the nominated officer of the Union.

## **20. VARIATIONS**

This Agreement may be amended at any time with the written consent of both parties.

## 21. TERMINATION

This agreement may be terminated, in full or in part, by giving three months notice in writing to the other party.

SIGNED ..... DATE .....  
for Harrow Council

SIGNED ..... DATE .....  
for Unison



**HARROW SCHEME FOR PAY AND CONDITIONS OF SERVICE**

<b>SUBJECT:</b>	<b>Departmental Joint Committee</b>	
<b>SECTION:</b>	<b>Employee Relations</b>	<b>REF: 4.6</b>
<b>APPLICABLE TO:</b>	<b>All Employees (excluding Contract Services)</b>	
<b>SOURCE AND DATE:</b>	<b>Corporate Joint Committee 8.12.99</b>	

**1. AIMS**

To communicate, negotiate and consult between management and workforce in order to promote good employee relations, reach joint agreement and encourage the concept of workforce and management working together to achieve common ends.

**2. TERMS OF REFERENCE**

- 2.1. The Committee shall be used to progress local issues
- 2.2. The Committee shall not consider issues which fall under the scope of existing procedures. Health and safety matters should be raised at the relevant Safety Group. If there is no Safety Group established within the Department, the DJC shall consider safety matters.
- 2.3. The Committee shall not consider other than in general terms corporate issues or items which would change Council policy or items affecting employees in more than one department. Such items should be referred in the first instance to the Chief Personnel Officer.

**3. MEMBERSHIP**

Heads of Service or delegated officers  
Departmental Personnel Staff  
Local trade union representatives

**Ex Officio**

Director  
Trade Union Branch  
Secretary or her/his  
representative  
Trade Union  
Regional Officials.

Management and staff from the Service Area concerned in a particular issue may be co-opted and present for the particular items in which they are involved.

## **4. MEETINGS**

- 4.1. Meetings of the Committee should take place at least once a quarter and should be held during working hours.
- 4.2. Sub Committees can be established as appropriate.
- 4.3 An emergency meeting may be called by either side.

The meeting should be convened within 7 working days.

A quorum for the meeting will consist:-

- 2 Trade Union Representatives
- 1 Management Representative
- 1 Personnel Representative

The Management Representative will be the Director/Head of Service or his/her nominee.

## **5. AGENDA AND MINUTES**

- 5.1 Items for inclusion on the agenda, from either side, normally should be sent in writing to the Director (or nominated officer) at least 72 hours in advance of the meeting, and should set out the nature of the issue and include any background matters.
- 5.2. Minutes of the meeting should be taken and draft minutes circulated to the Branch Secretary (or her/his representative) for agreement within 3 weeks of the meeting. These minutes must include any decision reached and should be agreed at the following meeting.

## **6. DECISIONS OF THE COMMITTEE**

- 6.1. In the event of a failure to agree on an issue, either side may refer the matter to the Employees Consultative Committee.
- 6.2. Nothing in the above procedure precludes the employees side from exercising their rights under Standing Order 31.
- 6.3. If an issue is in dispute it is agreed that action will not be taken by management to implement changes and action will not be taken by a Trade Union to disrupt normal working whilst these local procedures are being applied. Once a decision has been made under 6.1 above, by the Employee Consultative Committee as appropriate, the status quo provision ceases to apply, unless both parties agree to its continuation.

## **7. TRADE UNION FACILITIES**

To facilitate these arrangements reasonable time off for Trade Union representatives will be provided for training, attendance at departmental meetings and meetings of the Trade Union side to discuss departmental related matters.

## **8. GENERAL PRINCIPLES**

The above constitution has been designed as a basic minimum framework. Each departmental committee is free to expand upon any of the above headings in order to meet local structures and circumstances.

**HARROW SCHEME FOR PAY AND CONDITIONS OF SERVICE**

<b>SUBJECT:</b>	<b>Constitution of the Corporate Joint Committee</b>	<b>REF: 4.5</b>
<b>SECTION:</b>	<b>Employee Relations</b>	
<b>SOURCE AND DATE:</b>	<b>Corporate Joint Committee 8.12.99</b>	
<b>APPLICABLE TO:</b>	<b>All Employees (excluding Contract Services)</b>	

**1. AIMS**

- 1.1 To negotiate and consult between management and the Trade Unions on matters of mutual interest in order to promote good employee relations, reach joint agreement and encourage the concept of workforce and management working together to achieve common ends.

