

# Employees' Consultative Forum

## AGENDA

**DATE:** Monday 15 October 2012

**TIME:** 7.30 pm

**VENUE:** Committee Rooms 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:** Gary Martin

**Councillors:**

Bob Currie	Mrs Camilla Bath
Graham Henson (VC)	Jean Lammiman
Thaya Idaikkadar	Paul Osborn
Bill Stephenson	

**Employee Representatives:**

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Representatives of HTCC: Ms L Snowdon (2 vacancies)

Representatives of UNISON: Ms L Ahmad Mr S Compton  
Mr D Butterfield (1 vacancy)

Representatives of GMB: Mr S Karia

**(Reserve Council Side Members overleaf)**

## **Reserve Council Side Members:**

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- |                |                            |
|----------------|----------------------------|
| 1. Ajay Maru   | 1. Barry Macleod-Cullinane |
| 2. Keith Ferry | 2. Tony Ferrari            |
| 3. Navin Shah  | 3. Susan Hall              |
| 4. Ben Wealthy |                            |

**Contact: Vishal Seegoolam, Senior Democratic Services Officer**  
**Tel: 020 8424 1883 E-mail: [vishal.seegoolam@harrow.gov.uk](mailto:vishal.seegoolam@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 disclosable pecuniary or non pecuniary interests, arising from business to be transacted at this meeting, from:

- (a) all Members of the Forum;
- (b) all other Members present.

## **3. MINUTES (Pages 1 - 10)**

That the minutes of the meeting held on 4 July 2012 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 Executive Procedure Rule 49 (Part 4D of the Constitution).

## **5. DEPUTATIONS**

To receive deputations (if any) under the provisions of Executive Procedure Rule 50 (Part 4D of the Constitution).

## **6. PUBLIC QUESTIONS**

To receive questions (if any) from local residents or organisations under the provisions of Executive Procedure Rule 51 (Part 4D of the Constitution).

## **7. EMPLOYEES' SIDE REPORT ON THE SENECA WASTE TRANSFER STATION (Pages 11 - 48)**

Report of Unison.

**8. INFORMATION REPORT - MANAGEMENT RESPONSE TO EMPLOYEES' SIDE REPORT ON THE SENECA WASTE TRANSFER STATION (Pages 49 - 52)**

Report of the Divisional Director Environmental Services.

**9. EMPLOYEES' SIDE REPORT ON MATTERS REFERRED FROM CORPORATE JOINT COMMITTEE (Pages 53 - 56)**

Report of Unison.

**10. INFORMATION REPORT - RESPONSE TO THE UNISON REPORT ON MATTERS REFERRED FROM THE CORPORATE JOINT COMMITTEE (Pages 57 - 60)**

Report of the Divisional Director Human Resources and Development and Shared Services.

**11. EMPLOYEES' SIDE REPORT ON CUTS TO TRADE UNION FACILITY BUDGET (Pages 61 - 64)**

Report of Unison.

**12. INFORMATION REPORT - MANAGEMENT'S RESPONSE TO UNISON'S REPORT ON CUTS TO TRADE UNION FACILITY BUDGET (Pages 65 - 88)**

Report of the Divisional Director of Human Resources, Development and Shared Services.

**13. INFORMATION REPORT - ANNUAL EQUALITY IN EMPLOYMENT MONITORING FROM 1 APRIL 2011 - 31 MARCH 2012 (Pages 89 - 214)**

Report of the Assistant Chief Executive.

**14. INFORMATION REPORT - FOLLOW-UP ACTIONS (Pages 215 - 220)**

Joint Report of the Divisional Director Human Resources & Development and Shared Services and the Director of Legal and Governance Services.

## 15. EXCLUSION OF THE PRESS AND PUBLIC

To resolve that the press and public be excluded from the meeting for the following item of business, on the grounds that it involves the likely disclosure of confidential information in breach of an obligation of confidence, or of exempt information as defined in Part I of Schedule 12A to the Local Government Act 1972:

<u>Agenda Item No</u>	<u>Title</u>	<u>Description of Exempt Information</u>
16.	Employees' Side Report on Insurance for Council Drivers	Information under paragraph 1 (contains information relating to any individuals).
17.	Information Report – Management's Response to Employees' Side Report on Insurance for Council Drivers	

## AGENDA - PART II

### 16. EMPLOYEES' SIDE REPORT ON INSURANCE FOR COUNCIL DRIVERS (Pages 221 - 252)

Report of Unison.

### 17. INFORMATION REPORT - MANAGEMENT'S RESPONSE TO EMPLOYEES' SIDE REPORT ON INSURANCE FOR COUNCIL DRIVERS (Pages 253 - 256)

Report of the Divisional Director Environmental Services.

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# EMPLOYEES' CONSULTATIVE FORUM MINUTES

## 4 JULY 2012

<b>Chairman:</b>	* Mr G Martin	
<b>Councillors:</b>	Mrs Camilla Bath * Bob Currie Graham Henson Thaya Idaikkadar	Jean Lammiman Paul Osborn Bill Stephenson
<b>Representatives of HTCC:</b>	Ms L Snowdon	
<b>Representatives of UNISON:</b>	† Ms L Ahmad * Mr D Butterfield	† Mr S Compton
<b>Representatives of GMB:</b>	Mr S Karia	

- \* Denotes Member present
- † Denotes apologies received

### 91. Appointment of Chairman

**RESOLVED:** To appoint Gary Martin, representing the Trade Unions, as Chairman of the Forum for the 2012/13 Municipal Year.

### 92. Attendance by Reserve Members

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

Ordinary Member

Steve Compton  
Lynne Ahmad

Reserve Member

Davis Searles  
Deborah Hattam

**93. Declarations of Interest**

Agenda Item 9 – Terms of Reference for the Employees; Consultative Forum; Agenda Item 10 – Information Report – Annual Health and Safety Report 2011/12; Agenda Item 11 – Information Report – Response to Unison Health and Safety Report; Agenda Item 12 – Employees’ Side Report on Fairness and Consistency in Dignity at Work Complaints; Agenda Item 13 – Management’s Response to Employee’s Side Report on Fairness and Consistency in Dignity at Work Complaints; Agenda Item 14 – Information Report – Follow Up Actions.

Councillor Bob Currie declared a personal interest in that he was a retired Unison member and his son worked for the Council. He would remain in the room whilst the matters were considered and voted upon.

Councillor Graham Henson declared a personal interest in that he was a member of the Communication Workers Union and he had a relative employed by the Council. He would remain in the room whilst the matters were considered and voted upon.

Agenda Item 12 – Employees’ Side Report on Fairness and Consistency in Dignity at Work Complaints; Agenda Item 13 – Management’s Response to Employee’s Side Report on Fairness and Consistency in Dignity at Work Complaints

Councillor Paul Osborn declared a personal interest in that he was the Portfolio Holder who had agreed the current Dignity at Work Procedures. He would remain in the room whilst the matters were considered and voted upon.

**94. Appointment of Vice-Chairman**

**RESOLVED:** To note the appointment at the Cabinet meeting held on 24 May 2012 of Councillor Graham Henson as Vice-Chairman of the Forum for the Municipal Year 2012/13.

**95. Minutes**

**RESOLVED:** That the minutes of the meeting held on 18 April 2012 be taken as read and signed as a correct record subject to the following amendments on:

- Minute Item 85, Page 74, 8<sup>th</sup> bullet point be amended to insert the following:

“The modernisation proposals posed a significant risk to Unison members. The redundancy proposal did not contribute towards the



savings expected and the proposal to reduce salary protection to one year would make alterations to jobs through downgrades cheaper and easier through generic job descriptions”.

- Minute Item 85, Page 74, 9<sup>th</sup> bullet point be amended to read the following:

“Unison made a formal proposal that as Members did not suffer any impact as a result of modernisation, they should endure a similar, across the board percentage reduction so that the burden of cuts was shared from top to bottom”.

- Minute Item 86, Page 77, 1<sup>st</sup> paragraph be amended to insert the following:

“There was a degree of hypersensitivity on the Council’s part regarding the questions asked and the inaccuracies identified in the report. Additionally the responsible officer headed a large public sector organisation of some 4,500 employees and should expect, from time to time, scrutiny and accountability for actions and decisions taken.

- Minute Item 86, Page 77, bullet point 4 be amended to read the following:

“Unison believed that the previous meetings held with the Council were formal and referenced members to the January 2012 Cabinet report, paragraph 2.12 page 3. This reference was used to corroborate Unison’s view that there was a misrepresentation of what was presented as formal and informal meetings by the Council;

- Minute Item 86, Page 77, bullet point 5 be amended to read the following:

“Unison referenced the January 2012 Cabinet report page 8, fifth paragraph to highlight the inaccuracy and contradiction in management’s response to question 8 (ECF Agenda, 18 April 2012, page 29) the Cabinet report stated that an ‘Equality Impact Assessment’ had been carried out while the answer to question 8 stated that an EQIA could not be completed until the proposals had been developed. Unions highlighted a contradiction and had asked that it be corrected”.

- Minute Item 86, Page 79, bullet point 1 be amended to include the following:

“The Leader of the Council gave a commitment to Unison that staff would be treated fairly and equitably in attempts to reach a collective agreement through ‘Modernisation’.

- Minute Item 86, Page 79, bullet point 2 be removed.

## **96. Petitions, Petitions and Deputations**

**RESOLVED:** To note that no public questions were put, or petitions or deputations received at this meeting.

## **RESOLVED ITEMS**

## **97. Terms of Reference for the Employees' Consultative Forum**

The Forum was presented with their current Terms of Reference. During consideration of this item, Members of the Forum made a number of comments as follows:

- the Terms of Reference could be improved to ensure that they were fit for purpose going into the future;
- consideration could be given to whether Trade Union Members of the Forum received voting rights;
- the number of GMB Unions representatives on the Forum should be reviewed;
- the representatives from the Teaching Unions had not attended a meeting of the Forum for some time. The Divisional Director of Human Resources & Development and Shared Services undertook to remind the teaching unions that they were entitled to send a representative to these meetings.

A Member of the Forum proposed that a working group should be set up to review the Forum's Terms of Reference and produce any views, comments or recommendations for consideration. This working group should include representatives from the Trade Unions.

**RESOLVED:** That a working group be established to conduct a review of the Forum's Terms of Reference.

## **98. INFORMATION REPORT - Annual Health and Safety Report 2011/12**

An officer introduced a report which summarised the Council's Health and Safety performance from April 2011 to 31 March 2012. The officer reported the following:

- the report detailed the steps taken to deliver year 1 of the 2 year Improvement Plan developed to enable the Council to produce a robust Health and Safety Management System;
- the report was much more positive than last year but the Council would not become complacent. It was still important to deliver the steps necessary in the second year of the Improvement Plan;

- there had been a 39% reduction in accidents. However only 2 years worth of statistics had been obtained so it was important to obtain a further year's data before making any meaningful analysis;
- there was further work being conducted by the Corporate Health and Safety Group. In addition to this, new starters were being trained in Health and Safety.

During the discussion on this item, Members of the Forum raised a number of issues, which officers responded to as follows:

- there were a significant amount of accidents in schools which accounted for the fact that teaching assistants were within the top 3 professions who suffered from accidents. It was important to note that trips, slips and falls amounted to accidents;
- information relating to Academies had been taken out of the analysis report so like for like data was being compared;
- in the future, officers would attempt to separate data in relation to the former Adults and Housing directorate separately;
- officers had been liaising with schools regarding asbestos management and completing self audit tools relating to this issue and the management of health and safety. Asbestos management plans were in place. Corporate properties were also being continuously monitored;
- information on the outcome of the self audit tools in relation to schools be provided at the next Union Partnership meeting;
- any accidents involving facilities were classified as office based accidents. This may account for why there were a high proportion of accidents classified as office based within the Community and Environment Directorate last year. The specific reasons were unknown but workforce data could be analysed to see if the trends continued;
- investigations were ongoing in relation to having a central database within the Council relating to Asbestos management;
- any incidents involving visitors and councillors were recorded, however the report presented focused on those incidents relating to staff;
- when broken down, approximately 96-98% of accidents were minor in their nature in relation to physical assault;
- there had been discussions over the years regarding testing staff for alcohol and drugs. There was currently no policy on testing for this and there were a number of implications and sensitivities if this was adopted. Before any policy of this kind was introduced, there would need to be full consultation with the Trade Unions;

- continuous work was required on asbestos management. A programme had been set in place and officers had been regularly visiting schools to assist them in this process;
- officers had been advised that the asbestos plan for the Civic Centre was up to date despite a concern raised by a Trade Union Member that they were not.

During the discussion on this item, Trade Union Members of the Forum made a number of comments, which included the following:

- the Unions did not share the positive view held by the officers in relation to Health and Safety. There were still significant issues to resolve including statutory gas inspections, asbestos issues and a lack of effective management;
- in their view, the current training offered to staff on Health and Safety was not effective or consistent;
- Health and Safety issues were work in progress and in their view the Health and Safety team did not have sufficient clout within the organisation;
- there were contradictions in the report regarding the success of Health and Safety generally within the Council;
- there were concerns over the performance of the organisation providing the Occupational Health Service within the organisation. There had been a recent case where it was believed they had provided incorrect medical advice;
- GMB had asked for details of the self audit tool outcomes conducted for schools in relation to asbestos management. This had not been provided and schools had been unsure on how to progress self audit tools.

During the discussion on this item, other Members of the Forum made the following comments:

- it was important to be clear that even minor incidents such as slips and trips amounted to being classified as accidents;
- work was progressing in relation to Health and Safety. There had been a significant increase in the reporting of accidents and in the use of the self audit tool, which was designed to allow managers to review their health and safety management arrangements;
- it was important that schools were still being monitored for asbestos issues otherwise this would cause difficulties in the future;

A Member proposed that rather than a report being presented back to the Forum on asbestos management, the information be circulated to those Members who wished for it in the interim. Only if there were further issues should a report be presented to the Forum. The Forum agreed with this proposal.

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

**99. INFORMATION REPORT - Response to Unison Health and Safety Report**

An officer introduced the report and explained that the Forum had requested a joint report from officers and Unison to be presented to this meeting. However this had not been possible for a number of reasons. The report presented to the Committee highlighted areas of agreement and areas of disagreement. Officers would work closely with the new Union Health and Safety representative to address the outstanding issues.

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

**100. Employees' Side Report on Fairness and Consistency in Dignity at Work Complaints and Management's Response**

A representative from Unison introduced the report and explained that it addressed several concerns that the unions had in relation to the Council's Dignity at Work (DAW) Procedure.

During his presentation, the representative made the following points:

- some decisions made under the Dignity at Work Procedure were contradictory and without evidence to corroborate the judgements made;
- this was not fair and contrary to principles of natural justice especially when there was a requirement for employees to provide evidence as part of their submissions;
- if there was no requirement for management to give evidence, this therefore meant that decisions were being based on opinion and hearsay and there was a greater risk of personal beliefs and prejudices impacting upon the decision;
- the Dignity at Work Procedure was used by a diverse workforce and it was important to ensure natural justice prevailed;
- the response provided by management in relation to the issues raised instilled no confidence in the DAW procedure;
- the last report presented to the Forum detailed some information relating to DAW appeals. However they did not detail whether the outcomes reached had been based on evidence submitted;

- it was proposed that the Forum authorise a review of all DAW outcomes over the last two years to seek assurance that decisions had been corroborated and verified with evidence;
- the Unions would like to see a procedural change within the DAW procedure to place an emphasis on evidence being presented to justify arguments.

In response to the issues raised by Unison, the Divisional Director of Human Resources & Development and Shared Services made the following points:

- it was agreed that principles of natural justice, a fair hearing and providing a rationale for decisions were vital. However it was important to note that the purpose of the DAW procedure was to reach a resolution. It could be the case that in some circumstances to resolve an issue, not all the evidence was required to be studied, a justifiable sensible decision could still be reached;
- it was recognised that there was a need to understand the rationale behind any decision, but it was not believed that the standard of evidence the trade union were seeking was required;
- it was important that for all DAW complaints, employees felt satisfied with the process. If an employee did not proceed to an appeal it was reasonable to assume they were satisfied with the outcome. Where the employee was not satisfied, then they could exercise their right to appeal;
- there had been a number of outcomes reached where the outcome included that practices needed to change which was positive;
- there were also likely to be occasions that an employee could still be unhappy with the outcome even if it was fair and transparent;
- there would justifiably be concern if there was a raft of evidence and it was decided that there was no issue. A review of this would then be correct. However this was not the case;
- the Council did not have the resources to conduct a review of all DAW complaints within the last 2 years.

During the discussion on this item, Members of the Forum raised a number of issues which were responded to by the officer as follows:

- it was expected that the Trade Unions would advise their members to appeal under the DAW even if they believed that there was no point in doing so. Additionally the Council would always try to support any employee who felt unfairly treated;
- the levels of complaints raised under the DAW procedure was low compared to the number of staff within the Council's workforce. There

was no statistical evidence that the Council had a major issue in relation to these.

During the discussion on this item, Trade Union Members of the Forum made a number of comments as follows:

- the DAW Appeal form requested evidence to support complaints;
- it was not correct that employees did not appeal under the DAW as they were satisfied with the outcome. Some employees did not appeal because they had no faith in the system.

During the discussion on this item, other Members of the Forum made a number of comments including:

- complaints could always be argued both ways and it was important to note this;
- grievances were not intended to be adversarial but to try and seek a resolution.

At the close of the debate a Member proposed that 5 cases be reviewed by a Councillor working group, with the cases chosen by the unions, instead of all the cases over the last 2 years. This would provide a satisfactory number of cases to be reviewed and as the unions would chose cases which they felt strongly demonstrated their issues, it would ensure that all relevant concerns were addressed. The membership of the working group would comprise of Councillors.

**RESOLVED:** That

- (1) the report be noted;
- (2) a Councillor working group be established to review 5 previous DAW cases with a report presented back to the Forum on its findings.

#### **101. INFORMATION REPORT - Follow-up Actions**

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

(Note: The meeting, having commenced at 7.30 pm, closed at 8.50 pm).

(Signed) GARY MARTIN  
Chairman

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**SUMMARY AND DECISION REQUESTED**

Unison would request that resolution to this issue be undertaken through a peer review which seems to be the custom and practice procedure of this forum; Unison cannot and will not accept a situation that has serious safety consequences for our frontline staff that have no control over the working practices and site conditions.

**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.*

DATE	ACTION	OUTCOME
01/03/12	One Team Meetings where the SENECA matter is raised again.	After dust monitoring tipping to restart on 5th March 12
01/06/12	Environment Health and Safety meeting Attended by RT and GM. RT was told he would be banned from further meetings by JE.	
16/07/12	Letter Bill Beardon to JE re dangerous conditions at SENECA	
19/07/12	One Team Meetings SENECA - matter raised again.	Meeting arranged
19/07/10	One Team Meetings SENECA - matter raised.	Confirmed visit - will review site again with HS advice.
19/07/10	Letter JE to Bill Beardon expressing confidence in "experts" from other Councils who are content with Facilities.	Continue monitoring and take necessary action if required.
23/07/12	Letter GM to JE regarding decision at JCC by JE to close matter down and reject consultation. Branch will issue a hazard notice and inform HSE.	
24/07/12	Letter GM to JE	
02/08/12	One Team Meetings SENECA - matter raised.	Meeting arranged.
06/08/12	Letter Gary Martin to JE re lack of response to unsafe conditions at SENECA.	Unison Issued a Hazard notice.
09/08/12	Letter JE to GM and SC	JE states the Environment Agency issued an improvement notice resulting in site closure
09/08/12	Letter GM to JE x 3	
03/08/2012	Unison Hazard Notice	Issued to JE
16/08/12	One Team Meetings SENECA matter raised see attached notes.	Management states that the site was closed by West London waste and Environment Agency
23/08/12	Harrow Observer article commenting that the Seneca site was served with an enforcement notice on Friday 3 <sup>rd</sup> Aug 12 and is considering further action as the operator has not complied.	

28/08/12	E mail JE to Steve Compton	Regarding H & S meeting 01/06/12
01/06/12	Enterprise & Environment H&S	Agenda

## REPORT

### **AUTHOR: Harrow Unison LG Branch:**

Unison is extremely concerned by the inaction of senior managers and the Interim Corporate Director over serious safety issues raised by staff regarding the SENECA waste transfer station site at Wembley. The branch had been approached by a number of waste crews (staff) saying that there were serious hazards at the site which were being constantly ignored or dismissed by both on site SENECA and also Harrows responsible management.

The potential for a serious vehicle or personal injury was extremely high as vehicles had little traction on the greasy and slippery floor surfaces (vibrated concrete surface). It was only a matter of chance that a vehicle collision with a pedestrian, building support columns or another vehicle did not happen. Indeed there were several near misses.

When stepping down from the vehicle members of the crew were at risk from slipping or tripping on the slippery floors and trudging through disposed waste.

The dangers were compounded by the 100% humidity and high temperatures within the site. This caused windscreens and mirrors to immediately mist up on entering the building therefore increasing the probability of an accident. Any reasonable person managing LGV vehicles knows of the problems with blind spots on vehicles of this size (transport qualification).

Waste crews commented on the appalling smell within the SENECA building even though they were used to day to day contact with waste matter. A further hazard was from flying insects and other vermin attracted by the rotting residual waste which attached to the clothing of individuals and flew off into the cab of the vehicle when leaving and distracted the drivers and crew members.

Little or no effort was made by the site managers to mitigate the on site hazards even after verbal complaints were made.

In our opinion the SENECA building is unsuitable for the purpose for which it is being used and little or no real effort has been made to provide suitable adaptations such as temperature and humidity control or dust extract. Floors are not non slip or have correct falls for drainage and very little household maintenance effort is made to clean up floors. The waste material must be left rotting on site for some time to attract insects and other vermin.

There were urgent representations by Unison in letters or at meetings regarding the severe risks and hazards associated with the SENECA site. Despite the representations followed by a hazard notice, senior management and the Interim Corporate Director has failed to take any meaningful or reasonable action. Eventually the matter was taken out of the Director's hands by the Environment Agency presumably because complaints from residents and other users about the smell. We know that there has been no sensible representation from Harrow's management which is shown by the response received by this Union from the interim Corporate Director.

We also consider our Health and Safety Department were seriously deficient in their actions, advice and their "monitoring" of the site which is not supported by any documentation. We now formally request the credentials of the H&S service manager. All of the above fails dismally to comply with the Health and Safety at Work Act 1974 (providing a safe working environment).

**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)

## ONE TEAM MEETING

Thursday 01st March 2012  
Unit 6, Central Depot  
Time: 1:30 pm (TUs requested)

### Notes & Meeting

Present: DC, AW, GM, SC, SB, JH

Apologies:

#	Notes	Action
1	<p><u>Heath &amp; Safety</u></p> <p>Discussed the C A Site rules, working group recommendations and the action taken to date.</p> <p>AW reminded regarding Ruislip Tip also discussed with housing.</p> <p>No other reportable incidents accidents.</p>	AW
2	<p><u>Series Update</u> SEMECA</p> <p>Information regarding dust monitory conducted by independent assessors resulting in tipping to recommence as from Monday 5<sup>th</sup> March</p> <p>Safe operating system now in place.</p>	Info
3	<p><u>Flats Recycling</u></p> <p>Project progressing well</p> <p>Bins being delivered target is to get these done by end of March</p>	Info
4	<p><u>Office Accommodation</u></p> <p>Discussed the plan regarding making more room will have a timeline by next meeting.</p>	JH
5	<p><u>PRISM &amp; SE</u></p> <p>Clarification regarding consultation arrangements JE to discuss with TUs at DJC on 13<sup>th</sup> March.</p>	JH

<b>6</b>	<u>Training Plans</u> IPADs now being completed by T/L which will inform training plans for 2012/13	Info
<b>7</b>	<u>Outstanding corresponds</u> JH various regarding S.E. which will be responded to JE at DJC meeting	JH
<b>8</b>	<u>Secondment Arrangements</u> T. Mc confirmed in post for 3 months	AW
<b>9</b>	<u>IIP &amp; IPADs</u> Team leaders doing these. All agreed that this was an excellent way of doing IPADs IIP on track for IIP inspection	JH
<b>10</b>	<u>AOB</u> AW to arrange for 3 drivers to visit Access Harrow JH to meet T/L waste Vouchers for glasses DD	AW JH DD

2.00 pm **1 JUNE 2012** Committee Room 3 Civic Centre

## Meeting Notes

### 1 Introductions and apologies

Attendees: John Edwards, [REDACTED], [REDACTED] (for [REDACTED]), [REDACTED], [REDACTED], [REDACTED], Gary Martin, Bob Thomas (described as Unison notetaker), Sanjay Karia. (GM and BT arrived late during item 3)

Apologies: [REDACTED], [REDACTED], [REDACTED]

### 2 Notes of previous meeting/ issues outstanding

[REDACTED] stated that the TU's had raised the issue of Seneca again at the last Corp Health and Safety meeting, although it was described as a closed issue in the notes of the directorate meeting of 23 Feb following the information provided by [REDACTED]. [REDACTED] described again the actions that had been taken by Harrow, independent of WLWA and the other constituent boroughs. [REDACTED] confirmed that deliveries were now taking place to Seneca, but the situation would continue to be monitored.

### 3 Q4 Accident statistics

The accident statistics were reviewed and discussed with no actions identified.

### 4 Issues to be escalated to Corporate Group Meeting

None

### 5 Other business

1. Gary Martin suggested that the work being done by Capita put staff at risk, for example the setting of formal beats for the cash collectors was not a safe working practice. No one at the meeting had knowledge of this work and GM was advised to raise any concerns he had through the formal channels in place for each specific Business Transformation project.
2. Gary Martin raised the use of the Seneca waste disposal site again, but was advised that this issue had been discussed prior to his late arrival. John Edwards confirmed that issue was now considered closed, but arrangements at the site would continue to be monitored.
3. Gary Martin stated that Unison would be providing a written response to the Corporate Health Safety report on the asbestos fly tipping. [REDACTED] reminded Unison that any suggestions for improvements at the CA site could be raised through the CA Site Working group.

4. [REDACTED] reminded that audits using the new tool were expected to be completed by the end of June.
5. Sanjay Karia asked what was happening to the Scorecard approach. [REDACTED] stated that the Audit Tool reporting would subsume the need for scorecards.
6. John Edwards advised Bob Thomas that his presence had been indulged at this meeting, but reiterated that it had been made clear to him by HRD that he was not permitted to attend internal meetings of the Council because he was not an employee. John Edwards advised him not to attend future meetings otherwise he would be asked to leave and escorted from the premises if he refused. [ Subsequent to the meeting HRD confirmed that this was a appropriate response],
7. [REDACTED] was scheduled to leave the interim role that he had been performing for the Council in Corporate Health and Safety and the meeting asked for thanks to be passed to him for his good work.

## Varsha Patel

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**From:** Varsha Patel

**Sent:** 01 June 2012 16:14

**To:** '██████████, John'

**Cc:** '██████████'; Gary Martin

Dear John,

I feel compelled to write this email to you, unfortunately I was unable to attend a meeting this afternoon with Gary Martin (Environmental Divisional Health & Safety Meeting) as I needed to attend a personal matter. I asked Bob Thomas to attend the meeting as a note taker on my behalf. Bob attended the meeting and what was relayed back to me was that Mr John Edwards Divisional Director stated at the end of the meeting that, "if Bob attended again he would be thrown out and escorted off the premises", in a very aggressive and rude manner. Bob did not in any way participate in the meeting apart from taking minutes. I am quite astounded by this approach to Bob as he is a Harrow Unison branch employee in much the same way that I am, yet he is treated totally different to me. This is outright and direct discrimination.

How would it be if we were to treat the council's contractors and agency staff in the same manner? Bob Thomas apart from being an ex member of staff, is employed by Unison (as I am) to assist the branch in its negotiations and representations on behalf of its membership. It appears that certain senior managers do not wish to embrace the concept of 'partnership working'

Can you please clarify this matter as I do not wish to be the subject of the same treatment by senior council officers, nor do I wish to destroy the good working relationship that I have with the rest of the senior management team at Harrow. Bob was extremely upset by John Edwards's comments.

Kind regards

Varsha.





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Branch Secretary: Gary Martin

John Edwards  
Director  
Community and Environment  
Civic One  
Date 16 July 2012

Dear John

### Harrow Unison Comments on Seneca Wembley Waste Site

We are now receiving reports from members of staff complaining about conditions at the above site. Firstly despite assurances to the contrary from the site management air borne dust is increasingly a problem. The promised monitoring appears not to be identifying the problem and we are not aware of any developments such as effective extract ventilation. Without this we expect the problem and consequent health risk from dust will remain.

Additionally damping down the site has now caused another concerning problem. Once dust settles on the floor in a dampened state it creates a situation regarding vehicle traction. One of our members reported a near miss with one of the premises structural points where the vehicle nearly collided with a support column due to lack of traction. Also we have complaints that when stepping down from the cab there is a slippery surface possibly from damp waste material with risk of falls and injury. The premises should be using adequate floor cleansing equipment to ensure that vehicles can dispose of their loads safely.

Before we have an accident or continuing health risk on site can we have an urgent joint and independent review with monitoring of site conditions done without notice to the site? If this is not possible consideration should be given to our staff using a different facility? At the last DJC without providing any supporting documentation you stated that you had closed all issues regarding SENECA. You appear to have little regard for the health and safety of the front line staff and their required vocational professional licences. It is completely obvious you have no knowledge of the transport industry. We therefore hold you fully responsible for any adverse outcomes.

Bill Beardon



Assistant Health and Safety Officer Harrow Unison L.G. Branch  
CC – ~~Chris Rice~~ – ~~Janet Johnson~~ – ~~Alan Whiting~~

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**Harrow UNISON:**



## ONE TEAM MEETING

Thursday 19th July 2012  
Unit 6, Central Depot  
09:00 Hours

### Notes & Meeting

Present: JH, AW, DC, SC, GM, SB

Apologies:

#	Agenda item	Action
1	<p><u>Health &amp; Safety</u></p> <p>SENeca Confirmed visit to Seneca will review site with H&amp;S advice again. JE responded to letter. Asbestos training with Unison being arranged. No other H&amp;S issues.</p>	<p>AW</p> <p>JP</p>
2	<p><u>PRISM. ADM.</u></p> <p>Noted that employees invited to various meetings and could not attend. JH to rearrange times of these. Progress ongoing regarding the development of the business case</p>	<p>JH</p> <p>Info</p>
3	<p><u>TU Forum</u></p> <p>First meeting held, Schedule of future meetings established. No matters to rise at this meeting.</p>	<p>JH</p>
4	<p><u>Plan L&amp;D</u></p> <p>Currently exploring ideas regarding how this is communicated to staff. JP to meet with SC &amp; SB to go through this</p>	<p>JP</p>
5	<p><u>Torch Relay</u></p> <p>Many volunteers from PRS will be helping on the day. JH thanked all those involved.</p>	<p>JH</p>

<b>6</b>	<u>T &amp; Cs Update.</u> GM confirmed that there is currently on impasse possibly leading to a ballot of members	GM
<b>7</b>	<u>Inter Authority Agreement</u> JH actively pursuing this will feedback of next meeting	JH
<b>8</b>	<u>Recruitment update</u> Advert will be out next week	Info
<b>9</b>	<u>Newsletter</u> Ideas, comments etc. welcome for the next newsletter.	Info
<b>10</b>	<u>AOB</u>	

## ONE TEAM MEETING

Thursday 19th July 2012  
Unit 6, Central Depot  
09:00 Hours

### Notes & Meeting

Present: JH, AW, GM, SB, SC

Apologies:

#	Agenda item	Action
1	<p><u>Health &amp; Safety</u></p> <p>Information regarding CA site incident, more information to follow            Series – Meeting arranged, information to TUs regarding fire assessment report in craft will be circulated</p>	JH AW
2	<p><u>PRISM. ADM.</u></p> <p>SC stated that a reply will be sent            Following latest DJC where this was discussed</p>	
3	<p><u>TU Forum Matters arising</u></p> <p>Latest meeting 26<sup>th</sup> July no matters to raise            SC to raise issues with MW</p>	SC
4	<p><u>Plan L&amp;D</u></p> <p>Session with SC &amp; SB to discuss there L&amp;D plan points raised which will be noted</p>	JH
5	<p><u>Torch Relay</u></p> <p>Thanked all staff involved            A great day for all staff and residents</p>	Info

6	<u>T &amp; Cs Update.</u> Discussed where we are with ballot how we need to look at way of mitigating the impact of these changes.	JH GM
7	<u>Inter Authority Agreement</u> Meeting arranged with Barnet future info to follow	JH
8	<u>Recruitment update</u> Signed off on all documents adverts to be out shortly No appointments until further discussions	JH
9	<u>Newsletter</u> Draft to discuss at next meeting	Info
10	<u>AOB</u> Emerging issues regarding budget reduction Open discussion as to how we are going to make the savings	Info

Environmental Services  
Divisional Director – John Edwards

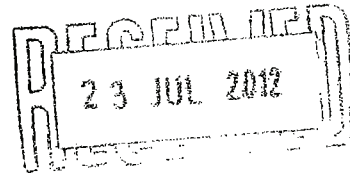
Bill Beardon  
Assistant Health and Safety Officer  
Unison

Date: 19 July 2012

Our ref:

Dear Bill,

**Seneca Materials Recycling Facility**



Thank you for your letter dated 16 July 2012.

I find it difficult to reconcile your comments about our approach to Health and Safety and our engagement on the Seneca waste site, where Harrow Council's waste managers and corporate health and safety officers have been determined to ensure the safe use of the facility.

The facility is arranged through the West London Waste Authority who do have the ability to direct us where to take waste. The caveat is that the facility we are directed to must be legal and safe. You will be aware that we suspended delivery to the site for significant periods last year and would have no hesitation in doing so again, if conditions were assessed as unsafe. We did this in the context of the health and safety experts for other Councils expressing themselves content with the facilities. The Harrow refuse service incurred significant additional costs and a loss of recycling performance through not using the site, but health and safety is paramount to us.

The arrangements at the site continue to be monitored and we take action as we feel necessary to ensure safety.

Yours sincerely,

**John Edwards**  
Divisional Director - Environmental Services



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Branch Secretary: Gary Martin

John Edwards  
Director  
Community and Environment  
Civic One  
Date 23 July 2012

Dear John

### Harrow Unison Seneca Wembley Waste Site

Your response to Bill has been wholly unsatisfactory as was your decision at JCC to close the issue down and reject further consultation. We require you to urgently provide the Branch with the minutes of the last JCC so we can represent further on an issue of grave concern to the health and safety of our members. Since you have closed further debate we have no alternative but to escalate our concerns to higher authority.

Your complacency given the serious risk to your staff is staggering since if there was competent monitoring the issue would have been obvious and resulted in remedial action. Far from health and safety being paramount we doubt it even appears on your radar.

We are sceptical about how much confidence we can have in the "safety experts from [redacted] expressing themselves content with the facilities since they seem to have missed the obvious as did our own safety "experts". Perhaps this says more about the quality of safety experts that you seem to rely on. These "experts" including our own seem not to have appreciated that the lack of ventilation, dust and slippery floors.

We have verbal evidence now from 5 drivers all confirming the adverse conditions and new evidence has been provided that even the site fork lift truck has difficulty finding traction and steering. The warehouse is evidently unsuitable for the purpose and the smooth floors and high humidity are all contributory factors to the risk. The site managers [redacted] and evidently the original warehouse structure is being used beyond its original design (surely a matter for the local authority planning department).

Upon driving into the building the windscreen mists up thus restricting vision and the restricted braking ability on the slippery floors adds to the hazard.

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**Harrow UNISON:**



Your own Service Manager has visited the site recently so you cannot therefore be unaware of the hazards. We have no confidence in your statement that the site continues to be monitored or of your judgement in taking action you feel necessary.

We expect these safety hazards to be rectified within one week or a hazard notice will be issued.

We are not prepared to wait until there is a serious accident and should these hazards not be rectified a.s.a.p. we will copy the hazard notice and correspondence to the HSE. You may feel however you have an additional and wider responsibility to inform the HSE, other Boroughs and the WLWA given the escalating evidence of the hazards. It would of course demonstrate your wider evidenced concern for health and safety rather than the narrow and parochial approach based on mere rhetoric.

Gary Martin

Branch Secretary Harrow Unison L.G. Branch

CC – ~~Tony Whiting~~ – ~~Simon Rice~~ – ~~John Hickman~~ – ~~Alan Whiting~~ – Bill Beardon – ~~John~~  
~~Malcolm Unison Region~~

~~\_\_\_\_\_~~

~~\_\_\_\_\_~~

~~\_\_\_\_\_~~

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**Harrow UNISON: An award winning Branch**



John Edwards  
Divisional Director  
Enterprise and Environment  
Middlesex Suite  
Civic 1  
Station Road  
Harrow  
Middlesex

24<sup>th</sup> July 2012.

Dear Mr Edwards,

**Re: Seneca Materials Recycling Facility**

Harrow Unison LG formally responds to your letter date 19<sup>th</sup> July 2012 regarding our initial letter Re: serious Safety Concerns. The content of your reply is quite extraordinary in that you rely on other unknown and unsupported safety experts not directly linked to Harrow Council.

It is evident that your comprehension of the Health and Safety at Work Act 1974 is extremely poor. I would draw your attention to the requirement of every employer in the UK to providing a safe working environment. It matters not whether another unknown employer is content with the facilities. It is the sole responsibility of Harrow council to ensure that their employees are duly covered; even our own in-house safety officers lack the experience of heavy goods vehicle operations.

At the previous Enterprise and Environment DJC (Departmental Joint Committee) the chair (you) made it extremely clear when this issue was raised by Unison that this matter was closed and you were quite adamant that there was to be no further debate on this serious matter.

*Unit is a charity number, with UNISON and facts on the matter  
Harrow Council:*

As you will now be fully aware your Service Manager attended this site as a passenger in one of the councils refuse vehicles, where the crew were able to demonstrate that this site was not a safe environment to dispose of refuse. You appear to be totally oblivious of the fact that this internal transfer stations construction was for storage purposes only and not for the disposal of waste. The construction of the flooring area is one of vibrated concrete and therefore the sole reason for loss of vehicle traction especially with the deposited mixture of water and residual waste matter.

Had you taken the time to understand the requirements of vehicle disposal operations and possessed a basic knowledge of heavy goods vehicles (haulage experience) then you would be fully aware of the extreme control problems the drivers are experiencing.

The council has invested a vast amount of public monies in purchasing a new vehicle fleet to provide a professional environmental friendly image in the services that Harrow Council provides to the tax paying residents of this borough. Your stance in this matter identifies a complete disregard for council property in that you fail to comprehend the real potential of costly damage, again brought to the attention of the management team you are responsible for. The further major concern is that on the surface you have a scant regard for either the employees entering this site or their professional vocational licences.

