

Employees' Consultative Forum

AGENDA

DATE: Wednesday 9 October 2013

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)

Chairman: Councillor Paul Osborn

Councillors:

Mrs Camilla Bath
Barry Macleod-Cullinane

Bob Currie
Graham Henson
David Perry

Thaya Idaikkadar

Employee Representatives:

Representatives of HTCC: Ms L Snowdon (2 vacancies)

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

Representatives of GMB: Mr S Karia

(Reserve Council Side Members overleaf)

Reserve Council Side Members:

1. Marilyn Ashton
2. Tony Ferrari
3. Susan Hall

1. Ben Wealthy
2. Keith Ferry
3. Ajay Maru

1. Nizam Ismail

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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. APPOINTMENT OF VICE-CHAIRMAN

To receive a nomination from the Employees' Side as to the Vice-Chairman of the Forum for the Municipal Year 2011/12.

4. MINUTES (Pages 1 - 16)

That the minutes of the meeting held on 31 January 2013 be taken as read and signed as a correct record.

5. PETITIONS

To receive petitions (if any) submitted by members of the public/Councillors under the provisions of Executive Procedure Rule 48 (Part 4D of the Constitution).

6. DEPUTATIONS

To receive deputations (if any) under the provisions of Executive Procedure Rule 49 (Part 4D of the Constitution).

7. PUBLIC QUESTIONS

To receive questions (if any) from local residents or organisations under the provisions of Executive Procedure Rule 50 (Part 4D of the Constitution).

8. ANNUAL EQUALITY IN EMPLOYMENT MONITORING REPORT - PART 1
(Pages 17 - 56)

Report of the Corporate Director of Resources

9. ANNUAL HEALTH & SAFETY REPORT (Pages 57 - 116)

Report of the Corporate Director of Resources

**10. ACTIONS AGREED BY THE EMPLOYEE CONSULTATIVE FORUM -
EMPLOYMENT SUB GROUP** (Pages 117 - 122)

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

AGENDA - PART II - NIL

EMPLOYEES' CONSULTATIVE FORUM MINUTES

31 JANUARY 2013

Chairman: * Mr G Martin

Councillors: * Mrs Camilla Bath * Barry Macleod-Cullinane (1)
* Bob Currie † Paul Osborn
* Graham Henson * Navin Shah (3)
* Thaya Idaikkadar

Representatives of HTCC: Ms L Snowdon

Representatives of UNISON: * Ms D Hattam * Mr S Compton
* Ms L Ahmad
* Mr D Butterfield

Representatives of GMB: * Mr S Karia

* Denotes Member present
(1) and (3) Denote category of Reserve Members

114. Attendance by Reserve Members

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

Ordinary Member

Councillor Jean Lammiman
Councillor Bill Stephenson

Reserve Member

Councillor Barry Macleod-Cullinane
Councillor Navin Shah

115. Declarations of Interest

RESOLVED: To note that the following interests were declared:

Agenda Item 7 – Information Report – Xcite Graduate Programme; Agenda Item 8 – Information Report – Revenue Budget and Medium Term Financial Strategy 2013-14 to 2016-17 and Draft Capital Programme 2013-14 to 2016-17; Agenda Item 9 – Information Report – Dignity at Work Appeal Hearings Case Review; Agenda Item 10 – Review of the Terms of Reference for the Employees’ Consultative Forum; Agenda Item 11 – Information Report – Employment of 16 to 24 Year Olds; Agenda Item 12 – Employees’ Side Report on Formal Trade Dispute – Waste Services; Agenda Item 13 – Management Response to Unison Report – Formal Trade Dispute Waste Services.

Councillor Bob Currie declared a non-pecuniary interest in that he was a member of Unison and his son was an employee of the Council. He would remain in the room whilst the matters were considered and voted upon.

Councillor Graham Henson declared a non-pecuniary interest in that he was a member of the Communication Workers Union and he had a cousin who was an employee of the Council. He would remain in the room whilst the matters were considered and voted upon.

Councillor Barry Macleod-Cullinane declared a non-pecuniary interest in that his sister was an employee at Hatch End High School and that he was an employee of London Councils Ltd. He would remain in the room whilst the matters were considered and voted upon.

Councillor Navin Shah declared a non-pecuniary interest in that he was a member of the GMB Union. He would remain in the room whilst the matters were considered and voted upon.

Councillor Sachin Shah declared a non-pecuniary interest in that he was a member of Unite the Union.

116. Minutes

RESOLVED: That the minutes of the meeting held on 15 October 2012 be taken as read and signed as a correct record subject to amending Deborah Hattam’s name to be spelt correctly.

117. Petitions, Deputations and Public Questions

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

RECOMMENDED ITEM

118. Review of the Terms of Reference for the Employee Consultative Forum

An officer introduced a report which set out proposals for changes to the Forum's Terms of Reference, which included reducing Forum meetings to twice a year and establishing a new Sub-Group to meet six times a year.

The officer reported that:

- a Working Group had been established to review the Forum's Terms of Reference. This Working Group was made up of Trade Union representatives, Councillors and Officers;
- the Working Group believed that it was important to ensure that all issues that were usually presented to the Forum were reviewed in more detail and produce agreed outcomes;
- the Working Group also believed that it was important that meetings between the Trade Unions and the Council were more frequent to ensure that outcomes were facilitated in a shorter space of time;
- the report enclosed the proposed Terms of Reference for the Forum and the proposed Sub-Group.

The Vice-Chair of the Forum commented that the proposals had been developed in agreement with the political groups and the Trade Unions. These proposals ensured more fluidity and flexibility in being able to resolve issues between the Trade Unions and the Council.

In response to queries raised by Members of the Forum, officers responded as follows:

- reference to a change being required due to some discussions in the public not being good for the Council's reputation related to the perception provided at meetings. Whilst it was believed that there was good robust debate at meetings and a good relationship between the Council and the Trade Unions, any independent observers may believe that there was total conflict despite this not being the case. Some Members of the Forum commented that there was a good level of debate at meetings and that the Forum played a vital role in the relationship between Trade Unions and the Council. This ultimately improved the services delivered to residents by the Council;
- although it was noted that attendance at the Sub-Group may be difficult for Members who worked during the day, it was envisaged that attendance would be made up from the pool of Members on the Forum and that for each meeting there would always be a Member able to attend. Some Members commented that despite this response, some Members would not be able to attend during the day; and would limit the pool of expertise Members provided;

- action points would be produced from the Sub-Group meetings. These would then be reported to the Forum. The meetings of the Sub-Group did not specify that these meetings would be held in public but this could be investigated. It was not intended to recreate formal Forum procedures as part of these Sub-Group meetings.

A Member of the Forum commented that it was important that the outcomes from the Sub-Group were a matter of public record. It was important that the outcomes were reported publicly to ensure that they could be scrutinised accordingly. The Member believed that further work was therefore required on the Terms of Reference of the Sub-Group and should be reported back to a future meeting of the Forum. The Vice-Chair of the Forum commented that this suggestion highlighted the reasons why a change was required. Quicker outcomes were required and action points from the Sub-Group could always be published publicly.

An officer responded that the outcomes would be formally reported to the Forum at its meetings. Additionally the issues raised by the Member did not require an alteration to the Terms of Reference but were rather procedural issues to resolve. This could be further considered if required.

Resolved to RECOMMEND: (to Cabinet)

That the proposed changes to the Terms of Reference of the Employees' Consultative Forum be agreed.

(Councillors Camilla Bath and Barry Macleod-Cullinane wished to be recorded as having voted against the recommendation).

RESOLVED ITEMS

119. INFORMATION REPORT - Xcite Graduate Programme

An officer introduced a report which set out information relating to the performance of the Xcite Gradplan which provided unemployed graduates into work placements and support into employment.

The officer reported the following:

- the Gradplan was part of a number of employment programmes run by the Council. Funding had been obtained from Job Centre Plus. This amounted to £48,000 and was paid on the basis of costs and outcomes;
- this was one of the only projects running in London. The purpose of the programme was to provide graduates with work experience;
- during the training provided, graduates were provided with training opportunities and able to develop skills in relation to IT, minute taking and report writing;

- the intake for this programme had been split into 3 rounds. The economic development unit had implemented a novel way of matching graduates to placements. This involved 'speed dating' events allowing managers an opportunity to outline the placement on offer and graduates an opportunity to state how their skills best met the needs of the placement;
- the range of paid employment secured by graduates involved in the programme included 16 in local government. In addition to this graduates had also obtained a range of different jobs in other sectors.

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

- all graduates who had been involved in the programme had obtained full time employment;
- the programme only offered work experience not employment. Therefore graduates involved in the programme were not performing the duties of full time staff;
- there was no impact on re-deployees if a graduate was on placement in a relevant service area.

RESOLVED: That the report be noted.

120. INFORMATION REPORT - Revenue Budget and Medium Term Financial Strategy 2013-14 to 2016-17 and Draft Capital Programme 2013-14 to 2016-17

The Forum received a report setting out the Council's proposals for the budget and Medium Term Financial Strategy 2013-14 to 2016-17 and also the Draft Capital Programme 2013-14 to 2016-17 for consultation.

The Corporate Director of Resources introduced the item by conducting a presentation which consisted of several themes.

Revenue Budget

The Corporate Director of Resources reported that:

- the Comprehensive Spending Review in 2010 had been the most challenging funding settlement in decades;
- the Council had been required to make a 28% cut in its controllable budget over 4 years;
- several more years of reductions to the Council's budget were expected;

- the Council were experiencing growth pressures including demographic changes impacting on social care and school places;
- there was a historically low level of grant funding provided to the Council;
- under funded services had recently been transferred to the Council including Council Tax Support and Social Funds, adding further pressure to the Council's budget;
- the proposed budget had been guided by the Corporate Priorities. In addition to this the budget reflected 5 key principles which included continuing to make savings in the civic centre and ensuring the services residents cared about were protected from drastic cuts;
- at the time the December Cabinet draft Budget report was written, the Council had a funding gap of £5.2 million for 2013-14 and £3.3 million for 2014-15. However for the following 2 years after this, the funding gap increased significantly;
- the draft Budget requirement for 2013-14 was approximately £181 million. This figure took into account budget pressures, technical changes and an increase in Council Tax;
- some of the budget pressures included a reduction in Government Grants by £8.5 million, a contingency of £1 million and an extra £1 million to deal with anticipated homelessness;
- some of the budget reductions included a reduction in Adults Contract Management by £1.3 million and a reduction as part of the PRISM project by £1.5 million.

Capital Programme

The Corporate Director of Resources then presented information relating to the Council's Capital Programme. The Corporate Director explained that the Council was planning to reduce overall Capital spending consistent with the reductions in revenue budget. The planned Capital Programme involved spending on IT infrastructure, Schools and investment in the Town Centre.

The Corporate Director of Resources reported that the Council was conducting a significant amount of work to reduce the funding gap. This included reviewing all major contracts, reviewing growth proposals and aggregating services.

The Corporate Director also reported that a balanced revenue budget would be presented to the February Cabinet Meeting for recommendation to full Council. As Section 151 Officer, she believed that although this was not without risk, sensible and reasonable assumptions had been made.

Implications Relevant for the Forum

The Corporate Director then presented information on staffing implications which was relevant to the interests of the Forum. It was reported that:

- the budget had made an assumption for a 1% pay increase for 2013/14 and 2014/15 with a 2% increase from 2015/16, in line with the Government's public sector pay policy. Increments paid on top of the pay award had also been taken into account;
- Employer Pension Contributions would be increased by 0.25% in 2013/14 and then the MTFS assumed increases of 0.5% per annum from 2014/15 after the triennial actuarial review. The next triennial review valuation was in March 2013 and the revised contribution rate would take effect from 2014-15;
- the Council had renegotiated with its entire staff on their contractual terms and conditions. This had been implemented in January 2013;
- the Council would be introducing mobile and flexible working which would provide beneficial impacts for staff and the Council;
- there would be a reduction in the numbers of agency staff employed;
- the Council would be introducing a ½% vacancy management saving;
- the Council had established joint legal services and public health arrangements with Barnet Council;
- the implementation of SNT III would also have staffing implications;
- there were a number of ongoing projects which would have staffing implications. This included the Cultural Strategy Review, the Environment and Enterprise Restructure and Transformation in the Finance Service;
- all staff that could potentially be impacted on by any of the proposals in the budget had been informed. In addition to this all Council policies and procedures including the Protocol for Managing Organisational Change would apply throughout;
- the Trade Unions had been briefed on the proposals at DJC meetings;
- it was anticipated that the final Local Government Finance Settlement would be confirmed on 13 February 2013. In the meanwhile the Council were performing a number of actions to close the funding gap which included reviewing major contracts, reviewing growth proposals and aggregating services;

- Cabinet would be reviewing the final proposed budget at its meeting on 14 February 2013 with Full Council making its final decision on 28 February 2013.

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

- the proposal relating to a reduction in the use of agency staff also related to the number of consultants and interims used by the Council. It was noted that it was felt that this should have been made more explicit;
- details were needed of any cases which Members of the Forum believed demonstrated that people made redundant by the Council were then employed as consultants or interims. However it had to be noted that the Council was under obligation to employ those who were best equipped for the job;
- the Administration of the Council had provided guidance to officers on how the funding gap was to be met. The report that would be presented to Cabinet in February 2013 would present a balanced budget for the next financial year and for 2014-15. Funding challenges still remained for the subsequent years after this;
- the Corporate Director, in her role as Section 151 officer, believed that the budget was deliverable. However it was acknowledged that there were risks in the budget, but these risks were understood by the Council as a whole;
- staff who would be affected by the proposals in the budget had been told informally. A formal and legal process of consultation, where necessary and appropriate, would then take place after this;
- discussions relating to the potential impact on staff arising from the proposals in the budget had taken place with the Trade Unions at DJC meetings;
- it was important for the Council to ensure that no member of staff was made aware of any impacts on their role other than being told directly by their manager. This was not intended to replace formal consultation, which would be conducted legally and properly;
- in relation to a query on procurement related pressures due to a change in market price and profit share for dry recyclables, when the procurement arrangements were set last year it made significant savings. However in setting the budget, a new contractual arrangement had to be entered into which had a lower price per tonne, creating an adverse impact. This was due to market conditions;
- Trade Waste services within the Council were operating at a loss. Members had therefore proposed that Trade Waste Services be

discontinued. Relevant figures relating to this proposal would be provided to the Trade unions once the Council was in a position to share them. The Trade Unions would also send to the Corporate Directors, evidence that they had obtained indicating that revenue from Trade Waste was being used for other purposes;

- it was estimated that there would be approximately 220 to 230 Full Time Employment (FTE) releases from the Council. This approximately comprised of 60 FTE releases in the Resources Directorate, 70 in Environment and Enterprise, 23 in Children and Families Directorate and 70 in the Community, Health and Well Being Directorate;
- the Council always offered support to those staff that were at risk of redundancy. The level of support would significantly increase once formal consultation had commenced on any proposals;
- agency staff had been use in situations where a known reduction in levels of staffing was due to take place. This ensured that employees of the Council were not made redundant when staffing reductions took place;
- an overspend in the Procurement Team had been as a result of extra investment to strengthen the resilience and expertise of the Team to deliver corporate efficiencies and savings. Extra revenue had been required to maintain interim support for the team for a longer period than had been initially envisaged;
- the money within the Transformation and Priority Initiatives Fund could assist in funding the costs of change and redundancies if required;
- an Equality Impact Assessment had been prepared and produced as part of the final budget proposals. This would be appended to the final report to Cabinet in February 2013;
- the intention of the informal talks with staff was not to replace formal consultation but rather to ensure that they were fully informed and supported. This had been requested by the Corporate Strategy Board. The Council had additionally done some work on an online redeployment pool which also provided access to vacancies in other Local Authorities across London.

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

- there was concern that the Trade Unions had not been advised formally of other reductions in staffing levels other than the PRISM project. This was refuted by the officers present;

- it was important to know the number of FTE releases as part of the budget proposals to ensure that the Trade Unions could plan and support their members;
- there was concern that the budget proposals would have a detrimental impact on the community, especially in relation to dealing with Hate Crime;
- there was concern that there would be a high level of stress and lower morale amongst staff as a result of the budget proposals;
- there would be a number of job losses within the Council. This should have been made more apparent in the report. One Member of the Forum commented that this had already been provided at previous DJC meetings;
- further information was requested on the rent paid by Unison to the Council from its budget of £57,000. This figure together with the reduction in Trade Union Facility time meant that it would cause difficulties for Unison to fully support all of its 2500 members.

RESOLVED: That the report be noted.

121. INFORMATION REPORT - Dignity at Work Appeal Hearings Case Review

The Divisional Director of Human Resources and Development and Shared Services introduced a report which set out the outcomes and conclusions reached by a working group which reviewed previous Dignity at Work Appeal Hearing cases. The Divisional Director reported that this review had been conducted at the request of the unions. The working group had reviewed 5 cases selected by the unions.

A Member of the Forum reported that there were a number of issues that they had highlighted:

- the outcomes reached in each of the cases had been supported by the working group;
- there was concern in relation to the timescales for Dignity at Work cases. The working group believed that if timescales were not deliberately adhered to, this could result in conduct issues;
- the working group believed that cases which related to restructures should not be dealt with under the DAW procedure but dealt with as part of the restructuring process;
- the working group believed that paperwork should be submitted in chronological order;

- the initial letter to employees relating to conduct cases was sometimes ambiguous. It was important for letters to be clear so that there was full clarity regarding allegations etc.

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

- the unions supported the view that if timescales were not adhered to by management if they deliberately missed timelines, they should be subject to conduct procedures;
- there were sometimes genuine reasons as to why there were delays in the DAW process caused by both sides;
- more clarity was required on the ownership of actions arising out of DAW appeals.

RESOLVED: That the report be noted.

122. Review of the Terms of Reference for the Employee Consultative Forum

RESOLVED: That the Employees' Consultative Forum Employment Sub-Group be established with the Terms of Reference contained at Appendix 1 to these minutes.

123. INFORMATION REPORT - Employment of 16 to 24 Year Olds

The Forum received a report which provided comparative figures from other authorities on the employment of 16 to 24 year olds, their career grade posts and analysis on their barriers to the recruitment and employment.

The Divisional Director of Human Resources and Development and Shared Services reported the following:

- the Forum had previously requested information on this subject to be presented to this meeting;
- Harrow's percentage of employees aged 16 to 24 of 2.1% fell in the first quartile of all the London Boroughs, and the first quartile for outer London;
- the proportion of Harrow employees aged 16 to 24 had risen and this trend appeared to be continuing;
- 66 employees, who were aged between 16 to 24, were in career graded posts;
- the reason for relatively few staff being on career graded posts included issues in the turnover and age of workforce, workforce reductions and restructures;

- there were a number of barriers to the recruitment of 16 to 24 year olds. This included legislation which provided that appointments to roles had to be based on merit. Therefore those without work experience were more likely to be disadvantaged;
- the Equality Act also meant that employers were not permitted to discriminate on the grounds of age to employ people;
- the Labour Job climate was currently difficult. This meant that those who had experience were at much more of an advantage;
- proportionally Harrow had the lowest number of young people Not in Employment Education or Training (NEET) figure in London;
- the Government had funded schemes to support the employment young people through the Future Job Fund where the wages were funded by the DWP;
- due to the current national economic climate, there were currently fewer job opportunities within Harrow Council.

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

- it was important for the Council to have an appraisal system and identify development needs;
- opportunities for young people with disabilities should always be encouraged.

RESOLVED: That the report be noted.

124. Exclusion of the Press and Public

RESOLVED: That in accordance with Part I of Schedule 12A to the Local Government Act 1972, the press and public be excluded from the meeting for the following item(s) for the reasons set out below:

<u>Item</u>	<u>Title</u>	<u>Reason</u>
12 and 15	Employees' Side Report on Formal Trade Dispute – Waste Services and Appendices	Information under paragraph 4 (contains information relating to negotiations in connection with a labour relations matter between the authority and its employees).
13 and 16	Management Response to Unison Report: Formal Trade Dispute Waste Services and Appendices	Information under paragraph 4 (contains information relating to negotiations in connection with a labour relations matter between the authority and its employees).