**2. TERMS OF REFERENCE**

- 2.1 The Committee shall be used to progress issues affecting more than one department including:
- (i) Issues of a collective nature relating to local conditions of service affecting all employees of the Council. Issues relating to only one employee group based in more than one department will be discussed between management and the relevant trade union as necessary.
  - (ii) Issues arising from proposals to change working practices and procedures.
  - (iii) Issues arising from the introduction or implementation of Council policy.
  - (iv) Issues concerning the future development or progress of specific items including personnel policies, practices and procedures.
  - (v) Issues relating to equal opportunities
  - (vi) Issues relating to the Council's future intentions concerning any employment matters
  - (vii) Issues relating to training and development.
  - (viii) General issues concerning employment of staff
  - (ix) Any issues referred by the Corporate Joint Health & Safety Group

- 2.2 The Committee shall not consider issues which fall within the scope of other procedures, e.g. disciplinary issues, individual grievances and individual grading appeals. Health and Safety issues should be discussed at the Corporate Joint Health & Safety Group.
- 2.3 The Committee shall not consider any issues which only concern employees in a single department. Such issues should be referred to the appropriate departmental Joint Committee.

### **3. MEMBERSHIP**

The permanent membership of the Committee shall be as follows:

Chief Personnel Officer  
Personnel Manager (Corporate Services)  
Employee Relations Manager  
Personnel Officer (Employee Relations)  
UNISON - Branch Secretary plus 3 representatives  
HTCC - 3 representatives

#### Ex Officio

Chief Executive Director of Finance  
Departmental Directors  
Trade Union Regional Officials

- 3.2. The Training & Development Manager should be invited to all meetings at which Training and Development is an agenda item for discussion.
- 3.3. From time to time, either side can co-opt an individual with a particular interest in an item which is on the agenda for discussion.

### **4. MEETINGS**

- 4.1. Ordinary meetings of the CJC shall take place once a quarter and shall be held during working hours. Interim CJC meetings (a sub committee of the CJC) shall take place as necessary and may be called either by Management or the Trade Union.
- 4.2. The Trade Union side will meet together in advance of the full meeting if necessary.
- 4.3. Urgent items to be dealt with directly by the Employee Relations Manager and a minimum of two trade union representatives, one of whom will be the appropriate Branch Secretary (or nominee).
- 4.4. An urgent meeting may be called by either side. This meeting should be convened within 3 days.

## **5. DISCLOSURE OF INFORMATION**

The London Borough of Harrow will comply with the ACAS Code of Practice in relation to Disclosure of Information to Trade Unions for Collective Bargaining purposes.

## **6. AGENDA AND MINUTES**

- 6.1 Items for inclusion on the agenda, from either side, normally shall be submitted in writing to the Personnel Officer (Employee Relations) at least 72 hours in advance of the meeting.
- 6.2 Each item submitted for the agenda should set out the nature of the issue and include any background matters.
- 6.3 Minutes of the meeting should be taken and draft minutes circulated to all Trade Union representatives attending including the Branch Secretary (or her/his representative) for agreement within 3 weeks of the meeting. These minutes must include any decision reached and should be agreed at the following meeting.

## **7. DECISION OF THE COMMITTEE**

- 7.1. Decisions and recommendations of the Committee may be referred to the Cabinet.
- 7.2. Decisions and recommendations of the Committee may be referred, if appropriate, to the Employees Consultative Committee.
- 7.3. In the event of a failure to agree on an issue, either side may refer the matter to the Employees Consultative Committee.
- 7.4. Nothing in the above arrangements precludes the employee's side from exercising their rights under Standing Order 31.
- 7.5. If an issue is in dispute it is agreed that action will not be taken by management to implement changes and action will not be taken by employees to disrupt normal working, whilst local procedures are being applied. This provision will cease to operate once a decision has been made under 7.3 above, unless both parties agree to its continuation.

## **8. TRADE UNION FACILITIES**

To facilitate these arrangements, reasonable time off for trade union representatives will be provided for training, attendance at CJC meetings and meetings of the Trade Union Side to discuss CJC and related matters.