The other amazing aspect of this disregard for safety is that you are the responsible officer for the commercial safety plan for 2012/13 which encompasses a Health and safety plan. It is a documented fact that this Plan is required to comply with the councils legal obligations in respect of Health and Safety. The other point that should be readily noted is that the author of this document is in fact **Mr. B. Johnson** an Environmental Health safety officer (Team leader) and a much more junior officer than you. This document shows that you have scarce regard for the expertise you employ favouring to make dictatorial decisions without a full understanding of the problems. It is only the professional ability of our experienced drivers that have mitigated any potential cost of damage to Council property (Vehicles or Staff).

You state in your reply that health and Safety is paramount, but in stark reality your actions portray a different story. The Humidity of the Seneca environment is causing visual problems where vehicle windows are steaming up adding to the known visual black spots in vehicles of this size.

To date 5 separate drivers excluding one PRS supervisor have directly raised there concerns with both the management team and this Union but to no avail. Again your response includes the aspect of additional costs, we therefore, based on a fair assumption have to seriously wonder whether cost overrides safety in this matter.

You also state that you continue to monitor the site; again Unison believes this to be a totally disingenuous statement taking into consideration your dictatorial and superfluous comments at the last DJC meeting.

Finally, Unison is not prepared to wait until there is either a serious accident or a fatality (corporate manslaughter) and should these matters not be rectified within a reasonable period 7 days, then I regrettably have to formally advise you that a Hazard Notice will be issued, and corresponded to the HSE.

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# ONE TEAM MEETING

Thursday 2nd August 2012  
 Unit 6, Central Depot  
 09:00 Hours

## Notes & Meeting

Present: JH, AW, GM, SB, SC

Apologies:

#	Agenda item	Action
1 SENECA	<p><u>Health &amp; Safety</u></p> <p>Information regarding CA site incident, more information to follow                      Seneca – Meeting arranged, information to TUs regarding fire assessment report in craft will be circulated</p>	JH AW
2	<p><u>PRISM. ADM.</u></p> <p>SC stated that a reply will be sent                      Following latest DJC where this was discussed</p>	
3	<p><u>TU Forum Matters arising</u></p> <p>Latest meeting 26<sup>th</sup> July no matters to raise                      SC to raise issues with MW</p>	SC
4	<p><u>Plan L&amp;D</u></p> <p>Session with SC &amp; SB to discuss there L&amp;D plan points raised which will be noted</p>	JH
5	<p><u>Torch Relay</u></p> <p>Thanked all staff involved                      A great day for all staff and residents</p>	Info

6	<u>T &amp; Cs Update.</u> Discussed where we are with ballot how we need to look at way of mitigating the impact of these changes.	JH GM
7	<u>Inter Authority Agreement</u> Meeting arranged with Barnet future info to follow	JH
8	<u>Recruitment update</u> Signed off on all documents adverts to be out shortly No appointments until further discussions	JH
9	<u>Newsletter</u> Draft to discuss at next meeting	Info
10	<u>AOB</u> Emerging issues regarding budget reduction Open discussion as to how we are going to make the savings	Info



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Branch Secretary: Gary Martin

Date 06<sup>th</sup> August 2012

Dear Mr Edwards

**Safety Concerns Seneca Site Wembley Hazard Notice**

We are writing to ask you to regarding you lack of any response to our serious concerns about health and safety at the Seneca site. We have therefore been left with no alternative but to issue the hazard notice to safeguard our members and others.

A copy of the hazard notice and any related information or correspondence will be forwarded to the HSE since we have no confidence that you will provide the leadership necessary to mitigate the hazard and consequent risk.

Gary Martin

Branch Secretary  
Harrow Unison L.G. Branch

CC - ~~Simon Rice~~ - ~~David Ward~~ - ~~Tom Whiting~~ - Bill Beardon

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Harrow UNISON:**



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Environmental Services  
Divisional Director – John Edwards

Gary Martin  
Branch Secretary  
Unison  
C/o Forward Drive Depot

9 August 2012

Dear Gary

**Seneca**

Thank you for your letter in response to my letter to you today. Taking the points you raise in order:

Although you had a date of 3 August 2012 on the hazard reporting form, the letter you sent it with was dated 6 August and it reached me on 7 August. As I replied on 9 August I am clearly within the 3 day time scale by any reasonable measure.

The matter being referred to, i.e. the previous concerns about the site in 2011-12 was closed and deliveries had recommenced. Safety circumstances can change and that is why I have indicated that we will continue to monitor the site. I do not recall Bob Thomas ever attending a DJC that I was present at, and neither do I recall ever discussing him at a DJC.

The flow chart you provided says that step one is to a relevant manager. If not resolved it is then escalated to a departmental director. There is no reference to DJC's or One Team meetings, and your previous correspondence suggests you raised the matter straight to me.

I rely on the Council's Corporate Health and Safety team for my primary advice, but I also take into account the views of others, especially if they are professional experts.

I advised you about the involvement of the Environment Agency. I do not have the details.

As I have advised previously, we are not contracted to or by WLWA. They are the statutory body for waste disposal in West London and have the power to direct collection authorities such as ourselves. That stated, and as previously assured by me, we will override their instructions if we believe there is a risk to safety.

Yours sincerely,

**John Edwards**  
Divisional Director - Environmental Services



Environmental Services  
Divisional Director – John Edwards

Steve Compton/ Gary Martin  
Unison  
C/o Central Depot

9 August 2012

Dear Steve and Gary,

**Safety Concerns Seneca Site Wembley Hazard Notice**

I refer to your letter dated 6 August 2012, received on 7 August and with a Hazard Notice dated 3<sup>rd</sup> August attached to it. I note that you have not complied with the flow chart attached to your letter, but I am pleased to have the opportunity to address your concerns.

I am sure that you are aware that the site is closed currently to deliveries from Harrow while Seneca carry out operational changes, and so clearly there is no imminent hazard.

The Seneca Materials Recycling Facility has been of concern to both management and trade unions at various times. It is absolutely not true to say that concerns have been dismissed without proper consideration - there has been extensive action and activity by Harrow managers and the Council's Corporate Health and Safety team.

The site is operated by Seneca Environmental Solutions, part of the Carey Group. It is located in Brent and so Harrow does not have premises inspection responsibilities for the site. However we recognise and embrace our duty of care to our employees and other third parties using the site.

Earlier this year in January and February, managers of Waste Services and [redacted] of the Corporate Health and Safety team were instrumental in bringing about changes to procedures and monitoring at the site, including in relation to dust and particle monitoring and vehicle movement. It is worth noting that [redacted] insisted on the changes despite a lack of support from his peers in other authorities. You will also be aware that at the time managers in Waste Services suspended Harrow deliveries to the site. This has had an impact on the Council in terms of costs and recycling performance, but it was done because the safety of our employees is considered paramount.

The contract for the delivery of waste to the site is administered by the West London Waste Authority. The WLWA have the power to direct us on where we have to take waste for disposal. The Health and Safety matters for the WLWA are dealt with by Health and Safety Officers from LB of Hounslow. [redacted], the Director of WLWA has advised me that he has co-operated fully with Gary Martin of Unison with regard to requests for



documents and information about the arrangements.

The Environment Agency also has responsibilities with regard to the site. It is public knowledge that the Environment Agency recently served an improvement notice on the Seneca site resulting in the closure and the changes that are being put in place.

Waste managers and Corporate Health and Safety will continue to monitor the use of the site, both openly by appointment and through visits "incognito" accompanying the refuse vehicles, and we will take whatever we consider is appropriate to ensure the safety on employees.

Yours sincerely,

**John Edwards**  
**Divisional Director - Environmental Services**



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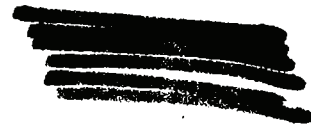
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Branch Secretary: Gary Martin

John Edwards  
Divisional Director  
Enterprise & Environment  
Middlesex Suite  
Civic 1 Civic Centre  
Station Road  
Harrow  
Middlesex

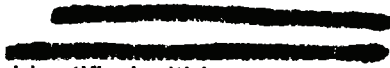
9<sup>th</sup> August 2012

Dear John,



**Re: Safety Concerns Seneca Site Wembley Hazard Notice**

Thank you for finally responding to Unison letter, and subsequent hazard notice. As you will appreciate you have failed dismally to comply with the timescales set within the documentation, which may I add were extended due to previous poor experiences with your belated or non compliance.



You appear to have selected memory loss which is clearly identified within your response. I directly refer to your arbitrary comments at the last DJC where you clearly stated and I quote "This matter is closed and therefore I do not wish to further discuss this matter" at the said meeting you were more interested in having Harrow Unison LG employee Mr Bob Thomas physically removed from the forum, even though he was there in the capacity as a branch employed noted taker.

You also state that we have not complied with the flow chart of the hazard notice, we dispute this with evidence. The issue was directly raised to you through the correct process; firstly it failed to be resolved through the One Team Meeting, and therefore was escalated to the DJC, again in compliance with the consultation framework agreement. At this meeting you blatantly refused to debate this serious matter, therefore the relevant manager is you.

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Harrow UNISON:



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awarding body for compliance

Approved HABC Centre

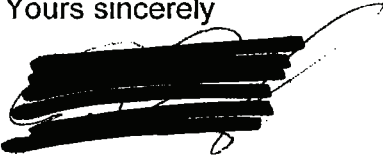
I would now draw your attention to your letter dated 19<sup>th</sup> July 2012, where you consistently rely on other safety experts rather than comply with the requirements stipulated in the Health and Safety at Work Act 1974 the employer's duty in respect of their employees. You further state that you will continue to monitor the site; again you fail to supply any evidence to support this matter.

Returning to your belated response, it appears the Environment Agency has recently issued an improvement notice on the Seneca site resulting in its closure. This matter is extremely alarming especially when your lack of action i.e. none at all, has resulted in what appear to be a dereliction of duty as a director responsible for enterprise and environment. This matter in the context of the dismissive attitude you displayed at the DJC, have now knowingly and wilfully placed Harrow Councils employees at considerable risk.

In regards to the WLWA and their safety contract, it is again your responsibility as one of the six boroughs contracted to the organisation to ensure that all sites used by Harrow Council fully comply with the contract safety specifications.

We would politely request a full and comprehensive response from you prior to this matter being escalated to Unison Branch Executive committee for a next stage approval.

Yours sincerely



Gary Martin  
Branch Secretary  
Harrow Unison LG

Cc John Robinson RE Unison  
Cc Michael Wood GLE  
Cc Paul Welling Assistant  
Cc Steve Compton Assistant BS Unison  
Cc Bob Thomas Harrow Unison LG Safety Official

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Branch Secretary: Gary Martin

# LONDON BOROUGH OF HARROW

## HAZARD NOTICE — FORMAL NOTIFICATION OF HEALTH AND SAFETY HAZARD

Copies to: - Departmental Director, Deputy Chief Executive, Health and Safety Manager, Branch Secretary

To... John Edwards –Temporary Corporate Director Community and Enterprise.

Cc ~~Steve Compton, Steve Compton, Gary Hillman, Alan Whiting, Tom Whiting~~

Notice issued by (name).....Steve Compton Assistant Secretary  
UNISON).....

Work Address.....  
Central Depot, Forward Drive.....

Contact Tel. number...0208 424 1795.....

Date issued...3rd August 2012.....

### DETAILS OF HAZARD AND ANY PROPOSALS (attach further sheets if needed)

Staff delivering waste material to the Seneca Waste Treatment Centre Wembley have complained about:

- Levels of dust in the atmosphere
- High humidity and temperature
- Slippery floors,
- Appalling smells and flies presenting a biological hazard.
- Dangers from breathing in dust,
- Immediate condensation on the windscreens affecting visibility when driving into the facility.
- Vehicles are slipping and sliding from what is effectively a skating rink.
- Danger to individuals slipping and falling when leaving the cab.
- Flies are a distraction to drivers as there appears no effective control and flies attach to clothing but fly off into the cab when driving out.

There is insufficient ventilation leading to high temperatures and humidity causing extreme condensation on windscreens affecting visibility.

High humidity is contributing to slippery floors with a danger of vehicle collisions. Even site vehicles such as fork lift trucks cannot properly control steering and braking.

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

## ONE TEAM MEETING

Thursday 16th August 2012  
Unit 6, Central Depot  
09:00 Hours

### Notes & Meeting

Present: JH, AW, PH, SC, SB

Apologies:

#	Agenda item	Action
1	<u>Health &amp; Safety</u> SENECA Seneca site closed until further notice from WLWA Asbestos incident Unison awaiting response from H&S PH to arrange for staff medical checks OH CA site incident investigation ongoing, Also discussed dropped curbs	PH
2	<u>PRISM.</u> Agreed t CSB TU raised concerns regarding the absence of a structure, JH stated that this detailed work would now commence	JH
3	<u>TU Forum Matters arising</u> Good attitude now at these meetings New issues to escalate to this meeting	Info
4	<u>Budget cuts next 3/4 years</u> TUs aware of the emerging budget cuts and the need to work together to find ways to mitigate this	All
5	<u>CA Site</u> Incident on site being investigated currently Further feedback of next meeting	AW
6	<u>T &amp; Cs Update.</u> Raised concerns regarding who how staff will be informed of the changes	SC

	SC to discuss this with LC	
<b>7</b>	<u>Inter Authority Agreement</u> Discussions ongoing with Barnet Further updates to follow	JH
<b>8</b>	<u>Recruitment update</u> We currently have gaps through the internal process staff will move We will sit down and discuss this after the internal interviews to work out what external recruitment is needed with the PRISM project in mind	JH
<b>9</b>	<u>Purple pages</u> It would appear that that this is not working at the moment	Info
<b>10</b>	<u>AOB</u> Collective agreement AW to discuss with GM Saturday working of supervision T/L JH to inform managers Squealing noise on some refuse vehicles – informed to detect vehicles to Fraikin	AW JH AW

# Breakdown at waste disposal plant causes huge stink over Wembley

Aug 23 2012 by ~~XXXXXXXXXX~~, Harrow Observer

A PUTRID smell is lingering over Wembley even though a waste company has been warned to clean up its act.

The Environment Agency has been monitoring Seneca waste disposal plant in Hannah Close, Neasden, and has warned it risks losing its permits or prosecution.

A spokesperson for the agency, which has received numerous complaints about the smell, said: "We do not feel that the site operators are showing proper regard for their local communities.

"Please be assured that we are continuing to actively consider the next steps in line with our enforcement and prosecution policy; this could include issuing further enforcement notices, prosecuting the operators or even revoking their environmental permits." The odour can be smelled from inside trains on the Jubilee and Metropolitan lines that run alongside the waste facility near Wembley Stadium.

An enforcement notice was served on Friday, August 3, but the operator has not complied with the notice.

~~XXXXXXXXXX~~, operations director for Seneca, said: "The materials build-up in the facility was due to a mechanical breakdown in the plant. The material in question is being removed in complete compliance with the requirements of the Environment Agency.

"Our continued efforts will see all of this material removed from the facility by this weekend. We take our obligations very seriously and apologise for any inconvenience we have caused."

A Brent Council spokesman said officers have made regular visits to the premises, passing their findings to the Environment Agency.

Members of the public are encouraged to report new smells to the Environment Agency's 24 hour incident hotline on 800 80 70 60.

**Steve Compton**

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**From:** Steve Compton  
**Sent:** 29 August 2012 07:23  
**To:** 'John.Edwards@harrow.gov.uk'  
**Cc:** Gary Martin; [redacted]@harrow.gov.uk; Sanjay.Karia@harrow.gov.uk  
**Subject:** RE: Environment Health and Safety Meetings

Dear John,

Thank you for your response. I objected to an item record after being given a briefing on the meeting by the Branch Secretary and our Health & Safety Officer. It became clear that there were discrepancies in the minutes of the meeting supplied by you, therefore the reason for the e-mail. As there have been discrepancies in minutes of previous meetings chaired by you I wished to request that the meeting minutes be amended to give a true reflection of what occurred. The sarcasm inferred in your response is completely unwelcome and, I would have thought, beneath a senior officer of Harrow Council.

Kind regards,

Steve.

Steve Compton  
Assistant Branch Secretary  
Unison Harrow Local Government Branch  
020 8424 1795

---

**From:** John.Edwards@harrow.gov.uk [mailto:John.Edwards@harrow.gov.uk]  
**Sent:** 28 August 2012 12:04  
**To:** Steve Compton



**Cc:** Gary Martin; [REDACTED]@harrow.gov.uk; Sanjay.Karia@harrow.gov.uk  
**Subject:** RE: Environment Health and Safety Meetings

Dear Steve,

Let me see if I have this right.

You wish to object to an item record in the notes for a meeting that you were not present at, and which was dealt with before the Branch Secretary arrived late to the meeting, meaning no-one from Unison was present for the item. At the next meeting, I am happy to ask those who were present if this was an accurate note

John

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**From:** Steve Compton [mailto:s.compton@harrow-unison.org.uk]  
**Sent:** 28 August 2012 07:56  
**To:** John Edwards  
**Cc:** Bob Thomas; Gary Martin; [REDACTED] Sanjay Karia  
**Subject:** RE: Environment Health and Safety Meetings

Dear John,

I have been in contact with the Branch Secretary regarding the minutes of the H&S meeting that occurred on the 1<sup>st</sup> June 2012. It is evident from point 1 of the minutes that you have orchestrated the Seneca issue in order to distance yourself from the closure of this site by the environment agency. At no stage did you state that this site was to be monitored, what you actually stated was 'this matter was closed' and you paid more interest into why Bob Thomas was at the meeting again stating 'I will have you physically removed'. Your minutes do not reflect a true version of events but appear to be designed to cover your own inabilities which you fail to be responsible for. This matter is now becoming both tiresome and irritating especially when you have knowingly distanced yourself from the facts of the matter. Your reluctance to hold your hands up to what actually occurred is becoming derisory to the extent that even [REDACTED] did not go to these lengths to avoid responsibility.

Unison would formally request that the minutes are amended to reflect the true version of events

in that you arbitrarily closed the Seneca issue without debate. We would also request that in future that all written notes of these minutes are copied and given to the TU side at the end of each meeting to ensure that these ridiculous versions we are now in receipt of may become a thing of the past.

I would also take the opportunity to remind you that if and when these services were accepted as an ADM then minutes such as these would be entered into a board meeting, with the likely outcome of a conduct investigation.

Steve Compton  
Assistant Branch Secretary  
Unison Harrow Local Government Branch  
020 8424 1795

---

**From:** Gary Martin  
**Sent:** 28 August 2012 06:40  
**To:** Steve Compton  
**Subject:** FW: Environment Health and Safety Meetings

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**From:** John.Edwards@harrow.gov.uk [mailto:John.Edwards@harrow.gov.uk]  
**Sent:** 24 August 2012 16:43  
**To:** [REDACTED]@harrow.gov.uk; [REDACTED]@harrow.gov.uk; [REDACTED]@harrow.gov.uk;  
[REDACTED]@harrow.gov.uk; Sanjay.Karia@harrow.gov.uk; [REDACTED]@harrow.gov.uk;  
[REDACTED]@harrow.gov.uk; [REDACTED]@harrow.gov.uk; Gary Martin  
**Cc:** [REDACTED]@harrow.gov.uk; [REDACTED]@harrow.gov.uk  
**Subject:** Environment Health and Safety Meetings

Hi,

The dates for the next Environment Health and Safety Working Group Meetings are:

11 September 10.00 to 11.30 Committee Room 3 Civic Centre

26 November 10.00 to 11.30 Committee Room 6 Civic Centre

That will complete the meetings for the calendar year – it is anticipated that meetings for 2013 will be Environment and Enterprise meetings.

If you have any items for the agenda for the meeting on 11 September 2012, please let me know by 4 September 2012. It is noted that at the last meeting a number of items were raised at the last meeting as AoB that could have been notified in advance allowing a better consideration of the points.

I attach a copy of the notes for the meeting held on 1 June 2012.

John Edwards

Divisional Director Environment Services  
Harrow Council  
Civic Centre  
Station Road  
Harrow  
HA1 2XF  
020 8736 6799

\*\*\*\*\*

Mail FROM London Borough of Harrow:

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Mail TO London Borough of Harrow:

John Edwards  
Divisional Director  
Environment and Enterprise  
Middlesex Suite  
Civic 1  
Civic Centre  
Harrow  
Middlesex

4<sup>th</sup> July 2012.

Dear Mr Edwards,

Re: Social Enterprise (ADM) Prism

Unison formally writes to you regarding the above business case and the meetings that have been duly attended by this Union. It is now completely evident that both Capita and the Project Leads from the authority are seeking to adopt new role profiles for sections of the incumbent council workforce prior to possible transfer to the ADM.

This situation which was discussed at yesterdays meeting is no more than an attempt by both parties to avoid the Acquired Rights Directive known as TUPE. This is clearly identified within the 33 page Bevan Brittan legal report received by this Union.

I would draw you attention to section 17.2 of the report which appears to suggest that ETO measures may and possibly will be adopted in the proposed transfer of incumbent council employees. Therefore to propose a change T/C's prior to transfer is an unlawful attempt to avoid the European directive.

Also this Union requested information regarding which party would be responsible for the substantial cost of the new technology and what the possible cost would be? You stated that this may be undertaken with a capital loan from the Local authority but you failed to identify what the % cost of the new technology the social enterprise would be responsible for. Also you failed to state how the extra cost of a private company i.e. vehicle taxation premises rent etc etc would be covered? Would this be added to the capital loan?

Again allow me to draw your attention to section 10.1.1 of the Bevan Brittan report, entitled finance, where it clearly states that any new organisation has no trading history and as such it will be extremely difficult to gain capital funding on affordable terms. Harrow Council would not in our opinion enter into such a high risk financial commitment, especially when the directorate has failed year on year to provide any service or business plan which is a basic requirement in any organisation.

The proposed departmental structure or TOM (target operating model) identifies some form of perverse protectionism for a select group of employees, who will remain under the council umbrella as client officers, one of which appears to be heavily involved in the design of this project. It appears that the management team yourself

included have failed to take any notice of the Less than Satisfactory reports from two separate corporate directors regarding the last business case debacle.

On the surface the business case appears to significantly contribute to Capita's known £2 billion profits, as they would receive an unknown sum for the new and untested technology you desire to implement as well as the cost of producing a business case that actually fails to meet the requirements of a social enterprise company. It also appears that the majority of those attending these meetings will be retained as client officers employed directly by Harrow Council. This fails to comply with the executive summary in the Bevan Brittan report section 2.4 and certain options provided by this legal organisation 5.1.1.

It now appears that the progression internally fails in all aspects to comply with the legal advisors both Capita and the council have jointly appointed. The drive to pursue this proposal fails to take into account who will be the eventual owners of this company i.e. the employees. Again I refer you to the legal report section 20.2 which you appear to be totally oblivious to, this statement is fully supported by the very fact that no employee who will be affected by this matter has been afforded the common courtesy of any up-date meetings regarding their future employment or the proposals (a news letter will not suffice). This statement is a damning indictment on how you view frontline operational staff.

Unison now formally requests a full comprehensive response from you regarding this matter.

Yours sincerely

Gary Martin  
Branch Secretary  
Harrow Unison LG

Cc [REDACTED]  
Cc [REDACTED]  
Cc [REDACTED]

2.00 pm **1 JUNE 2012** Committee Room 3 Civic Centre

## AGENDA

- 1 Introductions and apologies
- 2 Notes of previous meeting/ issues outstanding
- 3 Q4 Accident statistics (attached)
- 4 Issues to be escalated to Corporate Group Meeting
- 5 Other business

**REPORT FOR: Employees' Consultative  
Forum**

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**Date of Meeting:** 15 October 2012

**Subject: INFORMATION REPORT –  
Management Response to  
Employees' Side Report on the  
Seneca Waste Transfer Station**

**Responsible Officer:** John Edwards  
Divisional Director Environmental  
Services

**Exempt:** No

**Enclosures:** None

### **Section 1 – Summary**

This report sets out the management response to the Employees Side Report on the Seneca Waste Transfer Station.

**FOR INFORMATION**

## **Section 2 – Report**

The Seneca Materials Recycling Facility in Brent is operated by Seneca Environmental Solutions, part of the Carey Group. As it is located in Brent, Harrow does not have premises inspection responsibilities for the site.

Harrow, and a number of other boroughs in West London, as well as private organisations deliver mixed waste materials to the site for further processing and sorting to recover materials that can be recycled. The contract under which Harrow does this is administered by the West London Waste Authority. The WLWA have the power to direct Harrow (and other authorities in this Statutory Waste Partnership) on where to take waste for disposal. The Health and Safety matters for the WLWA are dealt with by Health and Safety Officers from LB of Hounslow.

Harrow Council does have a duty of care to our employees and other third parties using the site, and we have discharged this duty diligently, including the suspension of delivery to the site, even though other authorities continued to make deliveries.

This is because health and safety arrangements at the site have been of concern to both management and trade unions at various times. It is absolutely not true to say that concerns have been dismissed without proper consideration - there has been extensive action and activity by Harrow managers and the Council's Corporate Health and Safety team.

Earlier this year in January and February 2012, managers of Waste Services and officers from the Corporate Health and Safety team were instrumental in bringing about changes to procedures and monitoring at the site, including in relation to dust and particle monitoring and vehicle movement. At the time managers in Waste Services suspended Harrow deliveries to the site. This has had an impact on the Council in terms of costs and recycling performance, but it was done because the safety of our employees is considered paramount.

The Environment Agency also has responsibilities with regard to the site. It is public knowledge that the Environment Agency recently served an improvement notice on the Seneca site resulting in the closure and the improvement of the site.

Waste managers and Corporate Health and Safety will continue to monitor the use of the site, both openly by appointment and through visits "incognito" accompanying the refuse vehicles, and we will take whatever we consider is appropriate to ensure the safety of employees.

Such a visit was undertaken during the week commencing 24 September 2012 and operating conditions were found to be acceptable without cause for concern.



## Section 4 – Financial Implications

There are no new financial implications concerning the response set out in the report. The additional costs incurred by the Council in responding to the concerns about health and safety have been contained within the budget of the Environment Division.

## Section 5 - Equalities implications

Was an Equality Impact Assessment carried out? No, this is an information response to the Employees' Side report.

## Section 6 – Corporate Priorities

Please identify which corporate priority the report incorporates and how:

- Keeping neighbourhoods clean, green and safe.
- United and involved communities: A Council that listens and leads.
- Supporting and protecting people who are most in need.
- Supporting our town centre, our local shopping centres and businesses.

Name: Kanta Hirani



on behalf of the  
Chief Financial Officer

Date: 2 October 2012

## Section 7 - Contact Details and Background Papers

**Contact:** John Edwards Divisional Director Environment Services  
[John.edwards@harrow.gov.uk](mailto:John.edwards@harrow.gov.uk)  
Tel: 02087366799

**Background Papers:** None

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**EMPLOYEES' CONSULTATIVE FORUM: 15<sup>TH</sup> OCTOBER 2012**

**UNISON REPORT ON MATTERS REFERRED FROM CORPORATE JOINT COMMITTEE**

**SUMMARY AND DECISION REQUESTED**

UNISON debated four matters at Corporate Joint Committee (CJC) with HRD officers in August 2012 relating to the application of the Council's Code of Conduct, Amendments to the Conduct Procedure, and the implementation of the recommendations within Agenda Item 10 of April 2012 ECF meeting. Unfortunately agreement was not possible with the Officer's responsible. The report clearly formats the matters to be considered, the disagreements and resolutions of each issue for ECF decision and implementation.

**CHRONOLOGY**

<b>DATE</b>	<b>ACTION</b>	<b>OUTCOME</b>
21 <sup>st</sup> August 2012	Debated Code of Conduct, Conduct Procedure amendments & Agenda Item 10 Employment Procedures Monitoring (ECF, 18 April 2012)	No decision obtained within Corporate Joint Committee. UNISON informed Chair of CJC and accepted that matters would be deferred by UNISON to ECF for resolution.

**REPORT**

At Corporate Joint Committee (CJC) on Tuesday 21<sup>st</sup> August 2012, and in debate with the responsible HRD Officer, UNISON could not resolve several matters. The matters are listed below detailing the nature of the item, the disagreement between parties and the resolution sought for discussion at this evening's ECF.

<b>Issue 1</b>	<b>Disagreement</b>	<b>Resolution required</b>
<b>Code of Conduct</b>		
In a Dignity At Work (DAW) Appeal outcome, the Director of Finance failed to recognise the Code of Conduct in altering Council documentation as stated in 4.3 of the Council's Code of Conduct, 3 <sup>rd</sup> paragraph; "Documents and records should be kept in an honest way and never altered, damaged or falsified".	UNISON believe that the Code of Conduct should be applied consistently, not ignored or disregarded on the opinions of those more senior as this substantially impacts on the corporate governance of the Authority and the culture which should be exemplary in any local Council.  The HRD Officer responsible, acting as Chair of CJC, attempted	That this element of the DAW Appeal, specifically in relation to 4.3 of the Code of Conduct, should be reviewed and, if found that the Code of Conduct was not applied correctly, then it must be enforced and the Officer held accountable for failure to comply with the Council's statutory Code.

	to defer this issue back to the relevant Directorate Joint Committee even though the DAW Appeal and use of Corporate Directors is a rotating corporate function and should be debated within the remit of issues CJC is responsible for.	
<b>Issue 2</b>	<b>Disagreement</b>	<b>Resolution required</b>
<b>Amendments to Conduct Procedure: Best Practice Note 2</b>		
Amendments to the Conduct Procedure were tabled at CJC on the 24 <sup>th</sup> April 2012. UNISON provided a response to comments following Branch Executive discussion which were discussed at CJC on 21 <sup>st</sup> August 2012. UNISON requested an amendment that both parties should agree should timescales need to be extended.	The Chair of CJC referred to a meeting held in March 2012 with GMB and UNISON and Agenda Item 10 of the ECF meeting dated 18 <sup>th</sup> April 2012. This was not UNISON's recollection of discussions held in March and the ECF report referred to is not reflective of this.	That the reasonable amendment to Best Practice Note 2 be agreed and inserted into the Conduct Procedure.
<b>Issue 3</b>	<b>Disagreement</b>	<b>Resolution required</b>
<b>Amendments to Conduct Procedure: Best Practice Note 10 Section 10.4</b>		
Amendments to the Conduct Procedure were tabled at CJC on the 24 <sup>th</sup> April 2012. UNISON provided a response to comments following Branch Executive discussion which were discussed at CJC on 21 <sup>st</sup> August 2012. UNISON requested that Members should hear First or Final Written warnings. In dismissal cases, Members Panel should hear the case, no others. This ensures natural justice and full use of the employer structure.	This amendment was 'noted' by the Chair but not accepted or agreed despite our reminder that this is a reasonable request of a large employer and fulfils the obligations of natural justice.	That the reasonable amendment to Best Practice Note 10 Section 10.4 be agreed and inserted into the Conduct Procedure.
<b>Issue 4</b>	<b>Disagreement</b>	<b>Resolution required</b>
<b>Decision required of trade unions: Agreement to implement ECF Information Report on Employment Procedures Monitoring, paragraph 5 (ECF, Agenda Item</b>		

<b>10, 18 April 2012)</b>		
<p>UNISON was asked to agree Agenda Item 10 for implementation at CJC on 24<sup>th</sup> April 2012. This formalised a discussion convened with unions in March 2012. UNISON provided a response to be discussed at CJC in August 2012 regarding vital omissions which had been discussed in March 2012 with HRD but left out.</p>	<p>HRD disagreed with UNISON's omission to be added stating that this was not supported by their own personal notes.</p>	<p>That the following UNISON omissions be included for agreement within Agenda Item 10, ECF 18 April 2012 to be applied to Fair Treatment procedures;</p> <ul style="list-style-type: none"> <li>- Any extension to timescales must be agreed in writing by both parties beforehand</li> <li>- Management are required to produce evidence to support their outcomes in Dignity at Work complaints/appeals</li> <li>- Managers must be held accountable if they have not followed correct procedures</li> </ul>

**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  
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**REPORT FOR: EMPLOYEES'  
CONSULTATIVE FORUM**

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**Date of Meeting:** 15 OCTOBER 2012

**Subject:** **INFORMATION REPORT –**  
Response to the Unison Report on  
Matters Referred from the Corporate  
Joint Committee

**Responsible Officer:** Jon Turner, Divisional Director  
Human Resources and Development  
and Shared Services

**Exempt:** No

**Enclosures:** None

## **Section 1 – Summary**

This report sets out the management response to the resolutions requested by Unison, to matters discussed at the 21 August 2012 Corporate Joint Committee (CJC) meeting.

**FOR INFORMATION**

## **Section 2 – Report**

The report provides the management responses to the ECF report submitted by Unison titled, *Unison Report on Matters Referred from Corporate Joint Committee*

## **Section 3 – Further Information**

A meeting was held with a Human Resources & Development Officer and the Unison Branch Secretary where the resolutions requested in Unison's report were further discussed. The meeting resulted in jointly agreed solutions to most of the issues, which are reflected in the management responses below.

### **1. Unison's resolution request for issue 1**

*Code of Conduct – “That this element of the DAW Appeal, specifically in relation to 4.3 of the Code of Conduct, should be reviewed and, if found that the Code of Conduct was not applied correctly, then it must be enforced and the Officer held accountable for failure to comply with the Council's statutory Code.”*

#### **Management Response**

Section 1.4 of the Terms of Reference of the Employee Consultative Forum states that *“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”*. Unison have therefore been asked to withdraw this item, as it relates to the outcome of an individual employee's Dignity at Work complaint.

### **2. Unison's resolution request for issue 2**

*Amendments to Conduct Procedure: Best Practice Note 2 – “That the reasonable amendment to Best Practice Note 2 be agreed and inserted into the Conduct Procedure.”* This issue arose from Unison's request that any extensions to timescales, during employment procedures, be agreed by both parties.

#### **Management Response**

The resolution reached was to include in the Best Practice Notes that if additional time were required to carry out an investigation, because for example new information came to light, there is a reasonable agreement in principle by both parties of a need to extend timescales. The Officer must however write to the employee before the deadline stating reasons for the delay and informing the employee of the expected new timescales.

### **3. Unison's resolution request for issue 3**

*“That the reasonable amendment to Best Practice Note 10 Section 10.4 be agreed and inserted into the Conduct Procedure.”* This issue arose from



Unison's request that Members should hear First or Final Written warnings and in dismissal cases, Members only should hear the case.

### **Management Response**

The decision that Member Appeal Panels only hear disciplinary dismissals was made following recommendation at the 29 August 2007 ECF to adopt the HR Policy Framework. This is reflected in Best Practice Note 10 Section 10.4 of the Conduct Procedure.

A review of the HR Policy Framework was conducted one year after its implementation, as recommended at the 29 August 2007 ECF, and a report presented to the 30 June 2010 ECF. A further pilot for one year was requested to allow a comparative assessment of the current appeals process and the previous process.

A further report setting out the outcomes of employee appeals since October 2009 was presented to the 10 October 2011 ECF, where issues relating to timescales were discussed. A report on action taken to address the issue of timescales was requested to be presented at a future ECF meeting. This was presented and noted at the 24 January 2012 meeting.

Employment procedure timescales are now being monitored by Human Resources & Development and will be reported on in Annual Equalities in Employment reports, starting with the 2012/13 report.

**4. Unison's resolution request for issue 4:**

*"That the following UNISON omissions be included for agreement within Agenda Item 10, ECF 18 April 2012 to be applied to Fair Treatment procedures;*

- *Any extension to timescales must be agreed in writing by both parties beforehand*
- *Management are required to produce evidence to support their outcomes in Dignity at Work complaints/appeals*

*Managers must be held accountable if they have not followed correct procedures"*

### **Management Response:**

Agreeing extensions in timescales is addressed in the management response to issue 2 above. In relation to management providing evidence to support Dignity at Work complaints and appeals, agreement has been reached with Unison to include in the Dignity at Work procedure, that "managers should provide reasonable justification to support outcomes".

**5. Not included in the Unison report but as part of these discussions, Unison requested inclusion in employment policies that investigating officers and chairs of panels, be independent of the incident being investigated.**

It was agreed that a definition of 'independent' would be included in employment procedures, reflecting that the investigating officer or chair of the panel, should have had no direct or indirect involvement in the case that is, they should not have been a witness to the alleged misconduct.

## **Section 4 – Financial Implications**

None

## **Section 5 - Equalities implications**

Equalities implications will be considered as part of any review of employment procedures and Equalities Impact Assessments carried out as required.

## **Section 6 – Corporate Priorities**

This report is a response to the issues raised by Unison in the Unison Report of Matters Referred from Corporate Joint Committee, submitted to this forum

Name: Steve Tingle	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 27 September 2012		

## **Section 7 - Contact Details and Background Papers**

**Contact:** Marion Afoakwa, Workforce Performance and Productivity  
Manager, 020 8420 9412

### **Background Papers:**

Notes of ECF meeting on 29 August 2007

<http://www.harrow.gov.uk/www2/ieListDocuments.aspx?CId=265&MId=3983&Ver=4>

Notes of the ECF meeting on 30 June 2010

<http://modern.gov:8080/ieListDocuments.aspx?CId=265&MId=60277&Ver=4>

Notes of the ECF meeting on 10 October 2011

<http://www.harrow.gov.uk/www2/ieListDocuments.aspx?CId=265&MId=60668&Ver=4>

Notes of the ECF meeting on 24 January 2012

<http://www.harrow.gov.uk/www2/ieListDocuments.aspx?CId=265&MId=60669&Ver=4>

**EMPLOYEES’ CONSULTATIVE FORUM: 15<sup>TH</sup> OCTOBER 2012**

**HARROW UNISON REPORT ON CUTS TO TRADE UNION FACILITY BUDGET**

**SUMMARY AND DECISION REQUESTED**

In its Medium Term Financial Strategy (MTFS) the Council intends to cut the Trade Union Facility budget in 2013-14 by £30k. A big proportion of the TU budget funds union secondments. The report presents key and unreported facts concerning the hidden cost-benefits that have not been considered by the Council or contextualised in determining the cut to the Trade Union (TU) facilities budget. It is evidence based and refers to external research conducted by the Taxpayers Alliance, TUC and national trade unions. It requests a fair-minded approach to cuts to the trade union facility budget in relation to total HRD spend on Consultants, Associates, Interims etc and concludes by requesting that ECF make recommendations to reconsider this cut in line with the alternative financial suggestions/savings made.

**CHRONOLOGY**

<b>DATE</b>	<b>ACTION</b>	<b>OUTCOME</b>
21 August 2012	Agenda 11 Trade Union Facility Time – Trade Unions informed that the Council are seeking to find £30k from the Trade Union facilities budget (including salaries, accommodation and other expenditure) contained within HRD budget.	UNISON requested details of current HRD budget including total spending on Interims, Consultants, agency workers/temporary staff and Associates and costs of the Civic Centre union office. At time of press this information remains outstanding. Further cuts to union facility time would be extremely restrictive affecting our ability to represent members’ interests according to national union rules.

**HARROW UNISON REPORT ON CUTS TO TRADE UNION FACILITY BUDGET**

**Trade union ‘duties’ and ‘activities’**

Trade union representatives are afforded the legal right to represent their members in workplaces across the UK and undertake demanding and often complex work including the provision of advice to members, formal representation in grievances and disciplinaries, and negotiations with management over terms and conditions.