125. Employees' Side Report on Formal Trade Dispute - Waste Services and Management's Response

The Forum received an Employees' side report relating to a formal trade dispute. A representative from Unison introduced their report and made the following points:

- members of staff in the Waste Service faced redundancy as a result of the PRISM project within the Environment directorate;
- Unison had used all internal processes complying with the terms of the recognition agreement in attempts to resolve this Trade Dispute. Meeting marked the final stage of the internal process before a decision was made whether to externally refer the matter to the Joint Secretaries in the prevention of possible industrial action;
- Unison were asking the Forum to support a recommendation that aborted the planned staffing reduction in the Waste Service on the grounds that the Council did not engage in meaningful consultation and did not identify any such particular staffing impact within the accompanying Equalities Impact Assessment (EqIA);
- Unison had a number of comments in relation to the response provided by management to their report. In relation to failing to consult, Unison believed that the management rebuttal relied on the identification of consultation processes that took place after the formal Outline Business Case (OBC) consultation process in May 2012. The OBC stage was the formal stage of consultation prior to any decision being made;
- the formal consultation process commenced on 3 May 2012 and continued until 17 July 2012. This consultation potentially impacted the Waste Service and related to the Alternative Delivery Model (ADM) through a Transfer of Undertakings or TUPE. Unison believed that the Waste Service did not feature in PRISM planning at this stage;
- Unison believed that the formal consultation process had not outlined any reductions in staff or potential redundancies in the Waste Service as its focus was TUPE;
- Unison believed that the management report contained no documentary evidence to substantiate or produce a set of minutes within the formal consultation period that made reference to the deletion of 12 staff and 4 vehicles in the Waste Service prior to the production of the FBC consultation stage;
- Harrow Council followed ACAS Codes of Practice in relation the correct implementation of employment law including consultation. Unison believed that the ACAS website confirmed that consultation "involves taking account of as well as listening to the views of employees and must therefore take place before decisions are made". It further stated

“Making pretence of consulting on issues that have already been decided is unproductive and engenders suspicion and mistrust about the process amongst staff”.

- Unison believed that management had not duly followed ACAS practice and had disregarded Section 15 of the Recognition Agreement which declared that proper consultation with the staff and union would occur before decisions were taken;
- Unison also believed that the Council could face a breach of the Collective Agreement governing the Waste Service which forbid unilateral decisions on service personnel and standards with over a hundred potential breaches of contract claims;
- the management report confirmed Unison’s belief that the EqIA did not reference the Waste Service group;
- Unison believed that the PRISM EqIA failed to identify any potential staffing impact;
- Unison believed that the EqIA management were relying on which was submitted for Cabinet decision in September 2012 was irrelevant. Unison believed that the EqIA made numerous and irrelevant references to ADM adoption and TUPE transfer should employees transfer to another employer. Unison believed that they had been refused access to any input, consultation and engagement on it.

The Divisional Director of Environmental Services addressed the Forum and made the following points:

- Unison had been fully consulted on the PRISM report;
- there was clear evidence that prior to the original Cabinet decision on 13 September 2012, consultation documents were sent to the trade unions on 3 August 2012 with a consultation close date of 28 August 2012;
- submissions were provided in response to this consultation opportunity by Unison and GMB;
- the consultation phases on PRISM continued with the consultation on the structure proposals that closed on 14 December 2012;
- whilst it is accepted that EqIA did not make a specific reference to refuse employees as a separate group, it was made clear in the 13 September Cabinet report that the EqIA was a living document that would be updated at appropriate stages in the project when any impact on staff or the public was anticipated;
- at the stage the EqIA was prepared there were potentially over 500 posts in the Environment and Enterprise Directorate affected by the

PRISM project. The EqIA identified that, at that stage, the consultation had not indicated a particular impact on different equality groups;

- the EqIA also stated that if, during the consultation process, any impact was identified proposals would be reviewed and steps taken to mitigate against any adverse impact;
- the project team had stated regularly that a new EqIA would be prepared following consultation on the structure when the impacts on specific groups of employees would be more predictable;
- this EqIA was in development and would be presented to the Equalities Group meeting on 4 February 2013;
- following the Directorate Joint Committee, the Corporate Director wrote to UNISON on two separate occasions to state that whilst not accepting the points made by Unison, she was keen for the development of the efficiency proposals for the refuse service to take place with full engagement and involvement with the staff involved and the trade unions.

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

- there had been a significant amount of consultation with the Trade Unions on the PRISM project which was looking at an alternative delivery model for providing services;
- it was correct that the EqIA that was presented to Cabinet considered all options available;
- officers had received responses to all correspondence they had submitted which added further proof that the Trade Unions had been consulted on the proposals.

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

- it was difficult for the Trade Unions to comment on the Final Business Case without a fully prepared EqIA;
- a distinction had to be made between commenting on an issue and responding fully to a consultation document;
- no formal set of minutes from any meeting had been presented to the Trade Unions within the formal consultation period where it had been suggested to them that redundancies would occur in the Waste Service;
- Section 15 of the recognition agreement between the Council and Unison provided that the Council would have proper consultations

enabling feedback and discussions before decisions were taken on matters concerning staff. Unison believed that the Council had not complied with this provision.

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

- it was not believed that the EqIA had referenced any specific work group within the Council;
- the Call-in Sub-Committee had considered the PRISM project and had considered consultation with stakeholders and whether or not there was adequate evidence on which to base the decision. The only factor which the Sub-Committee asked Cabinet to re-consider was the insufficient consideration of legal advice. This was important to note.

During the discussion on this item, the Forum did not extend the guillotine. At 10.30 pm the Chair declared the meeting closed with no formal resolution being made by the Forum.

126. Appendices to Employees' Side Report on Formal Trade Dispute - Waste Services

RESOLVED: That the exempt appendices be noted.

127. Appendices to Management Response to Unison Report: Formal Trade Dispute Waste Services

RESOLVED: That the exempt appendices be noted.

(Note: The meeting, having commenced at 7.30 pm, closed at 10.31 pm).

(Signed) GARY MARTIN
Chairman

REPORT FOR: EMPLOYEE CONSULTATION FORUM

Date of Meeting: 9 October 2013

Subject: **INFORMATION REPORT**
Part 1 of Annual Equality in Employment Monitoring Report (Data) for 1 April 2012 – 31 March 2013

Responsible Officer: Tom Whiting
Corporate Director of Resources

Exempt: No

Enclosures: Appendix 1 - Data on Employment analysed by Protected Characteristic:

- Workforce Profile
- Recruitment
- Employment Procedures
- Redeployment
- Maternity - Return to Work rates
- Leavers
- Take up of Training Opportunities
- Directorate Reports
- Workforce Profiles for Partner Organisations

Appendix 2 - Council Paybands

Section 1 – Summary

This report sets out data, presented by protected characteristic, related to a range of employment matters as listed above. A further report will be submitted to January 2014 ECF analysing the data and addressing the issues highlighted.

Publishing the data meets the Council's statutory responsibility under the Equalities Act 2010.

FOR INFORMATION

Section 2 – Report

2.1 Introduction and Format

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

The Public Sector Equality Duty sets out, in the Equality Act 2010 and the Equality Act 2010 (Specific Duties) Regulations 2011, the requirement for public authorities to publish information about their performances on equalities and show the impact of their policies and practices on employees.

This report is the first part of a new two-part format for the Annual Equality in Employment Report.

This first part is for information only and contains employment data published to comply with the Equality Act 2010. Appendix 1 sets out the data relating to a range of employment issues, by protected characteristic. Appendix 2 contains information relating to Council's paybands. The presentation of the data in the first part of the report, in percentages, enables easier identification of issues and trends.

The second part of the Annual Equality in Employment Report will be submitted to ECF on 14 January 2014, and will highlight the main issues evident from the data published in part one of the report and describe the actions the Council will take to try and address these issues.

The format of the report has been changed to allow time to focus on the outcomes and actions required. This year we are reporting on 8 protected characteristics, (compared with only 4 last year), which has required greater resources and time than in previous years, to pull all the data together. This new format allows a clearer picture of the Council's overall profile and progress on employment equality issues to be presented. The second part of the report, to be published in January 2014, allows time for detailed review of the data and determination of appropriate actions.

2.2 Content

This first part of the report contains a snapshot of the workforce profile as at 31 March 2013 across the whole Council, each Directorate and the available information from major partner organisations, analysed by protected characteristic. Comparisons of the workforce profile against previous years, the local community and other London Councils* are made where available and appropriate.

In addition, data is supplied for the complete year ending 31 March 2013 on recruitment, employment procedures, redeployment rates, women returning to work following maternity leave, leavers and take up of training opportunities as well as summary reports from Directorates, by protected characteristics.

This is the first year that data on the protected characteristics of Religion or Belief, Sexual Orientation, Pregnancy and Maternity and Gender Reassignment is available, albeit limited. There are, therefore, no comparative figures for previous years. The limited data shows there is an apparent reluctance by employees to declare their religion or belief and sexual orientation, despite a recent exercise to encourage this.

Issues highlighted by the data in part one of the report will be referred to the Corporate Equality Group for consideration.

ECF members are asked to note the data is provided for information and in preparation for the second part of the Annual Equality in Employment Report to ECF in January 2014.

*Information available from London Councils is not a “like for like” comparison as it is based on assignments not headcount. It does however enable a broad comparison to be made.

Section 3 – Further Information

A second “Issues and Proposed Action Plan” report, as part of the Annual Equality in Employment Report, is to be considered by ECF on 14th January 2014, which will include actions the Council will take in response to issues identified in this report.

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: Divya Assani



on behalf of the
Chief Financial Officer

Date: 19 September 2013

Section 7 - Contact Details and Background Papers

Contact: Tish Tunnacliffe, Senior HRD Adviser, 0208 424 1136

Background Papers:

Previous Annual Equality in Employment Reports

Annual Equality in Employment Monitoring Report

Employment Data

1. How information is presented
2. Workforce Profile as at 31 March 2013 analysed by:
 - 2.1 Race (ethnicity)
 - 2.2 Sex
 - 2.3 Disability
 - 2.4 Age
 - 2.5 Religion or Belief
 - 2.6 Sexual Orientation
 - 2.7 Pregnancy and Maternity
 - 2.8 Gender Reassignment
 - 2.9 Workforce by Payband and Protected Characteristic
 - 2.10 Workforce by Part-time and Protected Characteristic
3. Recruitment Monitoring by Protected Characteristic
4. Employment Procedures by Protected Characteristic
5. Redeployments by Protected Characteristic
6. Maternity Leave - Return to Work rates - by Protected Characteristic
7. Leavers by Protected Characteristic
8. Take Up of Training Opportunities by Protected Characteristic
9. Workforce Profiles for Partner Organisations
10. Directorate Workforce Profiles

1. How information is presented

Workforce Profile Data

The Workforce Profile is a snapshot of the workforce as at 31 March 2013, broken down by 8 of the 9 protected characteristics (there is no requirement to report on Marital Status) and by Payband and whether Full or Part-time.

It is based on headcount, therefore, an employee who holds jobs in more than one directorate will be counted only once in the whole council report but will appear in each of the Directorate reports.

In determining which job to count, in order of importance, is the job with the highest number of working hours, the job with the highest grade and lastly the job which the employee has been in the longest

This is the first time we have reported on the protected characteristics of Religion or Belief, Sexual Orientation, Pregnancy and Maternity and Gender Reassignment. There are, therefore, no comparative figures for previous years.

Data Sources and Comparison with the Community

Data used for comparison with the community obtained from 2011 Census Briefing Note 11: May 2013 – Gender, Age, Religion and Health, by Ethnic Group 2011 Census Third Release (3.1).

Information relating to percentage of working age people with a disability obtained from the DWP Family Resources Survey 2010/11.

Where limited data is available from London Councils, this has been included as a comparator, although it is not a like-for-like comparison. The data does not include schools.

Disability

Data from the last census on community shows that 16.4% do not consider their health to be good. This is comparable with the National Figure of 16% of working age population who have a disability. Harrow Council has set a target to employ a workforce where 3% of employees self classify that they have a disability.

Gender Reassignment

In this category, if an employee answers any of the other social identity questions, even if they leave this category blank, it will show the outcome as “No”. These responses are added to the “No” responses from employees who actually responded with a “No” answer.

If none of the categories on the employee’s social identity are answered, the response will show as “unknown” for this category.

Recruitment

These figures cover recruitment for posts where processed by Contact III. As Schools do not use Contact III, data relating to their recruitment is not available in this report.

2. Workforce Profile as at 31 March 2013

2.1 Race (Ethnicity)

Ethnic Classification	Whole Council 5,125 employees			Excluding Schools 2,375 employees			London Councils Data 2013 Exc Schools	Harrow Community Data 2011 Census
	2011	2012	2013	2011	2012	2013		
Asian	22.64%	23.77%	24.08%	20.48%	20.52%	21.60%	10.67%	42.59%
Black	8.82%	9.33%	9.00%	13.96%	14.32%	14.11%	20.39%	8.24%
Mixed	2.15%	2.21%	2.15%	1.91%	1.87%	1.89%	2.75%	3.97%
Any other ethnic group	1.32%	1.19%	0.86%	1.44%	1.29%	0.80%	1.85%	2.95%
Total BAME	34.92%	36.49%	36.08%	37.79%	37.99%	38.40%	35.67%	57.75%
White	56.36%	54.46%	52.08%	56.16%	55.06%	54.44%	64.33%	42.25%
Unknown/Unclassified	8.71%	9.05%	11.84%	6.05%	6.95%	7.16%	8.03%	0.00%

2.2 Sex

Sex	Whole Council 5,125 employees			Excluding Schools 2,375 employees			London Councils Data 2013 Exc Schools	Harrow Community Data 2011 Census
	2011	2012	2013	2011	2012	2013		
Male	24.07%	23.34%	22.36%	37.71%	38.95%	37.68%	37.67%	49.40%
Female	75.93%	76.66%	77.64%	62.29%	61.05%	62.32%	62.33%	50.60%

2.3 Disability

Disabled	Whole Council 5,125 employees			Excluding Schools 2,375 employees			London Councils Data 2013 Exc Schools	Harrow Community Data 2011 Census
	2011	2012	2013	2011	2012	2013		
Yes	1.84%	2.02%	1.81%	3.63%	3.58%	3.33%	5.08%	*16.40%
No	98.00%	97.77%	93.66%	96.29%	96.30%	96.25%	-	*83.60%
Unknown	0.16%	0.22%	4.53%	0.08%	0.12%	0.42%	-	-

*Not the same definition - in the 2011 census, 16.4% of Harrow residents self classified their health to be good. A target has been set for Harrow Council for 3% of its workforce to declare they have a disability.

2.4 Age

Age	Whole Council 5,125 employees			Excluding Schools 2,375 employees			Harrow Community Data 2011 Census
	2011	2012	2013	2011	2012	2013	
16 to 24	3.66%	3.00%	3.34%	2.73%	2.21%	1.47%	11.7%
25 to 34	19.32%	40.39%	17.39%	15.05%	36.50%	14.15%	30.4%
35 to 44	24.04%		22.67%	22.39%		21.68%	
45 to 54	30.86%	54.28%	32.76%	31.36%	58.09%	33.14%	23.6%
55 to 64	20.16%		21.15%	25.78%		25.81%	
65+	1.97%	2.33%	2.69%	2.69%	3.20%	3.75%	14.1%

2.5 Religion or Belief

	Whole Council 5,125	Excluding Schools 2,375	Harrow Community Data 2011 Census
	%	%	%
Christianity	11.00%	13.09%	37.30%
Hinduism	4.12%	4.00%	25.30%
Islam	1.44%	1.64%	12.50%
Judaism	0.57%	0.59%	4.40%
Jainism	0.51%	0.42%	No category
Sikh	0.39%	0.51%	1.20%
Buddhism	0.20%	0.25%	1.10%
Zoroastrian	0.02%	-	No category
Other	0.86%	0.97%	2.50%
No Religion/Atheist	2.09%	2.78%	9.60%
Unknown	78.81%	75.75%	6.20%

2.6 Sexual Orientation

	Whole Council 5,125	Excluding Schools 2375
	%	%
Heterosexual	15.92%	18.11%
Gay Woman/ Lesbian	0.06%	0.08%
Gay Man	0.08%	0.08%
Bi-sexual	0.14%	0.21%
Prefer not to say	1.07%	1.18%
Other	0.04%	-
Unknown	82.69%	80.34%

2.7 Pregnancy and Maternity

	Whole Council 206 of 5,125	Excluding Schools 98 of 2,375
	%	%
Percentage of workforce who have been pregnant and/or taken maternity leave in the two years to 31 March 2013	4.02%	4.13%

2.8 Gender Reassignment

Is your gender identity the same as the gender you were assigned at birth?

	Whole Council 5,125	Excluding Schools 2,375
	%	%
Yes	95.47%	99.58%
No	0%	0%
Unknown	4.53%	0.42%

2.9 Workforce by Payband and Protected Characteristic
(see Appendix 2 for Council's Payband)

		Payband (and number of employees)						Whole Council Workforce (5,125)
	Pay	1 (2,008)	2 (1,611)	3 (1,102)	4 (296)	5 (91)	6 (17)	
Ethnicity	BAME	41.88%	36.31%	31.22%	23.31%	10.99%	-	36.08%
	White	43.87%	53.20%	58.80%	66.22%	81.32%	76.47%	52.08%
	Unknown	14.24%	10.49%	9.98%	10.47%	7.69%	23.53%	11.84%
Sex	Male	16.98%	26.82%	22.23%	28.38%	39.56%	47.06%	22.36%
	Female	83.02%	73.18%	77.77%	71.62%	60.44%	52.94%	77.64%
Disability	Yes	1.54%	2.73%	1.54%	-	1.10%	-	1.81%
	No	91.43%	93.67%	96.10%	98.65%	96.70%	94.12%	93.66%
	Not stated	7.02%	3.60%	2.36%	1.35%	2.20%	5.88%	4.53%
Age	16 to 24	4.88%	4.53%	-	-	-	-	3.34%
	25 to 34	11.01%	23.34%	23.68%	10.81%	1.10%	-	17.39%
	35 to 44	22.86%	19.49%	24.95%	31.42%	19.78%	17.65%	22.67%
	45 to 54	34.71%	31.22%	30.58%	31.42%	45.05%	47.06%	32.76%
	55 to 64	22.51%	19.06%	19.51%	25.34%	31.87%	35.29%	21.15%
	65+	4.03%	2.36%	1.27%	1.01%	2.20%	-	2.69%
Religion or Belief	Christianity	8.57%	11.98%	13.43%	13.85%	7.69%	17.65%	11.00%
	Hinduism	5.88%	3.66%	2.36%	2.36%	1.10%	-	4.12%
	Islam	1.79%	1.37%	1.09%	1.35%	-	-	1.44%
	Judaism	0.30%	0.50%	0.82%	1.01%	3.30%	-	0.57%
	Jainism	0.60%	0.74%	0.18%	-	-	-	0.51%
	Sikh	0.30%	0.43%	0.27%	1.01%	1.10%	-	0.39%
	Buddhism	0.10%	0.19%	0.36%	-	1.10%	-	0.20%
	Zoroastrian	-	0.06%	-	-	-	-	0.02%
	Other	0.85%	0.87%	1.00%	0.34%	1.10%	-	0.86%
	No Religion/ Atheist	1.00%	2.30%	2.63%	5.07%	5.49%	5.88%	2.09%
Unknown	80.63%	77.90%	77.86%	75.00%	79.12%	76.47%	78.81%	
Sexual Orientation	Heterosexual	13.25%	16.95%	17.79%	20.27%	19.78%	17.65%	15.92%
	Gay Woman/ Lesbian	-	0.12%	0.09%	-	-	-	0.06%
	Gay Man	0.05%	0.06%	0.09%	0.34%	-	-	0.08%
	Bi-sexual	0.20%	0.06%	-	0.68%	-	-	0.14%
	Prefer not to say	0.95%	1.12%	1.27%	1.35%	-	-	1.07%
	Other	0.10%	-	-	-	-	-	0.04%
	Unknown	85.46%	81.69%	80.76%	77.36%	80.22%	82.35%	82.69%
Pregnancy/ maternity in last 2 years?	Yes	-	-	-	-	-	-	4.02%
	No	-	-	-	-	-	-	95.58%
Same gender assigned at birth?	Yes	92.98%	96.40%	97.64%	98.65%	97.80%	94.12%	95.47%
	No	-	-	-	-	-	-	-
	Unknown	7.02%	3.60%	2.36%	1.35%	2.20%	5.88%	4.53%