**EMPLOYEES CONSULTATIVE FORUM**

**TERMS OF REFERENCE**

**1.0 Consultation**

- 1.1 The Consultative Forum is the primary mechanism by which Council Members will consult Union Representatives on Council Strategies, policies, organisational change and other issues of mutual concern.
- 1.2 It will also provide a forum for discussion on matters of mutual interest. The Consultative Forum can make recommendations to the Cabinet on such issues.
- 1.3 The Consultative Forum shall make recommendations to the relevant to the relevant Portfolio Holder or Cabinet upon matters, which have not been resolved at management level, specifically: -
  - Items referred by either management or the trade unions following failure to agree at the Corporate Joint Committee (CJC).
  - Items referred by either management or the trade unions following failure to agree at a Departmental Joint Committee (DJC).
  - Items may be referred to the Consultative Forum directly by management or the trade unions.
- 1.4 The Consultative Forum shall not consider issues which fall under the scope of existing procedures, e.g. disciplinary appeals, individual grievances and individual grading appeals.

**2.0 Equal Opportunities**

- 2.1 The Consultative Forum will seek to promote Equal Opportunities in Employment within the Council, ensuring compliance with all the relevant anti – discrimination legislation.
- 2.2 The Consultative Forum will ensure the effective implementation of ‘Making a Difference – Making Equality of Opportunity a reality’. The Forum will receive regular reports of progress including: -
  - Statistics and progress on meeting equality targets including an annual report, such statistics to include details of disciplinary, grievance and redundancy cases analysed by race, gender and disability.
  - Review of equal opportunity policies, procedures and practices
  - Equal Opportunities training, communication with staff and Harrow’s communities

**3.0 Health & Safety**

- 3.1 The Consultative Forum will seek to promote Health & Safety and Welfare within the Council and will keep under review the measures taken to ensure

Health & Safety and Welfare at work. The Forum will receive regular reports on the following :-

- Accidents/ Incidents and notifiable diseases, statistics and trends with recommendations for corrective action
  - Consideration of reports and factual information provided by Health & Safety Executive, Corporate Health and Safety Group, Safety Groups and Trade Union Health and Safety representatives. It will also consider safety audits and internal audit reports.
  - The Council's Safety Policies and the extent to which they are carried out and any need for updating.
  - The effectiveness of Health and Safety and Welfare training, communications and promotions in the workplace
  - Facilities for Safety representatives and training.
- 3.2 The Consultative Committee will carry out site visits of premises, which either are, or potentially are, a cause for concern in respect of Health & Safety or welfare considerations.
- 3.3 Any Health & Safety and Welfare matters, which are the responsibility of the Council as set out in the schedule to the Council's Consultation must be referred to the General Purposes and Licensing Committee.

#### **4.0 Membership**

4.1 The permanent membership of the Forum shall be as follows: -

- a) 7 Councillors to include the Leader and/or Deputy leader, Portfolio holder with responsibility for Human Resources.
- b) 6 Unison Representatives including Vice-Chair and Trade Union Side Secretary
- c) 3 Representatives nominated by the Harrow Teachers' Consultative Committee
- d) 2 further Representatives from the Employee side from either (b) or (c).

4.2 The Council Members shall be appointed annually by the Cabinet. If a Council Member is unable to attend any meeting then a duly appointed Reserve Council Member may attend in their place.

4.3 The Employee Side Representatives shall be nominated to the Borough Secretary and Solicitor to the Council within 14 days of each Annual Council. If an Employee Side representative is unable to attend any meeting they may nominate a substitute who shall be co-opted onto the committee for the purposes of this meeting.

Others who may attend the Forum include:-

Chief Executive, Executive Directors & Heads of Service  
Chief Personnel Officer (or representative)  
Trade Union Branch Secretaries (or representative)  
Trade Union Branch Regional Officials (as required)  
Other officers as required.



## **5.0 Recommendations of the Consultative Forum**

- 5.1 Recommendations of the Consultative Forum are reached by a majority vote among elected Members.
- 5.2 Recommendations of the Consultative Forum must go to the relevant portfolio holder or Cabinet, who are the last stage in the local procedures and in the normal course of events will be implemented immediately (subject to the call- in period).

*(Note: A proposal to establish any subsidiary body of this Committee shall be subject to its prior referral to and approval by Cabinet).*





## Transformation Programme Trade Union Forum

### Terms of Reference

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#### 1. INTRODUCTION

In recognition of need for Management and Trade Unions to work together to ensure a successful implementation of the Transformation Programme, a Trade Union Forum has been set up to facilitate communication, negotiation and consultation.