According to the legal distinction ((TURL(C)A, 1992) and ACAS Codes of Practice) the above are defined as union duties where upon union representatives are afforded paid time away from substantive posts to undertake union work. Union representatives are also allowed to carry out union activities during working hours which can relate to the running of the union i.e. holding steward elections, recruiting members and attending union meetings. According to the law, and unlike union duties, trade union activities are unpaid.

Harrow Council has recognition agreements with UNISON and the GMB. The recognition agreements, among other matters, formalise time-off arrangements and procedures for consultation and negotiation. It also sanctions secondment arrangements for union representatives who have been authorised by HRD to undertake trade union duties away from their substantive posts. An important point to note is that a large proportion of the TU Facility Budget funds the salaries of union representatives to undertake union secondments while the remainder of the budget covers accommodation, stationary and other expenditure costs.

According to Branch investigations, and in relation to the size of our membership, Harrow UNISON has one of the smallest allocations of corporate facility time in London. However, given the limitations it has offered constructive comment on every full business case, engaged on restructures and equality impact assessments and, in difficult economic circumstances, is in the process of reaching a collective agreement with the Council which should preserve jobs and protect frontline services.

### **Facility time; separating fact from fiction**

Recently there has been a negative portrayal in the media regarding the use of public monies to support the activity of trade union representatives in the public sector focusing on the costs of union secondments. Much of this has been fuelled by attention and hidden political motives from organisations such as the Taxpayers Alliance in claim's that TU's received £113 million of funding from taxpayers in the year 2010-11 (see the Taxpayers Alliance report on '*Taxpayer funding of trade unions in 2011*').

However, in reports by the TUC ('*Facility time for union reps- separating fact from fiction*', January 2012) and research by UNISON ('*The Value of Trade Union Facility Time- Insight, Challenges and Solutions*', June 2012) much work has been done to disprove these figures and outline the substantial cost-benefits TU facility time delivers to the tax payer and the wider economy.

Research carried out by UNISON published in June 2012 revealed the following benefits to employers and trade unions:

- § The provision of a ready-made structure for meaningful consultation and negotiation saving organisations money and providing reassurance to members that their views are valued in decision-making
- § Partnership working with trade unions, which improves workplace relations and the reputation of an employer as 'a good place to work'
- § Earlier intervention in relation to complaints, grievances and disciplinaries, preventing escalation into more serious problems, which saves the employer money by reducing the impact on staff time and possible legal costs
- § Better communication and change management, which in turn minimises negative impacts and reduces the loss of working days through industrial action

A key report by the then Department for Business, Enterprise and Regulatory Reform (now BIS- Department for Business Innovation and Skills) in 2007 published that;

- § Dismissal rates were lower in unionised workplaces- resulting in savings related to recruitment costs of **£107-£213m pa**
- § Voluntary exit rates were lower in unionised workplaces with union reps- resulting in savings to recruitment costs of **£72m-143m pa**
- § Tribunal/litigation costs are lower in unionised workplaces with reps resulting in savings to government of **£22m-43m pa**
- § Workplace-related injuries were lower in unionised workplaces with union reps resulting in savings to employers of **£126m-371m pa**
- § Workplace-related illnesses were lower in unionised workplaces with union reps resulting in savings to employers of **£45m-207m pa**

The TUC calculated that as a result of the presence of union representatives (at 2004 prices) a range of between £372m pa to £977m pa of savings were accrued. The public sector proportion (60%) of this amount equated to a saving weight of between £223m pa to £586m pa. In today's money, taking into account the rate of inflation, the saving figures come out at between £267m pa to £701m pa which means for every £1 spent on facility time (using the Taxpayers Alliance disputed figures of £113m pa), between £2 and £5 is returned in accrued benefits which the TUC conclude 'is a very good return on investment'.

### **Harrow context- trade union facility time; 'priceless'**

UNISON representatives in Harrow have and continue to display the benefits detailed within the research accrued from public expenditure on paid time-off for union work which saves Harrow Council thousands of pounds a year. The Branch provides its own IT equipment, stationary and photo-copier. Our Officers and reps give up a significant amount of personal time and hours (over and above allocated seconded time) to carry out their duties and activities and are predominately composed from lower pay bands in comparison to their higher graded HRD colleagues whom they consult with. For instance, a lot of the work on the recent Modernisation project has been done at no cost to the Authority and at the detriment of our dedicated activists. We offer good value for money and at low cost to the rate payers of Harrow.

For instance, Harrow UNISON is an accredited Training Centre and has organised and run a variety of training courses on a plethora of subjects for Council employees at lower than market rates for nearly ten years resulting in significant savings and a better trained and educated workforce. A further £30k cut to existing facility time/budget (as tabled at Corporate Joint Committee on 21<sup>st</sup> August 2012) would impact this and other good work of the Branch affecting our ability to represent members with a knock-on effect for the employer, escalating its costs in areas mentioned within the report and across the board.

We do not use our member's money to fund Consultants because our reps are fully trained and are supported by a coherent and structured Branch nor do we pay honoraria payments. Additionally we do not have the funds to rely on expensive Consultants or Associates the like of which were hired and funded from the HRD budget during the Modernisation project at a cost in excess of £630 a day for an average of two days a week equating to £60k pa. We do not believe the constant erosion of facility time is fair, reasonable or justified when spending on Consultants by highly paid public officials in HRD continues.

### **Conclusion and recommendations**

In submitting this report UNISON request ECF, Cabinet and the Council adopt a fair-minded approach to the reduction of the trade union facility budget and recognise the financial and non-financial benefits that this Authority has accrued through recognition of trade unions. We also request the Authority reconsider the cuts to facility time, take into account the costs of vacant union office space in the Civic Centre, the early termination of funding for Joint Secretary (£45k) and the savings this created in the MTFs reporting period and, finally, consider the benefits of supporting union representatives not just the actual costs of supporting existing arrangements.

### **AUTHOR: HARROW UNISON LG BRANCH**

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**REPORT FOR: EMPLOYEES'  
CONSULTATIVE FORUM**

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**Date of Meeting:** 15 October 2012

**Subject:** **INFORMATION REPORT –  
Management response to Unison’s report  
on cuts to trade union facility budget**

**Responsible Officer:** Jon Turner, Divisional Director of Human  
Resources, Development and Shared  
Services

**Exempt:** No

**Enclosures:** Appendix A – Council’s Recognition  
Agreement with Unison

**Section 1 – Summary**

This report sets out Management’s response to Unison’s report on facility time for trade union representatives. It corrects a number of points raised.

**FOR INFORMATION**

## **Section 2 – Report**

Unison's report sets out a number of issues in relation to trade union facility time. In particular, the report refers to what is perceived as an unfair allocation of resources between Human Resources and Development (HRD) and the unions. This report sets out the factual position in relation to the facility time the unions have received and the use of agency workers or associates (Interims) employed within HRD.

### **Trade union facility time budget**

- 1 The corporately held trade union facility time budget of £159,180 provides funding for up to 13 days per week facility time allocated between both Unison and GMB. This is currently allocated, based on total membership numbers, to Unison for 9.5 days per week (equivalent to 1.9 FTE) and to GMB for 3.5 days per week (0.7 FTE), i.e. a total of 2.6 FTE release time.
- 2 The budget has been unchanged for some years.
- 3 Temporary funding was agreed by the Leader of the last administration for a position of Joint Secretary, acting as a conduit between the Council and both unions specifically for the Better Deal for Residents programme. Unison held the position for one year and GMB in the second. During that two year period, both unions had issues with the role and, as the programme was ending, it was decided that the funding would cease at the end of the second year.
- 4 To support the work on Modernising Terms and Conditions of Employment, both unions were provided with 2.5 days per week additional facility time for a six month period at an approximate total cost of £37,000 (including oncosts). This expired in January 2012.
- 5 There is a separate scheme for Teacher Union facility time and that is currently being reviewed by the Children's Directorate Joint Committee. The outcome of the review will be reported to ECF. The facility time is funded by Children and Families or by schools
- 6 HRD's staffing has been reduced as a consequence of a loss of income from SLA's with schools including the reduction in income from 7 schools taking Academy status. The trade union facility time budget has not yet been reduced to reflect the reduction in the size of the workforce. However, the MTFS requirement to reduce this budget by £30,000 from 2013/14 is to recognise the reduction in workforce size from the Academies and other changes taking place cross-council in workforce size.

HRD is further required, under the MTFS, to reduce it's staffing budget by £150,000 in 2014/15 and by a further £75,000 in 2015/16.

At a meeting with the Chief Executive and Leader the unions were advised that the facility time budget would be reduced by £30,000 in 2013/14. This was confirmed at the Corporate Joint Committee on 14 December 2011.



## HRD staffing

- 7 Unison has been provided with the total staffing costs for HRD which are £1.32m. In delivering HRD services, on occasion, agency staff and associates (interims) are engaged for specific projects or to ensure that posts are not permanently filled if there is an expectation that the post or others in HRD are to be deleted, e.g. the two HRD posts deleted at the start of 2012/13 had been covered by Agency workers.
- 8 The Modernising Terms and Conditions project has been staffed from within existing budgetary provision, i.e. in the main, staff have been moved temporarily from within HRD to work on this project at no additional cost to the Council; a permanent post has been filled on an interim basis specifically for the project (the costs are contained within the salary for the role). There are additional staffing costs from an H3 temporary Project Assistant (approx £22,000 including oncosts) which are charged to a project budget.
- 9 A permanent post of Compensation and Benefits Manager has been filled temporarily. Initially, by an agency worker and subsequently by a more experienced reward and benefit specialist specifically supporting the terms and conditions project. This person's costs were as stated in Unison's report. The daily rate is relatively inexpensive in comparison with what organisations would typically expect to pay for these specialists. Costs were contained within the salaries budget for the post, i.e. by commissioning work on a 2 day per week basis.
- 10 The trade unions requested that the Council develop and present proposals on which they could comment. Members will appreciate that the development and design of new terms and conditions, identifying their impact and cost / savings, analysing differing alternatives and consulting on these with key stakeholders is a sensitive and complex area of work.

The trade unions have been supported by their regional officers and the local branches have been able to access union regional and national specialists when they needed.

## **Additional staffing costs for the Modernising Terms and Conditions of Employment project**

11 As can be seen from the above, the additional staffing costs within HRD to support this project are £22,000 per annum and the cost of the additional facility time given to the trade unions was £37,000.

## **Facility time and support of change**

12 No comment is made on Unison's references to the research they have carried out.

13 Unison have incorrectly identified in their report that time off, albeit unpaid, is covered by the ACAS Code of Practice for the recruitment of members to the union. The Council's Recognition Agreement with Unison (which is identical for GMB) is attached at Appendix.

14 The provision of facility time to the unions is both a legislative requirement and a desirable one in that the Council would want to ensure that consultation is undertaken with the recognised unions in accordance with its policies and procedures. However, clearly if the size of the workforce is reducing, it cannot be expected that the facilities provided to the trade unions and paid for by the Council remain unchanged.

15 Comparing facility time between London boroughs is not straightforward. Each Council has a different workforce size and the best method of comparison is based on the number of union members per full-time secondment. In 2009, the number of members to full-time secondment as an average for London Boroughs was 1:534. In a survey in June 2011 of the facility time funded by London Boroughs, this had reduced to 1:477. This indicates a marginal increase in the facility time provided.

Based on the membership numbers in June 2011, the ratio for Harrow was 1:543. This was a comparison of corporately funded facility time and did not include facility time provided by line managers nor additional facility time provided for specific projects. This ratio was slightly below the average of all London Boroughs of 1:477. The range across London Boroughs was 1:153 to 1:1716.

It is important to note that the reduction in the size of the Council's workforce by 1300 people (550 of whom were non-teaching staff) will have led to a reduction in the size of union membership. Therefore, this ratio will now be different.

An update on union membership numbers will be carried out in order to reassess the allocation of facility time between GMB and Unison for 2013/14.

It should be noted that of the 30 London Boroughs that responded to the June 2011 survey, 17 of them were planning to review the facility time provided.

## **Section 4 – Financial Implications**

16 The Council has made decisions in its Medium Term Financial Strategy which includes a reduction of £30,000 from the £159,180 budget for both the salary costs, including oncosts, of those on secondment and for premises and a small allocation for any equipment purchases.

17 If Cabinet decided to modify its decision on the size of the reduction in the facility time budget, then there would need to be a reduction elsewhere in the Council to accommodate this.

### **Section 5 – Equalities Implications**

18 There are no direct or indirect equalities implications from a reduction in facility time.

### **Section 6 – Corporate Priorities**

19 The unions role, in representing their members, will be on initiatives and issues that relate to all of the Council's corporate priorities.

Name: Steve Tingle



on behalf of the  
Chief Financial Officer

Date: 1 October 2012

### **Section 7 - Contact Details and Background Papers**

**Contact: Lesley Clarke, Organisational Development Manager, 0208 420 9309**

**Background Papers: n/a**

**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).*

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**REPORT FOR: EMPLOYEE  
CONSULTATIVE FORUM**

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**Date of Meeting:** 15<sup>th</sup> October 2012

**Subject:** **INFORMATION REPORT –  
ANNUAL EQUALITY IN  
EMPLOYMENT MONITORING, FROM  
1 APRIL 2011 – 31 MARCH 2012**

**Responsible Officer:** Tom Whiting  
Assistant Chief Executive

**Exempt:** No

**Enclosures:** **Appendices**

1. Council Pay bands
2. Report on Workforce Profile of Partner Organisations
3. Report on Learning & Development
4. Directorate Reports
  - 4a. Adults & Housing
  - 4b. Chief Executive's
  - 4c. Children's Services
  - 4d. Community & Environment
  - 4e. Corporate Finance
  - 4f. Legal & Government
  - 4g. Place Shaping
5. Unison Comments & Responses
6. GMB – Notes of Feedback Meeting
7. Harrow Equalities Centre – Notes of feedback Meeting

**Section 1 – Summary**

This report and appendices provide information on equalities in employment and captures information relating to the Council's workforce profile, recruitment monitoring, employment procedures, leavers, redeployment and learning and development activities.

**FOR INFORMATION**

## **Section 2 – Report**

# **Harrow Council**

## **Annual Equalities in Employment Report**

**1 April 2011 and 31 March 2012**



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# INTRODUCTION

## Background

Harrow Council is committed to employing a diverse workforce to help us understand and relate to the community we serve.

The report complies with the Council's requirements under s149 Equality Act 2010 and the Equality Act 2010 (Specific Duties) Regulations 2011. The Public Sector Equality Duty requires public authorities to publish information about their performance on equalities and show the impact of their policies and practices on employees.

The report addresses the requirements of the general and specific equality duty and provides headline information on the currently available equalities data relating to employment. Currently employment data is only held on four of the nine protected characteristics. The remaining employment data to capture all nine of the protected characteristics arising from the Equalities Act 2010 are currently being introduced into our Employee Records system and therefore these will be reported in the 2012/13 Annual Equalities Report.

Equalities implications are considered as part of any review of employment procedures and Equality Impact Assessments are carried out as required. The Council's policy is that Equality Impact Assessments for any cross-cutting transformation project is signed off by the Corporate Equalities Group.

## How information is presented

As in previous years, workforce profile data is based on headcount therefore if an employee holds jobs in more than one directorate, they will be counted once in each relevant directorate report but only once in the whole council report.

The criteria for deciding which job to count in order of importance is:

- 1) Job with the highest number of working hours
- 2) Job with the highest grade
- 3) Job which the employee has been in for the longest

The Council's targets, based on previous Best Value Performance Indicators (BVPI), have been reviewed and adjusted to reflect the community profile. The report refers to those BVPI's relating to ethnicity, gender and disability.

The calculation of BVPI's is based on full time equivalent (FTE) data and only employees on permanent contracts (or temporary contracts over 12 month's duration) are included. BVPI figures therefore differ slightly from the workforce profile data shown in the report.

## What the report covers

This Report provides information on equalities in employment and captures information relating to race, sex, disability, age, pregnancy and maternity (currently, the only available information relates to the return rate for women on maternity leave).

The report details the Council's annual workforce profile as at 31<sup>st</sup> March 2012 and equalities monitoring data relating to the period 01 April 2011 to 31 March 2012 for permanent and temporary employees.

A project is being undertaken for employees to update their personal information, including equality monitoring categories held on SAP, and this should result in a reduction in the unknown/unclassified categories in future reports.

The report also covers recruitment monitoring; employment procedures (Conduct, Capability and Dignity at Work cases); Leavers, redeployments following the launch of the Council's redeployment portal RedeployR in August 2011 and take up of learning & development activities. Summary reports for each directorate are attached as appendices.

This report also includes brief information on the workforce profile for agency workers and some of our partner organisations as of 31 March 2012, where available. Schools data does not include employees working in voluntary aided schools.

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 other White ethnic groups.

Recruitment monitoring data only includes recruitment managed by Contact III, the Council's recruitment response handling service. Most schools do not use this service therefore analysis of this information in the report, excludes schools, which was raised as a concern, by the groups consulted on this report.

The data used in this report has been obtained from a number of sources i.e. from Contact III, from the SAP system, from HR Civica system, from the RedeployR system, information from partner organisations such as Pertemps and from individual schemes such as the Voluntary Severance Scheme (VSS).

A large amount of data from various sources was collected and processed for the production of this report. Therefore, the level of detail may be subject to inaccuracies inherent in any large scale reporting system.

At the ECF meeting on 18 April 2012 a request was made to show central monitoring on the timescales and appeals of Employment Procedures. This will be reflected in the 2012/13 Annual Equalities Report on cases within that timescale.

### **Comparisons with the community**

Comparisons with the population of the community of Harrow are based on the representation of black and minority ethnic people and females taken from the Office of National Statistics GLA 2010 Round Ethnic Group Projections - SHLAA.

The figures used when comparing the make up of the workforce against the local population (i.e. Disability, Sex and Age) are based on projections from the last census (2001) and may not necessarily accurately reflect the current community profile. Figures based on the March 2011 census results are still not available. Once available, these should provide more current data for comparison purposes.

# 2011/12 MAIN REPORT

## Race

### Headlines

**Local Community** - 53% Black, Asian and Minority Ethnic (BAME) residents  
- 47% White residents

**Workforce Profile** - Black, Asian and Minority Ethnic (BAME) employees

- 36.49% - Whole Council (including schools based employees)
- 37.99% - Council (excluding schools based employees)

**Workforce Profile** – White employees

- 54.46% - Whole Council (including schools based employees)
- 55.06% - Council (excluding schools based employees)

**Recruitment** (excluding schools)

- 62.2% applications received from BAME applicants
- 53.2% applicants short listed were BAME applicants
- 47.5% of applicants appointed were BAME applicants

### WORKFORCE PROFILE 2011/12

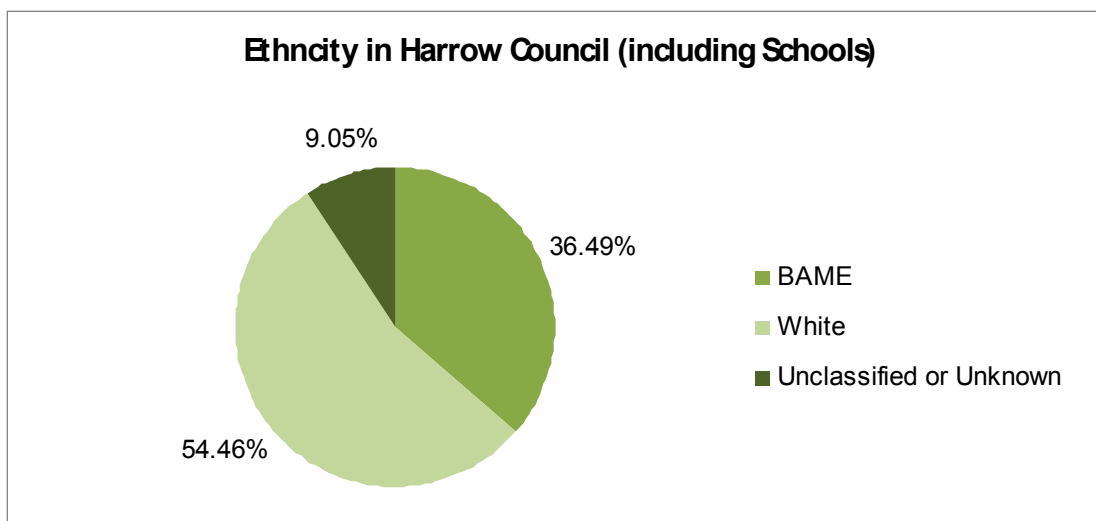
The total workforce as at 31st March 2012 was 5,061, a reduction of 1230 compared with the previous year which is largely due to some schools transferring to Academies.

Recruitment throughout the year has been much higher compared to last year with 183 appointments processed by Contact III.

The proportion of employees from BAME for 2011/12 has increased to 36.49%, compared to the 2010/11 figures (34.92%), continuing the pattern of year-on-year improvement.

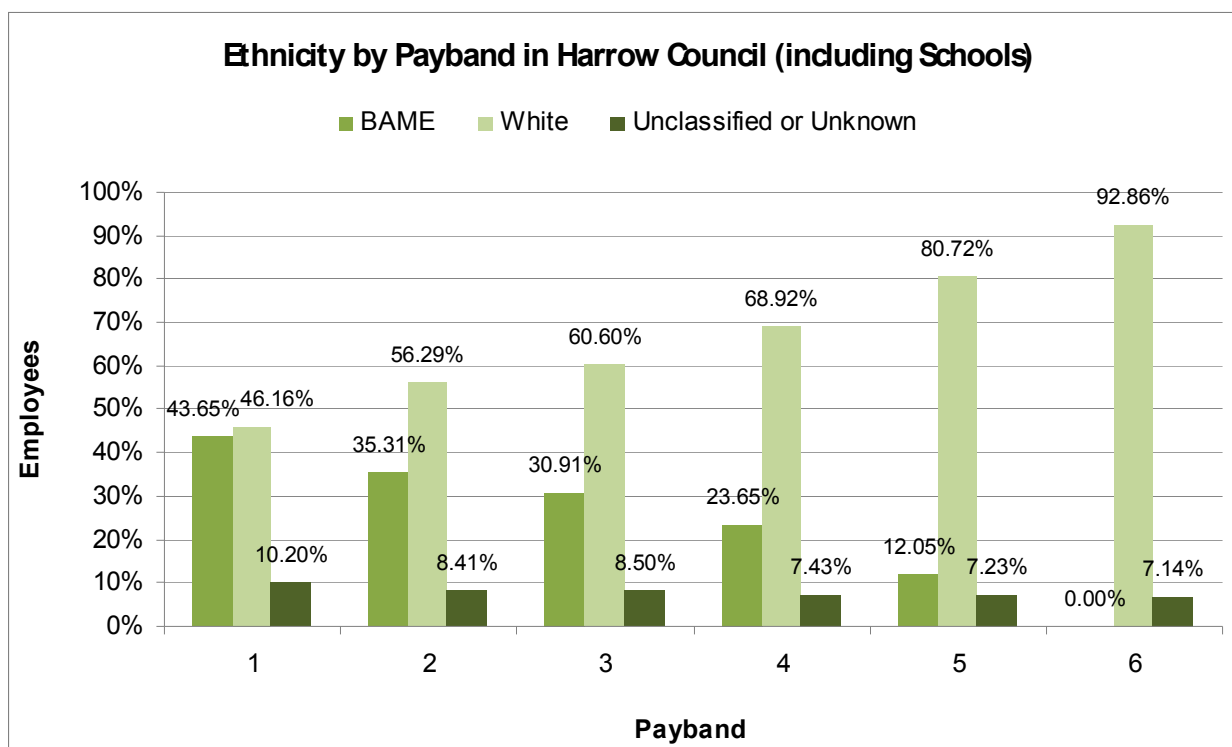
2011/12	Whole Council		Excluding Schools	
	Headcount	%	Headcount	%
<b>BAME</b>	1847	36.49%	913	37.99%
<b>White</b>	2756	54.46%	1323	55.06%
<b>Unclassified/ Unknown</b>	458	9.05%	167	6.95%
<b>Total</b>	<b>5061</b>	<b>100%</b>	<b>2403</b>	<b>100%</b>
<b>2010/11</b>				
<b>BAME</b>	2197	34.92%	969	37.79%
<b>White</b>	3546	56.37%	1440	56.16%
<b>Unclassified /Unknown</b>	548	8.71%	155	6.05%
<b>Total</b>	<b>6291</b>	<b>100</b>	<b>2564</b>	<b>100%</b>

The percentage of BAME employees across the Council excluding schools (37.99%) is higher than the figure for the whole Council including schools (36.49%). This is because the proportion of BAME employees in schools (the larger workforce) is slightly lower in comparison.



### Pay bands

Workforce Profile by Ethnicity and Pay band (excluding Schools)							
	1	2	3	4	5	6	Total
<b>BAME</b>	<b>260</b>	<b>415</b>	<b>177</b>	<b>56</b>	<b>5</b>	<b>0</b>	<b>913</b>
	39.27%	40.57%	37.98%	27.32%	13.89%	0%	
<b>White</b>	<b>352</b>	<b>535</b>	<b>266</b>	<b>132</b>	<b>28</b>	<b>10</b>	<b>1323</b>
	53.17%	52.30%	57.08%	64.39%	77.78%	90.91%	
<b>Unclassified</b>	<b>50</b>	<b>73</b>	<b>23</b>	<b>17</b>	<b>3</b>	<b>1</b>	<b>167</b>
	7.55%	7.14%	4.94%	8.29%	8.33%	9.09%	
<b>Total</b>	<b>662</b>	<b>1023</b>	<b>466</b>	<b>205</b>	<b>36</b>	<b>11</b>	<b>2403</b>



The above charts show the distribution of BAME and White employees by payband, with the majority employed at Payband 2.

Previous equalities reports have noted that the Council has a smaller percentage of BAME employees at the higher pay bands compared to White employees. This is true, particularly at pay band 6 (Corporate Director level) where there is no representation of BAME employees.

The Harrow Council Black Workers Group and the Trade Unions expressed concerns about the under representation of BAME employees at the higher pay bands, an issue currently under consideration by the employment sub-group of the Corporate Equalities Group.

The Council has set a BVPI of 20% of the top 5% of earners to be from BAME communities, currently this is 16.13%.

## **RECRUITMENT MONITORING (excluding schools)**

### **All Recruitment (Internal & External)**

#### Recruitment Monitoring at different stages by Ethnicity

The table below shows applicant monitoring data for 2011/12 and for previous years. The table sets out the percentage of applications received, shortlisted and appointed for BAME and white candidates. Where the applicant has not declared their ethnicity, they have been excluded in the percentages which have been calculated as the ratio of BAME to White responses. Figures in brackets represent actual numbers.

The level of recruitment activity carried out this year has risen compared to 2010/11. Over the whole year, there has been an increase in the number of appointments i.e. a total of 183 appointments compared to 44 appointments recorded in 2010/11.

<b>Applicant Monitoring – All Recruitment</b>				
<b>Year</b>	<b>Ethnicity</b>	<b>Applications</b>	<b>Shortlisted</b>	<b>Appointed</b>
2011/12	BAME	62.2% (2026)	53.2% (329)	47.5% (87)
	White	37.8% (1231)	46.8% (290)	52.5% (96)
2010/11	BAME	62.0% (1307)	51.0% (159)	42.9% (18)
2009/10	BAME	66.9% (4027)	55.0% (451)	42.7% (56)
2008/09	BAME	64.0% (3641)	55.1% (616)	43.4% (109)
2007/08	BAME	65.5% (3795)	55.5% (501)	49.7% (90)
2006/07	BAME	46.7% (1775)	51.3% (326)	47.9% (58)

The percentage of applications received from BAME applicants this year (62.2%) was very similar to last year (62%). This compares favourably with the economically active representation of BAME people in Harrow, which is 53% indicating that the Council is successful in consistently attracting applicants from BAME community.

The percentage of BAME applicants shortlisted increased to 53.2% in 2011/12 from 51.0% last year and the proportion of BAME appointments also increased to 47.5% from 42.9% in 2010/11.

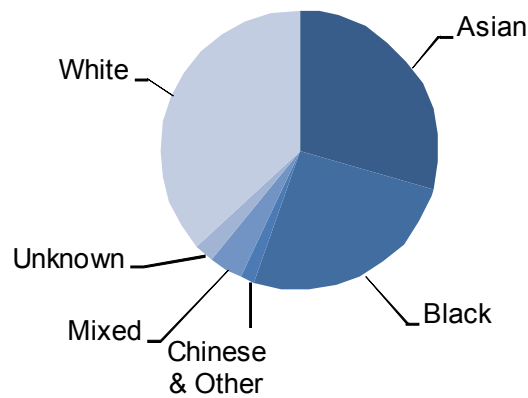
On the basis that a far greater number of applications were received from BAME applicants compared to White applicants, BAME appointments were proportionately lower. A recommendation is being put forward to the Corporate Equality Group (CEG) to consider whether a policy of positive action in recruitment, in accordance with the Equality Act 2010, should be implemented to help address this issue.

## Applicant Monitoring – All Recruitment

All Departments (excluding Schools) - 1 April 2011 to 31 March 2012

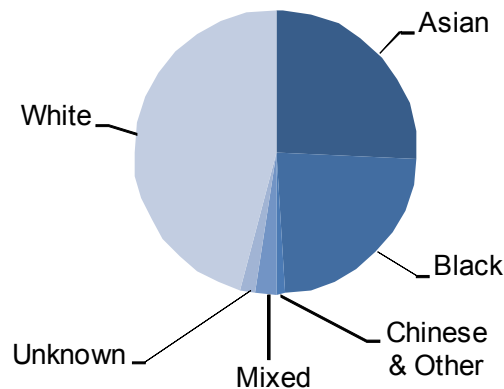
### Applications Received by Ethnic Origin

Ethnicity	No.
Asian	985
Black	856
Chinese & Other	53
Mixed	132
Unknown	73
White	1231
Total	3330



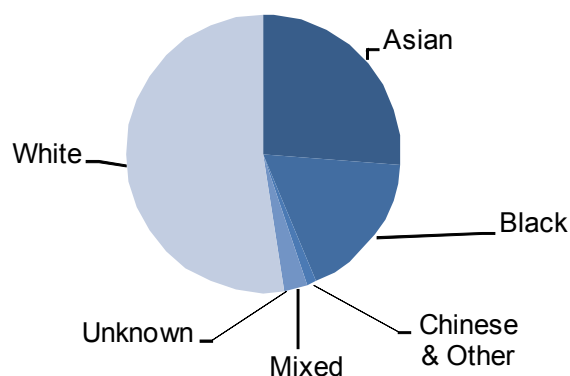
### Applications Shortlisted by Ethnic Origin

Ethnicity	No.
Asian	163
Black	146
Chinese & Other	6
Mixed	14
Unknown	11
White	290
Total	630



### Applications Appointed by Ethnic Origin

Ethnicity	No.
Asian	48
Black	32
Chinese & Other	2
Mixed	5
Unknown	0
White	96
Total	183





## Internal Recruitment

<b>Applicant Monitoring – Internal Recruitment</b>				
<b>Year</b>	<b>Ethnicity</b>	<b>Applications</b>	<b>Shortlisted</b>	<b>Appointed</b>
2011/12	BAME	61.7% (185)	57.1% (93)	53.3% (40)
	White	38.3% (115)	42.9% (70)	46.7% (35)
2010/11	BAME	59.6% (133)	52.1% (49)	71.4% (5)
2009/10	BAME	60.3% (223)	53.4% (102)	47.4% ( 9)
2008/09	BAME	56.4% (307)	52.4% (133)	50.0% (44)

Similar to external recruitment, internal recruitment for 2011/12 increased significantly from 7 appointments in 2010/11 to 75 internal appointments in 2011/12.

The outcomes of the recruitment process show that there was an increase in the proportion of applications received, shortlisted and appointed from White employees but a decrease in the proportion of applications received, shortlisted and appointed from BAME. There is a significant drop in the percentage of BAME appointments from the previous year (71.4% - 5 appointments).

## **REDEPLOYEES**

<b>Status</b>	<b>BAME</b>	<b>%</b>	<b>White</b>	<b>%</b>	<b>Total</b>
Redeployed	2	28.57%	5	71.43%	7
Not Redeployed	7	46.67%	8	53.33%	15
<b>Total</b>	<b>9</b>		<b>13</b>		<b>22</b>

This year is the first year data is available on Redeployees which has been gathered through the Council's new RedeployR system. RedeployR commenced in August 2011 and therefore does not provide data for the complete year. Employees can choose whether to use RedeployR to seek redeployment and therefore is not expected to mirror the actual number of redeployments in the Council.

Out of the 22 employees with redeployee status, 59.09% were white employees. Of the 7 successfully redeployed, 71.43% were white employees.

As the number of redeployees across the Council is relatively low, it is difficult to draw many meaningful conclusions from the data.

## **EMPLOYMENT PROCEDURES**

The following charts show employee involvement in the Conduct (manager led), Capability (manager led) and Dignity at Work (employee led) Procedures, across the whole Council including schools, by ethnicity.

### Conduct cases by Ethnicity

2011/12	BAME	White	Unclassified or Unknown	Total
<b>Cases</b>	<b>36</b> (52.17%)	<b>30</b> (43.48%)	<b>3</b> (4.35%)	<b>69</b>
<b>Warnings</b>	<b>7</b> (46.67%)	<b>8</b> (53.33%)	<b>0</b> (0.00%)	<b>15</b>
<b>Dismissals</b>	<b>9</b> (64.29%)	<b>4</b> (28.57%)	<b>1</b> (7.14%)	<b>14</b>
2010/2011	BAME	White	Unclassified or Unknown	Total
<b>Cases</b>	<b>28</b> (40.00%)	<b>42</b> (60.00%)	<b>0</b> (0.00%)	<b>70</b>
<b>Warnings</b>	<b>2</b> (22.00%)	<b>7</b> (78.00%)	<b>0</b> (0.00%)	<b>9</b>
<b>Dismissals</b>	<b>2</b> (29.00%)	<b>5</b> (71.00%)	<b>0</b> (0.00%)	<b>7</b>

The total number of conduct cases in 2011/12 (69) was similar to 2010/11 (70). There were more conduct cases of BAME employees than white employees this year, although more warnings were issued to white employees. 64.29% of dismissals were of BAME employees. A more detailed analysis of the dismissals would be required to understand whether there was a significant difference by race, in gross misconduct cases rather than misconduct cases.

### Capability cases by Ethnicity

2011/12	BAME	White	Unclassified or Unknown	Total
<b>Cases</b>	<b>5</b> (15.15%)	<b>25</b> (75.76%)	<b>3</b> (9.09%)	<b>33</b>
<b>Warnings</b>	<b>2</b> (10.53%)	<b>15</b> (78.95%)	<b>2</b> (10.53%)	<b>19</b>
<b>Dismissals</b>	<b>1</b> (25.00%)	<b>3</b> (75.00%)	<b>0</b> (0.00%)	<b>4</b>
2010/2011	BAME	White	Unclassified or Unknown	Total
<b>Cases</b>	<b>16</b> (44.00%)	<b>20</b> (56.00%)	<b>0</b> (0.00%)	<b>36</b>
<b>Warnings</b>	<b>6</b> (60%)	<b>4</b> (40%)	<b>0</b> (0.00%)	<b>10</b>
<b>Dismissals</b>	<b>2</b> (50%)	<b>2</b> (50%)	<b>0</b> (0.00%)	<b>4</b>

There were broadly similar numbers of capability cases in 2011/12 (33) compared with 2010/11 (36). The percentage of cases involving BAME employees significantly decreased in 2011/12 to 15.15% compared with 2010/11 44%.

Of the 33 Capability cases 58.00% resulted in warnings and 12% resulted in dismissal. There were substantially more cases, (75.76%) warnings (78.95%) and dismissals (75.00%) of white employees.

### Dignity at Work cases by Ethnicity

2011/12	BAME	White	Unknown	Total
<b>Cases</b>	<b>20</b>	<b>30</b>	<b>1</b>	<b>51</b>
	(39.22%)	(58.82%)	(1.96%)	
<b>Appeals</b>	<b>4</b>	<b>11</b>	<b>0</b>	<b>15</b>
	(26.67%)	(73.33%)	(0.00%)	
2010/11	BAME	White	Unknown	Total
<b>Cases</b>	<b>13</b>	<b>14</b>	<b>1</b>	<b>28</b>
	(46.00%)	(50.00%)	(4.00%)	
<b>Appeals</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
	(22.00%)	(78.00%)	(0.00%)	

There were more Dignity at Work cases in 2011/12 compared with 2010/11.

Although the number of BAME cases rose from 13 cases in 2010/11 to 20 in 2011/12, there was a lower proportion of BAME cases in 2011/12 (39.22%) in comparison with 2010/11 (46%).

Of the 51 Dignity at Work cases a higher proportion of cases were raised by white employees (58.82%).

4 cases related to race discrimination with 1 being a combined race and age discrimination claim.

### LEAVERS

	BAME	White	Unclassified or Unknown	Grand Total
Early Retirement	<b>9</b> (14.06%)	<b>54</b> (84.38%)	<b>1</b> (1.56%)	<b>64</b>
Redundancy	<b>16</b> (30.19%)	<b>35</b> (66.04%)	<b>2</b> (3.77%)	<b>53</b>
Severance	<b>13</b> (37.14%)	<b>21</b> (60.00%)	<b>1</b> (2.86%)	<b>35</b>
Dismissed - Probation	<b>4</b> (100.00%)	<b>0</b> (0.00%)	<b>0</b> (0.00%)	<b>4</b>
Resignation and other	<b>525</b> (30.61%)	<b>1009</b> (58.83%)	<b>181</b> (10.55%)	<b>1715</b>
<b>Grand Total</b>	<b>567</b>	<b>1119</b>	<b>185</b>	<b>1871</b>

Leavers data includes schools, who often are employed on a temporary basis. These figures have no correlation with the figures for new appointments which do not include schools based employees.

This year's overall leavers profile, obtained from SAP, shows that of the 1871 leavers, 30.30% were BAME, which is marginally lower than the BAME representation in the current workforce (36.9%).

After 'Resignation and Other', the second highest reason for leaving, is through 'Early Retirement'. 84.38% of those in this category were white employees.