2.10 Workforce by - Part time and Protected Characteristic

		Full time 2,614 employees	Part time 2,511 employees	Whole Council Workforce 5,125 employees
Ethnicity	BAME	33.89%	38.35%	36.08%
	White	10.18%	13.58%	52.08%
	Unknown	55.93%	48.07%	11.84%
Sex	Male	36.15%	8.00%	22.36%
	Female	63.85%	92.00%	77.64%
Disability	Yes	2.26%	1.35%	1.81%
	No	94.99%	92.27%	93.66%
	Not stated	2.75%	6.37%	4.53%
Age	16 to 24	3.67%	2.99%	3.34%
	25 to 34	24.45%	10.04%	17.39%
	35 to 44	21.46%	23.93%	22.67%
	45 to 54	29.50%	36.16%	32.76%
	55 to 64	19.47%	22.90%	21.15%
	65+	1.45%	3.98%	2.69%
Religion or Belief	Christianity	10.98%	11.03%	11.00%
	Hinduism	2.72%	5.58%	4.12%
	Islam	1.38%	1.51%	1.44%
	Judaism	0.57%	0.56%	0.57%
	Jainism	0.27%	0.76%	0.51%
	Sikh	0.42%	0.36%	0.39%
	Buddhism	0.31%	0.08%	0.20%
	Zoroastrian	-	0.04%	0.02%
	Other	0.80%	0.92%	0.86%
	No Religion/Atheist	2.56%	1.59%	2.09%
Unknown	79.99%	77.58%	78.81%	
Sexual Orientation	Heterosexual	16.07%	15.77%	15.92%
	Gay Woman/ Lesbian	-	0.12%	0.06%
	Gay Man	0.11%	0.04%	0.08%
	Bi-sexual	0.11%	0.16%	0.14%
	Prefer not to say	0.96%	1.19%	1.07%
	Other	-	0.08%	0.04%
	Unknown	82.75%	82.64%	82.69%
Pregnancy/ maternity in last 2 years	Yes	3.40%	4.66%	4.02%
	No	96.60%	95.34%	95.98%
Same gender assigned at birth?	Yes	97.25%	93.63%	95.47%
	No	-	-	-
	Unknown	2.75%	6.37%	4.53%

3. Recruitment Monitoring by Protected Characteristic

3.1 Recruitment (Schools not included)

		Applications 3,132	Shortlisted 579	Appointed 133	Whole Council Workforce 5,125	Harrow Community Data 2011 Census
Ethnicity	BAME	59.70%	52.50%	38.30%	36.08%	57.75%
	White	27.90%	37.50%	50.40%	52.08%	42.25%
	Unknown	12.50%	10.00%	11.30%	11.84%	-
Sex	Male	42.40%	38.50%	34.60%	22.36%	49.40%
	Female	56.50%	60.80%	65.40%	77.64%	50.60%
	Not stated	1.00%	0.70%	-	-	-
Disability	Yes	4.00%	3.50%	0.80%	1.81%	16.4%
	No	93.90%	93.40%	96.20%	93.66%	83.6%
	Not stated	2.00%	3.10%	3.00%	4.53%	-
Age	16 to 24	11.10%	5.50%	4.50%	3.34%	11.7%
	25 to 34	37.70%	32.00%	30.10%	17.39%	30.4%
	35 to 44	22.10%	27.10%	24.80%	22.67%	
	45 to 54	20.10%	23.00%	27.10%	32.76%	23.6%
	55 to 64	6.30%	8.50%	6.80%	21.15%	
	65+	-	-	-	2.69%	14.1%
	Unknown	2.80%	4.00%	6.80%	-	-
Religion or Belief	Christianity	36.90%	33.70%	36.80%	11.00%	37.30%
	Hinduism	0.90%	1.40%	0.80%	4.12%	25.30%
	Islam	13.10%	10.20%	7.50%	1.44%	12.50%
	Judaism	0.50%	0.70%	-	0.57%	4.40%
	Jainism	10.20%	5.50%	3.80%	0.51%	No category
	Sikh	1.90%	2.60%	3.00%	0.39%	1.20%
	Buddhism	0.10%	-	-	0.20%	1.10%
	Zoroastrian	11.90%	13.80%	15.80%	0.02%	No category
	Other	0.40%	0.30%	-	0.86%	2.50%
	No Religion/Atheist	2.10%	1.20%	2.30%	2.09%	9.60%
Unknown	22.10%	30.60%	30.10%	78.81%	6.20%	
Sexual Orientation	Heterosexual	73.00%	67.00%	68.40%	15.92%	No category
	Gay Woman/ Lesbian	0.40%	0.30%	-	0.06%	
	Gay Man	1.10%	0.70%	0.80%	0.08%	
	Bi-sexual	1.90%	0.70%	1.50%	0.14%	
	Prefer not to say	-	-	-	1.07%	
	Other	-	-	-	0.04%	
	Unknown	23.70%	31.30%	29.30%	82.69%	
Pregnancy/ maternity in last 2 years?	Yes	1.60%	1.20%	1.50%	4.02%	No category
	No	53.00%	42.00%	39.80%	95.58%	
	Unknown	45.40%	56.80%	58.60%	-	
Same gender assigned at birth?	Yes	51.90%	40.20%	40.60%	95.47%	No category
	No	2.90%	1.90%	0.80%	-	
	Unknown	45.20%	57.90%	58.60%	4.53%	

3.2 Recruitment – internal only (Schools not included)

		Applications 512	Shortlisted 240	Appointed 74	Whole Council Workforce 5,125	Harrow Community Data 2011 Census
Ethnicity	BAME	57.2%	50.8%	36.5%	36.08%	57.75%
	White	37.5%	43.8%	56.8%	52.08%	42.25%
	Unknown	5.3%	5.4%	6.8%	11.84%	0.0%
Sex	Male	39.6%	39.6%	37.8%	22.36%	49.40%
	Female	59.0%	59.6%	62.2%	77.64%	50.60%
	Not stated	1.4%	0.8%	0.0%	0.0%	0.0%
Disability	Yes	2.5%	1.7%	1.4%	1.81%	16.4%
	No	96.1%	96.7%	95.9%	93.66%	83.6%
	Not stated	1.4%	1.7%	2.7%	4.53%	0.0%
Age	16 to 24	7.4%	7.1%	6.8%	3.34%	11.7%
	25 to 34	34.2%	31.7%	27.0%	17.39%	30.4%
	35 to 44	21.7%	25.4%	23.0%	22.67%	
	45 to 54	22.9%	22.9%	32.4%	32.76%	23.6%
	55 to 64	10.0%	8.3%	4.1%	21.15%	
	65+	0.0%	0.0%	0.0%	2.69%	14.1%
	Unknown	3.9%	4.6%	6.8%	0.0%	0.0%
Religion or Belief	Christianity	26.8%	28.8%	27.0%	11.00%	37.30%
	Hinduism	1.8%	2.5%	1.4%	4.12%	25.30%
	Islam	14.5%	11.7%	9.5%	1.44%	12.50%
	Judaism	0.4%	0.4%	0.0%	0.57%	4.40%
	Jainism	5.3%	3.8%	4.1%	0.51%	No category
	Sikh	1.2%	1.7%	2.7%	0.39%	1.20%
	Buddhism	0.0%	0.0%	0.0%	0.20%	1.10%
	Zoroastrian	14.5%	15.8%	16.2%	0.02%	No category
	Other	0.0%	0.0%	0.0%	0.86%	2.50%
	No Religion/Atheist	1.2%	2.1%	4.1%	2.09%	9.60%
Unknown	34.6%	33.3%	35.1%	78.81%	6.20%	
Sexual Orientation	Heterosexual	60.0%	61.7%	63.5%	15.92%	No category
	Gay Woman/ Lesbian	0.0%	0.0%	0.0%	0.06%	
	Gay Man	0.4%	0.4%	1.4%	0.08%	
	Bi-sexual	0.6%	0.4%	0.0%	0.14%	
	Prefer not to say	0.0%	0.0%	0.0%	1.07%	
	Other	0.0%	0.0%	0.0%	0.04%	
	Unknown	39.1%	37.5%	35.1%	82.69%	
Pregnancy/ maternity in last 2 years?	Yes	1.2%	0.8%	2.7%	4.02%	No category
	No	43.4%	40.4%	36.5%	95.58%	
	Unknown	55.5%	58.8%	60.8%	0.0%	
Same gender assigned at birth?	Yes	42.0%	39.2%	37.8%	95.47%	No category
	No	2.9%	1.3%	1.4%	0.0%	
	Unknown	55.1%	59.6%	60.8%	4.53%	

4. Employment Procedures by Protected Characteristic

		Conduct			Capability			DAW		Whole Council Workforce 5,125
		57 Cases	20 Warnings	14 Dismissals	46 Cases	31 Warnings	5 Dismissals	20 Cases	8 Appeals	
Ethnicity	BAME	63.16%	75.00%	64.29%	32.61%	35.48%	20.00%	50.00%	50.00%	36.08%
	White	28.07%	25.00%	21.43%	60.87%	54.84%	80.00%	45.00%	50.00%	52.08%
	Unknown	8.77%	-	14.29%	6.52%	9.68%	-	5.00%	-	11.84%
Sex	Male	57.89%	60.00%	50.00%	56.52%	54.84%	40.00%	60.00%	62.50%	22.36%
	Female	42.11%	40.00%	50.00%	43.48%	45.16%	60.00%	40.00%	37.50%	77.64%
Disability	Yes	3.51%	5.00%	7.14%	8.70%	9.68%	-	-	-	1.81%
	No	96.49%	95.00%	92.86%	91.30%	90.32%	100%	100%	100%	93.66%
	Not stated	-	-	-	-	-	-	-	-	4.53%
Age	16 to 24	3.51%	5.00%	7.14%	4.35%	6.45%	-	-	-	3.34%
	25 to 34	14.04%	20.00%	-	10.87%	6.45%	20.00%	-	-	17.39%
	35 to 44	21.05%	25.00%	28.57%	19.57%	16.13%	20.00%	20.00%	25.00%	22.67%
	45 to 54	38.60%	35.00%	42.86%	45.65%	54.84%	20.00%	55.00%	37.50%	32.76%
	55 to 64	22.81%	15.00%	21.43%	19.57%	16.13%	40.00%	20.00%	25.00%	21.15%
	65+	-	-	-	-	-	-	5.00%	12.50%	2.69%
Religion or Belief	Christianity	10.53%	5.00%	14.29%	10.87%	12.90%	-	10.00%	-	11.00%
	Hinduism	1.75%	-	-	-	-	-	-	-	4.12%
	Islam	1.75%	5.00%	-	-	-	-	-	-	1.44%
	Judaism	-	-	-	-	-	-	-	-	0.57%
	Jainism	-	-	-	6.52%	6.45%	20.00%	-	-	0.51%
	Sikh	-	-	-	-	-	-	-	-	0.39%
	Buddhism	1.75%	5.00%	-	-	-	-	-	-	0.20%
	Zoroastrian	-	-	-	-	-	-	-	-	0.02%
	Other	-	-	-	2.17%	3.23%	-	-	-	0.86%
	No Religion/ Atheist	-	-	-	-	-	-	-	-	2.09%
Unknown	84.21%	85.00%	85.71%	80.43%	77.42%	80.00%	90.00%	100%	78.81%	
Sexual Orientation	Heterosexual	8.77%	5.00%	14.29%	8.70%	9.68%	-	10.00%	-	15.92%
	Gay Woman/ Lesbian	-	-	-	-	-	-	-	-	0.06%
	Gay Man	-	-	-	-	-	-	-	-	0.08%
	Bi-sexual	1.75%	-	-	-	-	-	-	-	0.14%
	Prefer not to say	1.75%	5.00%	-	2.17%	3.23%	-	-	-	1.07%
	Other	-	-	-	-	-	-	-	-	0.04%
	Unknown	87.72%	90.00%	85.71%	89.13%	87.10%	100%	90.00%	100%	82.69%
Pregnancy/ maternity in last 2 years?	Yes	-	-	-	-	-	-	-	-	4.02%
	No	100%	100%	100%	100%	100%	100%	-	-	95.98%
Same gender assigned at birth?	Yes	100%	100%	100%	100%	100%	100%	95.00%	87.50%	95.47%
	No	-	-	-	-	-	-	-	-	-
	Unknown	-	-	-	-	-	-	5.00%	12.50%	4.53%

5. Redeployment by Protected Characteristics

		Redeployments - 1 April 2012 - 31 March 2013			
		Employees seeking redeployment 50	Employees Redeployed 8	Employees not redeployed 42	Whole Council Workforce 5125
Ethnicity	BAME	44.00%	37.50%	45.24%	36.08%
	White	44.00%	62.50%	40.48%	52.08%
	Unknown	12.00%	0.00%	14.29%	11.84%
Sex	Male	36.00%	12.50%	40.48%	22.36%
	Female	64.00%	87.50%	59.52%	77.64%
Disability	Yes	2.00%	0.00%	2.38%	1.81%
	No	86.00%	100.00%	83.33%	93.66%
	Unknown	12.00%	0.00%	14.29%	4.53%
Age	16 to 24	-	-	-	3.34%
	25 to 34	8.00%	25.00%	4.76%	17.39%
	35 to 44	12.00%	12.50%	11.90%	22.67%
	45 to 54	34.00%	25.00%	35.71%	32.76%
	55 to 64	40.00%	37.50%	40.48%	21.15%
	65+	6.00%	0.00%	7.14%	2.69%

6. Return to Work rates after Maternity Leave by Protected Characteristics

		Women due to return between 1 April 2012 - 31 March 2013	Women who returned to work for longer than 4 months	Women who returned to work but left within 4 months	Non returners following maternity leave
Number and Percentage		104 (100%)	81 (77.88%)	3 (2.88%)	20 (19.23%)
Ethnicity	BAME	32.69%	35.80%	0.00%	25.00%
	White	54.81%	51.85%	66.67%	65.00%
	Unknown	12.50%	12.35%	33.33%	10.00%
Disability	Yes	-	-	-	-
	No	100.00%	100.00%	100.00%	100.00%
	Not stated	-	-	-	-
Age	16 to 24	-	-	-	-
	25 to 34	50.96%	49.38%	66.67%	55.00%
	35 to 44	47.12%	48.15%	33.33%	45.00%
	45 to 54	1.92%	2.47%	0.00%	0.00%
	55 to 64	-	-	-	-
	65+	-	-	-	-
Religion or Belief	Christianity	6.73%	8.64%	0.00%	0.00%
	Hinduism	-	-	-	-
	Islam	1.92%	2.47%	0.00%	0.00%
	Judaism	-	-	-	-
	Jainism	-	-	-	-
	Sikh	-	-	-	-
	Buddhism	-	-	-	-
	Zoroastrian	-	-	-	-
	Other	-	-	-	-
	No Religion/Atheist	-	-	-	-
	Unknown	91.35%	88.89%	100.00%	100.00%
Sexual Orientation	Heterosexual	8.65%	11.11%	0.00%	0.00%
	Gay Woman/ Lesbian	-	-	-	-
	Bi-sexual	-	-	-	-
	Prefer not to say	-	-	-	-
	Other	-	-	-	-
	Unknown	91.35%	88.89%	100.00%	100.00%

6. Leavers by Protected Characteristic

The total number of employees who left the Council in the period 1 April 2012 – 31 March 2013 was 613, 553 were voluntary resignations, the remainder were TUPEs, death in service, etc..

No employees left through voluntary severance. Those dismissed are analysed below:

LEAVERS		Ill health Dismissals 8 employees	Redundancy 42 employees	Dismissals inclg Probation but exclg Ill health dismissals 15 employees	Whole Council Workforce 5,125 employees	Harrow Community Data 2011 Census
Ethnicity	BAME	12.50%	45.24%	40.00%	36.08%	57.75%
	White	87.50%	40.48%	46.67%	52.08%	42.25%
	Unknown	0.00%	14.29%	13.33%	11.84%	0.00%
Sex	Male	50.00%	40.48%	46.67%	22.36%	49.40%
	Female	50.00%	59.52%	53.33%	77.64%	50.60%
Disability	Yes	0.00%	2.38%	6.67%	1.81%	16.4%*
	No	100.00%	83.33%	93.33%	93.66%	83.6%*
	Not stated	0.00%	14.29%	0.00%	4.53%	0.00%
Age	16 to 24	0.00%	0.00%	0.00%	3.34%	11.7%
	25 to 34	12.50%	4.76%	6.67%	17.39%	30.4%
	35 to 44	12.50%	11.90%	20.00%	22.67%	
	45 to 54	12.50%	35.71%	46.67%	32.76%	23.6%
	55 to 64	62.50%	40.48%	26.67%	21.15%	
	65+	0.00%	7.14%	0.00%	2.69%	14.1%
Religion or Belief	Christianity	12.50%	0.00%	0.00%	11.00%	37.30%
	Hinduism	0.00%	0.00%	0.00%	4.12%	25.30%
	Islam	0.00%	0.00%	0.00%	1.44%	12.50%
	Judaism	0.00%	0.00%	0.00%	0.57%	4.40%
	Jainism	0.00%	0.00%	0.00%	0.51%	No category
	Sikh	0.00%	0.00%	0.00%	0.39%	1.20%
	Buddhism	0.00%	0.00%	0.00%	0.20%	1.10%
	Zoroastrian	0.00%	0.00%	0.00%	0.02%	No category
	Other	0.00%	0.00%	0.00%	0.86%	2.50%
	No Religion/Atheist	0.00%	0.00%	0.00%	2.09%	9.60%
	Unknown	87.50%	100.00%	100.00%	78.81%	6.20%
Sexual Orientation	Heterosexual	12.50%	0.00%	0.00%	15.92%	No category
	Gay Woman/ Lesbian	0.00%	0.00%	0.00%	0.06%	
	Gay Man	0.00%	0.00%	0.00%	0.08%	
	Bi-sexual	0.00%	0.00%	0.00%	0.14%	
	Prefer not to say	0.00%	0.00%	0.00%	1.07%	
	Other	0.00%	0.00%	0.00%	0.04%	
	Unknown	87.50%	100.00%	100.00%	82.69%	
Pregnancy/ maternity in last 2 years	Yes	0.00%	0.00%	0.00%	4.02%	No category
	No	100.00%	100.00%	100.00%	95.98%	
Same gender assigned at birth?	Yes	100.00%	100.00%	100.00%	95.47%	No category
	No	0.00%	0.00%	0.00%	95.47%	
	Unknown	0.00%	0.00%	0.00%	4.53%	

8. Take Up of Training Opportunities

Access to Training Opportunities by headcount		Corporate Learning and Development Programme accessed by 1,081 employees	Whole Council Workforce 5,125 employees
Ethnicity	BAME	41%	36.08%
	White	51%	52.08%
	Unknown	8%	11.84%
Sex	Male	29%	22.36%
	Female	71%	77.64%
Disability	Yes	4%	1.81%
	No	96%	93.66%
	Not stated	0%	4.53%
Age	16 to 24	1%	3.34%
	25 to 34	14%	17.39%
	35 to 44	25%	22.67%
	45 to 54	34%	32.76%
	55 to 64	24%	21.15%
	65+	2%	14.1%

Access to Training Opportunities by applications		Total Number of Applications submitted (2,282)	Total Number of Applications Approved (1,688)	Total Number of Applications Not Approved (594)
Ethnicity	BAME	45.88%	46.03%	45.45%
	White	46.67%	47.69%	43.77%
	Unknown	7.45%	6.28%	10.77%
Sex	Male	29.05%	27.07%	34.68%
	Female	70.95%	72.93%	65.32%
Disability	Yes	3.59%	3.61%	3.54%
	No	96.41%	96.39%	96.46%
Age	16 to 24	2.54%	2.19%	3.54%
	25 to 34	13.80%	14.51%	11.78%
	35 to 44	25.81%	25.53%	26.60%
	45 to 54	35.71%	34.83%	38.22%
	55 to 64	20.20%	20.91%	18.18%
	65+	1.27%	1.42%	0.84%
	Unknown	0.66%	0.59%	0.84%