The purpose of this forum is to promote good employee relations, reach joint agreement and encourage the concept of employees and management working together to achieve common goals.

These terms of reference compliment existing Harrow Policies on Consultation notably:

- Directorate Joint Committees
- Corporate Joint Committee
- Employee Consultative Forum
- The Protocol for Managing Organisational Change

The terms of reference has been designed as a basic minimum framework. The Trade Union Forum is free to expand upon this framework in order to meet local structures and circumstances.

#### 2. OBJECTIVES

To consult with employees affected by the Transformation Programme and Trade Unions over proposed changes in order to:

- Promote good employee relations and to avoid conflict or differences.
- Consider HRD policies, practices and procedures where joint agreement is desirable.
- Ensure employees are aware of what is happening
- Identify any problems with any proposals under discussion and to examine solutions.
- Obtain commitment to new ways of working.

#### 3. MEMBERSHIP

- Brendon Hills – Corporate Director, Community & Environment (Chair)
- Carol Cutler – Director, Customer Services & Business Transformation
- Jon Turner – Divisional Director of HRD
- Samantha Whittick – HRD Lead Transformation
- Lynne Ahmed UNISON/GMB Joint Secretary
- Gary Martin – Unison Branch Secretary
- Kathleen McDonald – GMB Equalities/Race Officer

Ex-officio Members and Vice Chair

- Chief Executive and Corporate Directors
- Regional Trade Union Officials

## Transformation Programme Trade Union Forum

### Terms of Reference

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#### 4. PROCEDURE

##### 4.1 Responsibility to Initiate Consultation

The responsibility to initiate consultation on Transformation issues lies with the HRD Lead for Transformation. The Transformation Programme Trade Union Forum will have joint responsibility for ensuring that developments within this programme are signalled and discussed in good time at this forum.

##### 4.2 Who to Consult

Formal consultation is with Trade Union Representative(s).

Employees affected by change should be consulted as a matter of course and the arrangements for discussing with union representatives are in addition to the consultation process. The managers responsible for affected service areas will be supported in consulting their employees.

##### 4.3 Timing of Consultation

Proposals affecting groups of employees should be discussed with trade union representative(s) in good time, wherever practicable. We will not enter into formal consultation with staff without notifying the Trade Union first. They should be informed about the purpose and scope of the proposals and invited to offer any ideas or suggestions.

Trade Union representative(s) will be informed wherever practicable, of the proposed changes prior to informing employees. The emphasis at this stage is on giving information rather than entering into detailed discussions about the content of the information.

As proposals are translated into action, dialogue will be maintained with the union representative(s) to explain progress and how plans are evolving.

##### 4.4 Process for Escalating Issues

Both management and trade union representative(s) may refer unresolved items to the relevant Departmental Joint Committee (DJC) for directorate specific issues or to the Corporate Joint Committee (CJC) for cross-council issues as appropriate following failure to agree at the Trade Union Forum level.

Both management and trade union representative(s) may refer unresolved items to Employee Consultative Forum (ECF) following failure to agree at DJC or CJC level.

The DJC or CJC shall decide upon matters that have not been resolved at the Trade Union Forum level.

## **Transformation Programme Trade Union Forum**

### **Terms of Reference**

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The ECF shall review and make a recommendation to Cabinet (or to the relevant Portfolio-holder for Performance, Communication and Corporate Services on Cabinet's behalf) for a decision upon matters that have not been resolved at Departmental or Corporate Joint Committee level. Trade Union representatives may only refer issues to ECF after exhausting all stages of the consultation framework as outlined above and in the Constitution.

#### **4.4 Confidentiality**

In order for meaningful, open and timely consultation to take place, from time to time there may be a need for the Forum to explore very sensitive or confidential issues which may need to remain confidential before wider communication with the workforce. A clear understanding of when the trade unions can communicate to their members will be made when these matters are discussed. A joint statement will be issued to staff within 5 days of every Forum Meeting.