## Sex

### Headlines

**Local Community** - 51% Female, 49% Male

**Workforce Profile** – Female employees

- 76.66% - Whole Council (including schools based employees)
- 61.05% - Council (excluding schools based employees)

**Recruitment (excluding schools)**

- 48.8% of all applications received were from females
- 55.6% of all applicants short listed were female
- 60.1% of all applicants appointed were female

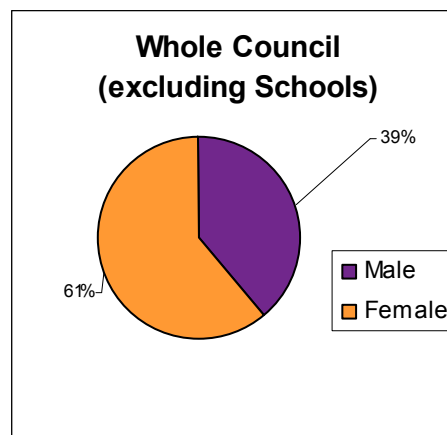
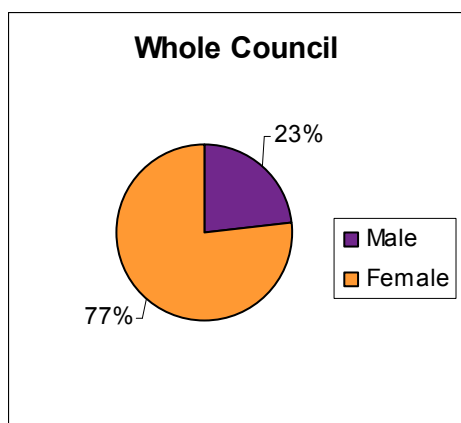
### WORKFORCE PROFILE

The percentage of females employed across the whole Council including schools, increased slightly to 76.66% in 2011/12 from 75.93% in 2010/11. This figure continues to exceed the proportion of females in the local community, which is 51%.

The Council employs approximately three times as many females as males, a ratio which has remained fairly constant for a number of years.

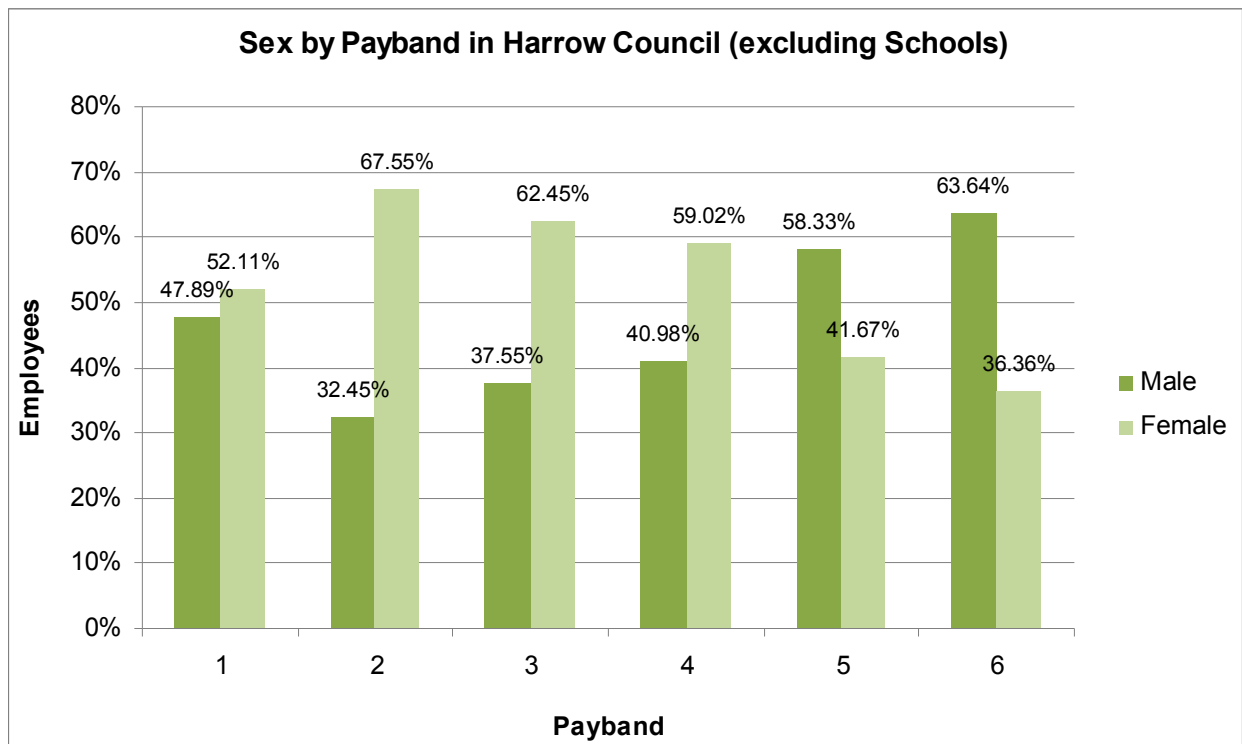
#### Council Workforce Profile by Sex

2011/12	Whole Council		Excluding Schools	
	Headcount	%	Headcount	%
<b>Male</b>	1181	23.34%	936	38.95%
<b>Female</b>	3880	76.66%	1467	61.05%
<b>Total</b>	<b>5061</b>	<b>100%</b>	<b>2403</b>	<b>100%</b>
<b>2010/11</b>				
<b>Male</b>	1514	24.07%	967	37.71%
<b>Female</b>	4777	75.93%	1597	62.29%
<b>Total</b>	<b>6291</b>	<b>100%</b>	<b>2564</b>	<b>100%</b>



## Pay band

Workforce Profile by Sex and Pay band (excluding Schools)							
	1	2	3	4	5	6	Total
<b>Male</b>	<b>317</b>	<b>332</b>	<b>175</b>	<b>84</b>	<b>21</b>	<b>7</b>	<b>936</b>
	47.89%	32.45%	37.55%	40.98%	58.33%	63.64%	
<b>Female</b>	<b>345</b>	<b>691</b>	<b>291</b>	<b>121</b>	<b>15</b>	<b>4</b>	<b>1467</b>
	52.11%	67.55%	62.45%	59.02%	41.67%	36.36%	
<b>Total</b>	<b>662</b>	<b>1023</b>	<b>466</b>	<b>205</b>	<b>36</b>	<b>11</b>	<b>2403</b>



The above charts show a higher percentage of female than males at pay bands 1 to 4 in the Council (excluding schools) however as in previous years, this is reversed at the higher pay bands 5 and 6, where male representation is significantly higher than female representation.

The Council has set a BVPI performance indicator of 50% of the top 5% of earners being women. This is currently 44.72%.

Concerns were raised by the Trade Unions, Harrow Equalities Centre and Harrow Association of Disabled People, of pay and status inequalities of females at the higher Paybands. A Corporate Equalities in employment sub-group is considering these findings however given that there are only 47 employees at Paybands 5 and 6 (1.95% of the non-schools workforce) consideration needs to be given to the low number of employees at these pay bands, when interpreting the data.

## **RECRUITMENT MONITORING (excluding Schools)**

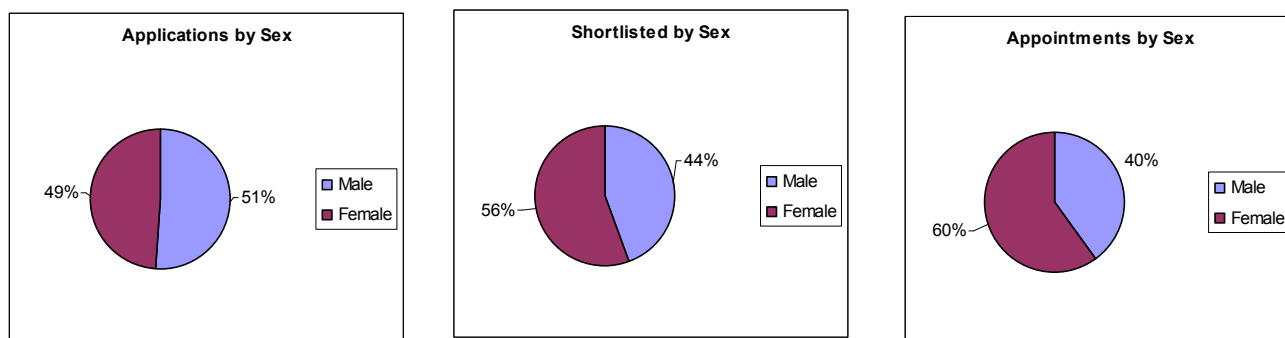
### **All Recruitment (Internal & External)**

Where an applicant has not declared their sex, these have been excluded in the percentages which have been calculated as the ratio of female to male responses. Figures in brackets represent actual numbers.

This year, there were more female appointments (60.1%) than males which is consistent with the Council workforce profile (excluding schools) of 61.05% of females.

### **Applicant Monitoring – All Recruitment**

#### **All Departments (excluding Schools) – 1 April 2011 to 31 March 2012**



The table below shows applicant monitoring information based on the sex of applicants in 2011/12 and in 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.

<b>Applicant Monitoring by Sex – All Recruitment</b>						
<b>Year</b>	<b>Applications</b>		<b>Shortlisted</b>		<b>Appointed</b>	
	Male	Female	Male	Female	Male	Female
2011/12	51.2% (1705)	48.8% (1623)	44.4% (280)	55.6% (350)	39.9% (73)	60.1% (110)
2010/11	47.9% (1025)	52.1% (1117)	46.7% (148)	53.3% (169)	47.7% (21)	52.3% (23)
2009/10	47.1% (2857)	52.9% (3211)	44.6% (366)	55.4% (455)	59.1% (78)	40.9% (54)

The proportion of females applying for posts is slightly lower this year compared to previous years. However, at shortlisting and appointment stage, females are more successful.

## Internal Recruitment

Applicant Monitoring by Sex – Internal Recruitment						
Year	Applications		Shortlisted		Appointed	
	Male	Female	Male	Female	Male	Female
2011/12	28.8% (87)	71.2% (215)	22.7% (37)	77.3% (126)	28.0% (21)	72.0% (54)
2010/11	40.3% (89)	59.7% (132)	34.7% (33)	65.3% (62)	42.9% (3)	57.1% (4)
2009/10	30.4% (112)	69.6% (257)	28.9% (55)	71.1% (135)	36.8% (7)	63.2% (12)

The percentage of applications received, shortlisted and appointments of internal female employees is consistently higher than males at each stage.

There was an increase in the number of applications, those shortlisted and appointed of internal female employees compared to those female employees involved in 'all recruitment'. This could be interpreted that there are more female employees looking to move between jobs around the Council compared to male employees although this figure is fairly consistent with the current workforce of 76.66% of female employees.

## REDEPLOYEES

Status	Male	%	Female	%	Total
Redeployed	4	57.14%	3	42.86%	7
Not Redeployed	4	26.67%	11	73.33%	15
<b>Total</b>	<b>8</b>	<b>36.36%</b>	<b>14</b>	<b>63.64%</b>	<b>22</b>

As the number of redeployees across the Council is relatively low, it is difficult to draw many meaningful conclusions from the data.

## EMPLOYMENT PROCEDURES

The following charts show employee involvement in the Conduct (manager led), Capability (manager led) and Dignity at Work (employee led) Procedures, across the whole Council including schools, by sex.

Conduct cases by Sex

2011/12	Male	Female	Total
<b>Cases</b>	<b>47</b> (68.12%)	<b>22</b> (31.88%)	<b>69</b>
<b>Warnings</b>	<b>9</b> (60.00%)	<b>6</b> (40.00%)	<b>15</b>
<b>Dismissals</b>	<b>11</b> (78.57%)	<b>3</b> (21.43%)	<b>14</b>
2010/11	Male	Female	Total
<b>Cases</b>	<b>40</b> (57.1%)	<b>30</b> (42.9%)	<b>70</b>
<b>Warnings</b>	<b>4</b> (44.44%)	<b>5</b> (55.6%)	<b>9</b>
<b>Dismissals</b>	<b>5</b> (71.43%)	<b>2</b> (28.6%)	<b>7</b>

The majority of this year's Conduct cases involved male employees (68.12%) which is an increase from last years figures 57.1%.

Of the 14 dismissals, 78.57% were male employees, which is a slight increase from last year (71.43%).

Concerns were raised by the Trade Unions and the Harrow Association of Disabled People about the higher representation of male employees in Conduct cases.

Capability cases by Sex

2011/12	Male	Female	Total
<b>Cases</b>	<b>16</b> (48.48%)	<b>17</b> (51.52%)	<b>33</b>
<b>Warnings</b>	<b>10</b> (52.63%)	<b>9</b> (47.37%)	<b>19</b>
<b>Dismissals</b>	<b>1</b> (25.00%)	<b>3</b> (75.00%)	<b>4</b>
2010/11	Male	Female	Total
<b>Cases</b>	<b>12</b> (33.3%)	<b>24</b> (66.7%)	<b>36</b>
<b>Warnings</b>	<b>5</b> (50.00%)	<b>5</b> (50.00%)	<b>10</b>
<b>Dismissals</b>	<b>4</b> (100.00%)	<b>0</b> (0.00%)	<b>4</b>

There were proportionately similar Capability cases concerning males and females at each stage which differ greatly from last year where there however was a higher percentage of female cases (66.7%). Out of the 4 dismissals, 3 were female, there were no dismissals of female employees last year.

Dignity at Work (DAW) cases by Sex

2011/12	Male	Female	Total
<b>DAW Cases</b>	<b>28</b> (54.90%)	<b>23</b> (45.10%)	<b>51</b>
<b>Appeals</b>	<b>10</b> (66.67%)	<b>5</b> (33.33%)	<b>15</b>
2010/11	Male	Female	Total
<b>DAW Cases</b>	<b>9</b> (32.1%)	<b>19</b> (67.9%)	<b>28</b>
<b>Appeals</b>	<b>0</b> (0.00%)	<b>4</b> (100.00%)	<b>4</b>

This year there was an increase in the proportion of Dignity at Work cases raised by male employees (28) compared with female employees (23) compared with last year (9 male and 19 Female). Over two thirds of appeals were also from male employees. There were no claims of sex discrimination.



## LEAVERS

### Leavers by Sex

	<b>Male</b>	<b>Female</b>	<b>Grand Total</b>
Early Retirement	<b>15</b> (23.44%)	<b>49</b> (76.56%)	<b>64</b>
Redundancy	<b>8</b> (15.09%)	<b>45</b> (84.91%)	<b>53</b>
Severance	<b>14</b> (40.00%)	<b>21</b> (60.00%)	<b>35</b>
Dismissed - Probation	<b>1</b> (25.00%)	<b>3</b> (75.00%)	<b>4</b>
Resignation and other	<b>429</b> (25.01 %)	<b>1286</b> (74.98%)	<b>1715</b>
<b>Grand Total</b>	<b>467</b> <b>(24.96%)</b>	<b>1404</b> <b>(75.04%)</b>	<b>1871</b>

This year's overall leavers profile, obtained from SAP, shows that significantly more female employees (75.04%) than male employees left the authority which is in line, with the higher representation of female employees in the workforce including school based employees (76.66%).

Further analysis shows that the large number of female leavers under the 'Resignation and Other' category broadly correlate with a number of Schools transferring to Academies in 2010, which employ substantially higher number of females.

These figures have no correlation with the figures for new appointments which do not include schools based employees.

# Disability

## Headlines

### **Workforce Profile – Employees declaring a Disability**

- 2.02 % Whole Council (including schools based employees)
- 3.58 % Council (excluding schools based employees)

**Council Target** – The council has set a target of 3% of the workforce declaring a disability.

### **Recruitment (excluding schools)**

- 3.3% of all applicants declared a disability
- 4.9% of all applicants short listed declared a disability
- 2.7% of all applicants appointed declared a disability

## WORKFORCE PROFILE

2011/12	Whole Council		Excluding Schools	
	Headcount	%	Headcount	%
<b>Disabled</b>	102	2.02%	86	3.58%
<b>Non-disabled</b>	4948	97.77%	2314	96.30%
<b>Unknown/ Unclassified</b>	11	0.22%	3	0.12%
<b>Total</b>	5061	100%	2403	100%
<b>2010/11</b>				
<b>Disabled</b>	116	1.84%	93	3.63%
<b>Non-disabled</b>	6165	98.00%	2469	96.29%
<b>Unknown/ Unclassified</b>	10	0.16%	2	0.08%
<b>Total</b>	6291	100%	2564	100%

The council's BVPI performance indicator for 2011/12 was to have a workforce profile of 3% disabled employees. The workforce profile of 2.02%, is an increase from last year's figure of 1.84%.

Currently, an employee's personal record is only updated if they request it therefore the data may not indicate a true reflection of disability status, where an employee becomes disabled during their employment.

## Pay band

### Workforce Profile –Employees declaring a Disability by Payband

	1	2	3	4	5	6	Total
<b>Disabled</b>	<b>22</b> (3.32%)	<b>46</b> (4.50%)	<b>16</b> (3.43%)	<b>1</b> (0.49%)	<b>1</b> (2.78%)	<b>0</b>	<b>86</b>
<b>Non-disabled</b>	<b>638</b> (96.37%)	<b>977</b> (95.50%)	<b>450</b> (96.57%)	<b>204</b> (99.51%)	<b>35</b> (97.22%)	<b>10</b> (90.91%)	<b>2314</b>
<b>Unknown/ Unclassified</b>	<b>2</b> (0.30%)	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b> (9.09%)	<b>3</b>
<b>Total</b>	<b>662</b>	<b>1023</b>	<b>466</b>	<b>205</b>	<b>36</b>	<b>11</b>	<b>2403</b>

The above chart shows the highest representation of disabled employees in payband 2, which is consistent with the highest groups of staff being at Payband 2 and no representation at payband 6. The Council has set a BVPI performance indicator of 5% of the top 5% of earners in the authority to have a disability (excluding those in maintained schools). The Council's performance against this indicator was 1.63% for this period however, the relatively small number of roles at Payband 6 mean the indicator is highly volatile. Performance may also be impacted by the Council's transformation programme.

### **RECRUITMENT MONITORING (excluding schools)**

#### **All Recruitment (Internal and External)**

The table below shows applicant monitoring data for 2011/12 and data from the previous years. Where an applicant has not declared a disability they have been excluded in the percentages' which have been calculated as the ratio of disabled and non-disabled responses. 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
2011/12	3.3% (108)	96.7% (3143)	4.9% (30)	95.1% (588)	2.7% (5)	97.3% (177)
2010/11	3.2% (67)	96.8% (2018)	4.8% (15)	95.2% (296)	4.8% (2)	95.2% (40)
2009/10	2.9% (167)	97.1% (5672)	3.7% (30)	96.3% (771)	4.7% (6)	95.3% (122)

The above chart shows that the percentage of disabled applicants shortlisted has remained relatively constant over recent years. Although the percentage of disabled applicants appointed has reduced significantly to 2.7% from 4.8% in 2010/11, the actual number of appointments has increased to 5 in 2011/12 from 2 in 2010/11.

The comparatively low level of appointments of disabled applicants was commented on by the Harrow Equalities Centre and the Harrow Association for Disabled People. The

use of the disability two-tick symbol indicates the Council's commitment to a number of measures concerning the recruitment, development and retention of disabled people, including offering a guaranteed interview to any disabled person who meets the minimum shortlisting criteria of the job.

## Internal Recruitment

Disability Applicant Monitoring – Internal Recruitment						
Year	Applications		Shortlisted		Appointed	
	Disabled	Non-disabled	Disabled	Non-disabled	Disabled	Non-disabled
2011/12	6.7% (20)	93.3% (279)	8.6% (14)	91.4% (148)	6.7% (5)	93.3% (70)
2010/11	5.8% (13)	94.2% (211)	6.3% (6)	93.8% (90)	14.3% (1)	85.7% (6)
2009/10	6.0% (22)	94.0% (345)	4.8% (9)	95.2% (178)	16.7% (3)	83.3% (15)

For internal recruitment, the percentage of disabled applicants shortlisted and appointed is better than for 'all recruitment' increasing to 6.7% in 2011/12 from 5.8% in 2010/11.

The percentage of those short listed rose to 8.6% in 2011/12 compared with 6.3% in 2010/11. Although the percentage of appointments of disabled employees reduced to 6.7% in 2011/12 compared with 14.3% of appointments in 2010/11, the actual number of appointments has increased from 1 in 2010/11 to 5 in 2011/12.

## REDEPLOYEES

None of the redeployees in 2011/12 had declared a disability

## EMPLOYMENT PROCEDURES

The chart below shows employee involvement in the Conduct Capability and Dignity at Work procedures, across the whole Council including schools, by disability.

### Conduct cases by Disability

2011/12	Disabled	Non-disabled	Total
<b>Cases</b>	<b>6</b> (8.96%)	<b>63</b> (91.04%)	<b>69</b>
<b>Warnings</b>	<b>2</b> (13.33%)	<b>13</b> (86.67%)	<b>15</b>
<b>Dismissals</b>	<b>1</b> (7.14%)	<b>13</b> (92.86%)	<b>14</b>
2010/11	Disabled	Non-disabled	Total
<b>Cases</b>	<b>5</b> (7.1%)	<b>65</b> (92.8%)	<b>70</b>

Of the 69 cases in 2011/12, 8.96% (6 employees) declared a disability. Of the 14 dismissals, 1 employee had declared a disability. There were broadly the similar number of cases involving disabled and non-disabled employees in 2010/11 compared with 2011/12.

One employee involved in a Conduct case (not related to their disability) subsequently submitted a claim of disability discrimination to an Employment Tribunal. This claim is pending.

#### Capability cases by Disability

<b>2011/12</b>	<b>Disabled</b>	<b>Non-disabled</b>	<b>Total</b>
<b>Cases</b>	<b>5</b> (15.15%)	<b>28</b> (84.85%)	<b>33</b>
<b>Warnings</b>	<b>1</b> (5.26%)	<b>18</b> (94.74%)	<b>19</b>
<b>Dismissal</b>	<b>3</b> (75.00%)	<b>1</b> (25.00%)	<b>4</b>
<b>2010/11</b>	<b>Disabled</b>	<b>Non-disabled</b>	<b>Total</b>
<b>Cases</b>	<b>2</b> (5.6%)	<b>34</b> (94.4%)	<b>36</b>

Of the 33 capability cases in 2011/12, 75% (3 employees) of employees who were dismissed had declared a disability.

#### Dignity at Work cases by Disability

<b>2011/12</b>	<b>Disabled</b>	<b>Non-disabled</b>	<b>Total</b>
<b>Cases</b>	<b>2</b> (3.92%)	<b>49</b> (96.08%)	<b>51</b>
<b>Appeals</b>	<b>0</b> (0.00%)	<b>15</b> (100%)	<b>15</b>
<b>2010/11</b>	<b>Disabled</b>	<b>Non-disabled</b>	<b>Total</b>
<b>Cases</b>	<b>3</b> (11.00%)	<b>25</b> (89.00%)	<b>28</b>

In 2011/12, one disabled employee submitted a Dignity at Work complaint on disability discrimination grounds. There were no Dignity at Work appeals from disabled employees.

13 out of the total 153 employees involved in employment procedures (Conduct, Capability and Dignity at Work) involved employees with disabilities (8.5% of cases). This appears high, when compared to the percentage of employees across the Council that have declared a disability (2.02%) and is also slightly higher than for 2010/11 for which 10 out of the 134 employment procedures involved employees with disabilities.

## LEAVERS

### Disability Profile of Leavers

	<b>No Disability</b>	<b>Disability</b>	<b>Unclassified / Unknown</b>	<b>Total</b>
Early Retirement	<b>62</b> <i>(96.88%)</i>	<b>2</b> <i>(3.13%)</i>	<b>0</b> <i>(0.00%)</i>	<b>64</b>
Redundancy	<b>52</b> <i>(98.11%)</i>	<b>1</b> <i>(1.89%)</i>	<b>0</b> <i>(0.00%)</i>	<b>53</b>
Severance	<b>33</b> <i>(94.29%)</i>	<b>2</b> <i>(5.71%)</i>	<b>0</b> <i>(0.00%)</i>	<b>35</b>
Dismissed - Probation	<b>4</b> <i>(100.00%)</i>	<b>0</b> <i>(0.00%)</i>	<b>0</b> <i>(0.00%)</i>	<b>4</b>
Resignation and other	<b>1697</b> <i>(98.95%)</i>	<b>11</b> <i>(0.64%)</i>	<b>7</b> <i>(0.43%)</i>	<b>1715</b>
<b>Total</b>	<b>1848</b> <i>(98.77%)</i>	<b>16</b> <i>(0.86%)</i>	<b>7</b> <i>(0.37%)</i>	<b>1871</b>

Of the total 1871 leavers during 2011/12, only 0.86% employees had declared a disability, which is marginal reduction from last year (1%).

# Age

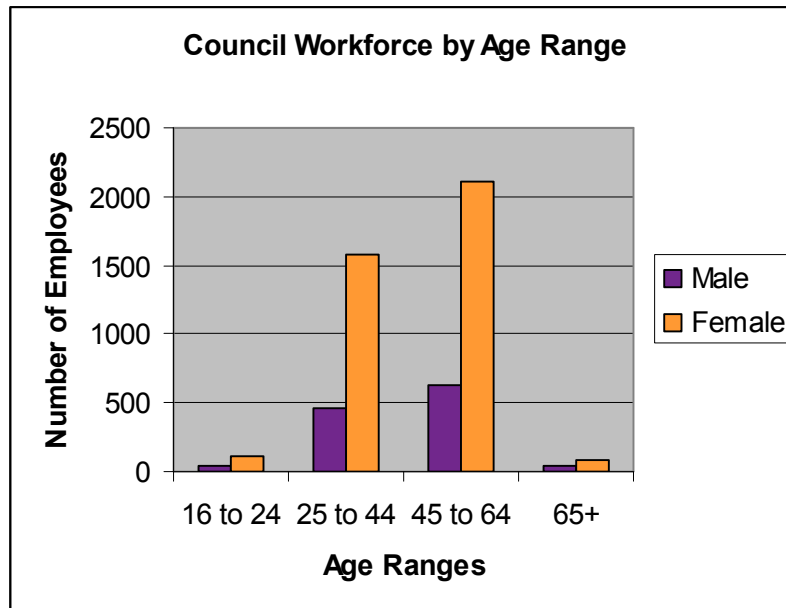
## Headlines

### **Workforce Profile, including Schools**

- 16 to 24 years – 3%
- 25 to 44 years – 40.4%
- 45 to 64 years – 54.3%
- 65+ - 118 years - 2.3%

## WORKFORCE PROFILE

### Council Workforce Profile (including Schools) by Age Range



The age bands have changed in this year's report to reflect the new age categories adopted by the Council.

The 16-24 and 65+ age ranges have the lowest representation of employees.

The Council is committed to taking on a minimum of 20 apprentices per annum. The target will continue into 2012/13 with a Graduate Plan offering work experience to recent graduates, of which a high number are likely to be under 24 years. The Apprenticeship Scheme may contribute towards increasing the under representation of 16-24 year olds within the Council, which has been welcomed by the trade unions and staff support groups.

Unison have suggested that a target be set, to achieve and increase representation of employees in the 16-24 age range in order that results are measurable.

There are 118 employees over the age of 65 which makes up only 2.33% of the workforce. However, with more than half the workforce in the age range 45 to 64, action is necessary to attract younger employees, particularly in the 16-24 years age range which only make up 3% of the workforce, otherwise this trend will continue.

## Payband

### Age Range of Employees by Pay band

Age Range	Payband						Total
	1	2	3	4	5	6	
16 to 24	90 (4.52%)	62 (3.86%)	0	0	0	0	152
25 to 44	699 (35.10%)	705 (43.89%)	506 (47.24%)	118 (39.86%)	14 (16.86%)	2 (14.28%)	2044
45 to 64	1132 (56.85%)	808 (50.31%)	553 (51.63%)	174 (58.78%)	68 (81.92%)	12 (85.71%)	2747
65+	70 (3.51%)	31 (1.93%)	12 (1.12%)	4 (1.35%)	1 (1.20%)	0	118
<b>Total</b>	<b>1991</b>	<b>1606</b>	<b>1071</b>	<b>296</b>	<b>83</b>	<b>14</b>	<b>5061</b>

The highest proportion of employees across the pay bands are in the 45-64 age range, with the majority in Payband 1.

### RECRUITMENT MONITORING (excluding schools)

#### All Recruitment (Internal and External)

Where an applicant has not declared their age, these have been excluded in the percentages which have been calculated as the ratio of responses per age group to total number of responses for this category. Figures in brackets represent actual numbers.

This is the first year that recruitment monitoring has been analysed by age range showing the percentage of applications received, shortlisted and appointed by age range of each candidate. Figures in brackets represent actual numbers.

Age Applicant Monitoring – All Recruitment			
Age Range	Applications	Shortlisted	Appointed
16 – 24 years	12.0% (389)	7.9% (48)	9.5% (17)
25 – 44 years	55.6% (1802)	51.8% (314)	55.3% (99)
45 – 64 years	32.1% (1040)	39.4% (239)	34.1% (61)
65 & over	0.4% (12)	0.8% (5)	1.1% (2)
<b>Total</b>	<b>100%</b> <b>(3243)</b>	<b>100%</b> <b>(606)</b>	<b>100%</b> <b>(179)</b>

There was a substantially higher proportion of appointments of employees in the 25 to 44 years age range (55.3%) which is a comparatively higher than the workforce profile of this age range (40.39%). The number of applications received, shortlisted and appointments remained relatively constant at each age range.



## Internal Recruitment

Age Applicant Monitoring – Internal Recruitment			
Age Range	Applications	Shortlisted	Appointed
16 – 24 years	4.7% (14)	5.6% (9)	4.1% (3)
25 – 44 years	52.2% (155)	54.4% (87)	60.3% (44)
45 – 64 years	43.1% (128)	40.0% (64)	35.6% (26)
65 & over	0	0	0
<b>Total</b>	<b>100%</b> <b>(297)</b>	<b>100%</b> <b>(160)</b>	<b>100%</b> <b>(73)</b>

For internal recruitment there were also more applications and appointments made within the 25-44 age range and no internal applications employees in the 65 & overs age range.

## REDEPLOYEES

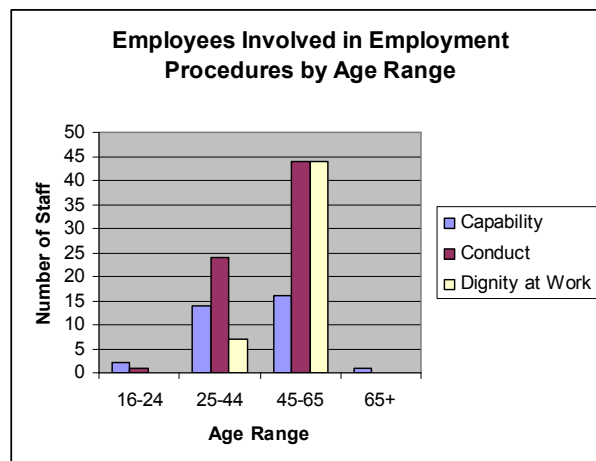
Status	16 to 24	25 to 44	45 to 64	65 & Over	Total
Redeployed	<b>0</b> (0%)	<b>3</b> (42.85%)	<b>4</b> (57.13%)	<b>0</b> (0.00%)	<b>7</b>
Not Redeployed	<b>0</b> (0%)	<b>4</b> (26.67%)	<b>10</b> (66.67%)	<b>1</b> (6.67%)	<b>15</b>
<b>Total</b>	<b>0</b> (0%)	<b>7</b> (31.82%)	<b>14</b> (63.64%)	<b>1</b> (4.55%)	<b>22</b>

The highest proportion of redeployees were in the 45 to 64 years age range which is consistent with the work force profile of employees within this range. There was one employee in the 65 & over age range who was not redeployed.

## EMPLOYMENT PROCEDURES

The following charts show employee involvement in the Conduct, Capability and Dignity at procedures, across the whole Council including schools, by age.

### Employees involved in employment procedures by age range (including Schools)



Conduct cases by age range

	16 to 24	25 to 44	45 to 64	65+	Total
<b>Cases</b>	<b>1</b> (1.45%)	<b>24</b> (34.78%)	<b>44</b> (63.77%)	<b>0</b> (0.00%)	<b>69</b>
<b>Warnings</b>	<b>0</b> (0.00%)	<b>5</b> (33.33%)	<b>10</b> (66.67%)	<b>0</b> (0.00%)	<b>15</b>
<b>Dismissals</b>	<b>1</b> (7.14%)	<b>4</b> (28.57%)	<b>9</b> (64.29%)	<b>0</b> (0.00%)	<b>14</b>

The age range with the highest proportion of cases, resulting in warnings and dismissals is the 45 – 64 age range. This reflects the larger proportion of the workforce in this age range and is similar to last year, although this year the age categories have changed slightly (ranges were 45 – 54 and 55 – 64).

Capability cases by age range

	16 to 24	25 to 44	45 to 64	65+	Total
<b>Cases</b>	<b>2</b> (6.06%)	<b>14</b> (42.42%)	<b>16</b> (48.48%)	<b>1</b> (3.03%)	<b>33</b>
<b>Warnings</b>	<b>1</b> (5.26%)	<b>9</b> (47.37%)	<b>8</b> (42.11%)	<b>1</b> (5.26%)	<b>19</b>
<b>Dismissals</b>	<b>0</b> (0.00%)	<b>1</b> (25.00%)	<b>3</b> (75.00%)	<b>0</b> (0.00%)	<b>4</b>

Of the 33 capability cases, the 45 to 64 age range had the highest proportion of cases (48.48%). The 25 to 44 age range received more warnings than the other age ranges. There were more dismissals however in the 45 to 64 age range.

Dignity at Work cases by age range

	16 to 24	25 to 44	45 to 64	65+	Total
<b>Cases</b>	<b>0</b> (0.00%)	<b>7</b> (13.73%)	<b>44</b> (86.27%)	<b>0</b> (0.00%)	<b>51</b>
<b>Appeals</b>	<b>0</b> (0.00%)	<b>2</b> (13.33%)	<b>13</b> (86.67%)	<b>0</b> (0.00%)	<b>15</b>

There was a substantially higher proportion of Dignity at Work cases raised by employees of the 45-64, age range which is consistent with the higher proportion of the workforce in this age range.

One employee in the 45-64 years age range claimed age (and race) discrimination.

## LEAVERS

### Leavers 1<sup>st</sup> April 2011 – 31<sup>st</sup> March 2012 – by Age Range

	<b>16 to 24</b>	<b>25 to 44</b>	<b>45 to 64</b>	<b>65+</b>	<b>Total</b>
Early Retirement	<b>0</b> (0.00%)	<b>0</b> (0.00%)	<b>58</b> (90.63%)	<b>6</b> (9.38%)	<b>64</b>
Redundancy	<b>1</b> (1.89%)	<b>7</b> (13.21%)	<b>43</b> (81.13%)	<b>2</b> (3.77%)	<b>53</b>
Severance	<b>0</b> (0.00%)	<b>14</b> (40.00%)	<b>16</b> (45.71%)	<b>5</b> (14.29%)	<b>35</b>
Dismissed - Probation	<b>0</b> (0.00%)	<b>1</b> (25.00%)	<b>3</b> (75.00%)	<b>0</b> (0.00%)	<b>4</b>
Resignation and other	<b>71</b> (4.21%)	<b>893</b> (52.06 %)	<b>672</b> (39.18%%)	<b>79</b> (4.60 %)	<b>1715</b>
<b>Total</b>	<b>72</b> (3.85%)	<b>915</b> (48.90%)	<b>792</b> (42.33%)	<b>92</b> (4.92%)	<b>1871</b>

The highest proportion of leavers this year (48.90%) was from the 25-44 years age range, which is similar to the 2010/11 proportion (47.43%). The next highest proportion was from the 45-64 age range however given the wide age ranges, it is difficult to draw meaningful conclusions as to the reasons for leaving based on age.

Although the proportion of leavers in the 25-44 age range is high, it is consistent with the high level of appointments of employees within this age range.

Despite the abolition of the default retirement age in 2011, there was an increase in the number of leavers from the 65+ age group, from 77 in 2010/11 to 92 in 2011/12.

## Pregnancy & Maternity

### Headlines

- 131 women were due to return from maternity leave between 1 April 2011 and 31 March 2012
- 110 of the women returned to work following maternity leave, but of these, 10 left within 4 months
- 21 did not return from maternity leave

### Workforce Profile

This reflects the number of women who returned from maternity leave, those that did not return and also those who returned but left after a short period. As the reasons for leaving are not recorded separately for women due to return to work following maternity leave, no definite inferences may be drawn from this information.

In examining the return rates, it could be possible that the decision by women to return to work for only 3-4 months may be affected by the requirement of the local government maternity scheme that they have to repay Occupational Maternity Pay (12 weeks' at 50% of contractual pay) if they do not return for a minimum of 3 months.

### **Workforce Profile:**

Female Employees (whole Council including schools based employees) – 4777 (75.93%)

Women on maternity leave	131 (2.7%)	
Women who returned to work after maternity leave and remained after 4 months	100 (76.3%)	This includes employees that were TUPE transferred
Women who left within 4 months of returning from maternity leave	10 (7.6%)	This includes employees who were made redundant
Women who did not return following maternity leave	21 (16%)	This includes end of contracts/dismissals/redundancy

### Women Returners by Ethnicity

Status	BAME	White	Unknown	Total
Returned to Work	<b>43</b> (43.00%)	<b>44</b> (44.00%)	<b>13</b> (13.00%)	<b>100</b>
Returned but left within 4 months	<b>3</b> (30.00%)	<b>5</b> (50.00%)	<b>2</b> (20.00%)	<b>10</b>
Did not return	<b>5</b> (23.81%)	<b>13</b> (61.90%)	<b>3</b> (14.29%)	<b>21</b>
<b>Total Returners</b>	<b>46</b>	<b>49</b>	<b>15</b>	<b>110</b>

There is a proportionately similar number of BAME (43%) and White (44%) returners and a proportionately a higher number of White women (61.90%) that did not return to work following maternity leave.

Of the 131 women due to return to work following maternity leave, the ethnicity is unknown on the SAP system for 18 of them.

Women Returners by Payband

Status	Band 1	Band 2	Band 3	Band 4	Band 5	Total
Returned to Work	<b>13</b> (56.52%)	<b>22</b> (78.57%)	<b>54</b> (81.82%)	<b>9</b> (75.00%)	<b>2</b> (100.00%)	<b>100</b>
Returned but left within 4 months	<b>1</b> (4.35%)	<b>3</b> (10.71%)	<b>4</b> (6.06%)	<b>2</b> (16.67%)	<b>0</b> (0.00%)	<b>10</b>
Did not return	<b>9</b> (39.13%)	<b>3</b> (10.71%)	<b>8</b> (12.12%)	<b>1</b> (8.33%)	<b>0</b> (0.00%)	<b>21</b>

The Paybands of women returning from maternity leave ranged across bands 1 – 5 with the majority (87.88%) in Payband 3. Payband 3 also had substantially higher proportion of returners (58 out 110). Across the Paybands, there were more women in Payband 1 who did not return to work following maternity leave.

Women Returners by Age Range

Status	25 to 44	45 to 64	Total
Returned to Work	<b>99</b> (99.00%)	<b>1</b> (1.00%)	<b>100</b>
Returned but left within 4 months	<b>10</b> (100.00%)	<b>0</b> (0.00%)	<b>10</b>
Did not return	<b>21</b> (100.00%)	<b>0</b> (0.00%)	<b>21</b>

Women Returners by Disability

Status	Disabled	Not Disabled	Total
Returned to Work	<b>1</b> (1.00%)	<b>99</b> (99.00%)	<b>100</b>
Returned but left within 4 months	<b>0</b> (0.00%)	<b>10</b> (100.00%)	<b>10</b>
Did not return	<b>0</b> (0.00%)	<b>21</b> (100.00%)	<b>21</b>

## **Some achievements and actions taken in 2011/12**

### **Single Equalities Scheme (SES)**

We launched our SES on the 15 April 2011 which sought to mainstream equalities across the organisation. The Scheme aims to improve services and support work and ambition to achieve the 'Excellent' level under the Equality Framework for Local Government (EFLG).