9. Directorate Reports

9.1 Resources Directorate

Resources Directorate - Workforce Profile

		Resources Directorate 468 employees	Whole Council Workforce 5,125 employees	Harrow Community Data 2011 Census
Ethnicity	BAME	40.60%	36.08%	57.75%
	White	46.37%	52.08%	42.25%
	Unknown	13.03%	11.84%	0.00%
Sex	Male	25.85%	22.36%	49.40%
	Female	74.15%	77.64%	50.60%
Disability	Yes	2.14%	1.81%	16.40%
	No	97.44%	93.66%	83.60%
	Unknown	0.43%	4.53%	0.00%
Age	16 to 24	1.50%	3.34%	11.7%
	25 to 34	21.37%	17.39%	30.4%
	35 to 44	27.35%	22.67%	
	45 to 54	29.91%	32.76%	23.6%
	55 to 64	18.80%	21.15%	
	65+	1.07%	2.69%	14.1%
Religion or Belief	Christianity	8.12%	11.00%	37.30%
	Hinduism	3.42%	4.12%	25.30%
	Islam	1.28%	1.44%	12.50%
	Judaism	0.21%	0.57%	4.40%
	Jainism	0.21%	0.51%	No category
	Sikh	1.07%	0.39%	1.20%
	Buddhism	0.00%	0.20%	1.10%
	Zoroastrian	0.00%	0.02%	No category
	Other	0.43%	0.86%	2.50%
	No Religion/Atheist	2.78%	2.09%	9.60%
Unknown	82.48%	78.81%	6.20%	
Sexual Orientation	Heterosexual	8.55%	15.92%	No category
	Gay Woman/ Lesbian	0.00%	0.06%	
	Gay Man	0.21%	0.08%	
	Bi-sexual	0.00%	0.14%	
	Prefer not to say	0.21%	1.07%	
	Other	0.00%	0.04%	
	Unknown	91.03%	82.69%	
Pregnancy/ maternity in last 2 years?	Yes	6.62%	4.02%	No category
	No	93.38%	95.98%	
Same gender assigned at birth?	Yes	0.00%	95.47%	No category
	No	99.57%	0.00%	
	Unknown	0.43%	4.53%	

Appendix 1

Resources Directorate – Workforce Profile by Payband

		Payband						Resources Directorate (468)	Whole Council Workforce (5,125)
		1 (15)	2 (248)	3 (113)	4 (83)	5 (8)	6 (4)		
Ethnicity	BAME	46.67%	44.90%	41.59%	31.33%	0.00%	0.00%	40.60%	36.08%
	White	40.00%	44.90%	46.90%	44.58%	100.00%	75.00%	46.37%	52.08%
	Unknown	13.33%	10.20%	11.50%	24.10%	0.00%	25.00%	13.03%	11.84%
Sex	Male	0.83%	44.63%	27.27%	19.83%	4.96%	2.48%	25.85%	22.36%
	Female	4.03%	55.04%	23.05%	17.00%	0.58%	0.29%	74.15%	77.64%
Disability	Yes	0.00%	3.27%	1.77%	0.00%	0.00%	0.00%	2.14%	1.81%
	No	100.00%	95.92%	98.23%	100.00%	100.00%	100.00%	97.44%	93.66%
	Not stated	0.00%	0.82%	0.00%	0.00%	0.00%	0.00%	0.43%	4.53%
Age	16 to 24	26.67%	1.22%	0.00%	0.00%	0.00%	0.00%	1.50%	3.34%
	25 to 34	13.33%	26.12%	24.78%	7.23%	0.00%	0.00%	21.37%	17.39%
	35 to 44	26.67%	20.82%	29.20%	43.37%	25.00%	50.00%	27.35%	22.67%
	45 to 54	20.00%	29.39%	31.86%	27.71%	62.50%	25.00%	29.91%	32.76%
	55 to 64	13.33%	20.41%	14.16%	21.69%	12.50%	25.00%	18.80%	21.15%
	65+	0.00%	2.04%	0.00%	0.00%	0.00%	0.00%	1.07%	14.1%
Religion or Belief	Christianity	0.00%	6.53%	12.39%	8.43%	0.00%	25.00%	8.12%	11.00%
	Hinduism	0.00%	2.86%	4.42%	4.82%	0.00%	0.00%	3.42%	4.12%
	Islam	0.00%	0.82%	3.54%	0.00%	0.00%	0.00%	1.28%	1.44%
	Judaism	6.67%	0.00%	0.00%	0.00%	0.00%	0.00%	0.21%	0.57%
	Jainism	0.00%	0.41%	0.00%	0.00%	0.00%	0.00%	0.21%	0.51%
	Sikh	0.00%	1.63%	0.00%	1.20%	0.00%	0.00%	1.07%	0.39%
	Buddhism	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.20%
	Zoroastrian	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.02%
	Other	6.67%	0.41%	0.00%	0.00%	0.00%	0.00%	0.43%	0.86%
	No Religion/ Atheist	6.67%	1.63%	1.77%	6.02%	12.50%	0.00%	2.78%	2.09%
Unknown	80.00%	85.71%	77.88%	79.52%	87.50%	75.00%	82.48%	78.81%	
Sexual Orientation	Heterosexual	6.67%	5.71%	11.50%	14.46%	0.00%	0.00%	8.55%	15.92%
	Gay Woman/ Lesbian	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.06%
	Gay Man	0.00%	0.00%	0.88%	0.00%	0.00%	0.00%	0.21%	0.08%
	Bi-sexual	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.14%
	Prefer not to say	0.00%	0.41%	0.00%	0.00%	0.00%	0.00%	0.21%	1.07%
	Other	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.04%
	Unknown	93.33%	93.88%	87.61%	85.54%	100.00%	100.00%	91.03%	82.69%
Pregnancy/ maternity in last 2 years?	Yes	13.33%	5.71%	7.96%	7.23%	0.00%	0.00%	6.62%	4.02%
	No	86.67%	94.29%	92.04%	92.77%	100.00%	100.00%	93.38%	95.98%
Same gender assigned at birth?	Yes	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	95.47%
	No	100.00%	99.18%	100.00%	100.00%	100.00%	100.00%	99.57%	
	Unknown	0.00%	0.82%	0.00%	0.00%	0.00%	0.00%	0.43%	4.53%

Resources Directorate –Workforce Profile by Part-time

		Full time (359)	Part time (109)	Resources Directorate (468)	Whole Council Workforce (5,125)
Ethnicity	BAME	42.90%	33.03%	40.60%	36.08%
	White	43.73%	55.05%	46.37%	52.08%
	Unknown	13.37%	11.93%	13.03%	11.84%
Sex	Male	31.75%	6.42%	25.85%	22.36%
	Female	68.25%	93.58%	74.15%	77.64%
Disability	Yes	2.51%	0.92%	2.14%	1.81%
	No	96.94%	99.08%	97.44%	93.66%
	Not stated	0.56%	0.00%	0.43%	4.53%
Age	16 to 24	1.67%	0.92%	1.50%	3.34%
	25 to 34	24.23%	11.93%	21.37%	17.39%
	35 to 44	27.58%	26.61%	27.35%	22.67%
	45 to 54	28.97%	33.03%	29.91%	32.76%
	55 to 64	16.43%	26.61%	18.80%	21.15%
	65+	1.11%	0.92%	1.07%	2.69%
Religion or Belief	Christianity	6.96%	11.93%	8.12%	11.00%
	Hinduism	3.90%	1.83%	3.42%	4.12%
	Islam	1.39%	0.92%	1.28%	1.44%
	Judaism	0.28%	0.00%	0.21%	0.57%
	Jainism	0.28%	0.00%	0.21%	0.51%
	Sikh	1.39%	0.00%	1.07%	0.39%
	Buddhism	-	-	-	0.20%
	Zoroastrian	-	-	-	0.02%
	Other	0.28%	0.92%	0.43%	0.86%
	No Religion/Atheist	2.79%	2.75%	2.78%	2.09%
	Unknown	82.73%	81.65%	82.48%	78.81%
Sexual Orientation	Heterosexual	8.64%	8.26%	8.55%	15.92%
	Gay Woman/ Lesbian	0.28%	0.00%	0.21%	0.06%
	Gay Man	-	-	-	0.08%
	Bi-sexual	-	-	-	0.14%
	Prefer not to say	0.28%	0.00%	0.21%	1.07%
	Other	-	-	-	0.04%
	Unknown	90.81%	91.74%	91.03%	82.69%
Pregnancy/ maternity in last 2 years?	Yes	5.85%	9.17%	6.62%	4.02%
	No	94.15%	90.83%	93.38%	95.58%
Same gender assigned at birth?	Yes	99.44%	100.00%	99.57%	95.47%
	No	-	-	-	-
	Unknown	0.56%	0.00%	0.43%	4.53%

Resources Directorate – Recruitment

		Applications 837 applicants	Shortlisted 171 applicants	Appointments 36 applicants	Whole Council Workforce 5,125	Harrow Community Data 2011 Census
Ethnicity	BAME	63.2%	56.1%	36.1%	36.08%	57.75%
	White	24.0%	34.5%	52.8%	52.08%	42.25%
	Unknown	12.8%	9.4%	11.1%	11.84%	0.00%
Sex	Male	43.4%	39.2%	33.3%	22.36%	49.40%
	Female	55.9%	60.2%	66.7%	77.64%	50.60%
	Not stated	0.7%	0.6%	0.0%	0.00%	0.00%
Disability	Yes	3.9%	2.9%	0.0%	1.81%	16.4%*
	No	93.7%	94.2%	97.2%	93.66%	83.6%*
	Not stated	2.4%	2.9%	2.8%	4.53%	0.00%
Age	16 to 24	14.0%	8.2%	8.3%	3.34%	11.7%
	25 to 34	40.5%	38.0%	36.1%	17.39%	30.4%
	35 to 44	20.9%	28.1%	25.0%	22.67%	
	45 to 54	17.1%	17.5%	16.7%	32.76%	23.6%
	55 to 64	5.7%	6.4%	11.1%	21.15%	
	65+	0.0%	0.0%	0.0%	2.69%	14.1%
	Unknown	1.8%	1.8%	2.8%	0.00%	0.00%
Religion or Belief	Christianity	33.3%	29.8%	27.8%	11.00%	37.30%
	Hinduism	1.2%	1.8%	0.0%	4.12%	25.30%
	Islam	17.1%	13.5%	11.1%	1.44%	12.50%
	Judaism	0.4%	0.6%	0.0%	0.57%	4.40%
	Jainism	11.9%	8.2%	2.8%	0.51%	No category
	Sikh	2.7%	4.1%	5.6%	0.39%	1.20%
	Buddhism	0.1%	0.0%	0.0%	0.20%	1.10%
	Zoroastrian	10.6%	12.9%	16.7%	0.02%	No category
	Other	0.2%	0.6%	0.0%	0.86%	2.50%
	No Religion/Atheist	1.6%	0.6%	0.0%	2.09%	9.60%
Unknown	20.8%	28.1%	36.1%	78.81%	6.20%	
Sexual Orientation	Heterosexual	74.6%	71.3%	63.9%	15.92%	No category
	Gay Woman/ Lesbian	0.1%	0.0%	0.0%	0.06%	
	Gay Man	1.0%	1.8%	2.8%	0.08%	
	Bi-sexual	1.9%	0.0%	0.0%	0.14%	
	Prefer not to say	0.0%	0.0%	0.0%	1.07%	
	Other	0.0%	0.0%	0.0%	0.04%	
Unknown	22.5%	26.9%	33.3%	82.69%		
Pregnancy/ maternity in last 2 years?	Yes	0.6%	0.6%	2.8%	4.02%	No category
	No	43.2%	40.4%	36.1%	95.58%	
	Unknown	56.2%	59.1%	61.1%	0.00%	
Same gender assigned at birth?	Yes	40.9%	38.6%	38.9%	0.00%	No category
	No	2.3%	0.0%	0.0%	95.47%	
	Unknown	56.9%	61.4%	61.1%	4.53%	

Resources Directorate - Employment Procedures

		Conduct			Capability			DAW		Whole Council Workforce 5,125
		10 Cases	3 Warnings	2 Dismissals	5 Cases	3 Warnings	1 Dismissals	6 Cases	1 Appeal	
Ethnicity	BAME	80%	100%	100%	60%	66.67%	0%	16.67%		36.08%
	White	0%	0%	0%	20%	0.00%	100%	66.67%		52.08%
	Unknown	20%	0%	0%	20%	33.33%	0%	16.67%		11.84%
Sex	Male	80%	100%	100%	20%	0%	0%	17%		22.36%
	Female	20%	0%	0%	80%	100%	100%	83%		77.64%
Disability	Yes	-	-	-	20%	33%	0%	-		1.81%
	No	100%	100%	100%	80%	67%	100%	100%		93.66%
	Not stated	-	-	-	-	-	-	-		4.53%
Age	16 to 24	10%	0%	50%	-	-	-	-		3.34%
	25 to 34	70%	100%	0%	-	-	-	-		17.39%
	35 to 44	-	-	-	-	-	-	17%		22.67%
	45 to 54	20%	0%	50%	80%	100%	0%	50%		32.76%
	55 to 64	-	-	-	-	-	-	33%		21.15%
	65+	-	-	-	20%	0%	100%	-		2.69%
Religion or Belief	Christianity	10%	0%	50%	20%	0%	0%	-		11.00%
	Hinduism	-	-	-	-	-	-	-		4.12%
	Islam	-	-	-	-	-	-	-		1.44%
	Judaism	-	-	-	-	-	-	-		0.57%
	Jainism	-	-	-	-	-	-	-		0.51%
	Sikh	-	-	-	-	-	-	-		0.39%
	Buddhism	-	-	-	-	-	-	-		0.20%
	Zoroastrian	-	-	-	-	-	-	-		0.02%
	Other	-	-	-	-	-	-	-		0.86%
	No Religion/ Atheist	-	-	-	-	-	-	-		2.09%
Unknown	90%	100%	50%	80%	100%	100%	100%		78.81%	
Sexual Orientation	Heterosexual	10%	0%	50%	20%	0%	0%	-		15.92%
	Gay Woman/ Lesbian	-	-	-	-	-	-	-		0.06%
	Gay Man	-	-	-	-	-	-	-		0.08%
	Bi-sexual	-	-	-	-	-	-	-		0.14%
	Prefer not to say	-	-	-	-	-	-	-		1.07%
	Other	-	-	-	-	-	-	-		0.04%
	Unknown	90%	100%	50%	80%	100%	100%	100%		82.69%
Pregnancy/ maternity in last 2 years?	Yes	-	-	-	-	-	-	-		4.02%
	No	100%	100%	100%	100%	100%	100%	100%		95.58%
Same gender assigned at birth?	Yes	100%	100%	100%	100%	100%	100%	100%		95.47%
	No	-	-	-	-	-	-	-		-
	Unknown	-	-	-	-	-	-	-		4.53%

9.2 Children and Families

Children and Families - Workforce Profile

		Children and Families Directorate including Schools 3,444 employees	Whole Council Workforce 5,125 employees	Harrow Community Data 2011 Census
Ethnicity	BAME	36.18%	36.08%	57.75%
	White	50.09%	11.84%	42.25%
	Unknown	13.73%	52.08%	0.00%
Sex	Male	12.22%	22.36%	49.40%
	Female	87.78%	77.64%	50.60%
Disability	Yes	1.02%	1.81%	16.40%
	No	92.51%	93.66%	83.60%
	Unknown	6.48%	4.53%	0.00%
Age	16 to 24	4.04%	3.34%	11.7%
	25 to 34	18.70%	17.39%	30.4%
	35 to 44	22.76%	22.67%	
	45 to 54	32.26%	32.76%	23.6%
	55 to 64	19.72%	21.15%	
	65+	2.53%	2.69%	14.1%
Religion or Belief	Christianity	10.74%	11.00%	37.30%
	Hinduism	4.65%	4.12%	25.30%
	Islam	1.39%	1.44%	12.50%
	Judaism	0.58%	0.57%	4.40%
	Jainism	0.55%	0.51%	No category
	Sikh	0.35%	0.39%	1.20%
	Buddhism	0.20%	0.20%	1.10%
	Zoroastrian	0.03%	0.02%	No category
	Other	0.93%	0.86%	2.50%
	No Religion/ Atheist	1.92%	2.09%	9.60%
	Unknown	78.66%	78.81%	6.20%
Sexual Orientation	Heterosexual	16.17%	15.92%	No category
	Gay Woman/ Lesbian	0.09%	0.06%	
	Gay Man	0.06%	0.08%	
	Bi-sexual	0.17%	0.14%	
	Prefer not to say	1.22%	1.07%	
	Other	0.06%	0.04%	
	Unknown	82.23%	82.69%	
Pregnancy/ maternity in last 2 years?	Yes	4.18%	4.02%	No category
	No	95.82%	95.98%	
Same gender assigned at birth?	Yes	93.52%	95.47%	No category
	No			
	Unknown	6.48%	4.53%	

Children and Families - Workforce Profile by Payband

		Payband (3,444 of employees)						Childrens and Families Directorate including Schools (3,444)	Whole Council Workforce (5,125)
		1 (1,623)	2 (839)	3 (757)	4 (150)	5 (69)	6 (6)		
Ethnicity	BAME	43.07%	33.49%	29.99%	20.00%	13.04%	0.00%	36.18%	36.08%
	White	40.60%	53.40%	58.78%	74.67%	81.16%	83.33%	50.09%	52.08%
	Unknown	16.33%	13.11%	11.23%	5.33%	5.80%	16.67%	13.73%	11.84%
Sex	Male	8.19%	17.16%	13.08%	16.67%	27.54%	16.67%	12.22%	22.36%
	Female	91.81%	82.84%	86.92%	83.33%	72.46%	83.33%	87.78%	77.64%
Disability	Yes	1.29%	1.07%	0.66%	0.00%	0.00%	0.00%	1.02%	1.81%
	No	90.02%	92.73%	96.17%	97.33%	97.10%	100.00%	92.51%	93.66%
	Not stated	8.69%	6.20%	3.17%	2.67%	2.90%	0.00%	6.48%	4.53%
Age	16 to 24	4.74%	7.39%	0.00%	0.00%	0.00%	0.00%	4.04%	3.34%
	25 to 34	10.29%	28.96%	27.74%	15.33%	1.45%	0.00%	18.70%	17.39%
	35 to 44	23.97%	16.09%	26.16%	32.00%	18.84%	16.67%	22.76%	22.67%
	45 to 54	36.29%	29.68%	26.42%	27.33%	43.48%	33.33%	32.26%	32.76%
	55 to 64	20.95%	16.57%	18.36%	23.33%	33.33%	50.00%	19.72%	21.15%
	65+	3.76%	1.31%	1.32%	2.00%	2.90%	0.00%	2.53%	2.69%
Religion or Belief	Christianity	8.38%	13.71%	12.15%	13.33%	8.70%	16.67%	10.74%	11.00%
	Hinduism	6.78%	3.93%	1.85%	1.33%	1.45%	0.00%	4.65%	4.12%
	Islam	1.85%	1.55%	0.53%	0.67%	0.00%	0.00%	1.39%	1.44%
	Judaism	0.18%	0.48%	0.92%	2.00%	4.35%	0.00%	0.58%	0.57%
	Jainism	0.74%	0.72%	0.13%	0.00%	0.00%	0.00%	0.55%	0.51%
	Sikh	0.31%	0.24%	0.26%	1.33%	1.45%	0.00%	0.35%	0.39%
	Buddhism	0.06%	0.24%	0.40%	0.00%	1.45%	0.00%	0.20%	0.20%
	Zoroastrian	0.00%	0.12%	0.00%	0.00%	0.00%	0.00%	0.03%	0.02%
	Other	0.92%	0.83%	1.06%	0.67%	1.45%	0.00%	0.93%	0.86%
	No Religion/ Atheist	0.86%	2.74%	2.51%	4.00%	4.35%	16.67%	1.92%	2.09%
Unknown	79.91%	75.45%	80.18%	76.67%	76.81%	66.67%	78.66%	78.81%	
Sexual Orientation	Heterosexual	855.84%	722.58%	0.00%	0.00%	0.00%	0.00%	16.17%	0.00%
	Gay								
	Woman/ Lesbian	344.16%	177.42%	0.00%	0.00%	0.00%	0.00%	0.09%	0.00%
	Gay Man	172.73%	232.26%	0.00%	0.00%	0.00%	0.00%	0.06%	0.00%
	Bi-sexual	1935.06%	1120.97%	0.00%	0.00%	0.00%	0.00%	0.17%	0.00%
	Prefer not to say	27.27%	14.52%	0.00%	0.00%	0.00%	0.00%	1.22%	0.00%
	Other	1897.40%	1254.84%	0.00%	0.00%	0.00%	0.00%	0.06%	0.00%
	Unknown	183.12%	83.87%	0.00%	0.00%	0.00%	0.00%	82.23%	100.00%
Pregnancy/ maternity in last 2 years?	Yes	2.03%	3.34%	9.51%	6.67%	1.45%	0.00%	4.18%	4.02%
	No	97.97%	96.66%	90.49%	93.33%	98.55%	100.00%	95.82	95.58%
Same gender assigned at birth?	Yes	91.31%	93.80%	96.83%	97.33%	97.10%	100.00%	93.52%	95.47%
	No	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Unknown	8.69%	6.20%	3.17%	2.67%	2.90%	0.00%	6.48%	4.53%