#### **5 PRACTICE TO BE FOLLOWED**

- Representatives from Management, Unions and Human Resources & Development will attend the Transformation Programme Trade Union Forum meetings
- All members of the Transformation Programme Trade Union Forum will work in accordance with the Council's CREATE Values.
- By agreement with the Chair both Management and Trade Union representatives will determine the frequency and duration of the meeting.
- By agreement with the Chair, either the HRD Lead for Transformation or Trade Union representatives can call an urgent meeting, which will be convened within 5 days. Where meetings are not convened within the recommended timescale either party can escalate the issue in accordance with the Constitution.
- Each meeting will have a written agenda circulated 5 working days in advance of the meeting. This timescale will be reviewed once the transformation programme is underway.
- Where documentation is issued at forum meetings the trade unions can request a further meeting to discuss the documentation content queries and question. Meetings will be convened as soon as is practical.
- A log, to formally acknowledge, record and monitor progress of issues will be reviewed and updated at each meeting.
- Management and Trade Union representatives will agree a joint statement to be issued to staff, confirming the key decisions from the Trade Union Forum meeting within 5 days of the meeting.



**REPORT FOR: EMPLOYEES'  
CONSULTATIVE FORUM**

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**Date:** 26 JANUARY 2010

**Subject:** **INFORMATION REPORT –**  
EXAMINATION OF THE MINUTES OF THE  
EMPLOYEES' CONSULTATIVE FORUM

**Responsible Officer:** TOM WHITING, ASSISTANT CHIEF  
EXECUTIVE

**Exempt:** NO

**Enclosures:** NONE

**Section 1 – Summary**

This report sets out the outcome of the examination with the trade unions of the minutes of the Employees' Consultative Forum for the previous 2 years.

**FOR INFORMATION**

## **Section 2 – Report**

- 2.1 At it's meeting on 3<sup>rd</sup> September 2009 the Forum resolved that 'the minutes of the Forum for the previous 2 years be examined and outstanding issues be identified with the unions to enable them to be tracked'.
- 2.2 Copies of the previous 2 years minutes were sent to GMB and UNISON Branch Secretaries on 11<sup>th</sup> September 2009 and a meeting with the Divisional Director HR&D arranged for 23<sup>rd</sup> October 2009.
- 2.3 On 20<sup>th</sup> October 2009 the GMB Branch Secretary notified the Council that he was standing down
- 2.4 The meeting on 23<sup>rd</sup> October 2009 was attended by UNISON but not GMB. UNISON identified the following outstanding issues from the previous 2 years minutes:

### **ECF 31/7/08**

#### **Minute 121 Annual H&S Report 2007/08**

UNISON had not received copies of the safety audit reports referred to in the report.

UNISON also commented that they had not received a breakdown on the 150 health and safety inspections referred to in the report but acknowledged that the minutes did not record that this had been agreed.

#### **Minute 124 Facility Time**

Unison acknowledged that there were no outstanding actions but wanted it noted that the issue had not been resolved

### **ECF 28/1/09**

#### **Minute 144 The Arrangements for Monitoring and Managing Legionella**

UNISON had not received a copy of the letter sent to the Leader detailing what the council were required to do and whether these requirements were being met.

- 2.5 On 29<sup>th</sup> October 2009, the Divisional Director HR&D notified Harrow GMB Branch representatives and the GMB Regional Officer of the issues that had been identified by UNISON. He enclosed copies of the minutes of the



past 2 years and requested they advise him of any matters that GMB considered to be outstanding.

- 2.6 The Divisional Director also advised that if he did not hear from the GMB Branch before the report deadline for the next ECF, he would assume that there were no outstanding issues. GMB have not notified the Divisional Director of any outstanding issues.
- 2.7 The Interim Health & Safety Manager has advised that the outstanding items from minutes 121 and 144 will be addressed. There will therefore be no outstanding issues from the previous 2 years minutes.

### **Section 3 – Further Information**

None

### **Section 4 – Financial Implications**

None

### **Section 5 – Corporate Priorities**

N/A

Name: Myfanwy Barrett..... <input checked="" type="checkbox"/>	Chief Financial Officer
Date: 4 <sup>th</sup> January 2010.....	

### **Section 6 - Contact Details and Background Papers**

**Contact:** Jon Turner, Divisional Director Human Resources & Development  
**Email:** [jon.turner@harrow.gov.uk](mailto:jon.turner@harrow.gov.uk)  
**DD** 0208 424 1225

## **Background Papers:**

Minute 165 - Employees' Consultative Forum, 3<sup>rd</sup> September 2009

[http://www.harrow.gov.uk/www2/Published/C00000265/M00060094/\\$\\$\\$Minutes.doc.pdf](http://www.harrow.gov.uk/www2/Published/C00000265/M00060094/$$$Minutes.doc.pdf)