### **Equality Act 2012 and the Public Sector Equality Duty**

In order to raise awareness and to improve the development of staff and elected members on the Equality Act 2010 and the Public Sector Equality Duty (PSED), we held a number of briefing sessions, developed an e-learning module, and produced briefing documents which have been published on the intranet.

### **Collate and Publish Equalities Information**

In order to meet the first requirement of the PSED, a number of local authorities have published equalities data on their service users and workforce, whilst others have agreed to continue to publish their annual equality in employment report relating to their workforce and Equality Impact Assessments (EqIAs) as required by the previous duties.

Although this approach meets the requirements, the Council decided to publish its equalities data in a more constructive way.

In order to ensure the data published is easy to understand and ensure transparency with regards to our progress in addressing inequality and delivering services reflective of the needs of our community, we prepared and published our equalities information/data in the form of a document 'Our Harrow, Our Story' on the 30<sup>th</sup> January 2012 which is available on our website (link below).

[http://www.harrow.gov.uk/info/200041/equality\\_and\\_diversity/2542/public\\_sector\\_equality\\_duty-equalities\\_datainformation](http://www.harrow.gov.uk/info/200041/equality_and_diversity/2542/public_sector_equality_duty-equalities_datainformation)

This is a narrative of the services and projects being delivered by the Council which not only support our Corporate Priorities but address inequality, advance equality and foster good relations. The documentary includes real life case studies of service users and is supported by a set of Appendices which hold the data.

### **90 Minute Workshops – Equality Strands**

A range of 90 minute workshops such as 'Sex, Age & Orientation', 'Disability, Race & Religion', 'Pregnancy, Gender & Marriage' were arranged for staff, each relating to the 9 equality strands. In total there were 60 attendances across the workshops. However, a large number of workshops were arranged for staff to attend on a voluntary basis and overall attendance was much lower than anticipated numbers so later workshops were subsequently cancelled.

### **Online Equality and Diversity Modules**

In light of the Equality Act 2010 and the PSED, we developed a short E-learning Module for both officers and elected members using case studies and scenarios to refresh their knowledge on equality and diversity issues and introduce them to new Act.

We also developed and rolled out an online module on Equality Impact Assessments (EqIA's) to develop the knowledge and skills of staff to produce robust EqIA's.

## **Equality Impact Assessment (EqIA)**

We delivered four Equality Impact Assessment training sessions available for staff and managers to attend on a voluntary basis to develop this knowledge and skills to undertake robust EqIA's. In total 30 members of staff attended these sessions.

We revised and re-launched our EqIA Toolkit to ensure it was compliant with the Equality Act 2010 and the new PSED. which included revised templates, new guidelines including useful tips, frequently asked questions and the correct processes to follow to ensure EqIAs are comprehensive, robust and able to stand up to public challenge.

## **DisabledGo**

We renewed our contract with DisabledGo for a further three years to ensure our residents, services users and visitors to the Borough are able to utilise Harrow's Access Guide to help them enjoy their time in the Borough. The Access Guide is developed in partnership with DisabledGo and features more than 1,000 venues including hotels, cinemas, restaurants, solicitors offices, pubs and train stations to name a few.

DisabledGo access guides to goods and services have been specially designed to answer the everyday questions of disabled people, their assistants, carers, family and friends. The aim is to use access information to empower people to break down the barriers to full inclusion within the community.

## **Promoting Diversity:**

### **Under One Sky**

Communities across the borough came together to celebrate Harrow's rich cultural diversity at Under One Sky seventh one-day showcase of sports, arts and culture in June 2011.

This is Harrow's largest single cultural festival, and in 2011 attracted 8,000 people celebrating the best of music, song, dance, poetry, drama, sports and food.

The 2011 Under One Sky festival put on 96 separate cultural events and activities across 1 main stage, 3 smaller stages along with a highly success and busy Olympic 'One Year To Go' themed sports zone. The one day festival involved 77 local community organisations and performing groups, 15 Council Services, 11 schools and hosted 80 + stalls.

### **Carers Weeks 13 – 19 June 2011**

Harrow Council, worked alongside partner organisations who provide support to carers, to provide a week of activities for all carers in Harrow.

### **Harrow Food and Dance Festival**

In March 2012, the Harrow Food and Dance Festival took place which was organised by the Council and supported by the Mayor of London's Outer London Fund. It celebrated the borough's diversity by showcasing cuisines from around the world, music and dance. The event was considered a huge success which contributed to highlighting and celebrating the diversity of Harrow.

## **Staff Wellbeing and Benefits Fair**

A Staff Wellbeing and Benefits Fair took place in October 2011 which was held jointly between Occupational Health and Human Resources & Development. Information was available on a number of areas including breast awareness, bowel cancer awareness and stress management.

### **Employee Self Service**

The roll out of Employee Self Service (ESS) has commenced and will continue across the Authority in 2012/13 in order for employees to maintain their own records relating to the protected characteristics.

### **Some of the actions planned for 2012/13**

- Launch a new Equality of Opportunity Policy which will ensure compliancy with the Equality Act 2010 and the Public Sector Equality Duty (PSED).
- Adopt the Corporate Equality Objectives to meet the requirements of the PSED. This will ensure that Harrow, one of the most ethnically diverse boroughs in the country, continues to build on its commitment to equality and diversity.
- Update our SAP system to ensure we are able to record and monitor all nine protected characteristics covered by the Equality Act 2010. This includes the further roll-out of Employee Self Service (ESS) and will continue across the Authority in 2012/13 in order for employees to maintain their own records relating to the protected characteristics.
- All staff to be requested to update their personal information via Employee Self Service (ESS) system or for those not yet able to access the ESS through questionnaires.
- A Corporate Equality Group (CEG) sub-group will continue to consider equalities issues identified within the report.
- A Council event to promote employee diversity is being planned, aimed at engaging all staff in the development of actions to address issues identified by the equalities report and the staff survey outcomes.
- The Council will continue to work with employees, service users, partners and the local community to promote equalities issues across all its services and the borough.
- The Corporate Equalities Task Group will be asked to consider actions to improve attendance on equalities based training sessions e.g. making these mandatory or service specific.



## APPENDICES

### APPENDIX 1

#### Council Paybands 2011/12

Payband	Salary in £s	Broadly equivalent to and will include
Band 1	Up to 18,582	H1 to H3
Band 2	18,583 - 30,390	H4 to H8
Band 3	30,391 - 41,610	H9 to H11
Band 4	41,611 - 60,057	SPM3 – SPM5
Band 5	60,058 - 92,892	SPM1 – SPM2
Band 6	92,893 and above	Directors and above

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*H grades - Harrow pay spine*

## Partner Organisations

The workforce profile data provided by partner organisations is based on their employees working on Harrow projects at Harrow Council as at 31 March 2012.

### CAPITA

Harrow's strategic business partner, Capita has worked with the Council since 2005 on identifying and delivering efficiencies through transformation project.

	ETHNICITY		
	BAME	White	Unknown
<b>CAPITA</b>	33.3%	66.7%	0%
<b>Headcount (102)</b>	34	68	0

A higher proportion of Capita employees are White however there has been an significant increase in the representation of BAME Capita employees compared with 2011/12 (7%). Their current 33.3% is slightly lower than the representation of BAME Harrow Council employees (36.49%)

	SEX	
	Male	Female
<b>CAPITA</b>	74.5%	25.5%
<b>Headcount (102)</b>	79	23

Only 25.5% of Capita employees are female, which is marginally higher than last year (21%) but substantially lower than the representation of female Harrow Council employees (76.66%)

	DISABILITY		
	Yes	No	Unknown
<b>CAPITA</b>	0%	100%	0%
<b>Headcount (102)</b>	0	102	0

No Capita employees declared a disability.

	AGE			
	16-24	25-44	45-64	65+
<b>CAPITA</b>	3.9%	81.4%	14.7%	0%
<b>Headcount (102)</b>	4	83	15	0

There are substantially more Capita employees aged between 25-44 (81.4%) which is more than half of the percentage of Harrow Council employees in this age range (40.40%).

14.7% of Capita employees are in the 45-64 age range which is a significant increase from last year (7%).

### **ENTERPRISE MOUCHEL**

Enterprise Mouchel, in partnership with Harrow Council delivers highways management and maintenance contracts within the Borough of Harrow.

	ETHNICITY		
	BAME	White	Unknown
<b>EnterpriseMouchel</b>	16.6%	83.3%	0%
<b>Headcount (12)</b>	2	10	0

There is a substantially higher representation of Enterprise Mouchel employees who are White (83.3%). There was a decrease in the proportion of BAME Enterprise Mouchel employees this year (16.6%) from the previous year (36.84%). This is lower than the representation of Harrow Council employees (36.49%)

	SEX	
	Male	Female
<b>EnterpriseMouchel</b>	33.3%	66.6%
<b>Headcount (12)</b>	4	8

66.6% of Enterprise Mouchel employees are female. This is higher compared with last year (52.63%) but lower compared with the representation of Harrow Council employees (76.66%).

	DISABILITY		
	Yes	No	Unknown
<b>EnterpriseMouchel</b>	0%	100%	0%
<b>Headcount (12)</b>	0	12	0

No Enterprise Mouchel employees declared a disability.

	AGE			
	16-24	25-44	45-64	65+
<b>EnterpriseMouchel</b>	25%	41.6%	33.3%	0%
<b>Headcount (12)</b>	3	5	4	0

Majority of Enterprise Mouchel employees are aged between 25-44 (41.6%), which is representative of the number of Harrow Council employees in this age range (40.40%).

## **KEEPMOAT (APOLLO)**

Keepmoat also known as Apollo Property Services was not reported on last year.

In partnership with Harrow Council, Keepmoat delivers the provision of construction major works, design and related services across the Council's corporate property portfolio.

	ETHNICITY		
	BAME	White	Unknown
<b>KEEPMOAT</b>	20%	80%	0
<b>Headcount (10)</b>	2	8	0

The representation of BAME Keepmoat employees (20%) is substantially lower compared with the representation of BAME Harrow Council employees (36.49%)

	SEX	
	Male	Female
<b>KEEPMOAT</b>	90%	10%
<b>Headcount (10)</b>	9	1

90% of Keepmoat employees are male. This is substantially higher compared with the representation of male Harrow Council employees (23.34%)

	DISABILITY		
	Yes	No	Unknown
<b>KEEPMOAT</b>	0%	100%	0%
<b>Headcount (10)</b>	0	10	0

No Keepmoat employees declared a disability.

	AGE			
	16-24	25-44	45-64	65+
<b>KEEPMOAT</b>	20%	50%	30%	0%
<b>Headcount (10)</b>	2	5	3	0

50% of Keepmoat employees are in the 25-44 years age range. This is higher than the representation of Harrow Council employees in this age range (40.40%).

## **KIER**

Kier was not reported on last year.

Kier in partnership with Harrow Council, deliver the provision of construction minor works, major works, design and related services across the full range of the Council's property assets.

	ETHNICITY		
	BAME	White	Unknown
<b>Kier Harrow</b>	11%	52%	37%
<b>Headcount (27)</b>	3	14	10

There is a substantially higher representation of Kier employees who are White (52%). Compared with the representation of BAME Harrow Council employees (36.49%),

37% of their employees did not declare their ethnicity, which highlights a difficulty in drawing meaningful analysis from the data.

	SEX	
	Male	Female
<b>Kier Harrow</b>	85%	15%
<b>Headcount (27)</b>	23	4

85% of Keepmoat employees are male. This is substantially higher compared with the representation of male Harrow Council employees (23.34%).

	DISABILITY		
	Yes	No	Unknown
<b>Kier Harrow</b>	0%	22%	78%
<b>Headcount (27)</b>	0	6	21

No Kier employees declared a disability.

	AGE			
	16-24	25-44	45-64	65+
<b>Kier Harrow</b>	7%	33%	59%	0%
<b>Headcount (27)</b>	2	9	16	0

59% of Kier employees are in the 45-64 years age range. This is slightly higher than the representation of Harrow Council employees in this age range (54.30%).

## **PERTEMPS**

Pertemps have been one of the major suppliers of temporary agency employees to Harrow Council for a number of years. Following a joint procurement exercise with Hammersmith & Fulham, a further 4 year contract to supply agency temporary employees was awarded, commencing in October 2011. Pertemps employees refer to those individuals on temporary agency contracts with Harrow Council.

	ETHNICITY		
	BAME	White	Unknown
<b>Pertemps</b>	42.30%	30%	27%
<b>Headcount (586)</b>	248	175	163

There is a higher representation of Pertemps employees who are BAME (42.30%).

27% of their employees did not declare their ethnicity.

	SEX		
	Male	Female	Unknown
<b>Pertemps</b>	29%	45%	26%
<b>Headcount (586)</b>	172	262	152

26% of Pertemps employees did not declare their sex. With such a high number of unknowns it is difficult to draw meaningful analysis from the figures.

	DISABILITY		
	Yes	No	Unknown
<b>Pertemps</b>	0.3%	73.7%	26%
<b>Headcount (586)</b>	2	432	152

0.3% of Pertemps employees declared a disability. 26% did not declare whether they had a disability.

	AGE				
	16-24	25-44	45-64	65+	Unknown
<b>Pertemps</b>	15%	33%	24%	1%	27%
<b>Headcount (586)</b>	85	195	140	8	158

27% of Pertemps employees did not declare their age.

Unfortunately, diversity data is not available for a relatively high percentage of pertemps employees. However, Pertemps have now built diversity questions into their system and are gathering data on their employees so future reports will be more detailed. With such a high number of unknowns it is difficult to draw meaningful analysis from the figures.

## Learning & Development (L&D) Monitoring and Progress Report 1 April 2011 to 31 March 2012

The Learning and Development activities that ran in 2011/12 include mandatory management development aimed at increasing efficiency, management effectiveness and personal development, statutory training e.g. Health & Safety programmes and various e-learning programmes available to all employees. All courses had equality and diversity and the council's CREATE values mainstreamed into the contents.

The main areas of Learning and Development offered during this period were:

- Corporate Leadership Development (CLG)
- Management Development Programme extended to H10 and H11 grades
- Corporate Learning and Development Programme
- Health & Safety
- NVQ through external funding (although limited this year)
- E learning activities
- Physical Intervention
- First Aid Programme
- IT training

### Courses and directorate breakdown

This table shows the breakdown of the main programmes by Directorates.

	Adults and Housing	Chief Executive	Children's Services	Community and	Corporate Finance	Legal and Governance	Place Shaping	Unclassified / Unknown
<b>Adult's Specific</b>	110	4	2	0	0	0	0	3
<b>Physical Intervention</b>	67	9	54	0	0	0	0	0
<b>Children's Specific Training</b>	0	0	69	0	0	0	0	6
<b>Corporate L&amp;D Programme</b>	87	145	130	117	47	33	20	9
<b>First Aid</b>	6	0	25	3	0	0	0	0
<b>H&amp;S Training</b>	52	1	13	23	8	0	3	4
<b>Housing</b>	26	3	0	0	0	0	0	0
<b>IT</b>	20	6	17	20	4	3	6	2
<b>Grand Total</b>	<b>368</b>	<b>168</b>	<b>310</b>	<b>163</b>	<b>55</b>	<b>36</b>	<b>29</b>	<b>24</b>
<b>%</b>	32	15	27	14	4	3	3	2

The highest take up by directorate, of learning and development this year, was by the Adults & Housing directorate (32%), followed by Children's Services (27%), which reflects the higher headcounts in those directorates.

## Learning and Development Activities

A total of 1153 employees accessed learning and development programmes run by the Council, analysed below by protected characteristic:

	Race (Ethnicity)		Disability		Sex		Age	
	Number	%	Number	%	Number	%	Number	%
<b>BAME</b>	431	37%						
<b>White</b>	572	50%						
<b>Unknown</b>	150	13%						
<b>Disabled</b>			47	4%				
<b>Not Disabled</b>			1106	96%				
<b>Female</b>					775	67%		
<b>Male</b>					375	33%		
<b>16 - 24</b>							13	1%
<b>25 - 44</b>							395	34%
<b>45 - 64</b>							640	56%
<b>65+</b>							27	2%
<b>Unclassified</b>							78	7%

The social identity of attendees reflects the Council's workforce profile:

- 37% BAME attendees compared to the 37.99% BAME workforce profile,
- 4% disabled attendees compared to the 3.58% disabled workforce profile,
- 67% female attendees compared to the 61.05% female workforce profile and;
- the majority of attendees (56%) from the 45-64 age group, also reflecting the largest age group of Council, which is 54.09%

### Corporate L&D Programme – Course Attendance by Directorate

	Adults and Housing	Chief Executive'	Children's Services	Community and	Corporate Finance	Legal and Governanc	Place Shaping	Unclassified / Unknown
<b>Certificate in Management Studies</b>	1	1	6	1	0	0	2	0
<b>Diploma in Management Studies</b>	1	1	5	4	0	2	0	0
<b>MDPP Business</b>	1	0	5	1	0	0	0	0
<b>MDPP Customer</b>	8	15	7	2	3	1	0	1
<b>MDPP People</b>	8	12	5	0	6	3	1	1
<b>NVQ</b>	1	0	0	2	0	1	0	2
<b>Prince 2</b>	1	6	1	0	2	1	0	0
<b>Supporting Staff</b>	6	6	49	8	2	6	1	4



<b>Through Change</b>								
<b>Total</b>	<b>27</b>	<b>41</b>	<b>78</b>	<b>18</b>	<b>13</b>	<b>14</b>	<b>4</b>	<b>8</b>
<b>%</b>	13%	20%	39%	9%	6%	7%	2%	4%

### Corporate L&D Programme – Course Attendance by Race

	<b>BAME</b>	<b>WHITE</b>	<b>UNCLASSIFIED /UNKNOWN</b>
<b>Certificate in Management Studies</b>	2	8	1
<b>Diploma in Management Studies</b>	9	4	0
<b>MDPP Business</b>	1	6	0
<b>MDPP Customer</b>	14	21	2
<b>MDPP People</b>	9	25	2
<b>NVQ</b>	1	1	4
<b>Prince 2</b>	3	7	1
<b>Supporting Staff Through Change</b>	34	31	17
<b>Total</b>	<b>73</b>	<b>103</b>	<b>27</b>
<b>%</b>	<b>36%</b>	<b>51%</b>	<b>13%</b>

### Corporate L & D Programme – Course attendance by Disability

	<b>Disabled</b>	<b>Not Disabled</b>
<b>Certificate in Management Studies</b>	0	11
<b>Diploma in Management Studies</b>	1	12
<b>MDPP Business</b>	0	7
<b>MDPP Customer</b>	0	37
<b>MDPP People</b>	1	35
<b>NVQ</b>	0	6
<b>Prince 2</b>	0	11
<b>Supporting Staff Through Change</b>	4	78
<b>Total</b>	<b>6</b>	<b>197</b>
<b>%</b>	<b>3%</b>	<b>97%</b>

### Corporate L&D Programme – Course Attendance by Sex

	<b>FEMALE</b>	<b>MALE</b>	<b>Unclassified / Unknown</b>
<b>Certificate in Management Studies</b>	4	7	0
<b>Diploma in Management Studies</b>	11	2	0
<b>MDPP Business</b>	5	2	0
<b>MDPP Customer</b>	31	6	0
<b>MDPP People</b>	28	8	0
<b>NVQ</b>	6	0	0
<b>Prince 2</b>	7	4	0
<b>Supporting Staff Through Change</b>	71	9	2
<b>Total</b>	<b>163</b>	<b>38</b>	<b>2</b>
<b>%</b>	<b>80%</b>	<b>19%</b>	<b>1%</b>

**Corporate L&D Programme – Course Attendance by Age-Group**

	<b>16-24</b>	<b>25-44</b>	<b>45-64</b>	<b>65+</b>	<b>Unclassified /Unknown</b>
<b>Certificate in Management Studies</b>	1	5	5	0	0
<b>Diploma in Management Studies</b>	0	4	9	0	0
<b>MDPP Business</b>	0	1	6	0	0
<b>MDPP Customer</b>	0	16	19	1	1
<b>MDPP People</b>	0	15	20	0	1
<b>NVQ</b>	0	1	2	0	3
<b>Prince 2</b>	0	5	6	0	0
<b>Supporting Staff Through Change</b>	4	20	51	0	7
<b>Total</b>	<b>5</b>	<b>67</b>	<b>118</b>	<b>1</b>	<b>12</b>
<b>%</b>	<b>2%</b>	<b>33%</b>	<b>58%</b>	<b>1%</b>	<b>6%</b>

## Adults & Housing Directorate Annual Equalities Report 1 April 2011 – 31 March 2012

This report is split into four areas ethnicity, gender, disability and age. Analysis of workforce profile, recruitment monitoring (where data has been provided), and employment procedures are detailed within the four areas. The report also includes an overview of the Learning and Development within the Adults and Housing directorate.

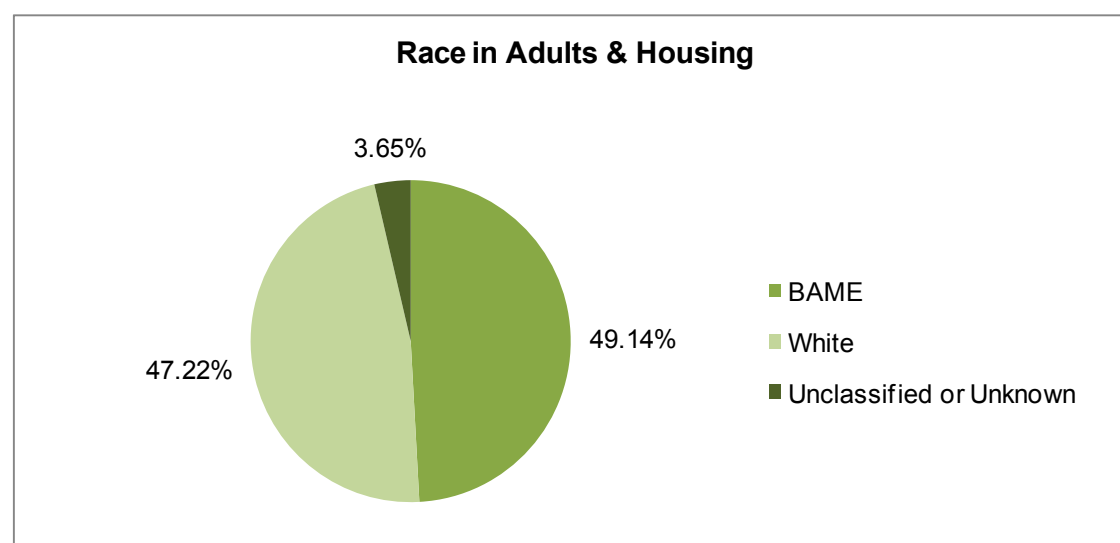
### 1. Race

#### 1.1 Workforce Profile

The Adults and Housing Directorate employs 28% BAME (256 employees) of the council's BAME workforce (913 employees) (excluding schools).

##### Headcount

	Headcount	%
<b>BAME</b>	256	49.14%
<b>White</b>	246	47.22%
<b>Unclassified or Unknown</b>	19	3.65%
<b>Total</b>	521	100.00%



The above table and chart show the percentage breakdown by ethnic groups in A&H. The graph shows that 49.14% of the directorate is from a BAME background, which was 0.87% increase then in 2010/11. This result is significantly higher than the 37.99% of BAME employees within the council and the council's target of 39% of employing BAME employees. The directorate has a higher proportion of staff from BAME background than white.

## Payband

	Payband						
	1	2	3	4	5	6	Total
BAME	68	132	49	6	1	0	256
White	34	126	62	19	3	2	246
Unclassified or Unknown	1	14	2	2	0	0	19
Total	103	272	113	27	4	2	521

The table clearly indicates that the majority of BAME employees are in the lower pay bands 1, 2, and 3. A total of 78% of BAME employees are in the lower paid pay bands 1 and 2 (H1 to H8). There is one senior manager from a BAME background in pay band 5.

Management acknowledge that there is a low representation of BAME employees in the 4, 5 and 6 pay bands. It must be noted that the number of staff in these bands are a very small percentage of the total workforce in the adults and Housing directorate. Since 2011 there has been the recruitment of one BAME staff in the higher pay band. Therefore there has been an increase in BAME staff in these pay bands which is a step towards our aims to increase BAME staff in higher pay bands making 33.33% of the staff BAME in pay band 5.

The directorate continues to develop their staff and encourage all staff to apply for any recruitment opportunities albeit limited opportunities at senior levels. There is continuous monitoring of BAME representation in the workforce and we will continue to do so with the aim to increase the number of BAME employees in pay bands 5 and 6.

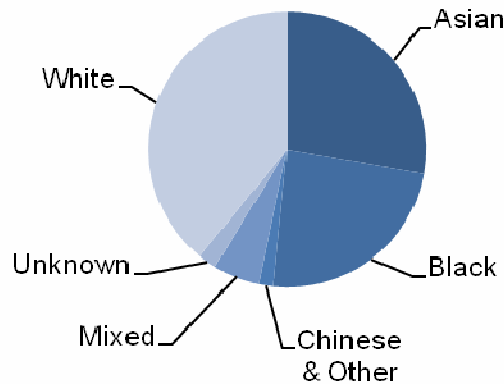
In the council there are no BAME employees in pay band 6 and 1.16% of BAME employees in pay band 5 therefore there is a higher percentage (33.33%) of BAME employee's within the directorate compared to the council as a whole.

## 1.2 Recruitment Monitoring by Race

### Applicant Monitoring Summary Adults & Housing – 1 April 2011 to 31 March 2012

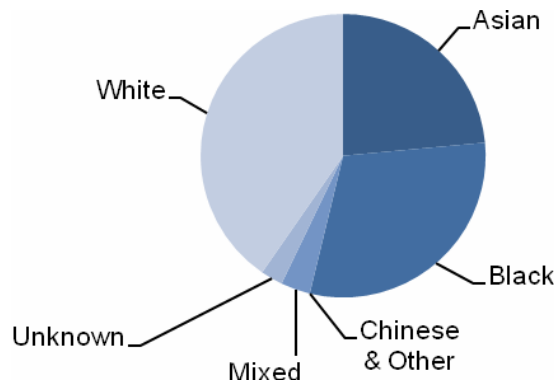
#### Applications Received by Ethnic Origin

Ethnicity	No.
Asian	257
Black	367
Chinese & Other	18
Mixed	37
Unknown	19
White	358
Total	1,056



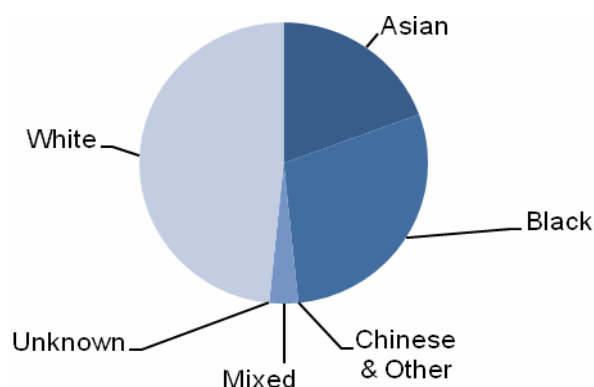
#### Applications Shortlisted by Ethnic Origin

Ethnicity	No.
Asian	28
Black	36
Chinese & Other	-
Mixed	4
Unknown	3
White	48
Total	119



#### Applications Appointed by Ethnic Origin

Ethnicity	No.
Asian	6
Black	9
Chinese & Other	-
Mixed	1
Unknown	-
White	15
Total	31



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 2011 to 31 March 2012, 31 appointments were made of which 16 were from BAME background. The number of appointments from BAME background is higher than those from white background. The total number of appointments is equal to the number of

appointments made in 2009/2010 and an increase from the 10 appointments made in 2010/2011.

At the application stage 65.5% of forms received were from BAME applicants. There was over double the number of applications compared to 2010/2011. At the short-listing stage the figure was 58.6% BAME applicants. At the appointment stage the corresponding figure was 51.6%. The success ratio for all applicants was 0.56 and for internal applicants was 0.33.

It is encouraging to see that just over 50% of appointments were applicants from a BAME background. The directorate would like to aim to increase the number of appointed BAME employee's and strives to do so. This is a positive result towards having a diverse workforce. The directorate has the highest BAME profile of all council directorates.

### Employment Procedure Monitoring by Race

#### Conduct

Data	Race			Grand Total
	BAME	White	Unclassified or Unknown	
Sum of Cases	55.00%	40.00%	5.00%	100.00%
Sum of Warnings	11	8	1	20
Sum of Dismissals	50.00%	50.00%	0.00%	100.00%
Appeals	3	3		6
	75.00%	0.00%	25.00%	100.00%
	3	0	1	4
	80.00%	20.00%	0.00%	100.00%
	4	1	0	5

Total number of conduct cases for Adults and Housing directorate was 20 in which 55% was BAME. This is a 17.5% increase in comparison to the percentage of 37.5% of BAME conduct cases in 2010/2011. The majority of dismissals 75% and 80% of appeals were from BAME employees. These statistics will be raised at the workforce strategy group and conduct cases will be reviewed in terms of monitoring this trend. It must be noted that in the directorate 3 conduct cases were dismissals of BAME employee's however there were 20 conduct cases in total in 2012 which is a small number of cases.

The proportion of conduct cases for BAME employees (55%) is higher than for white employees (40%). This represents a small disproportion to the workforce profile of the directorate.

## Capability

Data	Race			Grand Total
	BAME	White	Unclassified or Unknown	
Sum of Cases	66.67% 2	33.33% 1	0.00%	100.00% 3
Sum of Warnings	100.00% 1	0.00%	0.00%	100.00% 1
Sum of Dismissals	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Appeals	0.00% 0	0.00% 0	0.00% 0	0.00% 0

The total number of capability cases that went to the formal stage of the process is very low. Due to the small numbers it is difficult to draw conclusions to any trends. There is an additional case relating to a BAME employee and one BAME employee was issued a warning.

## Dignity at Work

Data	Race			Grand Total
	BAME	White	Unclassified or Unknown	
Sum of Cases	42.86% 3	42.86% 3	14.29% 1	100.00% 7
Sum of Appeals	50.00% 2	50.00% 2	0.00% 0	100.00% 4

The total number of DAW cases has increased compared to last year when it was 3. This statistic does not indicate if the reason for the DAW is related to race. There is a 50/50 split in terms of race for both the cases and the appeals.

## 2. Disability

### 2.1 Workforce Profile

#### Headcount

	Headcount	%
<b>Disabled</b>	30	5.76%
<b>Non-disabled</b>	491	94.24%
<b>Not assigned/Unclassified</b>	0	0.00%
<b>Total</b>	521	100.00%

There is a high percentage of disabled employees in this directorate and there has been 0.14% decrease since 2011. The council's percentage of disabled employees is 3.58%. Adults and Housing directorate has significantly exceeded this as well as the target of 3%. These results support the council's policy in relation to employment and retention of disabled candidates.

#### 3.1.2 Breakdown of disabled employees in terms by Paybands

#### Payband

	Payband						Total
	1	2	3	4	5	6	
<b>Disabled</b>	4	19	7	0	0	0	30
<b>Non-disabled</b>	99	253	106	27	4	2	491
<b>Not assigned/Unclassified</b>	0	0	0	0	0	0	0
<b>Total</b>	103	272	113	27	4	2	521

There are 30 disabled employees in the directorate, which is a slight decrease from 34 in 2011. All the disabled employees are employed in pay bands 1-3. There are no disabled employees in band 4-6. The Adults and Housing directorate has the highest percentage of disabled employees with 5.76%. The majority of staff that are disabled across the council are also employed in bands 1 to 3. Management does recognise this under representation at the higher pay bands and this matter will be addressed at the sub group that has been set up by the Corporate equalities group to establish appropriate actions that need to be taken. Positive actions will be considered in increasing representation at the higher pay bands.

### 2.2 Recruitment Monitoring by Disability

Of those appointed, 9.7% were registered as disabled. This is significantly higher than the council's target of 3%.



## 2.3 Employment Procedure Monitoring by Disability

### Conduct

Data	Disability		Grand Total
	No	Yes	
Sum of Cases	85.00% 17	15.00% 3	100.00% 20
Sum of Warnings	83.33% 5	16.67% 1	100.00% 6
Sum of Dismissals	75.00% 3	25.00% 1	100.00% 4
Appeals	60% 3	40% 2	100% 5

15% of the conduct cases were employee's with a disability, which is disproportionate to the percentage of disabled employee's in the directorate. This is a slight increase compared to the percentage (12.5%) of conduct cases where an employee has a disability in 2010/2011. The statistic that 15% of conduct cases have a disability is of concern and is higher than the 10.64% profile of disabled employee's across the council. Management will need to ensure that they take into consideration the employee's disability when dealing with conduct cases and ensure that they are not discriminated against.

### Capability

Data	Disability		Grand Total
	No	Yes	
Sum of Cases	100.00% 3	0.00% 0	100.00% 3
Sum of Warnings	100.00% 1	0.00% 0	100.00% 1
Sum of Dismissals	0.00% 0	0.00% 0	0.00% 0
Appeals	0.00% 0	0.00% 0	0.00% 0

None of the capability cases were in relation to an employee with a disability. The number of cases have decreased by 66% (minus 6 less) since 2010/2011.

## Dignity at Work

Data	Disability		Grand Total
	No	Yes	
Sum of Cases	100.00% 7	0.00% 0	100.00% 7
Sum of Appeals	100.00% 4	0.00% 0	100.00% 4

None of the DAW cases were in relation to an employee with a disability.

### 3. Sex

#### 3.1 Workforce Profile

	Headcount	%
<b>Male</b>	137	26.30%
<b>Female</b>	384	73.70%
<b>Total</b>	521	100.00%

The table shows that the majority of employees in the directorate are female but a slight decrease of 3.34% then last year. The adults and housing headcount has a higher ratio of females compared to the council's gender percentage which is 61.05% female and 38.95% male. This result is significantly higher than the female representation in the local community which is 51%.

#### Payband

	Payband						Total
	1	2	3	4	5	6	
<b>Male</b>	15	67	40	11	3	1	137
<b>Female</b>	88	205	73	16	1	1	384
<b>Total</b>	103	272	113	27	4	2	521

The highest percentage of females is in pay band 2 with 53% of the total amount of employees. Pay band 2 has the largest difference in the male to female ratio. The majority of females 95% are employed in pay bands 1-3. In the higher pay bands 5-6, there are more male than female employees.

#### 3.2 Recruitment Monitoring by Sex

Of those appointed, 41.9% were female.

### 3.3 Employment Procedure Monitoring by sex

#### Conduct

Data	Sex		Grand Total
	Female	Male	
Sum of Cases	35.00% 7	65.00% 13	100.00% 20
Sum of Warnings	33.33% 2	66.67% 4	100.00% 6
Sum of Dismissals	50.00% 2	50.00% 2	100.00% 4
Appeals	40.00% 2	60.00% 3	100.00% 5

65% of conduct cases have been relating to male employees, which is a high percentage. This is disproportionate to the female to male ratio in the directorate. In the council as a whole 74.47% of conduct cases were males, which is higher than the percentage within the adults and housing directorate. This is an issue that should be monitored across the whole council by the Corporate Equalities Group.

#### Capability

Data	Sex		Grand Total
	Female	Male	
Sum of Cases	66.67% 2	33.33% 1	100.00% 3
Sum of Warnings	100.00% 1	0.00% 0	100.00% 1
Sum of Dismissals	0.00% 0	0.00% 0	0.00% 0
Appeals	00.0% 0	0.00% 0	0.00% 0

The total number of capability cases is very low. Due to the small numbers it is difficult to draw conclusions to any trends. There is an additional case relating to a female employee and one female employee was issued a warning.

## Dignity at work

Data	Sex		Grand Total
	Female	Male	
Sum of Cases	42.86% 3	57.14% 4	100.00% 7
Sum of Appeals	0.00% 0	100.00% 4	100.00% 4

There is one more dignity at work case relating to a male than female cases. All of the cases relating to males proceeded to appeal stage and no female cases were taken to appeal stage suggesting that their cases were satisfactorily resolved at the formal stage.

## 4. Age

### 4.1 Workforce

#### Headcount by Age and Sex

Age Range	Male	%	Female	%	Total	%
	under 16	0	0.00%	0	0.00%	0
16 to 24	1	0.19%	2	0.38%	3	0.58%
25 to 44	57	10.94%	106	20.35%	163	31.29%
45 to 64	77	14.78%	261	50.10%	338	64.88%
65+	2	0.38%	15	2.88%	17	3.26%
<b>Total</b>	137	26.30%	384	73.70%	521	100.00%

64.88% of the Adults & Housing workforce is aged between 45 and 64. There has been a slight increase from 2010/2011 in the number of employees aged 45 and 64. This statistic would support the ageing population and it is expected that this trend will continue to increase over the years.

### 4.2 Recruitment Monitoring by Age

6.5% of those appointed were aged 16-24, 71.0% were aged 25-44, 22.6% aged 45-64 and 0% were aged 65 and above.

0% of ages were not stated.

### 4.3 Employment Procedure Monitoring by Age

#### Conduct

Data	Age Range				Grand Total
	16 to 24 yrs	25 to 44 yrs	45 to 64 yrs	65 yrs +	
Sum of Cases	0.00% 0	20.00% 4	80.00% 16	0.00% 0	100.00% 20
Sum of Warnings	0.00% 0	33.33% 2	66.67% 4	0.00% 0	100.00% 6
Sum of Dismissals	0.00% 0	0.00% 0	100.00% 4	0.00% 0	100.00% 4
Appeals	0.00% 0	0.00% 0	100.00% 5	0.00% 0	100.00% 5

80% of the conduct cases related to employees were aged between 45 – 64 years old. Neither the 16-24 yrs or the over 65 yrs categories had conduct cases raised against them.

#### Capability

Data	Age Range				Grand Total
	16 to 24 yrs	25 to 44 yrs	45 to 64 yrs	65 yrs +	
Sum of Cases	0.00% 0	33.33% 1	66.67% 2	0.00% 0	100.00% 3
Sum of Warnings	0.00% 0	0.00% 0	100.00% 1	0.00% 0	100.00% 1
Sum of Dismissals	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Appeals	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0

There is one more capability case in the 45 to 64 age band compared to the age bands of 25-44. These 2 age age ranges represent the majority of the workforce.