Children and Families - Workforce Profile by Part-time

		Full time 1,331 employees	Part time 2,113 employees	Childrens and Families Directorate Workforce Profile including Schools 3,444 employees	Whole Council Workforce 5,125 employees
Ethnicity	BAME	32.01%	38.81%	36.18%	36.08%
	White	55.37%	46.76%	50.09%	52.08%
	Unknown	12.62%	14.43%	13.73%	11.84%
Sex	Male	19.91%	7.38%	12.22%	22.36%
	Female	80.09%	92.62%	87.78%	77.64%
Disability	Yes	0.98%	1.04%	1.02%	1.81%
	No	94.21%	91.43%	92.51%	93.66%
	Not stated	4.81%	7.52%	6.48%	4.53%
Age	16 to 24	5.71%	2.98%	4.04%	3.34%
	25 to 34	32.68%	9.89%	18.70%	17.39%
	35 to 44	19.83%	24.61%	22.76%	22.67%
	45 to 54	24.94%	36.87%	32.26%	32.76%
	55 to 64	15.93%	22.10%	19.72%	21.15%
	65+	0.90%	3.55%	2.53%	2.69%
Religion or Belief	Christianity	10.89%	10.65%	10.74%	11.00%
	Hinduism	2.25%	6.15%	4.65%	4.12%
	Islam	1.28%	1.47%	1.39%	1.44%
	Judaism	0.60%	0.57%	0.58%	0.57%
	Jainism	0.23%	0.76%	0.55%	0.51%
	Sikh	0.38%	0.33%	0.35%	0.39%
	Buddhism	0.38%	0.09%	0.20%	0.20%
	Zoroastrian	0.00%	0.05%	0.03%	0.02%
	Other	0.83%	0.99%	0.93%	0.86%
	No Religion/Atheist	2.78%	1.37%	1.92%	2.09%
	Unknown	80.39%	77.57%	78.66%	78.81%
Sexual Orientation	Heterosexual	17.21%	15.52%	16.17%	15.92%
	Gay Woman/ Lesbian	0.00%	0.14%	0.09%	0.06%
	Gay Man	0.08%	0.05%	0.06%	0.08%
	Bi-sexual	0.15%	0.19%	0.17%	0.14%
	Prefer not to say	0.00%	0.09%	1.22%	1.07%
	Other	1.13%	1.28%	0.06%	0.04%
	Unknown	81.44%	82.73%	82.23%	82.69%
Pregnancy/ maternity in last 2 years?	Yes	3.98%	4.31%	4.18%	4.02%
	No	96.02%	95.69%	95.58%	95.58%
Same gender assigned at birth?	Yes	95.19%	92.48%	93.52%	95.47%
	No	-	-	-	-
	Unknown	4.81%	7.52%	6.48%	4.53%

Children and Families - Recruitment

		Applications 773 received	Shortlisted 181 applicants	Appointed 39 candidates	Whole Council Workforce 5,125 employees	Harrow Community Data 2011 Census
Ethnicity	BAME	61.2%	53.6%	41.0%	36.08%	57.75%
	White	26.1%	34.8%	48.7%	52.08%	42.25%
	Unknown	12.7%	11.6%	10.3%	11.84%	0.00%
Sex	Male	29.1%	25.4%	17.9%	22.36%	49.40%
	Female	69.3%	72.9%	82.1%	77.64%	50.60%
	Not stated	1.6%	1.7%	0.0%	0.00%	0.00%
Disability	Yes	4.9%	4.4%	0.0%	1.81%	16.4%*
	No	92.8%	92.8%	97.4%	93.66%	83.6%*
	Not stated	2.3%	2.8%	2.6%	4.53%	0.00%
Age	16 to 24	10.3%	3.9%	2.6%	3.34%	11.7%
	25 to 34	33.6%	24.9%	25.6%	17.39%	30.4%
	35 to 44	27.3%	29.3%	28.2%	22.67%	
	45 to 54	20.8%	27.1%	33.3%	32.76%	23.6%
	55 to 64	4.8%	9.4%	5.1%	21.15%	
	65+	0.0%	0.0%	0.0%	2.69%	14.1
	Unknown	3.1%	5.5%	5.1%	0.00%	0.00%
Religion or Belief	Christianity	35.4%	36.5%	43.6%	11.00%	37.30%
	Hinduism	10.7%	8.3%	5.1%	4.12%	25.30%
	Islam	11.4%	6.1%	5.1%	1.44%	12.50%
	Judaism	0.6%	1.1%	0.0%	0.57%	4.40%
	Jainism	0.5%	0.0%	0.0%	0.51%	No category
	Sikh	0.9%	0.0%	0.0%	0.39%	1.20%
	Buddhism	1.0%	1.7%	2.6%	0.20%	1.10%
	Zoroastrian	0.0%	0.0%	0.0%	0.02%	No category
	Other	2.7%	1.7%	0.0%	0.86%	2.50%
	No Religion/Atheist	10.7%	11.0%	15.4%	2.09%	9.60%
Unknown	25.9%	33.7%	28.2%	78.81%	6.20%	
Sexual Orientation	Heterosexual	69.6%	62.4%	71.8%	15.92%	
	Gay Woman/ Lesbian	0.6%	1.1%	0.0%	0.06%	
	Gay Man	0.5%	0.6%	0.0%	0.08%	
	Bi-sexual	1.9%	1.7%	2.6%	0.14%	No category
	Prefer not to say	0.0%	0.0%	0.0%	1.07%	
	Other	0.0%	0.0%	0.0%	0.04%	
	Unknown	27.3%	34.3%	25.6%	82.69%	
Pregnancy/ maternity in last 2 years?	Yes	2.3%	1.1%	2.6%	4.02%	
	No	54.3%	38.1%	30.8%	95.58%	No category
	Unknown	43.3%	60.8%	66.7%	0.00%	
Same gender assigned at birth?	Yes	53.4%	36.5%	33.3%	0.00%	
	No	3.4%	2.2%	0.0%	95.47%	No category
	Unknown	43.2%	61.3%	66.7%	4.53%	

Children and Families - Employment Procedures

		Conduct			Capability			DAW		Whole Council Work-force 5,125
		13 Cases	2 Warnings	5 Dismissals	9 Cases	8 Warnings	1 Dismissals	2 Cases	1 Appeal	
Ethnicity	BAME	61.54%	100%	40.00%	33.33%	37.50%		100%	100%	36.08%
	White	30.77%	-	40.00%	66.67%	62.50%		-	-	52.08%
	Unknown	7.69%	-	20.00%	-	-		-	-	11.84%
Sex	Male	15.38%	-	20.00%	11.11%	12.50%		-	-	22.36%
	Female	84.62%	100%	80.00%	88.89%	87.50%		100%	100%	77.64%
Disability	Yes	15.38%	50.00%	20.00%	11.11%	12.50%		-	-	1.81%
	No	84.62%	50.00%	80.00%	88.89%	87.50%		100%	100%	93.66%
	Not stated	-	-	-	-	-		-	-	4.53%
Age	16 to 24	-	-	-	-	-		-	-	3.34%
	25 to 34	7.69%	50.00%	-	-	-		-	-	17.39%
	35 to 44	30.77%	50.00%	40.00%	22.22%	25.00%		50.00%	100.00%	22.67%
	45 to 54	38.46%	-	20.00%	66.67%	62.50%		50.00%	-	32.76%
	55 to 64	23.08%	-	40.00%	11.11%	12.50%		-	-	21.15%
	65+	-	-	-	-	-		-	-	2.69%
Religion or Belief	Christianity	-	-	-	44.44%	50.00%		-	-	11.00%
	Hinduism	-	-	-	-	-		-	-	4.12%
	Islam	-	-	-	-	-		-	-	1.44%
	Judaism	-	-	-	-	-		-	-	0.57%
	Jainism	-	-	-	-	-		-	-	0.51%
	Sikh	-	-	-	-	-		-	-	0.39%
	Buddhism	-	-	-	-	-		-	-	0.20%
	Zoroastrian	-	-	-	-	-		-	-	0.02%
	Other	-	-	-	11.11%	12.50%		-	-	0.86%
	No Religion/ Atheist	-	-	-	-	-		-	-	2.09%
Unknown	100%	100%	100%	44.44%	37.50%		100%	100%	78.81%	
Sexual Orientation	Heterosexual	-	-	-	33.33%	37.50%		-	-	15.92%
	Gay Woman/ Lesbian	-	-	-	-	-		-	-	0.06%
	Gay Man	-	-	-	-	-		-	-	0.08%
	Bi-sexual	-	-	-	-	-		-	-	0.14%
	Prefer not to say	-	-	-	11.11%	12.50%		-	-	1.07%
	Other	-	-	-	-	-		-	-	0.04%
	Unknown	100%	100%	100%	55.56%	50.00%		100%	100%	82.69%
Pregnancy/ maternity in last 2 years?	Yes	-	-	-	-	-		-	-	4.02%
	No	100%	100%	100%	100%	100%		100%	100%	95.58%
Same gender assigned at birth?	Yes	100%	100%	100%	100%	100%		100%	100%	95.47%
	No	-	-	-	-	-		-	-	-
	Unknown	-	-	-	-	-		-	-	4.53%

9.3 Environment and Enterprise Directorate

Environment and Enterprise Directorate - Workforce Profile

		Enterprise and Environment Directorate 514 employees	Whole Council Workforce 5,125 employees	Harrow Community Data 2011 Census
Ethnicity	BAME	23.93%	36.08%	57.75%
	White	69.84%	11.84%	42.25%
	Unknown	6.23%	52.08%	0.00%
Sex	Male	80.35%	22.36%	49.40%
	Female	19.65%	77.64%	50.60%
Disability	Yes	2.72%	1.81%	16.40%
	No	96.69%	93.66%	83.60%
	Unknown	0.58%	4.53%	0.00%
Age	16 to 24	2.14%	3.34%	11.7%
	25 to 34	13.81%	17.39%	30.4%
	35 to 44	18.09%	22.67%	
	45 to 54	34.82%	32.76%	23.6%
	55 to 64	27.82%	21.15%	
	65+	3.31%	2.69%	14.1%
Religion or Belief	Christianity	11.09%	11.00%	37.30%
	Hinduism	2.33%	4.12%	25.30%
	Islam	1.17%	1.44%	12.50%
	Judaism	0.58%	0.57%	4.40%
	Jainism	0.00%	0.51%	No category
	Sikh	0.19%	0.39%	1.20%
	Buddhism	0.39%	0.20%	1.10%
	Zoroastrian	0.00%	0.02%	No category
	Other	0.19%	0.86%	2.50%
	No Religion/Atheist	1.75%	2.09%	9.60%
	Unknown	82.30%	78.81%	6.20%
Sexual Orientation	Heterosexual	14.01%	15.92%	No category
	Gay Woman/ Lesbian	0.00%	0.06%	
	Gay Man	0.00%	0.08%	
	Bi-sexual	0.19%	0.14%	
	Prefer not to say	1.36%	1.07%	
	Other	0.00%	0.04%	
	Unknown	84.44%	82.69%	
Pregnancy/ maternity in last 2 years?	Yes	1.17%	4.02%	No category
	No	98.83%	95.98%	
		0.00%		
Same gender assigned at birth?	Yes	99.42%	95.47%	No category
	No			
	Unknown	0.58%	4.53%	

Environment and Enterprise Directorate - Workforce Profile by Payband

	Payband						Env and Enterprise Directorate 514 employees	Whole Council Workforce 5,125 employees	Harrow Comm Data 2011 Census
	1 (204)	2 (194)	3 (74)	4 (31)	5 (8)	6 (3)			
BAME	27.45%	26.29%	14.86%	16.13%	0.00%	0.00%	23.93%	36.08%	57.75%
White	68.63%	65.98%	78.38%	80.65%	75.00%	66.67%	69.84%	52.08%	42.25%
Unknown	3.92%	7.73%	6.76%	3.23%	25.00%	33.33%	6.23%	11.84%	-
Male	89.22%	73.71%	72.97%	77.42%	100.00%	66.67%	80.35%	22.36%	49.40%
Female	10.78%	26.29%	27.03%	22.58%	0.00%	33.33%	19.65%	77.64%	50.60%
Yes	2.45%	2.58%	4.05%	0.00%	12.50%	0.00%	2.72%	1.81%	16.40%
No	97.55%	95.88%	95.95%	100.00%	87.50%	100.00%	96.69%	93.66%	83.60%
Not stated	0.00%	1.55%	0.00%	0.00%	0.00%	0.00%	0.58%	4.53%	-
16 to 24	3.92%	1.55%	0.00%	0.00%	0.00%	0.00%	2.14%	3.34%	11.7%
25 to 34	14.22%	17.01%	9.46%	6.45%	0.00%	0.00%	13.81%	17.39%	30.4%
35 to 44	18.63%	20.10%	17.57%	9.68%	0.00%	0.00%	18.09%	22.67%	23.6%
45 to 54	30.39%	35.57%	37.84%	48.39%	50.00%	33.33%	34.82%	32.76%	23.6%
55 to 64	28.92%	22.68%	31.08%	35.48%	50.00%	66.67%	27.82%	21.15%	14.1%
65+	3.92%	3.09%	4.05%	0.00%	0.00%	0.00%	3.31%	2.69%	14.1%
Christianity	8.33%	8.76%	18.92%	25.81%	12.50%	0.00%	11.09%	11.00%	37.30%
Hinduism	1.47%	4.64%	0.00%	0.00%	0.00%	0.00%	2.33%	4.12%	25.30%
Islam	0.98%	1.03%	0.00%	6.45%	0.00%	0.00%	1.17%	1.44%	12.50%
Judaism	0.00%	1.03%	1.35%	0.00%	0.00%	0.00%	0.58%	0.57%	4.40%
Jainism	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.51%	No category
Sikh	0.00%	0.52%	0.00%	0.00%	0.00%	0.00%	0.19%	0.39%	1.20%
Buddhism	0.49%	0.52%	0.00%	0.00%	0.00%	0.00%	0.39%	0.20%	1.10%
Zoroastrian	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.02%	No category
Other	0.00%	0.52%	0.00%	0.00%	0.00%	0.00%	0.19%	0.86%	2.50%
No Religion/ Atheist	0.49%	1.55%	4.05%	6.45%	0.00%	0.00%	1.75%	2.09%	9.60%
Unknown	88.24%	81.44%	75.68%	61.29%	87.50%	100.00%	82.30%	78.81%	6.20%
Heterosexual	10.29%	14.43%	17.57%	29.03%	12.50%	0.00%	14.01%	0.00%	No category
Gay	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Woman/ Lesbian	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Gay Man	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Bi-sexual	0.00%	0.52%	0.00%	0.00%	0.00%	0.00%	0.19%	0.00%	
Prefer not to say	0.49%	2.06%	2.70%	0.00%	0.00%	0.00%	1.36%	0.00%	
Other	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Unknown	89.22%	82.99%	79.73%	70.97%	87.50%	100.00%	84.44%	100%	
Yes	0.00%	2.58%	1.35%	0.00%	0.00%	0.00%	1.17%	4.02%	No category
No	100%	97.42%	98.65%	100%	100%	100%	98.83%	95.58%	
Yes	100%	98.45%	100%	100%	100%	100%	99.42%	95.47%	No category
No	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Unknown	0.00%	1.55%	0.00%	0.00%	0.00%	0.00%	0.58%	4.53%	

Environment and Enterprise Directorate - Workforce Profile Part Time

		Full time (479)	Part time (35)	Env and Enterprise Directorate (514)	Whole Council Workforce (5,125)
Ethnicity	BAME	23.59%	28.57%	23.93%	36.08%
	White	70.77%	57.14%	69.84%	52.08%
	Unknown	5.64%	14.29%	6.23%	11.84%
Sex	Male	84.34%	25.71%	80.35%	22.36%
	Female	15.66%	74.29%	19.65%	77.64%
Disability	Yes	2.92%	0.00%	2.72%	1.81%
	No	96.45%	100.00%	96.69%	93.66%
	Not stated	0.63%	0.00%	0.58%	4.53%
Age	16 to 24	2.30%	0.00%	2.14%	3.34%
	25 to 34	14.20%	8.57%	13.81%	17.39%
	35 to 44	18.58%	11.43%	18.09%	22.67%
	45 to 54	34.86%	34.29%	34.82%	32.76%
	55 to 64	27.77%	28.57%	27.82%	21.15%
	65+	2.30%	17.14%	3.31%	2.69%
Religion or Belief	Christianity	10.23%	22.86%	11.09%	11.00%
	Hinduism	2.09%	5.71%	2.33%	4.12%
	Islam	1.04%	2.86%	1.17%	1.44%
	Judaism	0.63%	0.00%	0.58%	0.57%
	Jainism				0.51%
	Sikh	0.00%	2.86%	0.19%	0.39%
	Buddhism	0.42%	0.00%	0.39%	0.20%
	Zoroastrian				0.02%
	Other	0.21%	0.00%	0.19%	0.86%
	No Religion/ Atheist	1.88%	0.00%	1.75%	2.09%
Unknown	83.51%	65.71%	82.30%	78.81%	
Sexual Orientation	Heterosexual	13.57%	20.00%	14.01%	15.92%
	Gay Woman/ Lesbian				0.06%
	Gay Man				0.08%
	Bi-sexual	0.21%	0.00%	0.19%	0.14%
	Prefer not to say	0.84%	8.57%	1.36%	1.07%
	Other				0.04%
	Unknown	85.39%	71.43%	84.44%	82.69%
Pregnancy/ maternity in last 2 years?	Yes	0.84%	5.71%	1.17%	4.02%
	No	99.16%	94.29%	98.83%	95.58%
Same gender assigned at birth?	Yes	99.37%	100.00%	99.42%	95.47%
	No				
	Unknown	0.63%	0.00%	0.58%	4.53%

Environment and Enterprise Directorate – Recruitment

		Applications 233 applicants	Shortlisted 38 applicants	Appointments 12 applicants	Whole Council Workforce 5,125 employees	Harrow Community Data 2011 Census
Ethnicity	BAME	44.6%	26.3%	16.7%	36.08%	57.75%
	White	48.9%	73.7%	83.3%	52.08%	42.25%
	Unknown	6.4%	0.0%	0.0%	11.84%	0.00%
Sex	Male	66.1%	65.8%	58.3%	22.36%	49.40%
	Female	33.0%	34.2%	41.7%	77.64%	50.60%
	Not stated	0.9%	0.0%	0.0%	0.00%	0.00%
Disability	Yes	2.1%	0.0%	0.0%	1.81%	16.4%*
	No	97.9%	100.0%	100.0%	93.66%	83.6%*
	Not stated	0.0%	0.0%	0.0%	4.53%	0.00%
Age	16 to 24	12.9%	2.6%	0.0%	3.34%	11.7%
	25 to 34	44.2%	47.4%	25.0%	17.39%	30.4%
	35 to 44	15.9%	23.7%	25.0%	22.67%	
	45 to 54	17.6%	10.5%	25.0%	32.76%	23.6%
	55 to 64	6.0%	10.5%	8.3%	21.15%	
	65+	0.0%	0.0%	0.0%	2.69%	14.1%
	Unknown	3.4%	5.3%	16.7%	0.00%	0.00%
Religion or Belief	Christianity	38.2%	39.5%	33.3%	11.00%	37.30%
	Hinduism	0.4%	0.0%	0.0%	4.12%	25.30%
	Islam	9.4%	2.6%	0.0%	1.44%	12.50%
	Judaism	0.9%	0.0%	0.0%	0.57%	4.40%
	Jainism	6.9%	2.6%	0.0%	0.51%	No category
	Sikh	1.7%	7.9%	16.7%	0.39%	1.20%
	Buddhism	0.0%	0.0%	0.0%	0.20%	1.10%
	Zoroastrian	20.6%	26.3%	25.0%	0.02%	No category
	Other	0.0%	0.0%	0.0%	0.86%	2.50%
	No Religion/Atheist	0.9%	0.0%	0.0%	2.09%	9.60%
Unknown	21.0%	21.1%	25.0%	78.81%	6.20%	
Sexual Orientation	Heterosexual	73.8%	76.3%	75.0%	15.92%	No category
	Gay Woman/ Lesbian	0.4%	0.0%	0.0%	0.06%	
	Gay Man	2.6%	0.0%	0.0%	0.08%	
	Bi-sexual	1.7%	0.0%	0.0%	0.14%	
	Prefer not to say	0.0%	0.0%	0.0%	1.07%	
	Other	0.0%	0.0%	0.0%	0.04%	
	Unknown	21.5%	23.7%	25.0%	82.69%	
Pregnancy/ maternity in last 2 years?	Yes	0.4%	0.0%	0.0%	4.02%	No category
	No	47.2%	60.5%	58.3%	95.58%	
	Unknown	52.4%	39.5%	41.7%	0.00%	
Same gender assigned at birth?	Yes	46.4%	57.9%	58.3%	0.00%	No category
	No	1.3%	2.6%	0.0%	95.47%	
	Unknown	52.4%	39.5%	41.7%	4.53%	