## Dignity at Work

Data	Age Range				Grand Total
	16 to 24 yrs	25 to 44 yrs	45 to 64 yrs	65 yrs +	
Sum of Cases	0.00% 0	0.00% 0	100.00% 7	0.00% 0	100.00% 7
Sum of Appeals	0.00% 0	0.00% 0	100.00% 4	0.00% 0	100.00% 4

All of the DAW cases were in the age bracket of 45 to 64 years. This result may suggest that we should monitor the cases for possible age discrimination. 64.88% of the Adults & Housing workforce is aged between 45 and 64 and it is expected that this percentage will increase as there is an ageing workforce. With a high percentage of the workforce being at an older age (45-64) the high number of conduct and DAW cases in the 45-64 age range does align with the high percentage of older workers. 85.71% of DAW cases in the council were in the 45-64 age range highlighting that there is a high percentage within the council as well as the directorate.

## 5. Learning & Development

### 2011/2012 Learning & Development (L&D)

The information below shows a total of 368 employees in Adults & Housing Department that attended the programme.

#### Race

##### Adults and Housing

BAME	169	46%
White	174	47%
Unclassified/Unknown	25	7%
<b>Total</b>	<b>368</b>	

46% BAME attended the programme compared to the headcount of 49.14%. For the White group 47% attended the programme compared to the headcount of 47.22%.

#### Disability

##### Adults and Housing

No	346	94%
Yes	22	6%
<b>Total</b>	<b>368</b>	

6% of employees with a disability attended the programme compared to the headcount for the group of 5.57%.

## Sex

### Adults and Housing

Female	253	69%
Male	114	31%
Unclassified/Unknown	1	0%
<b>Total</b>	<b>368</b>	

69% Female attended the programme compared to the headcount of 73.70%. For the Male group 31% attended the programme compared to 26.30%.

## Age

### Adults and Housing

16 to 24	3	1%
25 to 44	118	32%
45 to 64	223	61%
65+	10	3%
Unclassified/Unknown	14	4%
<b>Grand Total</b>	<b>368</b>	

The highest group 61% of employees that attended the programme were in the age group 45 to 64. This is similar to workforce profile for this age group at 64.88%.

## Chief Executive's Department Annual Equalities Report 1 April 2011 – 31 March 2012

This report forms an analysis of the Chief Executives workforce profile, recruitment monitoring and employment practices. It is divided into four areas including, race, disability, sex and age. The tables and figures are self explanatory and there is some commentary around the main points.

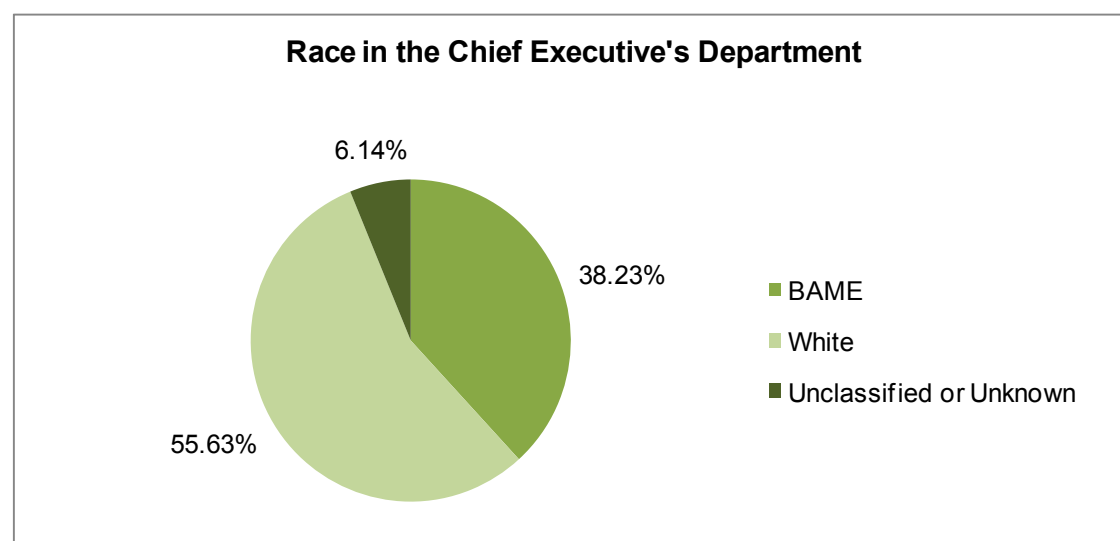
The Chief Executive Directorate employs 12.1% of the total workforce (excluding schools).

### 1. Race

#### 1.1 Workforce Profile

##### Headcount

	Headcount	%
<b>BAME</b>	112	38.23%
<b>White</b>	163	55.63%
<b>Unclassified or Unknown</b>	18	6.14%
<b>Total</b>	293	100.00%



The proportion of BAME staff in the Chief Executive Directorate is 38.23%. This figure is slightly higher than the Council's workforce profile (including schools) 36.49%. White staff are 55.63% of the department and 6.14% are recorded as unknown or unclassified.

##### Payband

	Payband						Total
	1	2	3	4	5	6	
<b>BAME</b>	7	69	24	12	0	0	112
<b>White</b>	11	89	33	22	5	3	163
<b>Unclassified or Unknown</b>	2	10	3	3	0	0	18
<b>Total</b>	20	168	60	37	5	3	293



The majority of BAME staff are in paybands 2 and 3, however, this is also the trend for white staff. In total 73.3% of the staff in this Directorate are in paybands 2 & 3. The directorate has a significant number of posts which are graded in 2 & 3 paybands.

The BAME staff group is represented by 4% in payband 4 and is not represented in the top two paybands (0%). The directorate workforce strategy group will need to consider this information and address the issue of assisting BAME employees with career progression. The Council target is 20% of the top 5% of staff should be from BAME groups.

## **1.2 Recruitment Monitoring by Race**

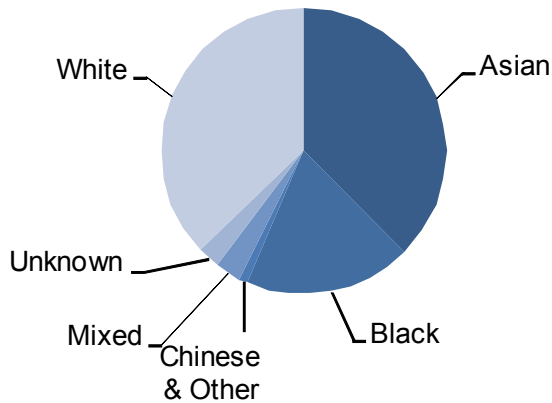
The figures should be considered along with other workforce profile data because they tend to be volatile as a result of the relatively small numbers being recruited. During the period 1 April 2011 to 31 March 2012, 11 appointments were made of which 6 were BAME.

At the application stage 62.0% of forms received were from BAME applicants. At the short-listing stage the figure was 41.0% BAME applicants. At the appointment stage the corresponding figure was 54.5%. The success ratio for all applicants was 0.74 and for internal applicants was 0.00 (unable to compute, for only BAME were appointed).

**Applicant Monitoring Summary  
Chief Executive's Department – 1 April 2011 to 31 March 2012**

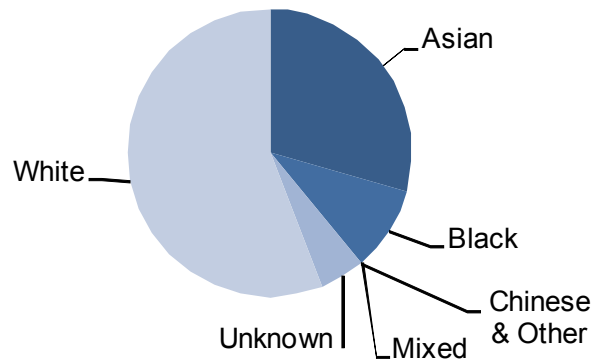
**Applications Received by Ethnic Origin**

Ethnicity	No.
Asian	74
Black	37
Chinese & Other	2
Mixed	6
Unknown	5
White	73
Total	197



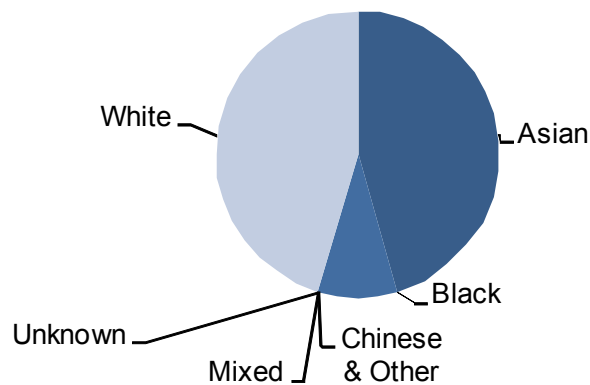
**Applications Shortlisted by Ethnic Origin**

Ethnicity	No.
Asian	12
Black	4
Chinese & Other	-
Mixed	-
Unknown	2
White	23
Total	41



**Applications Appointed by Ethnic Origin**

Ethnicity	No.
Asian	5
Black	1
Chinese & Other	-
Mixed	-
Unknown	-
White	5
Total	11



## 1.3 Employment Procedure Monitoring by Race

### Conduct Cases by Race

	BAME	White	Unknown	Total
Cases	2	4	2	8
Warnings	0	1	0	1
Dismissals	1	0	0	1

The number of conduct cases represents only 2.7% of the total workforce. The figures imply a disproportionate level of application of the Conduct procedure; however, due to the small number of cases the figures are volatile

### Capability Cases by Race

	BAME	White	Unknown	Total
Cases	1	5	3	9
Warnings	1	3	2	6
Dismissals	0	0	0	0

This represents only 3% of staff in Chief Executive's department 0.34% were case BAME employees, a relatively small number.

### Dignity at Work Cases by Race

	BAME	White	Unknown	Total
DAW	3	2	0	5
Appeals	0	1	0	1

The Dignity at Work cases generally reflect the workforce profile, however, there were only 5 cases, which represents 1.7% of the staff in Chief Executive's Department

## 2. Disability

### 2.1 Workforce Profile

#### Headcount

	Headcount	%
<b>Disabled</b>	9	3.07%
<b>Non-disabled</b>	284	96.93%
<b>Not assigned/Unclassified</b>	0	0.00%
<b>Total</b>	293	100.00%

The total number of disabled staff is 3.07% and is higher than the overall figure for the whole council of 2.07%. The council's target is 5%.

## Payband

	Payband						Total
	1	2	3	4	5	6	Total
Disabled	4	5	0	0	0	0	9
Non-disabled	16	163	60	37	5	3	284
Not assigned/Unclassified	0	0	0	0	0	0	0
Total	20	168	60	37	5	3	293

There are no disabled staff in paybands 3 to 6, this is largely reflected throughout the Council and it is recommended that the workforce strategy group monitor and address any issues with a view to developing and supporting career progression for disabled employees.

### 2.2 Recruitment Monitoring by Disability

Of those appointed, 0% were registered as disabled.

### 2.3 Employment Procedure Monitoring by Disability

#### Conduct Cases by Disability

	Disabled	Non-disabled	Total
Cases	0	8	8
Warnings	0	1	1
Dismissals	0	0	0

#### Capability Cases by Disability

	Disabled	Non-disabled	Total
Cases	1	8	9
Warnings	1	5	6
Dismissals	0	0	0

#### Dignity at Work Cases by Disability

	Disabled	Non-disabled	Total
DAW	1	4	5
Appeals	0	1	1

It is difficult to compare the number of cases involving disabled staff to the workforce profile as the numbers are so small. Due to the low number of cases, these figures can not be relied upon as an indication of trend.

### 3. Sex

#### 3.1 Workforce Profile

##### Headcount

	Headcount	%
Male	79	26.96%
Female	214	73.04%
Total	293	100.00%

The workforce is made up of 26.96% male staff and 73.04% female staff. In comparison to the whole council figure of 76.66% female there is a relatively small difference

##### Payband

	Payband						Total
	1	2	3	4	5	6	
Male	7	31	21	14	4	2	79
Female	13	137	39	23	1	1	214
Total	20	168	60	37	5	3	293

#### 3.1 Recruitment Monitoring by Sex

Of those appointed, 72.7% were female.

#### 3.2 Employment Procedure Monitoring by Sex

##### Conduct Cases by Sex

	Male	Female	Total
Cases	5	3	8
Warnings	0	1	1
Dismissals	1	0	1

##### Capability Cases by Sex

	Male	Female	Total
Cases	5	4	9
Warnings	4	2	6
Dismissals	0	0	0

##### Dignity at Work Cases by Sex

	Male	Female	Total
DAW	2	3	5
Appeals	0	1	1

Overall the number of cases involving female staff is lower than the workforce profile. Due to the low number of cases, these figures can not be relied upon as an indication of trend.

## 4. Age

### 4.1 Workforce Profile

#### Headcount

	Male	%	Female	%	Total	%
<b>Age Range</b> under 16	0	0.00%	0	0.00%	0	0.00%
16 to 24	2	0.68%	4	1.37%	6	2.05%
25 to 44	49	16.72%	103	35.15%	152	51.88%
45 to 64	28	9.56%	104	35.49%	132	45.05%
65+	0	0.00%	3	1.02%	3	1.02%
<b>Total</b>	79	26.96%	214	73.04%	293	100.00%

There are representatives from each age group (except under 16) in the directorate. The main concentration of staff is in the 25-44 and 45- 64 age group with 96.93% with a small percentage outside of this.

### 4.2 Recruitment Monitoring by Age

9.1% of those appointed were aged 16-24, 54.5% were aged 25-44, 36.4% aged 45-64 and 0% were aged 65 and above. 0% of ages were unstated.

### 4.3 Employment Procedure Monitoring by Age

#### Conduct Cases by Age

	16-24 Years	25-44 Years	45-64 Years	65 & Over	Total
Cases	0	5	3	0	8
Warnings	0	0	1	0	1
Dismissals	0	0	1	0	1

#### Capability Cases by Age

	16-24 Years	25-44 Years	45-64 Years	65 & Over	Total
Cases	2	4	3	0	9
Warnings	1	2	3	0	6
Dismissals	0	0	1	0	1

#### Dignity at Work Cases by Age

	16-24 Years	25-44 Years	45-64 Years	65 & Over	Total
DAW	0	2	3	0	5
Appeals	0	0	1	0	1

There are no cases involving staff in the lowest and highest age brackets, staff in these groups represent only 3.07% of the overall workforce, so this figure is proportionate. Due to the low number of cases, these figures can not be relied upon as an indication of trend.

## 5. Learning & Development

### Learning & Development (L&D)

The information below shows a total of 168 employees in Chief Executives Department that attended the programme.

#### Race

Chief Executive		
BAME	67	40%
White	89	53%
Unclassified/Unknown	12	7%
<b>Total</b>	<b>168</b>	

40% BAME attended the programme compared to the headcount of 38.23%. For the White group 53% attended the programme compared to the headcount of 55.63%.

#### Disability

Chief Executive		
No	166	99%
Yes	2	1%
<b>Total</b>	<b>168</b>	

1% of employees with a disability attended the programme compared to the headcount of 3.07% in this group.

#### Sex

Chief Executive		
Female	119	71%
Male	49	29%
Unclassified/Unknown	0	0%
<b>Total</b>	<b>168</b>	

71% Female attended the programme compared to the headcount of 73.04%. For the Male 29% attended the programme compared to the headcount of 26.96% in the group.

#### Age

Chief Executive		
16 to 24	5	3%
25 to 44	98	58%
45 to 64	64	38%
65+	1	1%
Unclassified/Unknown	0	0%
<b>Grand Total</b>	<b>168</b>	

The age group 25 to 44 had the highest attendance of 58% this is similar to the workforce profile for this age group at 51.88%.

## Children's Services (including Schools) Directorate Annual Equalities Report

### 1 April 2011 – 31 March 2012

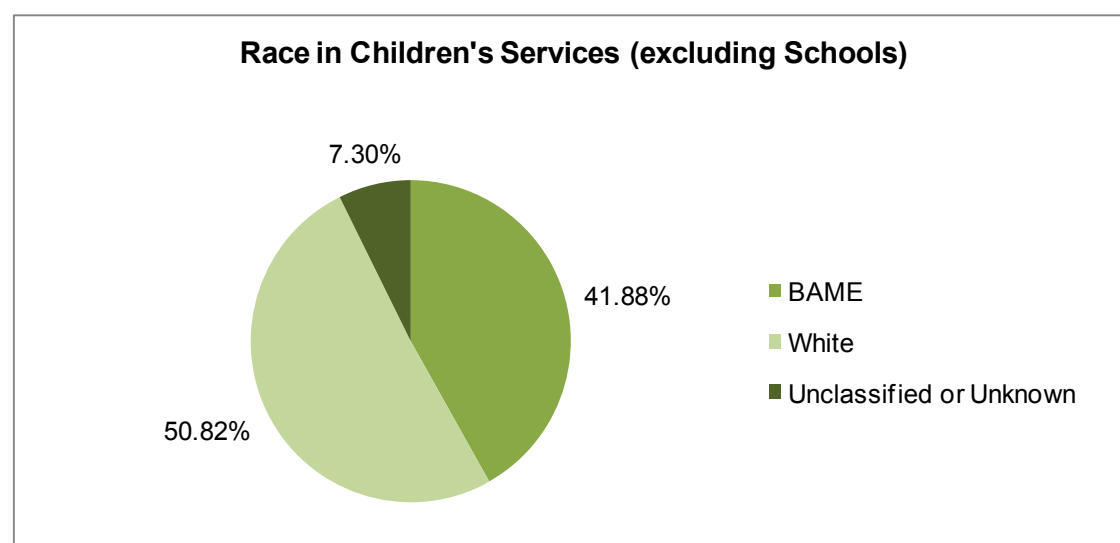
This report provides an analysis of the Children's Services Directorate workforce profile, including Schools. The report is divided into four areas which include race, disability, sex and age. The report also includes a section named Learning and development which provides an overview of staff that attend the Council's Corporate training programme within the Children's Services directorate.

## 1. Race

### 1.1 Workforce Profile

#### Headcount in Children's Services Directorate

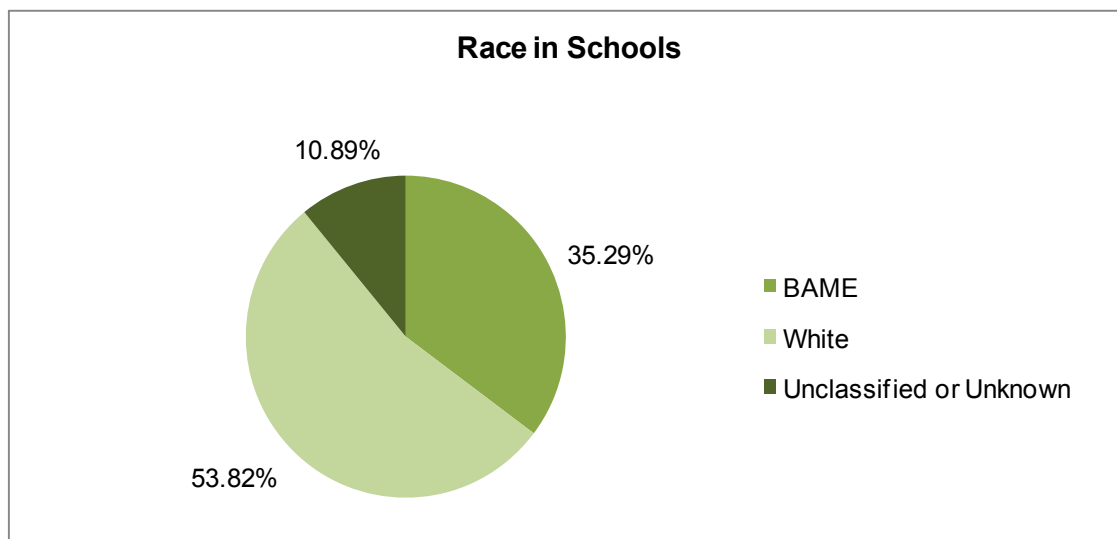
	Headcount	%
<b>BAME</b>	281	41.88%
<b>White</b>	341	50.82%
<b>Unclassified or Unknown</b>	49	7.30%
<b>Total</b>	671	100.00%



#### Headcount in Schools

	Headcount	%
<b>BAME</b>	946	35.29%
<b>White</b>	1443	53.82%
<b>Unclassified or Unknown</b>	292	10.89%
<b>Total</b>	2681	100.00%





The proportion of BAME staff in Schools is 35.29% and in the Children’s Services Directorate is 41.88%. In both, the proportion of White staff is higher than the BAME staff.

The proportion of unclassified/unknown in Schools is 10.89% and in the Children’s Services Directorate 7.30%.

**Payband in Children’s Services Directorate**

	Payband						Total
	1	2	3	4	5	6	
<b>BAME</b>	101	95	66	17	2	0	281
<b>White</b>	117	101	70	40	12	1	341
<b>Unclassified or Unknown</b>	20	17	7	5	0	0	49
<b>Total</b>	238	213	143	62	14	1	671

**Payband in Schools**

	Payband						Total
	1	2	3	4	5	6	
<b>BAME</b>	620	153	154	14	5	0	946
<b>White</b>	573	372	384	72	39	3	1443
<b>Unclassified or Unknown</b>	153	62	69	5	3	0	292
<b>Total</b>	1346	587	607	91	47	3	2681

The above table shows that a large proportion of staff pay falls within the lower paybands (1, 2 and 3) in both the Children’s Services Directorate and Schools. The proportion of BAME staff within these paybands is higher than for White staff.

In the Children’s Services Directorate 93.2% of BAME staff fall within paybands 1 to 3 compared to 84.5% White staff. In Schools 97.9% of BAME staff fall within paybands 1 to 3 compared to 76.2% White members of staff.

In the Children's Services Directorate 6.8% BAME staff are represented in paybands 4 and 5 compared to 15.3% White staff.

In Schools, 3.1% of BAME staff are represented in paybands 4 and 5 compared to 7.7% White staff.

## **1.2 Recruitment Monitoring by Race**

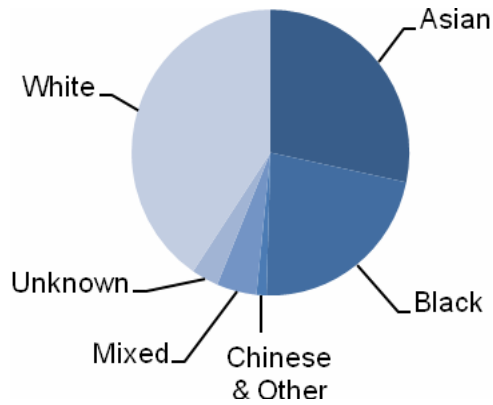
### **Children's Services Directorate only**

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 2011 to 31 March 2012, 68 appointments were made of which 37 were BAME.

At the application stage 58.1% of forms received were from BAME applicants. At the short-listing stage the figure was 57.5% BAME applicants. At the appointment stage the corresponding figure was 54.4%. The success ratio for all applicants was 0.86 and for internal applicants was 0.99.

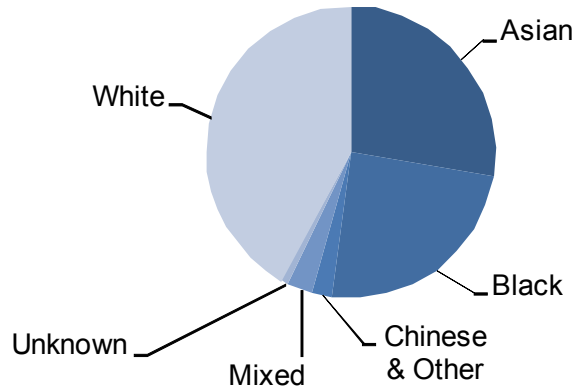
**Applications Received by Ethnic Origin**

Ethnicity	No.
Asian	243
Black	190
Chinese & Other	10
Mixed	40
Unknown	27
White	348
Total	858



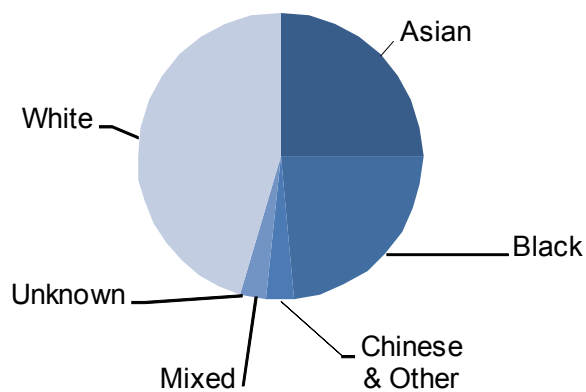
**Applications Shortlisted by Ethnic Origin**

Ethnicity	No.
Asian	67
Black	59
Chinese & Other	5
Mixed	7
Unknown	2
White	102
Total	242



**Applications Appointed by Ethnic Origin**

Ethnicity	No.
Asian	17
Black	16
Chinese & Other	2
Mixed	2
Unknown	-
White	31
Total	68



There is no data on this for schools.

### 1.3 Employment Procedure Monitoring by Race

#### Children’s Services Directorate

##### Conduct Cases by Race

	BAME	White	Total
Cases	Total 3 50%	Total 3 50%	Total 6
Warnings	Total 0 %	Total 0 %	Total 0
Dismissals	Total 0 %	Total 1 100%	Total 1

The total number of Conduct cases in the Children’s Services Directorate was 6, of which 50% of staff was BAME and 50% of staff was White. This figure is low representing 0.89% of the Children’s Services Directorate workforce.

##### Capability Cases by Race

	BAME	White	Total
Cases	Total 0 %	Total 7 100%	Total 7
Warnings	Total 0 %	Total 6 100%	Total 6
Dismissals	Total 0 %	Total 0 %	Total 0

100% of the Capability Cases that progressed to the formal stage of the Procedure disproportionately affects White staff. This figure represents 1.04% of the Children’s Services Directorate workforce.

##### Dignity at Work Cases by Race

	BAME	White	Unknown	Total
DAW	Total 5 71%	Total 2 29%	Total 0 %	Total 7
Appeals	Total 0 %	Total 0 %	Total 0 %	Total 0

The total number of DAW submitted was higher with BAME staff (71% compared to White staff (29%). The number of DAW raised by staff represents 1.04% of the Children’s Services Directorate.

## Schools

### **Conduct Cases by Race**

	BAME	White	Total
Cases	Total 9 45%	Total 11 55%	Total 20
Warnings	Total 1 25%	Total 3 75%	Total 4
Dismissals	Total 3 75%	Total 1 25%	Total 4

The total number of Conduct cases in Schools was 20, representing 0.74% of the workforce of which 45% of staff are BAME and 55% White.

75% of staff issued with warnings was white compared to 25% of staff representing BAME.

The numbers of staff dismissed is disproportionately higher with BAME staff (75%) compared to White staff (25%).

### **Capability Cases by Race**

	BAME	White	Total
Cases	Total 1 20%	Total 4 80%	Total 5
Warnings	Total 0 0%	Total 0 0%	Total 0
Dismissals	Total 1 25%	Total 3 75%	Total 4

The number of capability cases that have progressed to the formal stage of the Procedure is small, representing 0.18% of the workforce.

The number of capability cases is disproportionately higher with White members of staff (80%) compared to BAME (20%).

### **Dignity at Work Cases by Race**

	BAME	White	Unknown	Total
DAW	Total 1 25%	Total 3 75%	Total 0 0%	Total 4
Appeals	Total 0 0%	Total 0 0%	Total 0 0%	Total 0

A higher proportion of white staff (75%) submitted a DAW compared to BAME staff (25%)

## 2. Disability

### 2.1 Workforce Profile

#### Headcount in the Children's Services Directorate

	Headcount	%
<b>Disabled</b>	14	2.09%
<b>Non-disabled</b>	656	97.76%
<b>Not assigned/Unclassified</b>	1	0.15%
<b>Total</b>	671	100.00%

#### Headcount in Schools

	Headcount	%
<b>Disabled</b>	17	0.63%
<b>Non-disabled</b>	2656	99.07%
<b>Not assigned/Unclassified</b>	8	0.30%
<b>Total</b>	2681	100.00%

There was a higher proportion of disabled employees employed within the Children's Services Directorate than Schools. This figure is significantly lower than the Council's target of 5%.

#### Payband in the Children's Services Directorate

	Payband						Total
	1	2	3	4	5	6	
<b>Disabled</b>	5	4	4	0	1	0	14
<b>Non-disabled</b>	232	209	139	62	13	1	656
<b>Not assigned/Unclassified</b>	1	0	0	0	0	0	1
<b>Total</b>	238	213	143	62	14	1	671

#### Payband in Schools

	Payband						Total
	1	2	3	4	5	6	
<b>Disabled</b>	13	2	2	0	0	0	17
<b>Non-disabled</b>	1333	579	604	90	47	3	2656
<b>Not assigned/Unclassified</b>	0	6	1	1	0	0	8
<b>Total</b>	1346	587	607	91	47	3	2681

The majority of disabled employees in both the Children's Services Directorate and in Schools fall within paybands 1, 2 and 3. In the Children's Services Directorate there is 1 disabled member of staff that is in payband 5. This data is representative of the workforce across the Council.

## 2.2 Recruitment Monitoring by Disability

### Children's Services Directorate only

Of those appointed, 0% was registered as disabled.

## 2.3 Employment Procedure Monitoring by Disability

### Children's Services Directorate

#### Conduct Cases by Disability

	Disabled	Non-disabled	Total
Cases	Total 1 16.37%	Total 5 83.33%	Total 6
Warnings	Total 0 %	Total 0 %	Total 0
Dismissals	Total %	Total 1 100%	Total 1

83.33% of staff subject to the Conduct procedure was not disabled.

#### Capability Cases by Disability

	Disabled	Non-disabled	Total
Cases	Total 0 %	Total 7 100%	Total 7
Warnings	Total 0 %	Total 6 100%	Total 6
Dismissals	Total 0 %	Total 0 %	Total 0

All staff subject to the Capability procedure did not have a disability.

#### Dignity at Work Cases by Disability

	Disabled	Non-disabled	Total
DAW	Total 0 %	Total 7 %	Total 7
Appeals	Total 0 %	Total 0 %	Total 0

All members of staff that submitted a DAW did not have a disability.

## **Schools**

### **Conduct Cases by Disability**

	Disabled	Non-disabled	Total
Cases	Total 1 5%	Total 19 95%	Total 20
Warnings	Total 1 25%	Total 3 75%	Total 4
Dismissals	Total 0 0%	Total 4 100%	Total 4

95% of staff subject to the Conduct procedure was not disabled.

### **Capability Cases by Disability**

	Disabled	Non-disabled	Total
Cases	Total 3 60%	Total 2 40%	Total 5
Warnings	Total 0 %	Total 0 %	Total 0
Dismissals	Total 3 60%	Total %	Total 3

The number of disabled staff subject to the Capability procedure was 60% which is slightly higher than those who were not disabled 40%.

### **Dignity at Work Cases by Disability**

	Disabled	Non-disabled	Total
DAW	Total 0 %	Total 4 %	Total 4
Appeals	Total 0 %	Total 0 %	Total 0

All staff members that submitted a DAW in Schools did not have a disability.

## **3. Sex**

### **3.1 Workforce Profile**

#### **Headcount in the Children's Services Directorate**

	Headcount	%
<b>Male</b>	171	25.48%
<b>Female</b>	500	74.52%
<b>Total</b>	671	100.00%



### Headcount in Schools

	Headcount	%
<b>Male</b>	246	9.18%
<b>Female</b>	2435	90.82%
<b>Total</b>	2681	100.00%

In the Children's Services Directorate the workforce is made up of 74.52% female and 25.48% male. In Schools the workforce is made up of 90.82% female and 9.18% male. The workforce across the Council is predominately female of 76.66%.

### Payband in the Children's Services Directorate

	Payband						Total
	1	2	3	4	5	6	
<b>Male</b>	82	35	33	15	6	0	171
<b>Female</b>	156	178	110	47	8	1	500
<b>Total</b>	238	213	143	62	14	1	671

### Payband in Schools

	Payband						Total
	1	2	3	4	5	6	
<b>Male</b>	39	103	76	15	12	1	246
<b>Female</b>	1307	484	531	76	35	2	2435
<b>Total</b>	1346	587	607	91	47	3	2681

There are more female employees than male employees in each paybands, in both the Children's Services Directorate and Schools.

### **3.2 Recruitment Monitoring by Sex**

#### **Children's Services Directorate only**

Of those appointed, 69.1% were female.

### **3.3 Employment Procedure Monitoring by Sex**

#### Children's Services Directorate

#### **Conduct Cases by Sex**

	Male	Female	Total
Cases	Total 4 67%	Total 2 33%	Total 6
Warnings	Total 0 %	Total 0 %	Total 0
Dismissals	Total 1 100%	Total 0 %	Total 0

67% of the Conduct cases disproportionately affect male staff, this figure is not representative of the male workforce within the Children's Services Directorate. The number of male staff employed (25.48%) by this directorate is significantly lower than the number of female staff employed (74.52%).

### Capability Cases by Sex

	Male	Female	Total
Cases	Total 3 43%	Total 4 57%	Total 7
Warnings	Total 2 33%	Total 4 67%	Total 6
Dismissals	Total 0 %	Total 0 %	Total 0

The number of capability cases is significantly higher with female staff (57%) than male staff (43%).

### Dignity at Work Cases by Sex

	Male	Female	Total
DAW	Total 3 43%	Total 4 57%	Total 7
Appeals	Total 0 %	Total 0 %	Total 0

The number of DAW submitted is slightly higher with the female members of staff (57%) than male members of staff (43%). This directorate has a higher proportion of female staff than male.

Overall in the Children's Services Directorate, the numbers cases involving female staff are relatively low in comparison to the proportion of female workforce in the Schools (74.52%). The number of cases involving male staff is significantly higher in comparison to the male workforce (25.48%).

## Schools

### Conduct Cases by Sex

	Male	Female	Total
Cases	Total 10 50 %	Total 10 50 %	Total 20
Warnings	Total 1 25%	Total 3 75%	Total 4
Dismissals	Total 3 75%	Total 1 25%	Total 4

There is an equal split in the proportion of female and male staff subject the Conduct procedure.

The number of staff issued with warnings is disproportionately higher with female staff (75%).

The number of dismissals is disproportionately higher with male staff (75%).

### Capability Cases by Sex

	Male	Female	Total
Cases	Total 1 20%	Total 4 80%	Total 5
Warnings	Total 0 %	Total 0 %	Total 0
Dismissals	Total 1 25%	Total 3 75%	Total 4

The number of capability cases was significantly higher with female staff (80%).

75% of staff that was dismissed was females.

### Dignity at Work Cases by Sex

	Male	Female	Total
DAW	Total 1 25%	Total 3 75%	Total 4
Appeals	Total 0 %	Total 0 %	Total 0

The overall number of staff that submitted DAW was female (75%).

Overall in Schools, the numbers cases involving female staff are relatively low in comparison to the proportion of female workforce in the Schools (90.82%). The number of cases involving male staff is significantly higher in comparison to the male workforce (9.18%).

## 4. Age

### 4.1 Workforce Profile

#### Headcount

	Male	%	Female	%	Total	%
<b>Age Range</b> under 16	0	0.00%	0	0.00%	0	0.00%
16 to 24	1	0.15%	4	0.60%	5	0.75%
25 to 44	40	5.96%	178	26.53%	218	32.49%
45 to 64	116	17.29%	292	43.52%	408	60.80%
65+	14	2.09%	26	3.87%	40	5.96%
<b>Total</b>	171	25.48%	500	74.52%	671	100.00%

## Headcount in Schools

	Male	%	Female	%	Total	%
<b>Age Range</b>						
<b>under 16</b>	0	0.00%	0	0.00%	0	0.00%
<b>16 to 24</b>	21	0.78%	78	2.91%	99	3.69%
<b>25 to 44</b>	120	4.48%	1049	39.13%	1169	43.60%
<b>45 to 64</b>	99	3.69%	1272	47.44%	1371	51.14%
<b>65+</b>	6	0.22%	36	1.34%	42	1.57%
<b>Total</b>	246	9.18%	2435	90.82%	2681	100.00%

In both the Children's Services Directorate and Schools, the Workforce has representatives in each of the age groups apart from the under 16. The highest proportion of the workforce in both Children's Services Directorate and the Schools are in the age band 45 – 64.

### 4.2 Recruitment Monitoring by Age

#### Children's Services Directorate only

4.4% of those appointed were aged 16-24, 51.5% were aged 25-44, 36.8% aged 45-64 and 2.9% were aged 65 and above.

4.4% of ages were unstated.

### 4.3 Employment Procedure Monitoring by Age

#### Children's Services Directorate

##### Conduct Cases by Age

	16-24 Years	25-44 Years	45-64 Years	65 & Over	Total
Cases	Total 0 %	Total 2 33%	Total 4 67%	Total 0 %	Total 6
Warnings	Total 0 %	Total 0 %	Total 0 %	Total 0 %	Total 0
Dismissals	Total 0 %	Total 0 %	Total 1 100%	Total 0 %	Total 1

The number of Conduct cases involving 25 – 44 year olds (33%) is slightly higher than the proportion of workforce, in the Children's Services Directorate that fall into this age range (32.49%). The number of 45 -64 year olds (67%) is also slightly higher in comparison to the proportion of the workforce that fall into this age range (60.80%).

There was no cases involving 16-24 year olds and the over 65's.

#### Capability Cases by Age

	16-24 Years	25-44 Years	45-64 Years	65 & Over	Total
Cases	Total 0 %	Total 2 28.57%	Total 4 57.14%	Total 1 14.29%	Total 7
Warnings	Total 0 %	Total 2 33.33%	Total 3 50%	Total 1 16.67%	Total 6
Dismissals	Total 0 %	Total 0 %	Total 0 %	Total 0 %	Total 0

The number of Capability cases involving 25 – 44 year olds (28.57%) is relatively lower than the proportion of workforce, in the Children’s Services Directorate that fall into this age range (32.49%). The number of 45 -64 year olds (57.14%) is relatively lower in comparison to the proportion of the workforce (60.80%).

There were no cases involving 16 – 24 years.

### Dignity at Work Cases by Age

	16-24 Years	25-44 Years	45-64 Years	65 & Over	Total
DAW	Total 0 %	Total 1 14.29%	Total 6 85.71%	Total %	Total
Appeals	Total %	Total %	Total %	Total %	Total

The number of DAW involving 25 – 44 year olds (14.29%) is significantly lower than the proportion of workforce, in the Children’s Services Directorate that fall into this age range (32.49%). The number of DAW involving 45 -64 year olds (85.71%) is significantly higher the proportion of the workforce (60.80%).

There was no cases involving 16-24 year olds and the over 65's.

### Schools

#### Conduct Cases by Age

	16-24 Years	25-44 Years	45-64 Years	65 & Over	Total
Cases	Total 1 5%	Total 7 35%	Total 12 60%	Total 0 %	Total 20
Warnings	Total 0 %	Total 0 %	Total 4 100%	Total 0 %	Total 4
Dismissals	Total 1 25%	Total 2 50%	Total 1 25%	Total 0 %	Total 4

The number of Conduct cases involving 16 – 24 year olds in comparison to other age ranges, the 25 – 44 year olds (35%) is significantly lower than the proportion of workforce, in Schools that fall into this age range (43.60%). The number of 45 -64 year olds (60%) is also significantly higher in comparison to the proportion of the workforce that fall into this age range (51.14%). There was only one case involving 16- 24 year olds.