Environment and Enterprise Directorate - Employment Procedures

		Conduct			Capability			DAW		Whole Council Workforce 5,125	Harrow Comm Data 2011 Census
		14 Cases	6 Warnings	3 Dismissals	20 Cases	14 Warnings	2 Dismissals	6 Cases	1 Appeal		
Ethnicity	BAME	50.00%	50.00%	66.67%	20.00%	21.43%	-	66.67%		36.08%	57.75%
	White	42.86%	50.00%	33.33%	70.00%	64.29%	100%	33.33%		52.08%	42.25%
	Unknown	7.14%	-	-	10.00%	14.29%	-	-		11.84%	0.00%
Sex	Male	92.86%	83.33%	100.00%	100%	100%	100%	83.33%		22.36%	49.40%
	Female	7.14%	16.67%	-	-	-	-	16.67%		77.64%	50.60%
Disability	Yes	-	-	-	5.00%	7.14%	-	-		1.81%	16.4%*
	No	100%	100%	100%	95.00%	92.86%	100%	100%		93.66%	83.6%*
	Not stated	-	-	-	-	-	-	-		4.53%	0.00%
Age	16 to 24	-	-	-	10.00%	14.29%	-	-		3.34%	11.7%
	25 to 34	7.14%	16.67%	-	15.00%	7.14%	50.00%	-		17.39%	30.4%
	35 to 44	28.57%	16.67%	33.33%	20.00%	14.29%	50.00%	33.33%		22.67%	
	45 to 54	28.57%	33.33%	33.33%	45.00%	57.14%	-	66.67%		32.76%	23.6%
	55 to 64	35.71%	33.33%	33.33%	10.00%	7.14%	-	-		21.15%	
	65+	-	-	-	-	-	-	-		2.69%	14.1%
Religion or Belief	Christianity	7.14%	-	-	-	-	-	16.67%		11.00%	37.30%
	Hinduism	7.14%	-	-	-	-	-	-		4.12%	25.30%
	Islam	7.14%	16.67%	-	-	-	-	-		1.44%	12.50%
	Judaism	-	-	-	-	-	-	-		0.57%	4.40%
	Jainism	-	-	-	-	-	-	-		0.51%	No category
	Sikh	-	-	-	-	-	-	-		0.39%	1.20%
	Buddhism	-	-	-	-	-	-	-		0.20%	1.10%
	Zoroastrian	-	-	-	-	-	-	-		0.02%	No category
	Other	-	-	-	-	-	-	-		0.86%	2.50%
	No Religion/ Atheist	-	-	-	-	-	-	-		2.09%	9.60%
Unknown	78.57%	83.33%	100%	100%	100%	-	83.33%		78.81%	6.20%	
Sexual Orientation	Heterosexual	-	-	-	-	-	-	16.67%		15.92%	
	Gay	-	-	-	-	-	-	-		0.06%	
	Woman/ Lesbian	-	-	-	-	-	-	-		0.08%	No category
	Gay Man	-	-	-	-	-	-	-		0.14%	
	Bi-sexual	7.14%	-	-	-	-	-	-		1.07%	
	Prefer not to say	-	-	-	-	-	-	-		0.04%	
	Other	-	-	-	-	-	-	-		0.04%	
Unknown	92.86%	100%	100%	100%	100%	100%	83.33%		82.69%		
Pregnancy/ maternity in last 2 years?	Yes	-	-	-	-	-	-	-		4.02%	No category
	No	100%	100%	100%	100%	100%	100%	100%		95.58%	
Same gender assigned at birth?	Yes	-	-	-	-	-	-	-		95.47%	
	No	-	-	-	-	-	-	-		-	No category
	Unknown	100%	100%	100%	100%	100%	100%	100%		4.53%	

9.4 Community, Health and Well Being

Community, Health and Wellbeing Directorate - Workforce Profile

		CH&WB 701 employees	Whole Council Workforce 5,125 employees	Harrow Community Data 2011 Census
Ethnicity	BAME	43.22%	36.08%	57.75%
	White	51.21%	52.08%	42.25%
	Unknown	5.56%	11.84%	0.00%
Sex	Male	27.82%	22.36%	49.40%
	Female	72.18%	77.64%	50.60%
Disability	Yes	4.99%	1.81%	16.4%*
	No	94.72%	93.66%	83.6%*
	Unknown	0.29%	4.53%	0.00%
Age	16 to 24	2.00%	3.34%	11.7%
	25 to 34	10.84%	17.39%	30.4%
	35 to 44	21.83%	22.67%	
	45 to 54	36.23%	32.76%	23.6%
	55 to 64	25.11%	21.15%	
	65+	3.99%	2.69%	14.1%
Religion or Belief	Christianity	14.55%	11.00%	37.30%
	Hinduism	3.85%	4.12%	25.30%
	Islam	2.00%	1.44%	12.50%
	Judaism	0.71%	0.57%	4.40%
	Jainism	0.86%	0.51%	No category
	Sikh	0.29%	0.39%	1.20%
	Buddhism	0.14%	0.20%	1.10%
	Zoroastrian	0.00%	0.02%	No category
	Other	1.28%	0.86%	2.50%
	No Religion/Atheist	2.71%	2.09%	9.60%
Unknown	73.61%	78.81%	6.20%	
Sexual Orientation	Heterosexual	21.68%	15.92%	No category
	Gay Woman/ Lesbian	0.00%	0.06%	
	Gay Man	0.14%	0.08%	
	Bi-sexual	0.00%	0.14%	
	Prefer not to say	0.86%	1.07%	
	Other	0.00%	0.04%	
	Unknown	77.32%	82.69%	
Pregnancy/ maternity in last 2 years?	Yes	3.42%	4.02%	No category
	No	96.58%	95.98%	
Same gender assigned at birth?	Yes	99.71%	95.47%	No category
	No	0.00%	0.00%	
	Unknown	0.29%	4.53%	

Community, Health and Wellbeing Directorate - By Payband

		Payband (and number of employees)							
		1 (170)	2 (335)	3 (157)	4 (32)	5 (5)	6 (2)	CH&WB (701)	Whole Council Workforce (5,125)
Ethnicity	BAME	51.76%	43.88%	37.58%	25.00%	20.00%	0.00%	43.22%	36.08%
	White	41.76%	50.45%	58.60%	68.75%	60.00%	100.00%	51.21%	52.08%
	Unknown	6.47%	5.67%	3.82%	6.25%	20.00%	0.00%	5.56%	11.84%
Sex	Male	16.47%	27.76%	37.58%	34.38%	60.00%	50.00%	27.82%	22.36%
	Female	83.53%	72.24%	62.42%	65.63%	40.00%	50.00%	72.18%	77.64%
Disability	Yes	3.53%	6.57%	4.46%	0.00%	0.00%	0.00%	4.99%	1.81%
	No	96.47%	93.13%	94.90%	100.00%	100.00%	100.00%	94.72%	93.66%
	Not stated	0.00%	0.30%	0.64%	0.00%	0.00%	0.00%	0.29%	4.53%
Age	16 to 24	5.29%	1.49%	0.00%	0.00%	0.00%	0.00%	2.00%	3.34%
	25 to 34	12.94%	11.04%	10.19%	3.13%	0.00%	0.00%	10.84%	17.39%
	35 to 44	14.71%	26.57%	19.75%	18.75%	40.00%	0.00%	21.83%	22.67%
	45 to 54	29.41%	33.73%	46.50%	43.75%	40.00%	100.00%	36.23%	32.76%
	55 to 64	30.59%	22.69%	22.93%	34.38%	20.00%	0.00%	25.11%	21.15%
	65+	7.06%	4.48%	0.64%	0.00%	0.00%	0.00%	3.99%	2.69%
Religion or Belief	Christianity	11.76%	14.03%	17.83%	18.75%	0.00%	50.00%	14.55%	11.00%
	Hinduism	5.29%	2.99%	4.46%	3.13%	0.00%	0.00%	3.85%	4.12%
	Islam	2.35%	1.49%	2.55%	3.13%	0.00%	0.00%	2.00%	1.44%
	Judaism	1.18%	0.60%	0.64%	0.00%	0.00%	0.00%	0.71%	0.57%
	Jainism	0.00%	1.49%	0.64%	0.00%	0.00%	0.00%	0.86%	0.51%
	Sikh	0.59%	0.00%	0.64%	0.00%	0.00%	0.00%	0.29%	0.39%
	Buddhism	0.00%	0.00%	0.64%	0.00%	0.00%	0.00%	0.14%	0.20%
	Zoroastrian	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.02%
	Other	0.59%	1.49%	1.91%	0.00%	0.00%	0.00%	1.28%	0.86%
	No Religion/ Atheist	2.35%	2.09%	3.18%	6.25%	20.00%	0.00%	2.71%	2.09%
Unknown	75.88%	75.82%	67.52%	68.75%	80.00%	50.00%	73.61%	78.81%	
Sexual Orientation	Heterosexual	22.94%	19.40%	23.57%	28.13%	20.00%	50.00%	21.68%	15.92%
	Gay Woman/ Lesbian	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.06%
	Gay Man	0.00%	0.30%	0.00%	0.00%	0.00%	0.00%	0.14%	0.08%
	Bi-sexual	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.14%
	Prefer not to say	0.00%	0.90%	1.27%	3.13%	0.00%	0.00%	0.86%	1.07%
	Other	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.04%
	Unknown	77.06%	79.40%	75.16%	68.75%	80.00%	50.00%	77.32%	82.69%
Pregnancy/ maternity in last 2 years?	Yes	3.53%	3.88%	2.55%	3.13%	0.00%	0.00%	3.42%	4.02%
	No	96.47%	96.12%	97.45%	96.88%	100.00%	100.00%	96.58%	95.58%
Same gender assigned at birth?	Yes	100.00%	99.70%	99.36%	100.00%	100.00%	100.00%	99.71%	95.47%
	No	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Unknown	0.00%	0.30%	0.64%	0.00%	0.00%	0.00%	0.29%	4.53%

Community, Health and Wellbeing Directorate – Part time

		Full time (443)	Part time (258)	CH&WB (701)	Whole Council Workforce (5,125)
Ethnicity	BAME	43.57%	42.64%	43.22%	36.08%
	White	51.47%	50.78%	51.21%	52.08%
	Unknown	4.97%	6.59%	5.56%	11.84%
Sex	Male	27.82%	27.82%	27.82%	22.36%
	Female	72.18%	72.18%	72.18%	77.64%
Disability	Yes	5.19%	4.65%	4.99%	1.81%
	No	94.36%	95.35%	94.72%	93.66%
	Not stated	0.45%	0.00%	0.29%	4.53%
Age	16 to 24	0.68%	4.26%	2.00%	3.34%
	25 to 34	11.06%	10.47%	10.84%	17.39%
	35 to 44	24.60%	17.05%	21.83%	22.67%
	45 to 54	37.47%	34.11%	36.23%	32.76%
	55 to 64	23.70%	27.52%	25.11%	21.15%
	65+	2.48%	6.59%	3.99%	2.69%
Religion or Belief	Christianity	15.35%	13.18%	14.55%	11.00%
	Hinduism	3.84%	3.88%	3.85%	4.12%
	Islam	2.03%	1.94%	2.00%	1.44%
	Judaism	0.68%	0.78%	0.71%	0.57%
	Jainism	0.68%	1.16%	0.86%	0.51%
	Sikh	0.23%	0.39%	0.29%	0.39%
	Buddhism	0.23%	0.00%	0.14%	0.20%
	Zoroastrian			0.00%	0.02%
	Other	1.81%	0.39%	1.28%	0.86%
	No Religion/Atheist	2.48%	3.10%	2.71%	2.09%
Unknown	72.69%	75.19%	73.61%	78.81%	
Sexual Orientation	Heterosexual	21.44%	22.09%	21.68%	15.92%
	Gay Woman/ Lesbian			0.00%	0.06%
	Gay Man	0.23%	0.00%	0.14%	0.08%
	Bi-sexual			0.00%	0.14%
	Prefer not to say	1.13%	0.39%	0.86%	1.07%
	Other			0.00%	0.04%
Unknown	77.20%	77.52%	77.32%	82.69%	
Pregnancy/ maternity in last 2 years?	Yes	2.48%	5.04%	3.42%	4.02%
	No	97.52%	94.96%	96.58%	95.58%
Same gender assigned at birth?	Yes	99.55%	100.00%	99.71%	95.47%
	No	-	-	-	-
	Unknown	0.45%	0.00%	0.29%	4.53%

Community, Health and Wellbeing Directorate – Recruitment

		Applications 1,289 applicants	Shortlisted 189 applicants	Appointments 46 applicants	Whole Council Workforce 5,125 employees	Harrow Community Data 2011 Census
Ethnicity	BAME	59.2%	53.4%	43.5%	36.08%	57.75%
	White	27.6%	35.4%	41.3%	52.08%	42.25%
	Unknown	13.2%	11.1%	15.2%	11.84%	0.00%
Sex	Male	45.5%	45.0%	43.5%	22.36%	49.40%
	Female	53.5%	55.0%	56.5%	77.64%	50.60%
	Not stated	0.9%	0.0%	0.0%	0.00%	0.00%
Disability	Yes	3.9%	3.7%	2.2%	1.81%	16.4%*
	No	94.1%	92.1%	93.5%	93.66%	83.6%*
	Not stated	2.0%	4.2%	4.3%	4.53%	0.00%
Age	16 to 24	9.3%	5.3%	4.3%	3.34%	11.7%
	25 to 34	37.2%	30.2%	30.4%	17.39%	30.4%
	35 to 44	20.9%	24.9%	21.7%	22.67%	
	45 to 54	22.0%	26.5%	30.4%	32.76%	23.6%
	55 to 64	7.5%	9.0%	4.3%	21.15%	
	65+	0.0%	0.0%	0.0%	2.69%	14.10%
	Unknown	3.1%	4.2%	8.7%	0.00%	0.00%
Religion or Belief	Christianity	40.0%	33.3%	39.1%	11.00%	37.30%
	Hinduism	0.7%	1.1%	0.0%	4.12%	25.30%
	Islam	12.6%	10.6%	8.7%	1.44%	12.50%
	Judaism	0.4%	0.5%	0.0%	0.57%	4.40%
	Jainism	9.0%	3.2%	4.3%	0.51%	No category
	Sikh	1.9%	2.6%	0.0%	0.39%	1.20%
	Buddhism	0.1%	0.0%	0.0%	0.20%	1.10%
	Zoroastrian	11.9%	14.8%	13.0%	0.02%	No category
	Other	0.4%	0.5%	0.0%	0.86%	2.50%
	No Religion/ Atheist	2.2%	1.6%	6.5%	2.09%	9.60%
Unknown	20.8%	31.7%	28.3%	78.81%	6.20%	
Sexual Orientation	Heterosexual	73.9%	65.6%	67.4%	15.92%	No category
	Gay Woman/ Lesbian	0.3%	0.0%	0.0%	0.06%	
	Gay Man	1.2%	0.0%	0.0%	0.08%	
	Bi-sexual	1.8%	0.5%	2.2%	0.14%	
	Prefer not to say	0.0%	0.0%	0.0%	1.07%	
	Other	0.0%	0.0%	0.0%	0.04%	
	Unknown	22.7%	33.9%	30.4%	82.69%	
Pregnancy/ maternity in last 2 years?	Yes	2.1%	2.1%	0.0%	4.02%	No category
	No	59.5%	43.4%	45.7%	95.58%	
	Unknown	38.4%	54.5%	54.3%	0.00%	
Same gender assigned at birth?	Yes	59.2%	41.8%	43.5%	0.00%	No category
	No	3.3%	3.2%	2.2%	95.47%	
	Unknown	37.5%	55.0%	54.3%	4.53%	

Community, Health and Wellbeing Directorate - Employment Procedures

		Conduct			Capability			DAW		CHWB 701 emp'ees	Whole Council Work- force 5,125 emp'ees
		20 Cases	9 Warnings	4 Dismissals	12 Cases	6 Warnings	1 Dismissal	6 Cases	5 Appeals		
Ethnicity	BAME	65.00%	77.78%	75.00%	41.67%	50.00%		50.00%	40.00%	43.22%	36.08%
	White	30.00%	22.22%	0.00%	58.33%	50.00%		50.00%	60.00%	51.21%	52.08%
	Unknown	5.00%	-	25.00%	-	-		-	-	5.56%	11.84%
Sex	Male	50.00%	44.44%	25.00%	33.33%	33.33%		100%	100%	27.82%	22.36%
	Female	50.00%	55.56%	75.00%	66.67%	66.67%				72.18%	77.64%
Disability	Yes	-	-	-	8.33%	-		-	-	4.99%	1.81%
	No	100%	100%	100%	91.67%	100.00%		100%	100%	94.72%	93.66%
	Not stated	-	-	-	-	-		-	-	0.29%	4.53%
Age	16 to 24	-	-	-	-	-		-	-	2.00%	3.34%
	25 to 34	-	-	-	16.67%	16.67%		-	-	10.84%	17.39%
	35 to 44	20.00%	33.33%	25.00%	25.00%	16.67%		-	-	21.83%	22.67%
	45 to 54	55.00%	55.56%	75.00%	16.67%	16.67%		50.00%	40.00%	36.23%	32.76%
	55 to 64	25.00%	11.11%	0.00%	41.67%	50.00%		33.33%	40.00%	25.11%	21.15%
	65+							16.67%	20.00%	3.99%	2.69%
Religion or Belief	Christianity	20.00%	11.11%	25.00%	-	-		16.67%	0.00%	14.55%	11.00%
	Hinduism	-	-	-	-	-		-	-	3.85%	4.12%
	Islam	-	-	-	-	-		-	-	2.00%	1.44%
	Judaism	-	-	-	-	-		-	-	0.71%	0.57%
	Jainism	-	-	-	25.00%	33.33%		-	-	0.86%	0.51%
	Sikh	-	-	-	-	-		-	-	0.29%	0.39%
	Buddhism	5.00%	11.11%	0.00%	-	-		-	-	0.14%	0.20%
	Zoroastrian	-	-	-	-	-		-	-	0.00%	0.02%
	Other	-	-	-	-	-		-	-	1.28%	0.86%
	No Religion/ Atheist	-	-	-	-	-		-	-	2.71%	2.09%
	Unknown	75.00%	77.78%	75.00%	75.00%	66.67%		83.33%	100%	73.61%	78.81%
Sexual Orient- ation	Heterosexual	20.00%	11.11%	25.00%	-	-		16.67%	0.00%	21.68%	15.92%
	Gay Woman/ Lesbian	-	-	-	-	-		-	-	0.00%	0.06%
	Gay Man	-	-	-	-	-		-	-	0.14%	0.08%
	Bi-sexual	-	-	-	-	-		-	-	0.00%	0.14%
	Prefer not to say	5.00%	11.11%	-	-	-		-	-	0.86%	1.07%
	Other	-	-	-	-	-		-	-	0.00%	0.04%
	Unknown	75.00%	77.78%	75.00%	100%	100%		83.33%	100%	77.32%	82.69%
Preg/ maternity in last 2 years?	Yes	-	-	-	-	-		-	-	3.42%	4.02%
	No	100%	100%	100%	100%	100%		100%	100%	96.58%	95.58%
Same gender assigned at birth?	Yes	100%	100%	100%	100%	100%		83.33%	80.00%	99.71%	95.47%
	No	-	-	-	-	-		-	-	-	-
	Unknown	-	-	-	-	-		16.67%	20.00%	0.29%	4.53%

10. Workforce Profiles for Partner Organisations

10.1 Pertemps

		Pertemps Placements 600 workers	Whole Council Workforce 5,125 employees
Ethnicity	BAME	40.83%	36.08%
	White	23.50%	52.08%
	Prefer not to say	23.00%	-
	Incomplete	12.67%	11.84%
Sex	Male	47.33%	22.36%
	Female	30.33%	77.64%
	Prefer not to say	9.83%	-
	Incomplete	12.50%	-
Disability	Yes	0.83%	1.81%
	No	71.00%	93.66%
	Prefer not to say	15.67%	-
	Incomplete	12.50%	4.53%
Age	16 to 24	8.33%	3.34%
	25 to 34	33.67%	17.39%
	35 to 44		22.67%
	45 to 54	31.50%	32.76%
	55 to 64		21.15%
	65+	2.17%	2.69%
	Prefer not to say	9.50%	-
	Incomplete	14.83%	-
Religion or Belief	Christianity	31.33%	11.00%
	Hinduism	6.83%	4.12%
	Islam	0.00%	1.44%
	Judaism	0.83%	0.57%
	Jainism	0.33%	0.51%
	Sikh	0.17%	0.39%
	Buddhism	-	0.20%
	Zoroastrian	0.17%	0.02%
	Other	-	0.86%
	No Religion/Atheist	-	2.09%
	Prefer not to say	36.83%	-
Incomplete	15.83%	78.81%	
Sexual Orientation	Heterosexual	61.67%	15.92%
	Gay Woman/ Lesbian	0.33%	0.06%
	Gay Man	0.33%	0.08%
	Bi-sexual	0.33%	0.14%
	Prefer not to say	24.83%	1.07%
	Other	-	0.04%
	Incomplete	12.50%	82.69%
Pregnancy/ maternity in last 2 years	Yes	1.33%	4.02
	No	60.67%	95.98
	Prefer Not To Say	25.33%	-
	Incomplete	12.67%	-
Same gender assigned at birth?	Yes	67.33%	95.47%
	No	1.17%	-
	Prefer Not To Say	19%	-
	Incomplete	12.5%	4.53%

10.2 Capita Workforce Profile as at 31st March 2013

These figures include employee data from Capita Consulting, Capita ITS and Capital Learning and Development. In future years only Capital Consulting employee details will be reported as the others are staff are employed by Capita on contracted out services.