There was no cases involving the over 65's.

#### Capability Cases by Age

	16-24 Years	25-44 Years	45-64 Years	65 & Over	Total
Cases	Total 0 %	Total 1 20%	Total 4 80%	Total %	Total 5
Warnings	Total 0 %	Total 0 %	Total 0 %	Total 0 %	Total 0
Dismissals	Total 0 %	Total 1 25%	Total 3 75%	Total 0 %	Total 4

80% of Capability cases involved staff aged between 45 – 64 years compared to 20% aged between 25 – 44 years. There was no cases involving 16-24 year olds and the over 65's.

### Dignity at Work Cases by Age

	16-24 Years	25-44 Years	45-64 Years	65 & Over	Total
DAW	Total 0 %	Total 2 50%	Total 2 50%	Total 0 %	Total 4
Appeals	Total 0 %	Total 0 %	Total 0 %	Total 0 %	Total 0

There is an equal split of staff that raised DAW in the age ranges 25 – 44 years and 45 – 64 years. These age ranges represents highest proportion of staff in schools. There was no cases involving 16-24 year olds and the over 65's.

## 5. Learning & Development

The information below shows a total of 310 employees in Children's Services that attended the Corporate training programme.

### Race

Children's Services		
BAME	113	36%
White	137	44%
Unclassified/Unknown	60	19%
<b>Total</b>	<b>310</b>	

36% BAME attended the programme compared to the headcount of 41.88%. For the White group 44% attended compared to the headcount of 50.82%.

### Disability

Children's Services		
No	302	82%
Yes	8	2%
<b>Total</b>	<b>310</b>	

2% of employees who attended had a disability compared to the headcount of 2.09% in this group.

### Sex

Children's Services		
Female	237	76%
Male	73	20%
Unclassified/Unknown	0	0%
<b>Total</b>	<b>310</b>	

76% Female attended the programme compared to the headcount of 74.52%. 20% of employees were male compared to the headcount of 25.48%.

## Age

Children's Services		
16 to 24	2	1%
25 to 44	85	27%
45 to 64	172	55%
65+	15	5%
Unclassified/Unknown	36	12%
<b>Grand Total</b>	<b>310</b>	

The highest group 55% of employees who attended the programme were in the age group 45 to 64. This is similar to workforce profile for this age group the highest at 60.80%.

## Community & Environment Directorate Annual Equalities Report 1 April 2011 – 31 March 2012

This report forms an analysis of the Community and Environment Directorate workforce profile, recruitment monitoring and employment practices. It is divided into four areas, race, disability, sex and age. The tables and figures are self explanatory and there is some commentary around the main points.

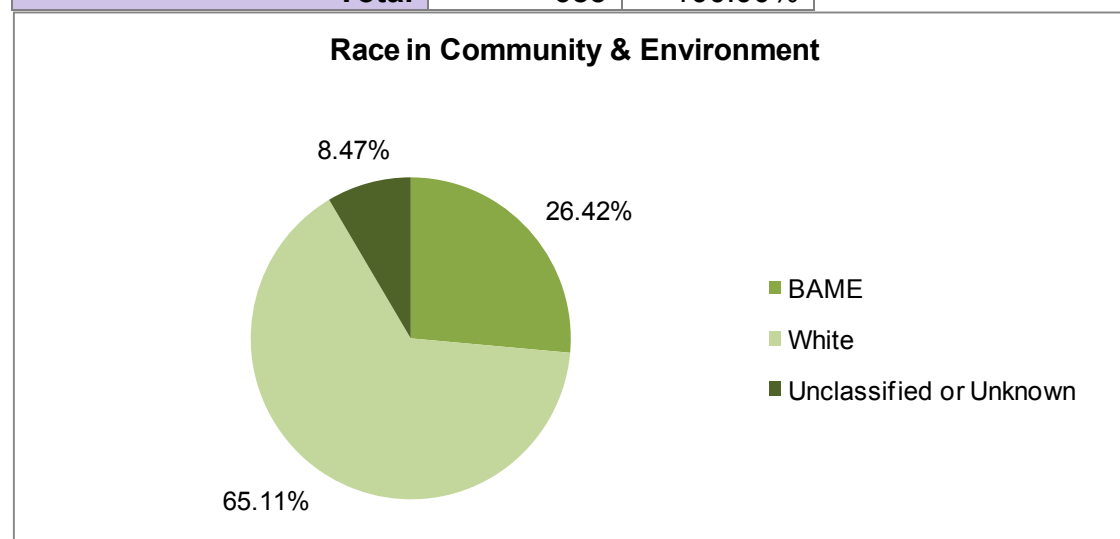
The Community and Environment Directorate employs 13.5% of the total workforce. There have been 47 appointments across the whole directorate in the past year, which accounts for 25.7% of the Council's recruitment (excluding schools).

### 1. Race

#### 1.1 Workforce Profile

##### Headcount

	Headcount	%
<b>BAME</b>	181	26.42%
<b>White</b>	446	65.11%
<b>Unclassified or Unknown</b>	58	8.47%
<b>Total</b>	685	100.00%



The proportion of BAME staff in the Community and Environment Directorate is 26.42%, a slight increase on last year (25.79%). This figure is lower than the Council's workforce profile (including schools) 36.49%. White staff have slightly reduced from 67.35% to 65.11%.

Unclassified / Unknown has also slightly increased from 6.86% to 8.47%, it is recommended that this is addressed to reflect the true status of staff.



## Payband

	Payband						
	1	2	3	4	5	6	Total
BAME	90	68	15	7	1	0	181
White	188	164	63	26	3	2	446
Unclassified or Unknown	27	23	6	0	2	0	58
Total	305	255	84	33	6	2	685

The majority of BAME staff are in paybands 1 and 2, however, this is also the trend for white staff. In total 81% of the staff in this Directorate are in the first two paybands. The directorate has a significant number of posts which are graded in the lower paybands.

The BAME staff group is only represented by 4.4% in the top three paybands, (0%) in payband 6. The directorate workforce strategy group will need to consider this information and address the issue of assisting BAME employees with career progression. The Council target is 20% of the top 5% of staff should be from BAME groups.

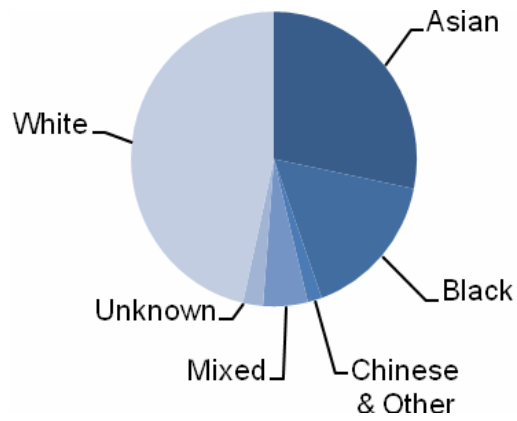
### **1.2 Recruitment Monitoring by Race**

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 2011 to 31 March 2012, 47 appointments were made of which 21 (44.7%) were BAME.

At the application stage 52.4% of forms received were from BAME applicants. At the short-listing stage the figure was 40.6% BAME applicants. At the appointment stage the corresponding figure was 44.7%.

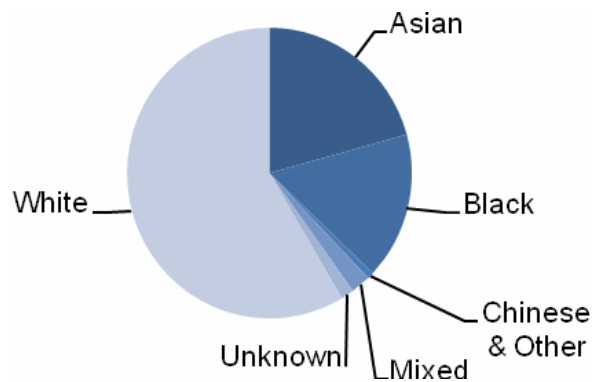
### Applications Received by Ethnic Origin

Ethnicity	No.
Asian	173
Black	100
Chinese & Other	10
Mixed	31
Unknown	14
White	285
Total	613



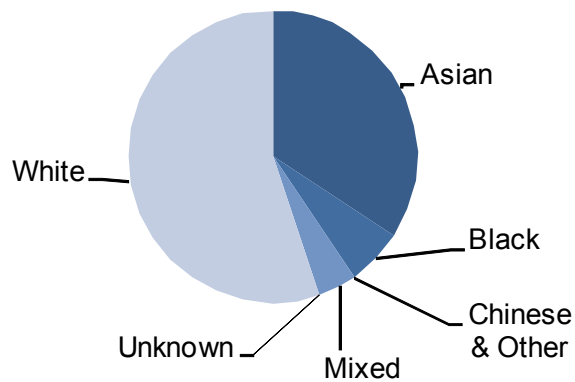
### Applications Shortlisted by Ethnic Origin

Ethnicity	No.
Asian	28
Black	22
Chinese & Other	1
Mixed	3
Unknown	2
White	79
Total	135



### Applications Appointed by Ethnic Origin

Ethnicity	No.
Asian	16
Black	3
Chinese & Other	-
Mixed	2
Unknown	-
White	26
Total	47



## 1.3 Employment Procedure Monitoring by Race

### Conduct Cases by Race

	BAME	White	Total
Cases	9 (64.3%)	5 (35.7%)	14
Warnings	3 (75%)	1 (25%)	4
Dismissals	2 (66.6%)	1 (33.3%)	3

The number of conduct cases represents only 2% of the total workforce and can not be relied upon as the numbers are so small. The figures imply a disproportionate level of application of the Conduct procedure, however, due to the small number of cases the figures are volatile. There was one conduct appeal hearing by a BAME member of staff.

### Capability Cases by Race

	BAME	White	Total
Cases	0 (0%)	5 (100%)	5
Warnings	0 (0%)	4 (100%)	4
Dismissals	0 (0%)	0 (0%)	0

With 100% of cases, the number of capability cases disproportionately affects white staff. This represents only 0.7% of staff in Community and Environment and is therefore not a reliable indicator. There were 2 capability appeal hearings.

### Dignity at Work Cases by Race

	BAME	White	Unknown	Total
DAW	6 (24%)	19 (76%)	0 (0%)	25
Appeals	1 (12.5%)	7 (87.5%)	0 (0%)	8

The Dignity at Work cases generally reflect the workforce profile, however, there were only 25 cases, which represents 3.65% of the staff in Community and Environment. None of the complaints were race related. The appeals were 87.5% white and 12.5% BAME.

## 2. Disability

### 2.1 Workforce Profile

#### Headcount

	Headcount	%
<b>Disabled</b>	24	3.50%
<b>Non-disabled</b>	660	96.35%
<b>Not assigned/Unclassified</b>	1	0.15%
<b>Total</b>	685	100.00%

The total number of disabled staff has remained constant at 3.5% and is higher than the overall figure for the whole council of 2.02%. The council's target is 3%.

## **Payband**

	Payband						Total
	1	2	3	4	5	6	Total
Disabled	8	13	3	0	0	0	24
Non-disabled	296	242	81	33	6	2	660
Not assigned/Unclassified	1	0	0	0	0	0	1
Total	305	255	84	33	6	2	685

There are no disabled staff in payband 4 and above, this is largely reflected throughout the Council and it is recommended that the workforce strategy group monitor and address any issues with a view to developing and supporting career progression for disabled employees.

### **2.2 Recruitment Monitoring by Disability**

Of those appointed, 2.1% were registered as disabled.

### **2.3 Employment Procedure Monitoring by Disability**

#### **Conduct Cases by Disability**

	Disabled	Non-disabled	Total
Cases	1 (7.1%)	13 (92.9%)	14
Warnings	0 (0%)	4 (100%)	4
Dismissals	0 (0%)	3 (100%)	3

#### **Capability Cases by Disability**

	Disabled	Non-disabled	Total
Cases	0 (0%)	5 (100%)	5
Warnings	0 (0%)	4 (100%)	4
Dismissals	0 (0%)	0 (0%)	0 (0%)

#### **Dignity at Work Cases by Disability**

	Disabled	Non-disabled	Total
DAW	1 (4%)	24 (96%)	25
Appeals	0 (0%)	8 (100%)	8

It is difficult to compare the number of cases involving disabled staff to the workforce profile as the numbers are so small. None of the appeal hearings were for Disabled staff. Due to the low number of cases, these figures can not be relied upon as an indication of trend.

## **3. Sex**

### **3.1 Workforce Profile**

#### **Headcount**

	Headcount	%
Male	463	67.59%
Female	222	32.41%
Total	685	100.00%

The workforce is made up of 67.59% male staff and 32.41% female staff. In comparison to the whole council figure of 76.66% female this is a large difference. The directorate has a large number of roles requiring manual tasks that are predominantly occupied by male employees in paybands 1&2.

### **Payband**

	Payband						
	1	2	3	4	5	6	Total
Male	215	163	54	26	3	2	463
Female	90	92	30	7	3	0	222
Total	305	255	84	33	6	2	685

There are more male employees than female employees in each payband except for payband 5, where there is an equal split.

### **3.2 Recruitment Monitoring by Sex**

Of those appointed 46.8% were female, which is higher than the workforce profile within the Directorate.

### **3.3 Employment Procedure Monitoring by Sex**

#### **Conduct Cases by Sex**

	Male	Female	Total
Cases	14 (100%)	0 (0%)	14
Warnings	4 (100%)	0 (0%)	4
Dismissals	3 (100%)	0 (0%)	3

#### **Capability Cases by Sex**

	Male	Female	Total
Cases	4 (80%)	1 (20%)	5
Warnings	3 (75%)	1 (25%)	4
Dismissals	0 (0%)	0 (0%)	0

#### **Dignity at Work Cases by Sex**

	Male	Female	Total
DAW	17 (68%)	8 (32%)	25
Appeals	5 (62.5%)	3 (37.5%)	8

There were no conduct cases involving female staff.

20% of the capability cases represents female staff, however, this is only one person and due to the low numbers, can't be indicative of trend.

Three (12%) of the dignity at work complaints were relating to alleged sex discrimination. Of the 8 appeals, 3 were female staff.

Overall the number of cases involving female staff is lower than the workforce profile (0% of conduct cases). Due to the low number of cases, these figures can not be relied upon as an indication of trend.

## 4. Age

### 4.1 Workforce Profile

#### Headcount

Age Range	Male	%	Female	%	Total	%
	under 16	0	0.00%	0	0.00%	0
16 to 24	18	2.63%	16	2.34%	34	4.96%
25 to 44	156	22.77%	70	10.22%	226	32.99%
45 to 64	276	40.29%	134	19.56%	410	59.85%
65+	13	1.90%	2	0.29%	15	2.19%
<b>Total</b>	<b>463</b>	<b>67.59%</b>	<b>222</b>	<b>32.41%</b>	<b>685</b>	<b>100.00%</b>

There are representatives from each age group (except under 16) in the directorate. The main concentration of staff is in the 45 – 64 age group with 59.85%.

### 4.2 Recruitment Monitoring by Age

21.3% of those appointed were aged 16-24, 40.4% were aged 25-44, 36.2% aged 45-64 and 0% were aged 65 and above.

2.1% of ages were unstated.

### 4.3 Employment Procedure Monitoring by Age

#### **Conduct Cases by Age**

	16-24 Years	25-44 Years	45-64 Years	65 & Over	Total
Cases	0 (0%)	4 (28.6%)	10 (71.4%)	0 (0%)	14
Warnings	0 (0%)	3 (75%)	1 (25%)	0 (0%)	4
Dismissals	0 (0%)	0 (0%)	3 (100%)	0 (0%)	3

#### **Capability Cases by Age**

	16-24 Years	25-44 Years	45-64 Years	65 & Over	Total
Cases	0 (0%)	4 (80%)	1 (20%)	0 (0%)	5
Warnings	0 (0%)	4 (100%)	0 (0%)	0 (0%)	4
Dismissals	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0

#### **Dignity at Work Cases by Age**

	16-24 Years	25-44 Years	45-64 Years	65 & Over	Total
DAW	0 (0%)	2 (8%)	23 (92%)	0 (0%)	25
Appeals	0 (0%)	1 (12.5%)	7 (87.5%)	0 (0%)	8

There are no cases involving staff in the lowest and highest age brackets, staff in these groups represent only 7.15% of the overall workforce, so this figure is proportionate.

There were 8 DAW appeal hearings 1 was from the 25-44 age group and 7 were from the 45-64 age group.

Due to the low number of cases, these figures can not be relied upon as an indication of trend.

## 5. Learning & Development

The information below shows a total of 163 employees in the Community and Environment Directorate that attended the Programme.

### Race

Community and Environment		
BAME	41	25%
White	107	66%
Unclassified/Unkno wn	15	9%
<b>Total</b>	<b>163</b>	

25% BAME attended the programme compared to the headcount of 26.42% For the White group 66% attended compared to the headcount of 65.11%.

### Disability

Community and Environment		
No	152	90%
Yes	11	7%
<b>Total</b>	<b>163</b>	

7% of employees who attended had a disability compared to the headcount of 3.50%.

### Sex

Community and Environment		
Female	71	44%
Male	92	55%
Unclassified/Unkno wn	0	0%
<b>Total</b>	<b>163</b>	

44% of employees who attended the programme were female compared to the headcount of 41.94%. 55% of employees were male compared to the headcount of 67.59%.

### Age

Community and Environment		
16 to 24	0	0%
25 to 44	47	29%

45 to 64	11	69
	3	%
65+	1	1%
Unclassified/Unkno wn	2	1%
<b>Grand Total</b>	<b>16</b>	
	<b>3</b>	

The highest group 69% of employees who attended the programme were in the age group 45 to 64. This is similar to workforce profile for this age group the highest at 59.85%.



## Corporate Finance Directorate Annual Equalities Report 1 April 2011 – 31 March 2012

This report forms an analysis of the Corporate Finance Directorate workforce profile, recruitment monitoring and employment practices. It is divided into four areas including, race, disability, sex and age. The tables and figures are self explanatory and there is some commentary around the main points.

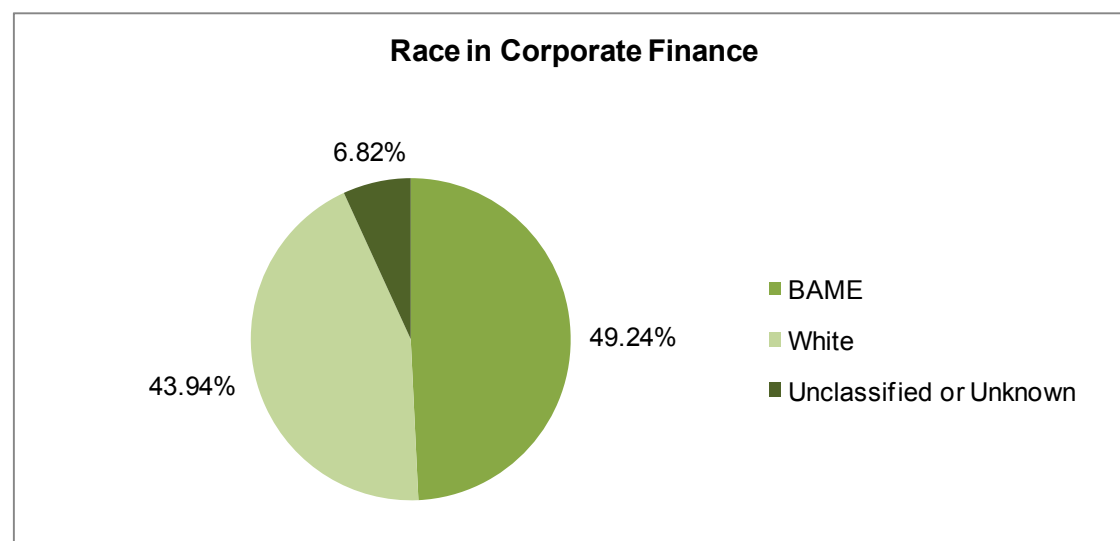
The Corporate Finance employs 5.49% of the total workforce (excluding schools). There have been 11 appointments across the whole directorate in the past year,

### 1. Race

#### 1.1 Workforce Profile

##### Headcount

	Headcount	%
<b>BAME</b>	65	49.24%
<b>White</b>	58	43.94%
<b>Unclassified or Unknown</b>	9	6.82%
<b>Total</b>	132	100.00%



The proportion of BAME staff in the Corporate Finance Directorate is 49.24%, This figure is higher than the Council's workforce profile (including schools) 36.49%.

## Payband

	Payband						
	1	2	3	4	5	6	Total
BAME	4	40	11	9	1	0	65
White	2	31	14	10	1	0	58
Unclassified or Unknown	0	5	1	2	0	1	9
Total	6	76	26	21	2	1	132

The majority of BAME staff are in paybands 2 and 3, however, this is also the trend for white staff. In total 95.7% of the staff in this Directorate are in the first two paybands.

The paybands 4 and 5 are relatively similar and only have a small number of employees. There is only one employee in payband 6 which is unclassified.

The Council target is 20% of the top 5% of staff should be from BAME groups.

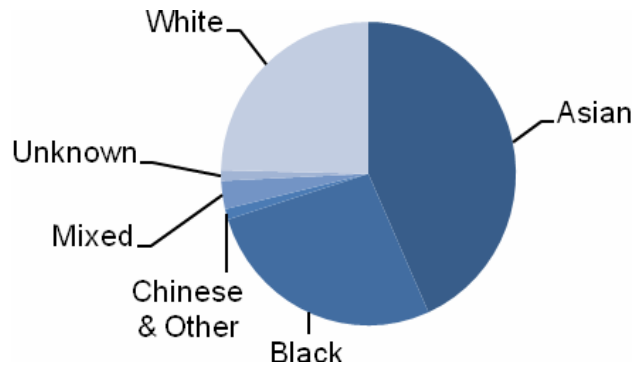
### **1.2 Recruitment Monitoring by Race**

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 2011 to 31 March 2012, 11 appointments were made of which 3 were BAME.

At the application stage 75.1% of forms received were from BAME applicants. At the short-listing stage the figure was 67.3% BAME applicants. At the appointment stage the corresponding figure was 27.3%. The success ratio for all applicants was 0.12 and for internal applicants was 0.33.

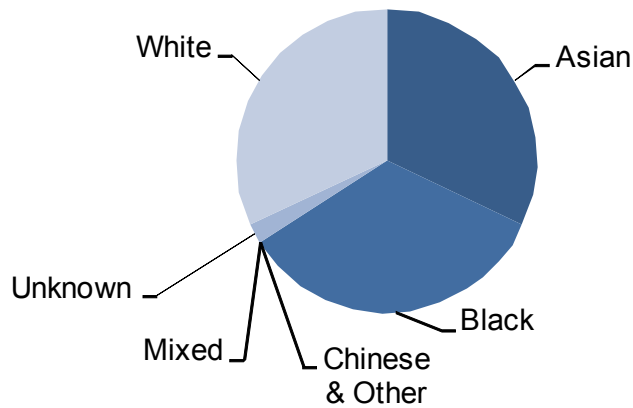
**Applications Received by Ethnic Origin**

Ethnicity	No.
Asian	116
Black	72
Chinese & Other	3
Mixed	8
Unknown	3
White	66
Total	268



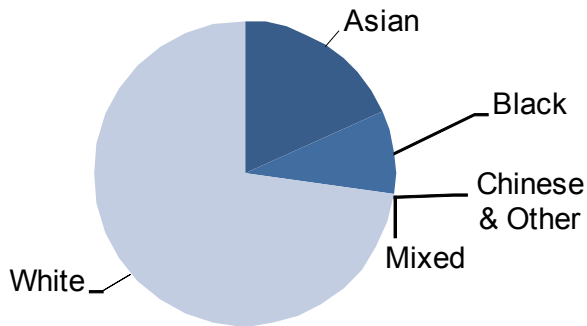
**Applications Shortlisted by Ethnic Origin**

Ethnicity	No.
Asian	16
Black	17
Chinese & Other	-
Mixed	-
Unknown	1
White	16
Total	50



**Applications Appointed by Ethnic Origin**

Ethnicity	No.
Asian	2
Black	1
Chinese & Other	-
Mixed	-
Unknown	-
White	8
Total	11



## 1.3 Employment Procedure Monitoring by Race

### Conduct Cases by Race

	BAME	White	Unknown	Total
Cases	1	0	0	1
Warnings	0	0	0	0
Dismissals	1	0	0	1

The number of conduct cases represents only 2% of the total workforce and can not be relied upon as the numbers are so small. The figures imply a disproportionate level of application of the Conduct procedure; however, due to the small number of cases the figures are volatile.

### Capability Cases by Race

	BAME	White	Unknown	Total
Cases	1	3	0	4
Warnings	0	2	0	2
Dismissals	0	0	0	0

There are also a small number of capability cases which predominately affects white staff. This represents only 3% of staff in Corporate Finance and is therefore not a reliable indicator.

### Dignity at Work Cases by Race

	BAME	White	Unknown	Total
DAW	2	1	0	3
Appeals	0	1	0	1

There has been a relatively small number of formal cases dignity at work cases

## 2. Disability

### 2.1 Workforce Profile

#### Headcount

	Headcount	%
<b>Disabled</b>	5	3.79%
<b>Non-disabled</b>	126	95.45%
<b>Not assigned/Unclassified</b>	1	0.76%
<b>Total</b>	132	100.00%

The total number of disabled staff 3.79% and is higher than the overall figure for the whole council of 2.07% and the council's target. The council's target is 3%.

## Payband

	Payband						Total
	1	2	3	4	5	6	
Disabled	1	3	1	0	0	0	5
Non-disabled	5	73	25	21	2	0	126
Not assigned/Unclassified	0	0	0	0	0	1	1
Total	6	76	26	21	2	1	132

There are no disabled staff in paybands 4 and 6, this is largely reflected throughout the Council and it is recommended that the workforce strategy group monitor and address any issues with a view to developing and supporting career progression for disabled employees

### 2.2 Recruitment Monitoring by Disability

Of those appointed, 0% were registered as disabled.

### 2.3 Employment Procedure Monitoring by Disability

#### Conduct Cases by Disability

	Disabled	Non-disabled	Total
Cases	0	1	1
Warnings	0	0	0
Dismissals	0	1	1

#### Capability Cases by Disability

	Disabled	Non-disabled	Total
Cases	1	3	4
Warnings	0	2	2
Dismissals	0	0	0

#### Dignity at Work Cases by Disability

	Disabled	Non-disabled	Total
DAW	0	3	3
Appeals	0	1	1

It is difficult to compare the number of cases involving disabled staff to the workforce profile as the numbers are so small. Due to the low number of cases, these figures can not be relied upon as an indication of trend.

### 3. Sex

#### 3.1 Workforce Profile

##### Headcount

	Headcount	%
<b>Male</b>	44	33.33%
<b>Female</b>	88	66.67%
<b>Total</b>	132	100.00%

The workforce is made up of 33.33% male staff and 66.67% female staff. In comparison to the whole council figure of 76.66% female this is a small difference.

##### Payband

	Payband						Total
	1	2	3	4	5	6	
<b>Male</b>	1	25	10	7	1	0	44
<b>Female</b>	5	51	16	14	1	1	88
<b>Total</b>	6	76	26	21	2	1	132

There are more female employees than male employees in paybands 1 to 4 and payband 5 there is an equal split.

#### 3.2 Recruitment Monitoring by Sex

Of those appointed, 81.8% were female.

#### 3.3 Employment Procedure Monitoring by Sex

##### **Conduct Cases by Sex**

	Male	Female	Total
Cases	1	0	1
Warnings	0	0	0
Dismissals	1	0	1

##### **Capability Cases by Sex**

	Male	Female	Total
Cases	2	2	4
Warnings	1	1	2
Dismissals	0	0	0

## Dignity at Work Cases by Sex

	Male	Female	Total
DAW	0	3	3
Appeals	0	1	1

The number of formal cases is small, only females have taken out dignity at work complaints, which would represent the higher percentage of females in the department.

## 4. Age

### 4.1 Workforce Profile

#### Headcount

	Male	%	Female	%	Total	%
<b>Age Range</b> <b>under 16</b>	0	0.00%	0	0.00%	0	0.00%
<b>16 to 24</b>	1	0.76%	2	1.52%	3	2.27%
<b>25 to 44</b>	23	17.42%	45	34.09%	68	51.52%
<b>45 to 64</b>	20	15.15%	40	30.30%	60	45.45%
<b>65+</b>	0	0.00%	1	0.76%	1	0.76%
<b>Total</b>	44	33.33%	88	66.67%	132	100.00%

There are representatives from each age group (except under 16) in the directorate. The main concentration of staff is in the 25 to 44 age group with 51.52%. Followed by 45.45% in the 45 to 64 age group.

### 4.1 Recruitment Monitoring by Age

0% of those appointed were aged 16-24, 72.7% were aged 25-44, 27.3% aged 45-64 and 0% were aged 65 and above.

0% of ages were unstated.

### 4.2 Employment Procedure Monitoring by Age

#### Conduct Cases by Age

	16-24 Years	25-44 Years	45-64 Years	65 & Over	Total
Cases	0	1	0	0	1
Warnings	0	0	0	0	0
Dismissals	0	1	0	0	1

#### Capability Cases by Age

	16-24 Years	25-44 Years	45-64 Years	65 & Over	Total
Cases	0	2	2	0	4
Warnings	0	1	1	0	2
Dismissals	0	0	0	0	0

## Dignity at Work Cases by Age

	16-24 Years	25-44 Years	45-64 Years	65 & Over	Total
DAW	0	0	3	0	3
Appeals	0	0	1	0	1

Due to the low number of cases, these figures can not be relied upon as an indication of trend.

## 5. Learning & Development

The information below shows a total of 55 employees in Corporate Finance Directorate that attended the Programme.

### Race

Corporate Finance		
BAME	21	38%
White	30	55%
Unclassified/Unknown	4	7%
<b>Total</b>	<b>55</b>	

38% BAME attended the programme compared to the headcount of 49.24%. For the White group 55% attended compared to the headcount of 43.94%.

### Disability

Corporate Finance		
No	53	14%
Yes	2	1%
<b>Total</b>	<b>55</b>	

1% of employees who attended had a disability compared to the headcount of 3.79%.

### Sex

Corporate Finance		
Female	39	71%
Male	16	29%
Unclassified/Unknown	0	0%
<b>Total</b>	<b>55</b>	

71% of employees who attended the programme were female compared to the headcount of 66.67%. 29% of employees were male compared to the headcount of 33.33%.



## Age

Corporate Finance		
16 to 24	0	0%
25 to 44	25	45%
45 to 64	30	55%
65+	0	0%
Unclassified/Unknown	0	0%
<b>Grand Total</b>	<b>55</b>	

The highest group 55% of employees who attended the programme were in the age group 45 to 64. However the workforce profile for the age group 25 to 44 is the highest at 51.52% whilst for the age group 45 to 64 is 45.45%.

## Legal & Governance Services Directorate Annual Equalities Report 1 April 2011 – 31 March 2012

This report forms an analysis of the Legal and Governance Directorate workforce profile, recruitment monitoring and employment practices. It is divided into four areas including, race, disability, sex and age. The tables and figures are self explanatory and there is some commentary around the main points.

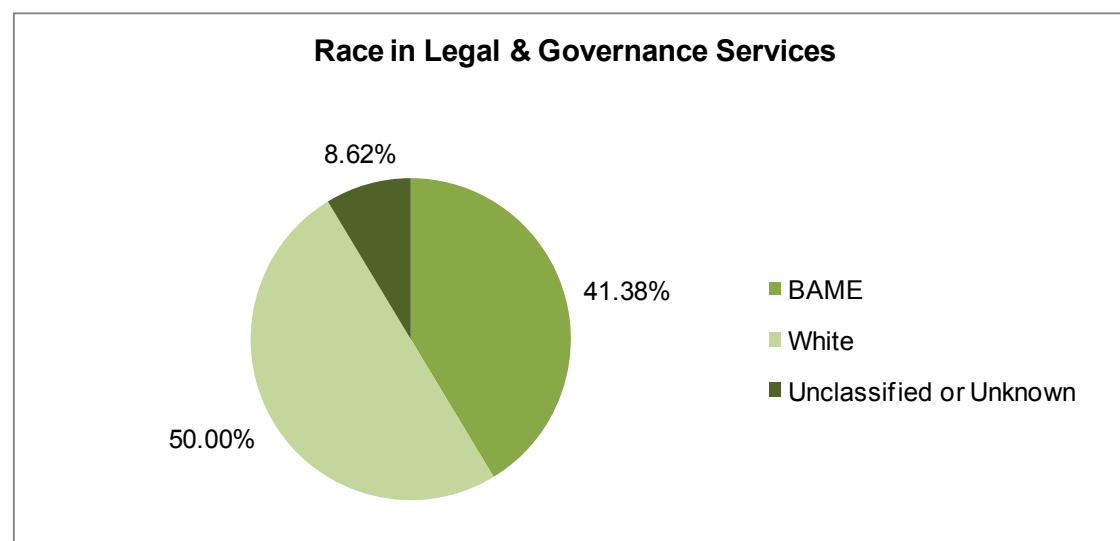
The Legal and Governance Directorate employs 2.41% of the total workforce (excluding schools).

### 1. Race

#### 1.1 Workforce Profile

##### Headcount

	Headcount	%
<b>BAME</b>	24	41.38%
<b>White</b>	29	50.00%
<b>Unclassified or Unknown</b>	5	8.62%
<b>Total</b>	58	100.00%



The proportion of BAME staff in the Legal and Governance Directorate is 41.38%. This figure is higher than the Council's workforce profile (including schools) 36.49%.

## Payband

	Payband						
	1	2	3	4	5	6	Total
BAME	1	9	10	4	0	0	24
White	2	13	5	7	1	1	29
Unclassified or Unknown	0	1	1	3	0	0	5
Total	3	23	16	14	1	1	58

The majority of BAME staff are in paybands 2 to 4 however, this is also the trend for white staff. There is no BAME in paybands 5 and 6

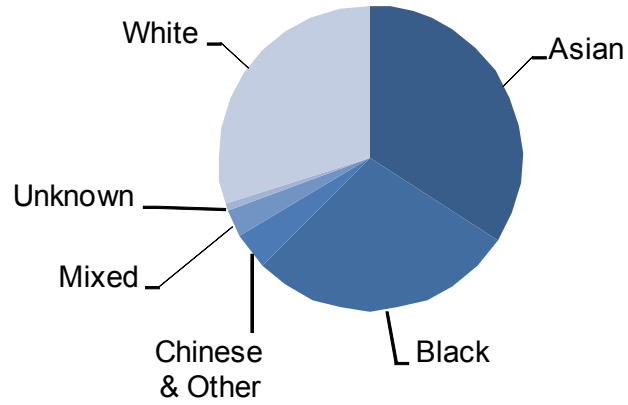
### 1.2 Recruitment Monitoring by Race

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 2011 to 31 March 2012, 6 appointments were made of which 3 were BAME.

At the application stage 69.9% of forms received were from BAME applicants. At the short-listing stage the figure was 64.7% BAME applicants. At the appointment stage the corresponding figure was 50.0%. The success ratio for all applicants was 0.43 and the ratio for internal applicants was 0.00 (only BAME applicants were appointed).

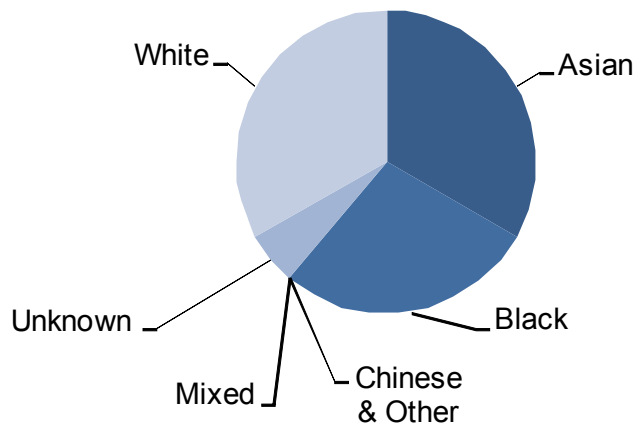
**Applications Received by Ethnic Origin**

Ethnicity	No.
Asian	81
Black	68
Chinese & Other	9
Mixed	7
Unknown	2
White	71
<b>Total</b>	<b>238</b>



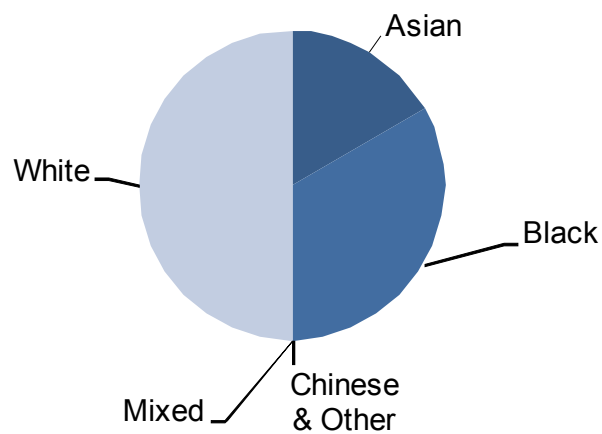
**Applications Shortlisted by Ethnic Origin**

Ethnicity	No.
Asian	6
Black	5
Chinese & Other	-
Mixed	-
Unknown	1
White	6
<b>Total</b>	<b>18</b>



**Applications Appointed by Ethnic Origin**

Ethnicity	No.
Asian	1
Black	2
Chinese & Other	-
Mixed	-
Unknown	-
White	3
<b>Total</b>	<b>6</b>



### 1.3 Employment Procedure Monitoring by Race

There were no formal cases raised in this period to report on.

## 2. Disability

### 2.1 Workforce Profile

#### Headcount

	Headcount	%
<b>Disabled</b>	3	5.17%
<b>Non-disabled</b>	55	94.83%
<b>Not assigned/Unclassified</b>	0	0.00%
<b>Total</b>	58	100.00%

The total number of disabled staff is 5.17% and is higher than the overall figure for the whole council of 2.07% and higher than the council's target of 3%.

#### Payband

	Payband						Total
	1	2	3	4	5	6	
<b>Disabled</b>	0	2	1	0	0	0	3
<b>Non-disabled</b>	3	21	15	14	1	1	55
<b>Not assigned/Unclassified</b>	0	0	0	0	0	0	0
<b>Total</b>	3	23	16	14	1	1	58

There are no disabled staff in payband 4 and above this is largely reflected throughout the Council and it is recommended that the workforce strategy group monitor and address any issues with a view to developing and supporting career progression for disabled employees.

### 2.2 Recruitment Monitoring by Disability

Of those appointed, 16.7% were registered as disabled.

### 2.3 Employment Procedure Monitoring by Disability

There were no formal cases in this period

## 3. Sex

### 3.1 Workforce Profile

#### Headcount

	Headcount	%
<b>Male</b>	12	20.69%
<b>Female</b>	46	79.31%
<b>Total</b>	58	100.00%

The workforce is made up of 20.69% male staff and 79.31% female staff. In comparison to the whole council figure of 76.66% female this is a small difference.