		Capita 97 employees	Whole Council Workforce 5,125 employees
Ethnicity	BAME*	43.30%	36.08%
	White	50.50%	52.08%
	Unknown	6.20%	11.84%
Sex	Male	83.51%	22.36%
	Female	16.49%	77.64%
Disability	Yes	-	1.81%
	No	-	93.66%
	Unknown	100.00%	4.53%
Age	16 to 24	3.10%	3.34%
	25 to 34	19.59%	17.39%
	35 to 44	32.98%	22.67%
	45 to 54	34.02%	32.76%
	55 to 64	10.31%	21.15%
	65+	-	2.69%
	Prefer not to say	-	-

* BAME (Black, Asian and Minority Ethnic) group includes employees from Black, Asian, Mixed, Chinese and any other ethnic group.

White group includes British, Irish and other White ethnic groups.

Capita were unable to supply any information on religion or belief, pregnancy and maternity, sexual orientation or gender reassignment.

Annual Equality in Employment Monitoring Report**Council Paybands 2012/13**

Payband	Salary in £s	Broadly equivalent to and will include
Band 1	Up to 18,582	H1 - H3
Band 2	18,583 - 30,087	H4 - H8
Band 3	30,088 - 41,196	H9 - H11
Band 4	41,197 - 59,457	SPM3 – SPM5
Band 5	59,458 - -91,962	SPM1 – SPM2
Band 6	91,963 and above	Directors and above

H grades - Harrow pay spine

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**REPORT FOR: Employees Consultative
Forum**

Date of Meeting: 9th October 2013

Subject: **INFORMATION REPORT** – Annual
Health and Safety Report

Responsible Officer: Tom Whiting, Corporate Director -
Resources

Exempt: No

Enclosures: Appendix 1 – Health & Safety
Objectives & Targets April 2012 –
March 2013 (The improvement plan)

Appendix 2 - Analysis Report for
Accidents Quarter 1 To Quarter 4 (1st
April 2012 – 31st March 2013)

Appendix 3 – Audit tool Analysis

Section 1 – Summary

This report summarises the Council's health and safety performance for the half year 1st April 2012 to 31st March 2013, providing an update of activities and giving information on outcome measures – training, audits and accidents.

FOR INFORMATION

Section 2 – Report

Executive Summary

2.1 Health and Safety Management has continued to develop across the organisation during the period from April 2012 to March 2013. The key work streams during this period have been:

- The targeted completion of phase one of the health and safety e-self audit tool programme across the organisation.
- Development of the health and safety management system in line with the two year improvement plan (see appendix 1).
- Continued revision and introduction of health and safety codes of practice to meet the needs of the organisation.
- Health and safety advice and support across the organisation.
- The delivery of the health and safety training to the organisation.
- The procurement of a new occupational health contract and introduction of a new occupational health provider.

Background

2.2 In line with the requirements of the Health and Safety at Work etc. Act 1974 an annual safety review is undertaken and a report prepared. The report details health and safety performance and enables the Council to identify, prioritise and address areas for improvement, with consideration to health and safety risk. The half yearly report was prepared in November 2012 and this is the following annual report.

External Assurance

2.3 The Health and Safety Executive (HSE) visited the Council to inspect waste and recycling arrangements in September 2012. The Inspector asked for a number of improvements including improvements in supervision and monitoring during waste collection and a review of traffic management arrangements on the civic amenity site.

2.4 In April 2013 the HSE Inspector performed a follow up visit to monitor progress against the requested improvements. The Inspector was satisfied that the identified improvements had been addressed and no further action was taken.

Improvement Plan

2.5 Progress has continued with improvement plan throughout 2012/13. The work streams have been health and safety auditing, delivery of training and updating of

policies and procedures. Progress is monitored by the Corporate Health and Safety Group.

Health and Safety Policy and Guidance

2.6 The Corporate Health and Safety Service has continued to review, develop and consult on health and safety policies and guidance notes to enable the organisation to meet its statutory obligations. The following documents have been introduced in 2012/13.

- HSCOP 02 - Manual handling
- HSCOP 04 - Control of Substances Hazardous to Health
- HSCOP 41 - New & Expecting Mothers
- HSCOP 22 - Hand and arm vibration
- HSCOP 15 - Portable electrical Appliance Testing
- HSCOP 40 - Protocol for Schools & Corporate Properties

2.7 A number of policies and codes of practice have also been reviewed or had minor amendments to reflect HSE updates, including first aid, accident reporting and asbestos management. Policies and procedures will continue to be reviewed throughout 2013/14.

Health and Safety Groups

2.8 Internal governance of health and safety continues to be performed by the Directorate & Corporate Health and Safety groups, including the Health at Work group. The Corporate Health & Safety Service holds a monthly partnership meeting with the Trade Unions.

Health and Safety Visits, Inspections and Audits

2.9 The Corporate Health and Safety Service has continued to provide reactive support across the organisation, including site visits, inspections and accident investigations at a wide range of different sites.

2.10 Service managers have received on-site help and guidance in the completion of the e-self health and safety audit tool. In excess of a 150 audits have been completed and this audit has sought to determine how services comply with eighteen key areas of health and safety legislation e.g. the Control of Asbestos Regulations 2012. Where non compliance with the legislation has been identified, Service managers have been required to undertake remedial action.

2.11 Over 500 actions have been identified. The key areas of non compliance related to services completing assessments (27%) e.g. fire risk assessments in different premises and staff completing statutory training (26%) e.g. fire marshall training. A breakdown of the topics where actions were required is provided in appendix 3, highlighting that the three main areas for improvement were in fire management, display screen equipment and stress management.

2.12 The deadline for completion of the audits was extended until the end of March 2013. However it was identified that there will still be a number of snagging issues

to be addressed and the final completion date was extended until the end of June 2013. Preparation of phase two of the audits will then begin with a focus on directorate specific audits, considering directorate specific issues e.g. school educational visits.

Education Outside the Classroom

- 2.13 Educational visits organised by schools continue to be reviewed by the service. The nature of the trips has included Duke of Edinburgh expeditions, trips to France and Belgium as well as residential visits to activity centres in England.

Occupational Health

- 2.14 The Occupational Health Service has continued to meet the organisation's requirements for dealing with and promoting health at work issues. The Council's contract with Santia Consulting Ltd expired in January 2013. In compliance with the Public Contracts Regulations 2006 the Council followed an open competitive tendering procedure awarded and based on the results awarded a new contract to Health Management Limited (HML).
- 2.15 The new service started on the 1st February. The procurement process sought to obtain a provider that could provide a cost effective and efficient service. The new service offers an online service where applicable and a face to face service for more complex cases.
- 2.16 The volume of management referrals and work health assessments in 2012/13 has remained broadly consistent with previous years. Initial reports from the new provider indicate that musculoskeletal problems remain the most common reason for referral, followed by stress and respiratory issues.

Promotion of Health, Safety and Well Being

- 2.17 The Health at Work group has continued to promote health and wellbeing. A Men's Health Week promotion took place in June 2012, delivering health promotion at the Civic Centre and the Central Depot. The new service provider HML also now offer staff access to a website with guidance and helpful information on a wide range of health issues.

Employee Assistance Programme

- 2.18 In line with changes to the Occupational Health Service there have been changes to the Employee Assistance Programme provider. First Assist provided a service until the end of January 2013. The new service is now provided by HMAssist.
- 2.19 The service continues to provide, free of charge, expert advice, specialist counselling and support on a wide range of issues, including bereavement counselling, financial advice and personal crises. The service is used by staff across the directorates and continues to be promoted across the organisation.

Accidents at Work

- 2.20 The Council continues to scrutinise quarterly, half yearly and annual accident data for monitoring by the Health and Safety Groups (see appendix 2). The data provided is described in terms of the former directorates to allow comparison with previous years.
- 2.21 There have been 431 employee related incidents in this period, 16 incidents of which have required reporting to the Health and Safety Executive.
- 2.22 The majority of employee incidents continue to occur in the Children's Service Directorate (308), principally in schools (243). Approximately 60% of all incidents in the Children's Service Directorate relate to teachers or teaching assistants and the main types of incidents within schools are physical assault (51%) and slips, trips and falls (19%).
- 2.23 The former Adults & Housing and Community and Environment Directorates have the next largest number of both reportable and non reportable employee incidents (52 & 55 respectively).
- 2.24 The number of both reportable and non reportable employee incidents is still low in the remaining former Directorates over this period.
- 2.25 Physical assault and slips, trips and falls continue to be the largest accident types.
- 2.26 The majority of physical assault incidents relate to minor cuts or scratches in the special schools. There were no physical assault incidents that required a submission to the Health and Safety Executive. As with previous years accredited training is delivered on physical intervention to staff.
- 2.27 Slips, trips and falls account for 6 (38%) of the incidents reported to the Health and Safety Executive and having taken place in differing areas across the organisation. This figure is consistent with the data for 2011/12 (36%).
- 2.28 Over 50% of incidents relate to teachers, teaching assistants and social care workers. This is consistent with the incident data for 2011/12.
- 2.29 Comparison with previous years reveals that the number of employee incidents has increased slightly from 406 in 2011/12 to 431 in 2012/13. However the number of reportable incidents has reduced from 25 in 2011/12 to 16 in 2012/13. This may in part be due to the changes in the requirements for reportable incidents which were introduced in April 2012. The service has requested benchmarking data from other London Local Authorities and has received a limited amount of data which has indicated that we are broadly similar in our incident performance with other councils.

Health and Safety Training Data

- 2.30 Health and safety training continues to be delivered by the Corporate Health and Safety Service with a published training programme. Attendance is significantly lower than in previous years although a significant improvement in attendance was noted in the second half of the year.

- 2.31 As stated in the half yearly report the significant difference between this period and the previous equivalent period has been the delivery of fire awareness / fire marshal training in schools, with a large number of schools completing this training in 2011/12.
- 2.32 The delivery of health and safety training has been highlighted as an area for improvement. The audit tool has identified areas where training is needed, through measuring compliance with health and safety law. Over 150 actions have been raised relating to training and this is enabling the service to review the organisation's requirements for training and will allow the service to focus on areas of identified need. Furthermore the service is exploring the option of accessing learning pool to deliver some of the training online to meet this need..

Table 1: The Main Health and Safety Training Courses Attendances 1/4/2012 - 31/3/2012 (2011/12)

Directorates Courses /	Combined Group	Children's Services	Adults and Housing	Community and Environment	Total
Health and Safety Induction for staff	2 (9)	2 (12)	26 (21)	2 (19)	32
Health and Safety Induction for managers	0 (2)	2 (6)	2 (3)	0 (2)	4
Health and Safety Risk Assessment	1 (0)	6 (0)	5 (28)	0 (1)	12
Health and Safety for Premises managers	0 (0)	1 (8)	1 (3)	0 (19)	2
Fire Marshals	0 (4)	50 (1)	6 (33)	2 (0)	58
Lone working	0 (0)	8 (0)	6 (6)	2 (4)	16
Personal safety	1 (0)	0 (2)	1 (0)	7 (1)	9
DSE users	0 (4)	0 (1)	0 (1)	0 (0)	0
DSE assessors	0 (9)	2 (5)	3 (5)	0 (0)	5
Stress awareness / risk assessment	0 (0)	3 (0)	0 (0)	0 (0)	3
COSHH awareness	0 (0)	2 (5)	1 (21)	1 (1)	4
Manual Handling	2 (0)	7 (23)	22 (13)	0 (5)	31
Fire safety awareness	0 (0)	0 (240)	0 (0)	0 (0)	0
Refresher Health & Safety	0 (0)	0 (0)	0 (0)	42 (0)	0
Total	6 (28)	83 (297)	73 (150)	56 (50)	176 (523)

Note: The above data does not include bespoke training arranged by individual Services, e.g. Manual Handling training at the Depot.

Legislation Update

2.33 The Health and Safety (Fees) Regulations 2012 came into force on the 01st October 2012 and extended the range of activities for which HSE recovers costs.

Stakeholder Feedback

2.34 The HSE conducted an inspection of waste and recycling arrangements in September 2012. Following recommendations from the HSE, Harrow Council implemented an action plan to address the recommendations. The HSE subsequently revisited Harrow Council and were satisfied with the actions taken, which related principally to supervision and monitoring during waste collection and traffic management at the civic amenity site.

2.35 The recognised Trade Unions continue to play an active role in the development of health and safety management, significantly contributing at the health and safety groups within the Council.

Management Assurance

2.36 The Health at Work group, Directorate and Corporate Health and Safety groups continue to monitor health management and health and safety performance within the organisation.

Plans for April 2012 - March 2013

2.37 The key actions for the remainder of 2012/13 include the following:

- Completion of phase 1 of the audit tool across the Council.
- Implementation of phase 2 of the audit tool across the Council
- Continued development of the health and safety management system, including the delivery of training and review/ introduction of policies and procedures..
- The management of the delivery of the Occupational Health Service and the Employee Assistance Programme.
- Health and safety support and advice within Harrow Council.
- The provision of analytical data to the Health and Safety Groups and forums e.g. accident performance, audit results, to enable effective monitoring.
- Implementing effective arrangements for the delivery of health and safety management to the Council

Section 3 – Further Information

None

Section 4 – Financial Implications

Health and safety management is integral to directorate budgets, and the functions of the Corporate Health and Safety team are carried out within the budget available.

Section 5 - Equalities implications

An Equality Impact Assessment was carried out and no adverse impacts were determined.

Section 6 – Corporate Priorities

The delivery of health and safety management is integral to, and supports the achievement of all Corporate Priorities.

Name:.....S George.....

Director of Finance & Assurance

Date:05th July 2013.....

Section 7 - Contact Details and Background Papers

Contact: Mark Riordan, Interim Health & Safety Consultant, 0208 424 1407

Background Papers: None

Appendix 1

HEALTH AND SAFETY OBJECTIVES AND TARGETS April 2012 – September 2013 Mark Riordan

No.	Objective	Target	Programme	Owner	Start	Status	Finish Date
67	Health & Safety Policy: A Policy needs to be prepared which will reflect the organisation's intention for the management of health and safety.	1.1 Statement of commitment.	1.1.1 Preparation of a statement of commitment towards legislative compliance and continuous improvement in the management of Health and Safety.	SR	June 2011	Complete	Sept 2011
			1.1.2 Statement to be agreed by CHSG, signed by the Chief Executive and issued on the intranet/internet.	CHSG/ML	Sept 2011	Complete	Sept 2011
		1.2 Outline of responsibilities, including all stakeholders.	1.2.1 Responsibilities for health and safety management & members to be drafted for consultation, including details of senior management who will 'champion' health and safety and the scope of responsibilities e.g. SLAs.	SR	June 2011	Complete	Sept 2011
			1.2.2 Responsibilities to be agreed by CHSG & relevant stakeholders and issued on the intranet as part of full policy.	CHSG	Sept 2011	Complete	September 2011
		1.3 Outline of arrangements, including all stakeholders.	1.3.1 Arrangements for health and safety management to be drafted for consultation. This will include risk assessment, training, consultation, emergency arrangements, safe workplaces, first aid, incident reporting etc.	SR	June 2011	Complete	September 2011
		1.3.2 Responsibilities to be agreed by CHSG & relevant stakeholders and issued on the intranet as part of full	CHSG	Sept 2011	Complete	September 2011	

			policy.				
2	Organisation.	2.1 Establish control over health and safety in the workplace.	2.1.1 Day to day responsibilities for health and safety management from the top to the bottom of the organization to be drafted for consultation. This will include attendance at health and safety meetings, inspection regimes, management of incidents, defining individual responsibilities, compliance checks etc.	SR	Sept 2011	Ongoing	Dec 2011
	Control						
			2.1.2 Responsibilities, arrangements & compliance checks to be agreed within Directorates and fed back to CHSG & relevant stakeholders	CHSG/SR	Sept 2011	Ongoing	Mar 2012
2	Organisation.	2.2 The establishment of a system that ensures that all employees are capable of doing their work in a proper and safe way.	2.2.1 All services to identify the training needs of their team, including the CPD needs of managers, against the currently available health and safety training and submit needs to the Health & Safety Service	All services	Aug 2011	Ongoing	July 2013
88	Competence		2.2.2 The health and safety service to explore the potential for e-learning	SR	July	Ongoing	July 2013
			2.2.3 The Health and Safety Service to determine the training needs of the organisation and any necessary budget changes, discuss with HR & L&D and submit a programme, including mandatory training & specialist provision of training, to CHSG.	SR	Dec 2011		July 2013
			2.2.4 CHSG to assess and endorse the programme.	CHSG	Mar 2012		July 2013
			2.2.5 Programme to be delivered.	SR	Mar 2012		July 2013 commence

			2.2.6 Senior Management to determine the arrangements for the provision of professional health and safety support to the organization.	CSB	April 2011	Ongoing	Sept 13
2	Organising Communication:	2.3 Establish communication routes for clarity of responsibilities & to ensure changes are communicated quickly throughout organisation	2.3.1 Communication routes for health and safety management to be drafted for consultation. This will include the provision of information and support e.g. monthly health & safety updates, performance & an opportunity to express views and concerns.	SR	June 2011	Complete	Sep 2011
			2.3.2 Communication routes to be agreed by CHSG & relevant stakeholders and issued on the intranet	CHSG	Sept 2011	Complete	Sept 2011
2	Organising Co-operation:	2.4 The formal participation and co-operation of everyone in the workplace in carrying out their Health & Safety responsibilities.	2.4.1 Participation and co-operation mechanisms for health and safety management to be drafted for consultation. This will include the arrangements for health and safety committees and escalation of risks.	SR	Sept 2011	Complete	Sept 2011
69			2.4.2 Participation and co-operation mechanisms to be agreed by CHSG & relevant stakeholders, including trade unions, and issued on the intranet	CHSG	Sept 2011	Complete	Sept 2011
3	Planning: Risk Assessment	3.1 All risks with the potential to cause harm have been assessed.	3.1.1 Each service to identify and risk assess the significant risks that are present in its work area and through its work activities and prepare a register for review at Directorate level, together with an action plan to address these issues. Directorate group to undertake a risk mapping exercise to ensure all significant risks have been assessed.	Each Service			July 2013

			3.1.2 The health and safety service to purchase a database tool to upload & monitor risk assessments and provide training to enable individual services to upload their assessments.	SR	Complete	June 2012
			3.1.3 Each service to ensure that where control measures are required they have been implemented or if not possible the risks have been escalated to Directorate level.	Each Service	Nov 2011	Ongoing July 2013
			3.1.4 Where risks are unable to be managed within a directorate, the risks are escalated to Corporate Level	Each Directorate Group	May 2012	Ongoing July 2013
3	Planning: Policies & Procedures	3.2 Policies & procedures to be developed for the management of all significant risks	3.2.1 All policies & procedures for health and safety management to be reviewed and presented for consultation. This will include any new policies/ procedures identified by the risk assessment process.	SR	April 2011	Ongoing Sept 2012
			3.2.2 Policies & procedures to be agreed by CHSG & relevant stakeholders and issued on the intranet.	CHSG	April 2011	Ongoing Sept 2012
4	Monitoring: Pro-active monitoring	4.1 Identify shortcomings in the management of Health & Safety through inspections, checking maintenance records, reviewing work	4.1.1 Draft mechanisms for pro-actively monitoring health and safety performance to be presented to CHSG/Directorate Groups for consultation/approval.	SR	Sept 2011	Ongoing July 2013
			4.1.2 Monitoring arrangements to be implemented.	Directorate	Sept 2011	Ongoing July 2013
			4.1.3 Monitoring data to be reviewed both corporately and at directorate level.	CHSG/D HSG	Sept 2011	Ongoing July 2013

activities etc.