### **Payband**

		Payband						
		1	2	3	4	5	6	Total
Male		1	5	2	3	0	1	12
Female		2	18	14	11	1	0	46
Total		3	23	16	14	1	1	58

The majority of employees are in paybands 2 to 4, with one male and one female in paybands 5 and 6.

### **3.2 Recruitment Monitoring by Sex**

Of those appointed, 83.3% were female.

### **3.3 Employment Procedure Monitoring by Sex**

There were no formal cases in this period

## **4. Age**

### **4.1 Workforce Profile**

		Male	%	Female	%	Total	%
Age Range	under 16	0	0.00%	0	0.00%	0	0.00%
	16 to 24	1	1.72%	0	0.00%	1	1.72%
	25 to 44	7	12.07%	22	37.93%	29	50.00%
	45 to 64	4	6.90%	24	41.38%	28	48.28%
	65+	0	0.00%	0	0.00%	0	0.00%
	Total	12	20.69%	46	79.31%	58	100.00%

98.28% of employees are in age ranges 25 to 44 and 45 to 64 with only 1.72% in the 16 to 24 age range and none over 65

### **4.2 Recruitment Monitoring by Age**

16.7% of those appointed were aged 16-24, 66.7% were aged 25-44, 16.7% aged 45-64 and 0% were aged 65 and above.

0% of ages were unstated.

### **4.3 Employment Procedure Monitoring by Age**

## **Age**

There were no formal cases in this period to report on.

## 5. Learning & Development

The information below shows a total of 36 employees in Legal and Governance Directorate that attended the Programme.

### Race

Legal and Governance		
BAME	13	36%
White	18	50%
Unclassified/Unknown	5	14%
<b>Total</b>	<b>36</b>	

36% BAME attended the programme compared to the headcount of 41.38%. For the White group 50% attended compared to the headcount of 50.00%.

### Disability

Legal and Governance		
No	35	21%
Yes	1	1%
<b>Total</b>	<b>36</b>	

1% of employees who attended had a disability compared to the headcount of 5.17%.

### Sex

Legal and Governance		
Female	27	75%
Male	9	25%
Unclassified/Unknown	0	0%
<b>Total</b>	<b>36</b>	

75% of employees who attended the programme were female compared to the headcount of 79.31%. 25% of employees were male compared to the headcount of 20.69%.

### Age

Legal and Governance		
16 to 24	2	6%
25 to 44	12	33%
45 to 64	21	58%
65+	0	0%
Unclassified/Unknown	1	3%
<b>Grand Total</b>	<b>36</b>	

The highest group 58% of employees who attended the programme were in the age group 45 to 64. The workforce profile for this age group is 48.28%, the highest age workforce profile is in the age range of 25 to 44 at 50.00%.

## Place Shaping Directorate Annual Equalities Report 1 April 2011 – 31 March 2012

This report forms an analysis of the Place Shaping Directorate workforce profile, recruitment monitoring and employment practices. It is divided into four areas, Race, Disability, Sex and Age. Although the tables are self explanatory there is some commentary around the main points.

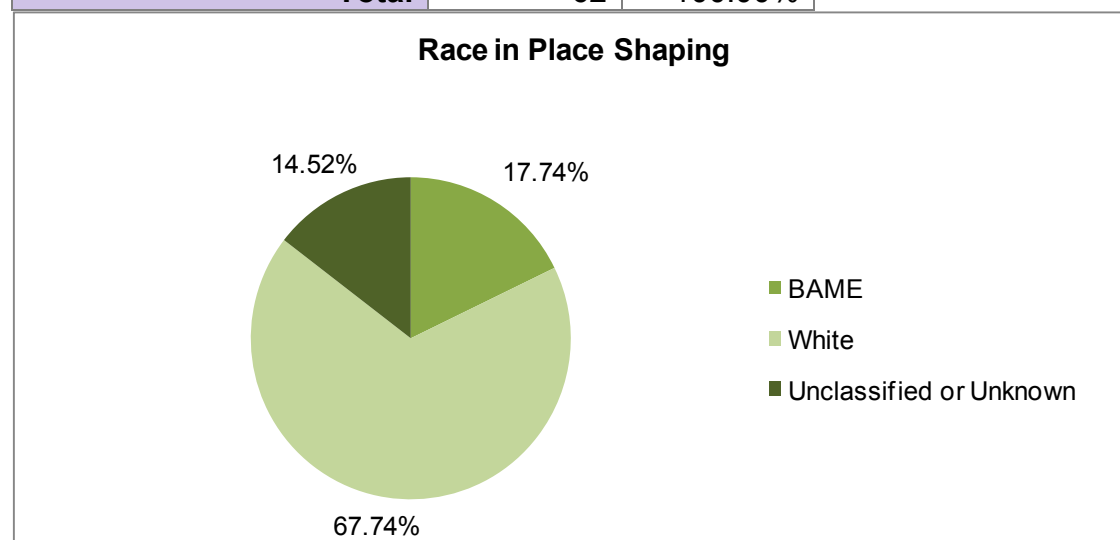
The Place Shaping Directorate employs 1.2% of the total workforce. There have only been 9 appointments across the whole directorate in the past year, which accounts for 5% of the Council's recruitment (excluding schools).

### 1. Race

#### 1.1 Workforce Profile

##### Headcount

	Headcount	%
<b>BAME</b>	11	17.74%
<b>White</b>	42	67.74%
<b>Unclassified or Unknown</b>	9	14.52%
<b>Total</b>	62	100.00%



The proportion of BAME staff in the Place Shaping Directorate is 17.74% which is a decrease on last year's figure of 20.78%. The number of unclassified or unknown staff has increased to 14.52%. The number of white staff has decreased from 68.83% to 67.74%.

It is recommended that the directorate addresses the increased number of unclassified or unknown staff to reflect the true status.



## Payband

	Payband						
	1	2	3	4	5	6	Total
BAME	0	7	2	2	0	0	11
White	0	11	19	8	3	1	42
Unclassified or Unknown	0	3	3	2	1	0	9
Total	0	21	24	12	4	1	62

The majority of BAME staff are in payband 2 (7 staff). There are no BAME staff in bands 5 and 6.

The directorate will need to consider this information at the workforce strategy group and address the issue of how to assist BAME employees with career progression.

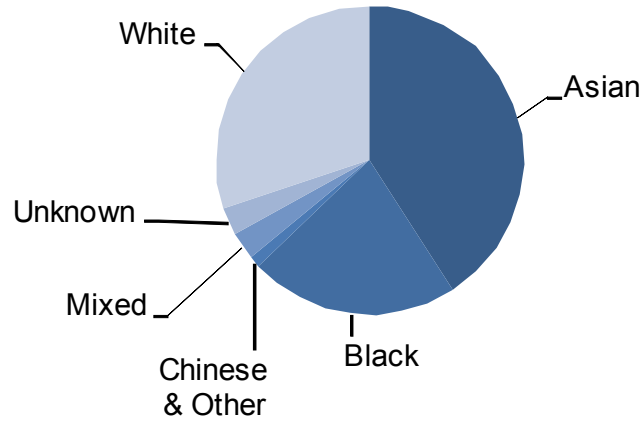
### **1.2 Recruitment Monitoring by Race**

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 2011 to 31 March 2012, 9 appointments were made of which 1 were BAME.

At the application stage 69.1% of forms received were from BAME applicants. At the short-listing stage the figure was 36.0% BAME applicants. At the appointment stage the corresponding figure was 11.1%.

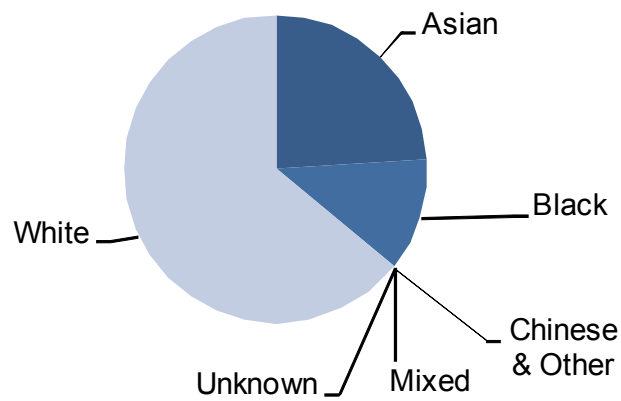
### Applications Received by Ethnic Origin

Ethnicity	No.
Asian	41
Black	22
Chinese & Other	1
Mixed	3
Unknown	3
White	30
Total	100



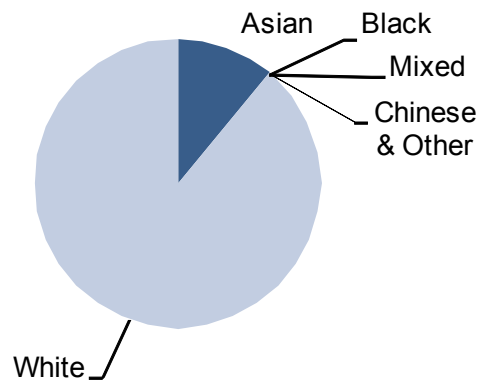
### Applications Shortlisted by Ethnic Origin

Ethnicity	No.
Asian	6
Black	3
Chinese & Other	-
Mixed	-
Unknown	-
White	16
Total	25



### Applications Appointed by Ethnic Origin

Ethnicity	No.
Asian	1
Black	-
Chinese & Other	-
Mixed	-
Unknown	-
White	8
Total	9



### 1.3 Employment Procedure Monitoring by Race

There was one case in this period and it was a white member of staff.

## 2. Disability

### 2.1 Workforce Profile

#### Headcount

	Headcount	%
<b>Disabled</b>	1	1.61%
<b>Non-disabled</b>	61	98.39%
<b>Not assigned/Unclassified</b>	0	0.00%
<b>Total</b>	62	100.00%

#### Payband

	Payband						Total
	1	2	3	4	5	6	
<b>Disabled</b>	0	0	0	1	0	0	1
<b>Non-disabled</b>	0	21	24	11	4	1	61
<b>Not assigned/Unclassified</b>	0	0	0	0	0	0	0
<b>Total</b>	0	21	24	12	4	1	62

There is one disabled member of staff in payband 4.

### 2.2 Recruitment Monitoring by Disability

Of those appointed, 0% were registered as disabled.

### 2.3 Employment Procedure Monitoring by Disability

100% of cases were non-disabled staff (1 Case).

## 3. Sex

### 3.1 Workforce Profile

#### Headcount

	Headcount	%
<b>Male</b>	36	58.06%
<b>Female</b>	26	41.94%
<b>Total</b>	62	100.00%

The figures reflect that there is a slight increase in male staff and that female staff have decreased to 41.94%. As the number of staff is so small, the figures are affected by minor staff changes.

#### Payband

	Payband						Total
	1	2	3	4	5	6	
<b>Male</b>	0	8	15	8	4	1	36
<b>Female</b>	0	13	9	4	0	0	26
<b>Total</b>	0	21	24	12	4	1	62

There are no female staff in bands 5 and 6. The workforce strategy group should consider how they can address the issues to assist female staff with career progression.

### 3.2 Recruitment Monitoring by Sex

Of those appointed, 66.7% were female, which is significantly higher than the proportion of females employed within place shaping.

### 3.3 Employment Procedure Monitoring by Sex

100% of cases were Male staff (there was only 1 case).

## 4. Age

### 4.1 Workforce Profile

#### Headcount

	Male	%	Female	%	Total	%
<b>Age Range</b> <b>under 16</b>	0	0.00%	0	0.00%	0	0.00%
<b>16 to 24</b>	1	1.61%	0	0.00%	1	1.61%
<b>25 to 44</b>	14	22.58%	12	19.35%	26	41.94%
<b>45 to 64</b>	20	32.26%	14	22.58%	34	54.84%
<b>65+</b>	1	1.61%	0	0.00%	1	1.61%
<b>Total</b>	36	58.06%	26	41.94%	62	100.00%

The majority of staff are in the two age groups that span 25 – 44 years and 45 – 64 years. There is one member of staff over 65 and none under 16 years old.

### 4.2 Recruitment Monitoring by Age

0% of those appointed were aged 16-24, 55.6% were aged 25-44, 44.4% aged 45-64 and 0% were aged 65 and above.

0% of ages were unstated.

### 4.3 Employment Procedure Monitoring by Age

The (1) case for this year was in the 25 – 44 age bracket.

## 5. Learning & Development

2011/2012 Learning & Development (L&D)

The information below shows a total of 29 employees in Place Shaping Directorate that attended the Programme.

## Race

Place Shaping		
BAME	7	24%
White	1	59%
	7	%
Unclassified/Unknown	5	17%
		%
<b>Total</b>	<b>2</b>	
	<b>9</b>	

24% BAME attended the programme compared to the headcount of 17.74%. For the White group 59% attended compared to the headcount of 67.74%.

## Disability

Place Shaping		
No	28	8%
Yes	1	0%
<b>Total</b>	<b>29</b>	

0% of employees who attended had a disability compared to the headcount of 1.61%.

## Sex

Place Shaping		
Female	1	45%
	3	%
Male	1	55%
	6	%
Unclassified/Unknown	0	0%
<b>Total</b>	<b>2</b>	
	<b>9</b>	

45% of employees who attended the programme were female compared to the headcount of 41.94%. 55% of employees were male compared to the headcount of 58.06%.

## Age

Place Shaping		
16 to 24	1	3%
25 to 44	1	34%
	0	%
45 to 64	1	59%
	7	%
65+	0	0%
Unclassified/Unknown	1	3%

Grand Total	2
	9

The highest group 59% of employees who attended the programme were in the age group 45 to 64. This is similar to workforce profile for this age group the highest at 54.84%.

## Unison Comments and Responses

Point	Page number reference	Comments & Responses
1.	Page 3, 2 <sup>nd</sup> paragraph	<p><b>Unison Comment</b></p> <p>Please explain why the report addresses only ‘most of the requirements of the general and specific duty’ and not all?</p>
		<p><b>Council Response</b></p> <p><i>Data on ethnicity, gender, disability and age only are available of the 9 protected characteristics for the period 1 April 2011 – 31 March 2012. The Council agreed in April 2012 new equality monitoring categories to be used within the Council and our SAP system has been updated to reflect these new categories. Staff have been asked to update their personal details held on SAP and once records have been updated any future reporting will include data on the additional protected characteristics.</i></p>
2.	Page 7, 2 <sup>nd</sup> paragraph	<p><b>Unison Comment</b></p> <p>Please outline when the Council set the target of 20% of the top 5% of earners to be from BAME? Also, it is disappointing that BAME is still not represented among Corporate Director level given the recognition of this is previous Council Annual Equality reports. Will the Council set a similar target to this under represented group? If not, why?</p>
		<p><b>Council Response</b></p> <p><i>The Council’s targets, based on previous Best Value Performance Indicators (BVPI), are reviewed annually and adjusted to reflect the community profile.</i></p> <p><i>The Corporate Director level is included in the target of 20% of the top 5% earners to be from BAME.</i></p>
3.	Page 11, Conduct cases by Ethnicity table	<p><b>Unison Comment</b></p> <p><b>Over 64% of conduct dismissals in 2011/12 were BAME. Little comparison of analysis is given to explain why BAME dismissals have increased by over 35% from last year.</b></p>

		<p><b>Council Response</b></p> <p><i>It is difficult to interpret collectively reasons why conduct proceedings were taken against individual employees.</i></p>
4.	Page 11, Capability cases by Ethnicity & Dignity at Work tables	<p><b>Unison Comment</b></p> <p><b>Little comparison is given comparing 2010/11 Employment Procedures data. This may assist the officer responsible to 'draw meaningful conclusions'</b></p>
		<p><b>Council Response</b></p> <p><i>The 2010/11 data has now been included within the report.</i></p>
5.	Page 12, Leavers table	<p><b>Unison Comment</b></p> <p><b>We assume the significant number of staff in the 'Resignation and other' category are as a result of outsource through the Academisation of some of Harrow's secondary schools? It would be helpful if this could be clarified.</b></p>
		<p><b>Council Response</b></p> <p><i>Approximately 1300 members of staff left the Authority following some Harrow schools transferring to Academies.</i></p>
6.	Page 14, Payband table	<p><b>Unison Comment</b></p> <p><b>There is an under representation of female staff in pay bands 5 and 6, a further trend that has not be addressed. Given the continuing under representation of female staff in the Council's top pay bands, will the Council initiate a target (similar to BAME) to represent women fairly among the higher echelons of Council management? If not, why not?</b></p>
		<p><b>Council Response</b></p> <p><i>The Council's targets, based on previous Best Value Performance Indicators (BVPI), are reviewed annually and adjusted to reflect the community profile.</i></p> <p><i>A target was set for the period 2011/12 of 50% of the top 5% of earners to be women. At the end of 2011/12 44.72% of the top 5% of earners were women.</i></p>



7.	Page 16, Redeployees	<p><b>Unison Comment</b></p> <p><b>UNISON is surprised that the numbers (22) seeking redeployment 2011/12 were so low especially when the number of staff made compulsory redundant last year totalled 53. Please explain why those seeking redeployment is significantly lower than the redundancy total?</b></p>
		<p><b>Council Response</b></p> <p><i>The RedeployR system commenced in August 2011 and therefore does not provide data for the complete year. Employees can choose whether to use RedeployR to seek redeployment and therefore is not expected to mirror the actual number of redeployees.</i></p>
8.	Page 16, Employment Procedures table	<p><b>Unison Comment</b></p> <p><b>Little explanation is provided to account for the increase in male dismissals as a result of the manager led Conduct procedure (78.57%). Could this policy be directly/indirectly discriminatory against male employees given the inconsistency against the workforce gender profile?</b></p>
		<p><b>Council Response</b></p> <p><i>Over a number of years, there have consistently been a greater proportion of males involved in Conduct cases compared to women.</i></p> <p><i>This concern will be forwarded to the Employment Sub-group of the Corporate Equalities Group, which is chaired by Jon Turner, Divisional Director of HRD and Shared Services.</i></p>
9.	Page 21, Employment Procedures table	<p><b>Unison Comment</b></p> <p><b>The 'Employment Procedures by Disability' table is not formatted similarly to the other protected groups in the Report. For instance, no breakdown is provided displaying the outcomes of cases, warnings and dismissals involving Disabled staff which is important given the disproportionate amount of disabled staff (8.5%) involved in employment procedures and the pending disability discrimination case (as mentioned page 22).</b></p>
		<p><b>Council Response</b></p> <p><i>The data on employment procedure monitoring by disability has now been formatted similarly to the other protected groups within the report.</i></p>

10.	Page 23, Age Headlines	<p><b>Unison Comment</b></p> <p>The 'Headlines' box for Age has been omitted. For formatting consistency and overall clarity to the reader, please can this be added?</p>
		<p><b>Council Response</b></p> <p><i>A headlines box has now been included within the report.</i></p>
11.	Page 23, 2 <sup>nd</sup> paragraph	<p><b>Unison Comment</b></p> <p><b>UNISON welcomes the actions of the employer to represent and reflect the age profile of the geographical area and increase younger people in the workforce. However, without a set target to achieve and increase those in the 16-24 age group, the 'action necessary' will be meaningless and immeasurable resulting in this negative trend continuing.</b></p>
		<p><b>Council Response</b></p> <p><i>This concern will be considered when the targets are set by HRD and will be forwarded to the Employment Sub-group of the Corporate Equalities Group, which is chaired by Jon Turner, Divisional Director of HRD and Shared Services for their consideration.</i></p>
12.	Page 30 & 31, Equality Training Modules	<p><b>Unison Comment</b></p> <p><b>The various equality training modules should be recorded within the Report as voluntary.</b></p>
		<p><b>Council Response</b></p> <p><i>The report has been amended to note that the equality training is voluntary.</i></p>
13.	Page 32, Actions planned for 2012/13	<p><b>Unison Comment</b></p> <p><b>Please clarify why the annual Under One Sky event for 2012 was cancelled this year? Is one planned for 2013 or is this event subject to budgetary cuts?</b></p>
		<p><b>Council Response</b></p> <p><i>Following guidance from the Metropolitan Police as a result of additional demands being made on the emergency services across the capital due to a number of unprecedented public celebrations including the Diamond Jubilee and Olympic and Paralympics games, Harrow Council decided not to hold Under One Sky in 2012. It is intended to hold Under One Sky in 2013.</i></p>

		<p><b>Unison Comment</b></p> <p><b>Will the Council consider mandatory or core sessions for all new starters?</b></p>
		<p><b>Council Response</b></p> <p><i>Attendance at all training sessions is an issue being considered by Learning &amp; Development.</i></p>
		<p><b>Unison Comment</b></p> <p><b>How does the Council intend to improve attendance at equalities based training sessions?</b></p>
		<p><b>Council Response</b></p> <p><i>Attendance at all training sessions is an issue being considered by Learning &amp; Development.</i></p>
<b>14.</b>	Page 35, Partner Organisations	<p><b>Unison Comment</b></p> <p><b>In light of the under representation of equality groups in Partner Organisations e.g. Capita has a substantially lower proportion of female staff in comparison with Harrow's workforce, what mitigating actions does the Council intend to take in partnership with these external companies to redress the imbalances? Does the Council consider this as an 'Action' to include in its equality work schedule for 2012/13? If not, why not?</b></p>
		<p><b>Council Response</b></p> <p><i>Equalities considerations are included in our assessment of tenders. Unison's concern will be forwarded to the Procurement team for a response.</i></p>
<b>15.</b>	Page 38, Pertemps	<p><b>Unison Comment</b></p> <p><b>We note the profiling data supplied by Pertemps but cannot identify within the report the part time profiling data for the general council workforce as a whole. Why has this been omitted?</b></p>
		<p><b>Council Response</b></p> <p><i>There is no statutory requirement to report on the part time profiling data of the workforce. As reported last year, the 2011/12 report would be focused on the requirements of the Public Sector Equality Duty (PSED).</i></p>

16.	Page 44 onwards, Directorate Reports	<p><b>Unison Comment</b></p> <p><b>It would be helpful if before each Directorate Report a headline box summarising the annual findings of the relevant Directorate is present for ease of use and consistency to full in line with the first half of the Report.</b></p> <p><b>Council Response</b></p> <p><i>A recommendation will be put forward for future Directorate reports to include a headlines box summarising the annual findings.</i></p>
17.	Page 45, Payband table, supporting comments	<p><b>Unison Comment</b></p> <p><b>As 49.14% of staff in Adults &amp; Housing Directorate are BAME (a significantly higher proportion than the workforce profile), it is disappointing to note and alert that only one BAME employee is located in Payband 5 and zero in payband 6. In the supporting comments, the Directorate has not indicated any mitigating actions it proposes to adopt to address this clear underrepresentation. As this has now been highlighted, what action is the Directorate planning to undertake to reverse this trend and how will this be addressed?</b></p>
		<p><b>Directorate Response</b></p> <p>Management acknowledge that there is a low representation of BAME employees in the 5 and 6 pay bands. It must be noted that the number of staff in these bands are a very small percentage of the total workforce in the adults and Housing directorate. Since 2011 there has been the recruitment of one BAME staff in the higher pay band. Therefore there has been an increase in BAME staff in these pay bands which is a step towards are aims to increase BAME staff in higher pay bands making 33.33% of the staff BAME in pay band 5.</p> <p>The directorate continues to develop their staff and encourage all staff to apply for any recruitment opportunities. There is continuous monitoring of BAME representation in the workforce and we will continue to do so with the aim to increase the number of BAME employees in pay bands 5 and 6.</p> <p>In the council there are no BAME employees in pay band 6 and 1.16% of BAME employees in pay band 5 therefore there is a higher percentage (33.33%) of BAME employee's within the directorate compared to the council as a whole.</p>

18.	Page 53, Dignity at Work table, supporting comments	<p><b>Unison Comment</b></p> <p><b>Dignity at Work (DAW) cases in Adults &amp; Housing have been disproportionately submitted by older employees and we are concerned that those responsible for this area are not taking the report seriously. For example, the resultant action that the directorate is taking in response to this is loose and ambiguous i.e. ‘This result may suggest that we should monitor the cases for possible age discrimination’; it is not definitive or affirmative in its description about what needs to be done. Similarly the Conduct table on page 52 also shows that 80% of cases were against older workers, yet no action is planned to address if management have been instigating the Conduct procedure disproportionately against older workers. Given this, will the directorate take appropriate action to address this and account for the high proportion?</b></p>
		<p><b>Directorate Response</b></p> <p>64.88% of the Adults &amp; Housing workforce is aged between 45 and 64 and it is expected that this percentage will increase as there is an ageing workforce. With a high percentage of the workforce being at an older age (45-64) the high number of conduct and DAW cases in the 45-64 age range does align with the high percentage of older workers. 85.71% of DAW cases and 63.83% of conduct cases in the council were in the 45-64 age range highlighting that there is a high percentage within the council as well as the directorate.</p> <p>At the workforce strategy meetings the conduct cases will be reviewed in terms of age to monitor this trend.</p>
19.	Page 56, Payband table, second paragraph	<p><b>Unison Comment</b></p> <p><b>The second paragraph, second sentence contains an action for the directorate workforce strategy group regarding the assistance of BAME employees. It would be helpful for accountability purposes if all of the actions directorates are going to undertake are summarised so that they can be tracked during the year and at each Annual Equalities report for ECF scrutiny.</b></p>
		<p><b>Directorate Response</b></p> <p>In terms of any issues raised from the equalities report they will be considered by a sub group of the Corporate equalities group which has been set up to establish appropriate actions that need to be taken. Please note this has not been organised by the directorate but the Corporate equalities group. Positive actions will be considered in ensuring that the council alleviates disadvantaged and underrepresented groups.</p>

20.	Page 68, Dignity at Work Cases by Race, supporting comments	<p><b>Unison Comment</b></p> <p><b>Although a small number of staff submitted DAW complaints in Children's, it is noticeable that 71% were BAME. It has recently been highlighted to UNISON through Joint Committee that the department is responding to this year's adequate Ofsted findings in a robust manner to improve performance and that staff will have to 'up their game'. Given this focus on staff and the disproportionate amount of DAW complaints from BAME in 2011/12, what action is the Children's directorate planning to undertake to address this trend and also ensure that BAME staff do not suffer unfavourable treatment that may result in a further increase in DAW cases in 2012/12?</b></p>
		<p><b>Directorate Response</b></p> <p><i>It is not considered that this could be reasonably described as a trend though it is certainly a statistic to be alert about. Children's Services, like all Directorates, is obliged to follow the policy and practice standards set by the Council to support the fair treatment of staff.</i></p>
21.	Page 79, Race Workforce Profile, supporting comments	<p><b>What work is the Community &amp; Environment Directorate undertaking to redress the unreflective nature of the department in terms of BAME in comparison to the geographical profile of Harrow?</b></p>
		<p><b>Directorate Response</b></p> <p><i>The directorate's Equality Task Group has recently held an Equalities Forum to look at this and related issues. An action plan is currently in development to address this issue.</i></p>
22.	Page 81, 1.3 Employment Procedure Monitoring by Race, Conduct Cases by Race, supporting comments	<p><b>Unison Comment</b></p> <p><b>Despite the comment that the figures may 'impact a disproportionate level of application of the Conduct procedure', little mention is given to the fact that only 26.4% of the directorate's workforce is BAME disputing this mitigating explanation.</b></p>
		<p><b>Directorate Response</b></p> <p><i>See response to question 21.</i></p>

23.	Page 82, Disability Payband table, supporting comments	<p><b>Unison Comment</b></p> <p><b>A half-hearted recommendation is made for the workforce strategy group with ‘a view’ to develop and support ‘career progression for disabled employees’ without any real detail or conviction about how this will be achieved or target the Council is striving to redress the imbalance. UNISON takes the view that this should be a corporate wide equality priority built within this year’s action plan with firm and transparent actions.</b></p>
		<p><b>Directorate Response</b></p> <p><i>The Equality Task Group will consider this issue.</i></p>
24.	Page 86, Section 5 Learning & Development, Supporting paragraph	<p><b>Unison Comment</b></p> <p><b>The paragraph in error refers to ‘Place Shaping’. It should refer to the Community &amp; Environment Directorate.</b></p>
		<p><b>Directorate Response</b></p> <p><i>This has been amended to Community &amp; Environment.</i></p>
25.	Page 91, Payband table, supporting comments	<p><b>Unison Comment</b></p> <p><b>What has been done to date to develop and support career progression for disabled employees by the Workforce Strategy Group?</b></p>
		<p><b>Directorate Response</b></p> <p><i>The Resources Workforce Strategy is currently in draft form and subject to further discussion and agreement at DMT.</i></p>
26.	Page 93, Dignity at Work Cases by Sex	<p><b>Unison Comment</b></p> <p><i>Did any of the DAW cases raised by female staff relate to sex discrimination complaints?</i></p>
		<p><b>Directorate Response</b></p> <p><i>No.</i></p>
27.	Page 99, Payband table, supporting comments	<p><b>Unison Comment</b></p> <p><b>What action is planned to address the under representation of disabled staff in the higher paybands of Legal &amp; Governance? In light of our recommendation above to make this a corporate equality action point, we</b></p>

		<p><b>note that this has not been featured as one of the actions planned for 2012/13 as included on page 32.</b></p>
		<p><b>Directorate Response</b></p> <p><i>In Quarter 4, Legal and Governance had the second highest number of disabled staff across the Council. All who meet the selection criteria may apply for any vacant positions.</i></p>
28.	Page 104, Payband table, supporting comments, 2 <sup>nd</sup> paragraph	<p><b>Unison Comment</b></p> <p><b>Little information is provided detailing how the directorate is planning to address the issue of assistance to BAME employees with career progression. Please outline and include within the report the specifics of what action will be taken?</b></p>
		<p><b>Directorate Response</b></p> <p><i>The report clearly states that the workforce strategy group ‘The directorate will need to consider this information at the workforce strategy group and address the issue of how to assist BAME employees with career progression.’ This is a recommendation put forward for consideration at the workforce strategy group when it next meets.</i></p> <p><i>The workforce strategy group will meet in Q3 to consider the issues raised in the report, they will feedback their findings to DMT for consideration. The report states ‘The workforce strategy group should <u>consider</u> how they can address the issues to assist female staff with career progression.</i></p> <p><i>Any action or steps recommended will be referred back and considered by DMT.</i></p>
29.	Page 106, Payband table, supporting comments	<p><b>Unison Comment</b></p> <p><b>The Place Shaping directorate appear to abdicate responsibility to the Workforce Strategy Group on the gender pay imbalance. As this has been abdicated, please outline the actions and plans the Group is undertaking to address the imbalance and dates at which progress can be monitored?</b></p>
		<p><b>Directorate Response</b></p> <p><i>See response to question 28.</i></p>



## Annual Equalities Report Notes of Feedback Meeting with GMB – 5 September 2012

Sanjay Karia (SK), Branch Secretary  
Dilip Chouhan (DC), Equalities Officer  
Vanessa Cooper (VC), Senior HRD Adviser  
Tish Tunnacliffe (TT), Senior HRD Adviser

SK requested an extension to the 12 September 2012 deadline for comments. SK was advised that an extension could not be given as the timescales were tight to reach the ECF deadlines. However, SK was advised to forward any further comments in relation to the Annual Equalities Report to HRD before the ECF meeting on the 15 October 2012 and these comments could then be included in the paperwork.

- **Workforce Profile Charts**

For ease of comparison, GMB requested the charts include the statistics for last year. These have since been included.

- **Recruitment - Appointment figures**

GMB raised concerns that the figures for appointments are very high. The figures for internal and external appointments could be misleading as they include employees who have changed jobs through restructures and agency workers. It should be easier to differentiate between internal and external appointments. This feedback will be considered further.

- **Sex characteristic**

GMB requested that the figures (x4) for females at Payband 6 be checked as the figures reported seemed high. Following the meeting, the figures were checked and the figures within the report are correct.

- **Disability characteristic**

GMB reported that HAD felt that not all disabled employees are declaring their disability. A discussion took place on this including the self classification from employees on their disability status; some may not consider they have a disability. A project is currently underway requesting employees update their personal records held on SAP, which include the 9 protected characteristics and briefing sessions will be arranged which may help employee's perception on how this information is used. This may increase the proportion of the workforce declaring a disability.

- **Maternity & Pregnancy characteristic**

GMB requested the data is broken down by schools and non-schools. This will be considered for future reports.

**Annual Equalities Report**  
**Notes of Feedback Meeting with Harrow Equalities Centre – 5 September 2012**

Sami Aziz (SA)  
Vanessa Cooper (VC), Senior HRD Adviser  
Tish Tunnacliffe (TT), Senior HRD Adviser

**1. Workforce Profile - Sex**

Concerns were raised about the under representation of women at higher levels in the Council, particularly in view of the high proportion women employed and queried what steps were being taken to address this.

There is currently no training specifically targeted at developing women within the Council. In the past the Council has provided Springboard training, specifically for developing female employees, however this is not currently taking place due to financial constraints.

SA felt that Managers could be made more aware of equalities issues and offered the assistance of the Harrow Equalities Centre in addressing this.

**2. Recruitment – Contact III**

Concerns were raised that no data was available on recruitment by schools. In the past, attempts to obtain this information were unsuccessful but it was agreed to look into this again.

It was explained that there were quite a large number of internal appointments as a result of reorganisations/restructures.

**3. Census Data**

SA queried when the data from the latest census (2011) would be available for use in the Annual Equalities Report. This should be available when next year's report is being compiled and it is accepted that this could have implications.

**4. Workforce Profile – Disability**

Concerns were raised about the low proportion of employees in the workforce who declared a disability, even though the figure increased to 2.02% (from 1.84% in the previous year). This figure should be considered with care as the number of disabled employees actually fell to 102 from 116 in the previous year.

The Council will shortly be asking staff to update their personal records, which include the 9 protected characteristics, and this may increase the proportion of the workforce declaring a disability.

## **5. Recruitment – Disability**

Concerns were raised about the low level of appointments of employees with disabilities. Due to the higher level of recruitment, whilst the proportion reduced from 4.8% in the previous year, to 2.7% in this year's report, the actual number of appointments rose from 2 to 5.

One way in which Harrow Council tries to attract disabled applicants is by including the Disability (Two Ticks) symbol in its advertisements demonstrating that it is recognised by Job Centre Plus for its continued commitment to meeting the needs of disabled employees.

## **6. General Comments**

SA suggested that Managers could be made more aware of equalities issues and offered the assistance of the Harrow Equalities Centre in addressing this.

SA suggested that it was important for equalities training for Managers and staff to be mandatory as it was important that all were aware that it was not just about race but all the nine protected characteristics. .

SA queried whether there were currently any mandatory equalities training for Managers and staff at Harrow Council. There is no mandatory equalities training at the moment but this will be given future consideration.

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

None.

### **Section 4 – Financial Implications**

There are no financial implications relating to this report.

### **Section 5 - Equalities implications**

None. This information report sets out information captured on equalities in employment.

### **Section 6 – Corporate Priorities**

The report relates to employment for Council employees and as such supports delivery of all corporate priorities.

Name: Steve Tingle



on behalf of the  
Chief Financial Officer

Date: 27 September 2012

### **Section 7 - Contact Details and Background Papers**

**Contact:** Marion Afoakwa, Performance and Productivity Manager, Tel: 020 8420 9412.

**Background Papers:** None

**REPORT FOR: EMPLOYEES'  
CONSULTATIVE FORUM**

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<b>Date of Meeting:</b>	15 October 2012
<b>Subject:</b>	<b>INFORMATION REPORT – Follow-Up Actions</b>
<b>Key Decision</b>	N/A
<b>Responsible Officer:</b>	Jon Turner – Divisional Director Human Resources and Development and Shared Services  Hugh Peart – Director of Legal and Governance Services
<b>Exempt:</b>	No
<b>Decision Subject to call-in</b>	N/A
<b>Enclosures:</b>	Appendix 1 – Follow Up Action Sheet

**Section 1 – Summary**

This report sets out information relating to follow up actions agreed by the forum since January 2012.

**FOR INFORMATION**

## **Section 2 – Report**

1. Members of the Forum have requested at each meeting for an update on information relating to follow-up actions agreed by the Forum.
2. Enclosed at appendix 1 is the current grid detailing follow –up actions and their relevant updates including those requested at the last meeting.
3. Members of the Forum are invited to consider the information and note the report.

## **Section 3 – Further Information**

4. None.

## **Section 4 – Financial Implications**

5. There are no financial implications relating to the recommendation of the report. Any costs involved with implementing any follow-up actions have been contained within relevant budgets.

## **Section 5 - Equalities implications**

6. An Equalities Impact Assessment was not required for this report as it simply informs on actions requested by the Forum at its previous meeting. There are therefore no equalities implications associated with this report.

## **Section 6 – Corporate Priorities**

7. This report demonstrates transparency and accountability in relation to the follow-up actions requested by the Forum. This contributes to the CREATE values and the Council’s Corporate Priority of ‘United and Involved Communities: a Council that Listens and Leads’ by demonstrating how actions requested by the forum have been implemented by officers.

Name: Steve Tingle



On behalf of the Chief  
Financial Officer

Date: 4 October 2012

## **Section 7 - Contact Details and Background Papers**

**Contact:** Vishal Seegoolam, Senior Democratic Services Officer, 020 8424  
1883

**Background Papers:** Minutes of the Employees' Consultative Forum  
since January 2012.

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## EMPLOYEES' CONSULTATIVE FORUM - ACTIONS

MEETING	ITEM	Recommendation / Points to address	Action to be taken by	Status
4 July 2012	Terms of Reference for the ECF	That a working group be established to review the Forum's Terms of Reference	Jon Turner	Ongoing
4 July 2012	Information Report – Annual Health and Safety Report	That information be provided to those Members who required it on asbestos management	David Ward	Completed
4 July 2012	Employees' Side Report on Fairness and Consistency in Dignity at Work complaints and management's response	A Councillor working group be established to review 5 previous DAW cases with a report presented back to the Forum on its findings.	Jon Turner	Ongoing
18 April 2012	Employees' Side Report on Health and Safety Policy and Procedures and Ongoing Health and Safety Issues and Management's Response	That the joint report of the Assistant Chief Executive and Unison be presented to the next meeting of the Forum relating to Health and Safety Policy and Issues, detailing areas of agreement and disagreement.	David Ward, Unison	Completed (4 July 2012)
24 January 2012	Public Questions	That officers provide a response to the Public Questioner directly.	John Edwards	Completed (31 January 2012)

## EMPLOYEES' CONSULTATIVE FORUM - ACTIONS

MEETING	ITEM	Recommendation / Points to address	Action to be taken by	Status
24 January 2012	Employees' Side Report on a DTL Collective Dispute and Management's Response	Resolved that a report be presented to the next meeting of the ECF on training and IPADs in the Public Realm Service.	John Edwards	<b>Completed</b> <b>(18 April 2012)</b>
24 January 2012	INFORMATION REPORT - Half Yearly Health and Safety Report 2011/12	A report be presented to the next meeting of the Forum on the take up by staff of Health and Safety courses.	David Ward	<b>Completed</b> <b>(18 April 2012)</b>

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