4	Monitoring: Reactive monitoring	4.2 Assess health and safety performance through reactive data such as incident data	4.2.1 Ensure mechanisms for reporting data are implemented throughout Council and the relevant data is analysed.	SR
			4.2.2 Ensure that the monitoring is reviewed both locally and at Directorate and Corporate level and appropriate remedial action is taken.	CHSG/D HSG
4	Monitoring: KPI's	4.3 Set KPI's e.g. lost time injury rate to benchmark and then set targets for improvement	4.3.1 Draft proposed KPI's for monitoring health & safety performance, including performance board data, to be generated through procured audit tool and presented to CHSG/Directorate Groups for consultation/approval.	SR
			4.3.2 Agree targets for improvement and monitor progress.	CHSG
5	Auditing	5.1 The collation of information on the efficiency, effectiveness and reliability of the total health & Safety Management system and drawing up plans for corrective action	5.1.1 The procurement and introduction of an e-audit tool to assess compliance against legislation and internal policies and procedures.	SR
			5.1.2 Completion of the audit by all services.	SR
			5.1.3 Commence assessment of the validity of the auditing by the health and safety service (approx 10%)	SR

May 2011	Complete	Sept 2011
Sept 2011	Complete	Dec 2011
Oct 2011	Complete	May 2013
	Complete	May 2013
Jan 2011	Complete	July 2012
June 2011	Ongoing	July 2013
Sept 2011	Ongoing	July 2013

71

6	Review	6.1 Assessment of the adequacy of health and safety performance and determining strategies for remedial action.	6.1.1 The generation of annual and half yearly health & safety reports for submission to members and relevant stakeholders.	SR	May & Nov 2012	Ongoing	June & December
			6.1.2 An annual corporate review of health & safety performance.	CSB	June 2012	June 2013	

Key

Green – in progress or on track

Amber – concern, budget, timescale or high risk problems

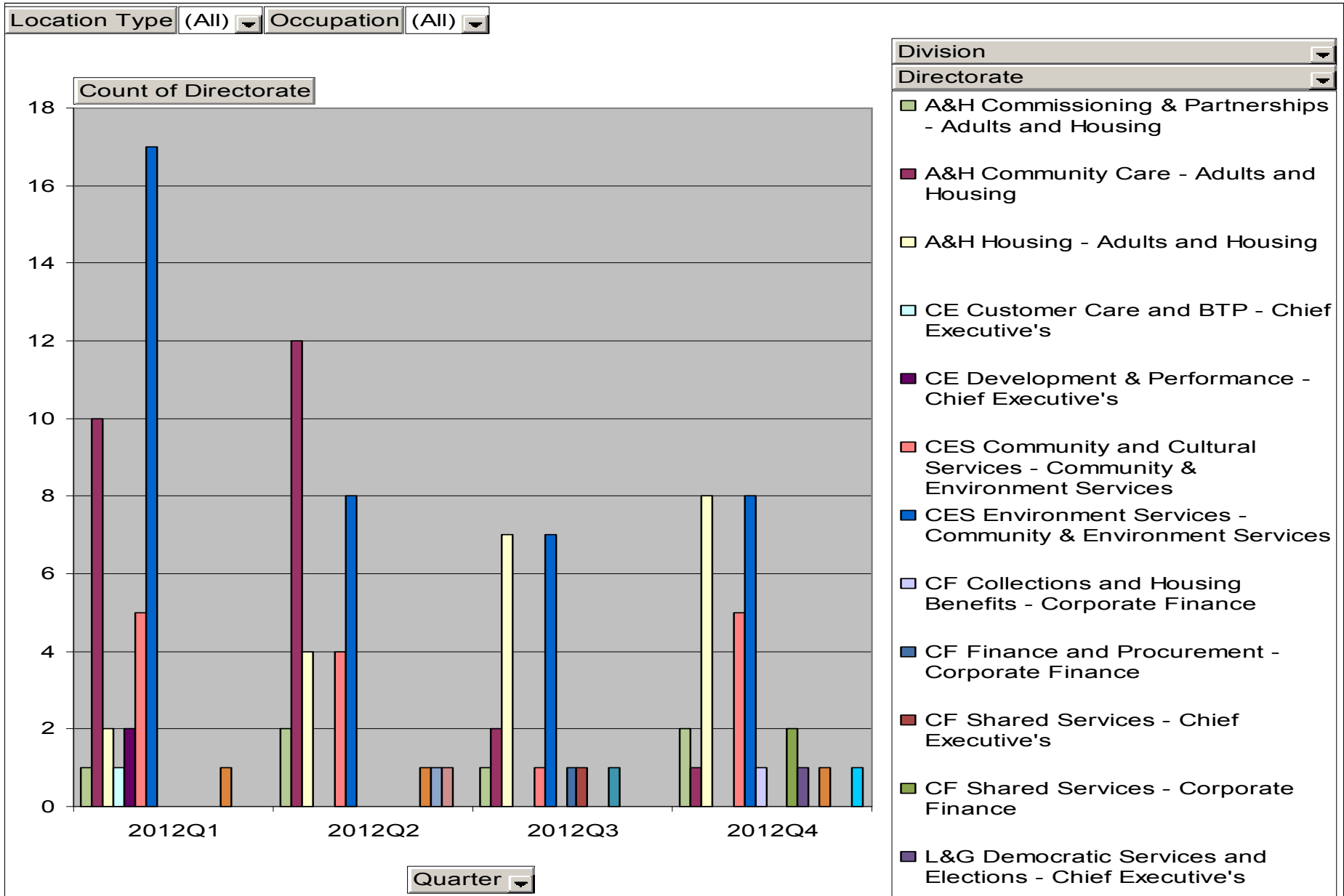
Grey - complete

Red – failed to achieve timeline or highly likely to fail to achieve timeline

No Fill – yet to be started.

Appendix 2
Total Employee Reportable and Non-Reportable Accidents by Directorates Q1 – 2012 to Q4 – 2013
Excluding Children's Services

Count		Quarter ▼				
Directorate ▼	Division ▼	2012Q1	2012Q2	2012Q3	2012Q4	Grand Total
Corporate Finance	CF Collections and Housing Benefits	0	0	0	1	1
	CF Finance and Procurement	0	0	1	0	1
	CF Shared Services	0	0	0	2	2
Corporate Finance Total		0	0	1	3	4
Chief Executive's	CE Customer Care and BTP	1	0	0	0	1
	CE Development & Performance	2	0	0	0	2
	CF Shared Services	0	0	1	0	1
	L&G Democratic Services and Elections	0	0	0	1	1
	PS Corporate Estate	0	1	0	0	1
Chief Executive's Total		3	1	1	1	6
Adults and Housing	A&H Commissioning & Partnerships	1	2	1	2	6
	A&H Community Care	10	12	2	1	25
	A&H Housing	2	4	7	8	21
Adults and Housing Total		13	18	10	11	52
Community & Environment Services	CES Community and Cultural Services	5	4	1	5	15
	CES Environment Services	17	8	7	8	40
Community & Environment Services Total		22	12	8	13	55
Legal and Governance	L&G Democratic Services and Elections	0	0	1	0	1
	L&G Legal Practice	1	1	0	1	3
	L&G Registration and Support Services	0	1	0	0	1
Legal and Governance Total		1	2	1	1	5
Place shaping	PS Planning Services	0	0	0	1	1
Place shaping Total		0	0	0	1	1
Grand Total		39	33	21	30	123

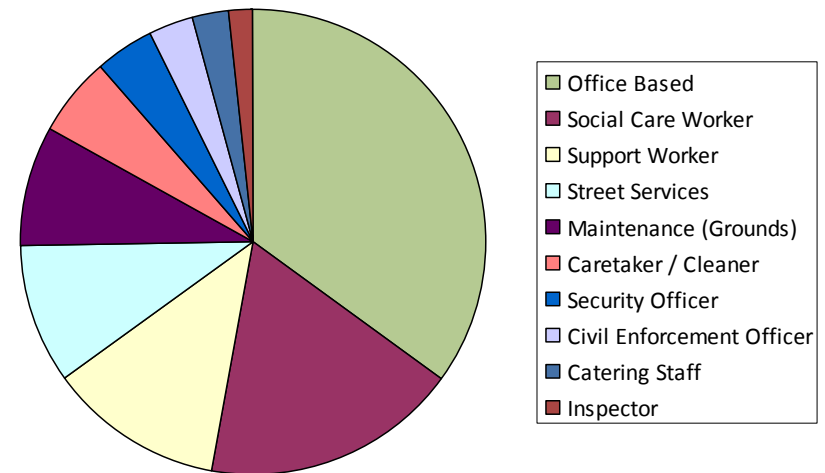


Total Employee Reportable and Non-Reportable Accidents by Occupation Q1 – 2012 to Q4 – 2013
Excluding Children's Services

Occupation	No.	%
Office Based	43	34.96%
Social Care Worker	22	17.89%
Support Worker	15	12.20%
Street Services	12	9.76%
Maintenance (Grounds)	10	8.13%
Caretaker / Cleaner	7	5.69%
Security Officer	5	4.07%
Civil Enforcement Officer	4	3.25%
Catering Staff	3	2.44%
Inspector	2	1.63%
Grand Total	123	100.00%

75

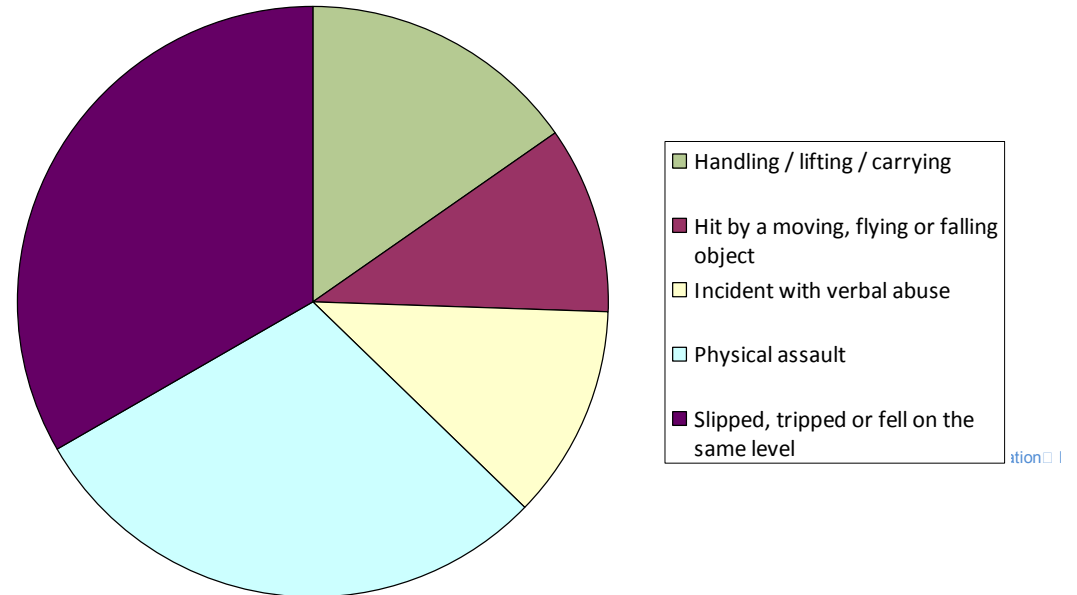
Accidents/Incidents by Occupation
 Directorate: (Multiple Items) Qtr: (Multiple Items)



Total Employee Reportable and Non-Reportable Top 5 Accidents by Type Q1 to Q4 – 2012/13
Excluding Children's Services

Kind of accident/incident	No.	%
Handling / lifting / carrying	12	15.38%
Hit by a moving, flying or falling object	8	10.26%
Incident with verbal abuse	9	11.54%
Physical assault	23	29.49%
Slipped, tripped or fell on the same level	26	33.33%
Grand Total	78	100.00%

Top 5 Kinds of Accident/Incident
 Directorate: Qtr: (Multiple Items)

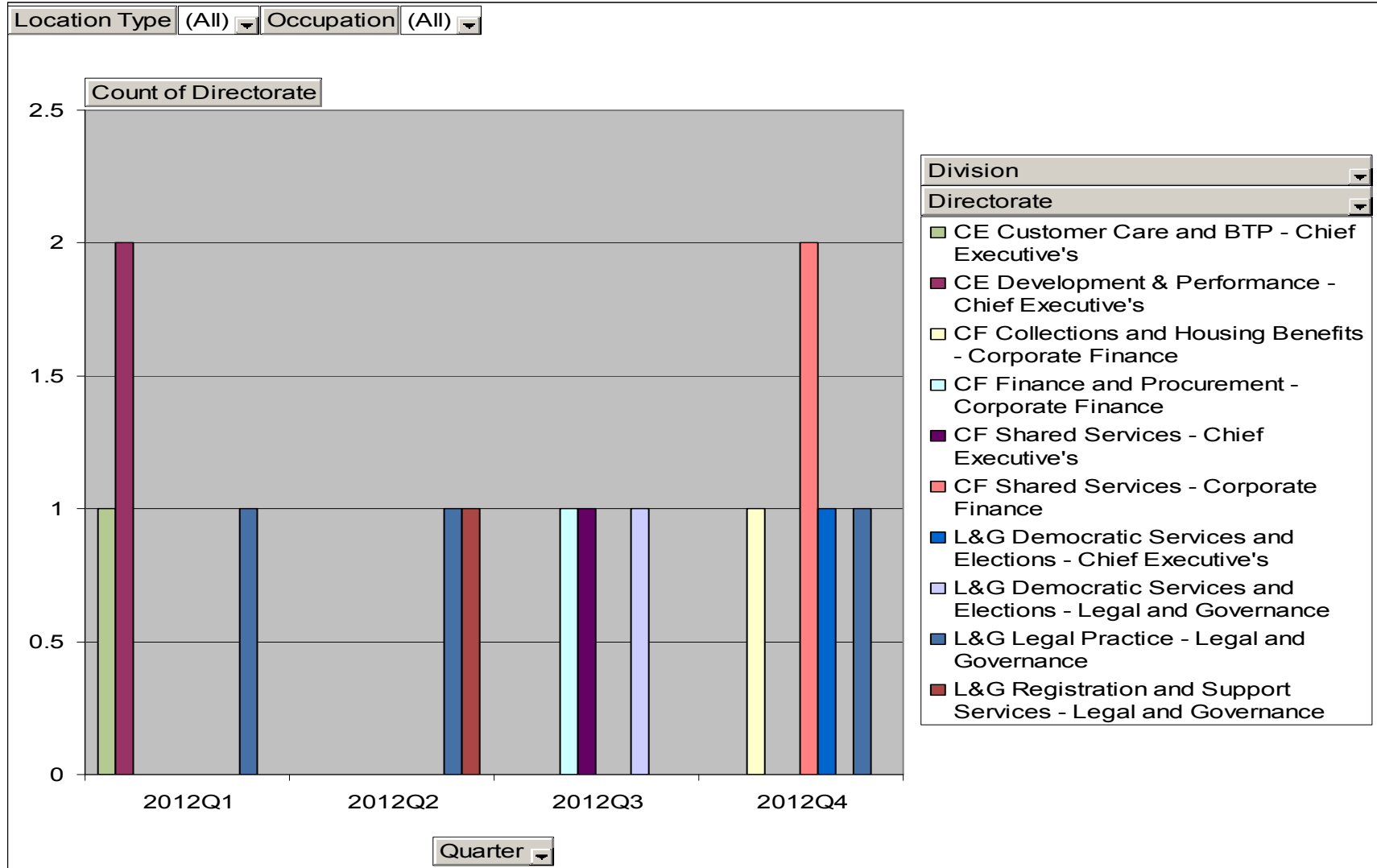


Excluding Children Services, the overall employee figures for Qs 1 to 4 – 2012/13 (123) are 15% lower than Qs 1 to 4 – 2011/12 (144). Employee RIDDOR reportable accidents for Qs 1 to 4 – 2012/13 (11) are 50% lower than Qs 1 to 4 – 2011/12 (22).

There were a further (88) accidents reported to the Health and Safety Services. These primarily occurred to persons that are not in the employment of Harrow Council and the top 5 related to; Slipped, tripped or fell on the same level (30), Near-miss (16), incident with burglary / theft and mugging (7), Physical assault (5) and fell from height (4).

The Combined Safety Group Accidents from Q1 to Q4 – 2011

Count		Quarter				
Directorate	Division	2012Q1	2012Q2	2012Q3	2012Q4	Grand Total
Corporate Finance	CF Collections and Housing Benefits	0	0	0	1	1
	CF Finance and Procurement	0	0	1	0	1
	CF Shared Services	0	0	0	2	2
Corporate Finance Total		0	0	1	3	4
Chief Executive's	CE Customer Care and BTP	1	0	0	0	1
	CE Development & Performance	2	0	0	0	2
	CF Shared Services	0	0	1	0	1
	L&G Democratic Services and Elections	0	0	0	1	1
Chief Executive's Total		3	0	1	1	5
Legal and Governance	L&G Democratic Services and Elections	0	0	1	0	1
	L&G Legal Practice	1	1	0	1	3
	L&G Registration and Support Services	0	1	0	0	1
Legal and Governance Total		1	2	1	1	5
Grand Total		4	2	3	5	14



The Combined Safety Group Accidents by Occupation Q1 to Q4 – 2012/13

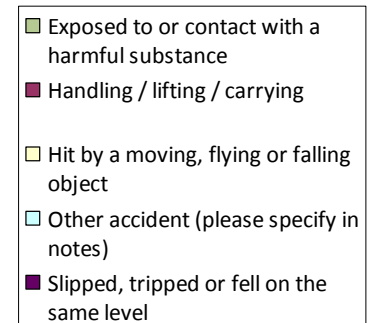
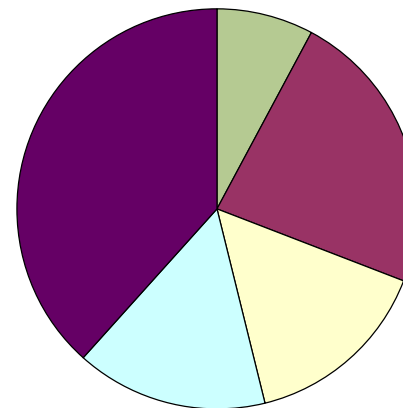
	Data	
Occupation	No.	%
Office Based	14	100.00%
Grand Total	14	100.00%

A pie chart is not presented to reflect data from the Combined Safety Group as there were no employee accidents that occurred in other fields.

The Combined Safety Group Top 5 Accidents by Type Q1 to Q4 – 2012/13

	Data	
Kind of accident/incident	No.	%
Exposed to or contact with a harmful substance	1	7.69%
Handling / lifting / carrying	3	23.08%
Hit by a moving, flying or falling object	2	15.38%
Other accident (please specify in notes)	2	15.38%
Slipped, tripped or fell on the same level	5	38.46%
Grand Total	13	100.00%

Top 5 Kinds of Accident/Incident
Directorate: Qtr: (Multiple Items)

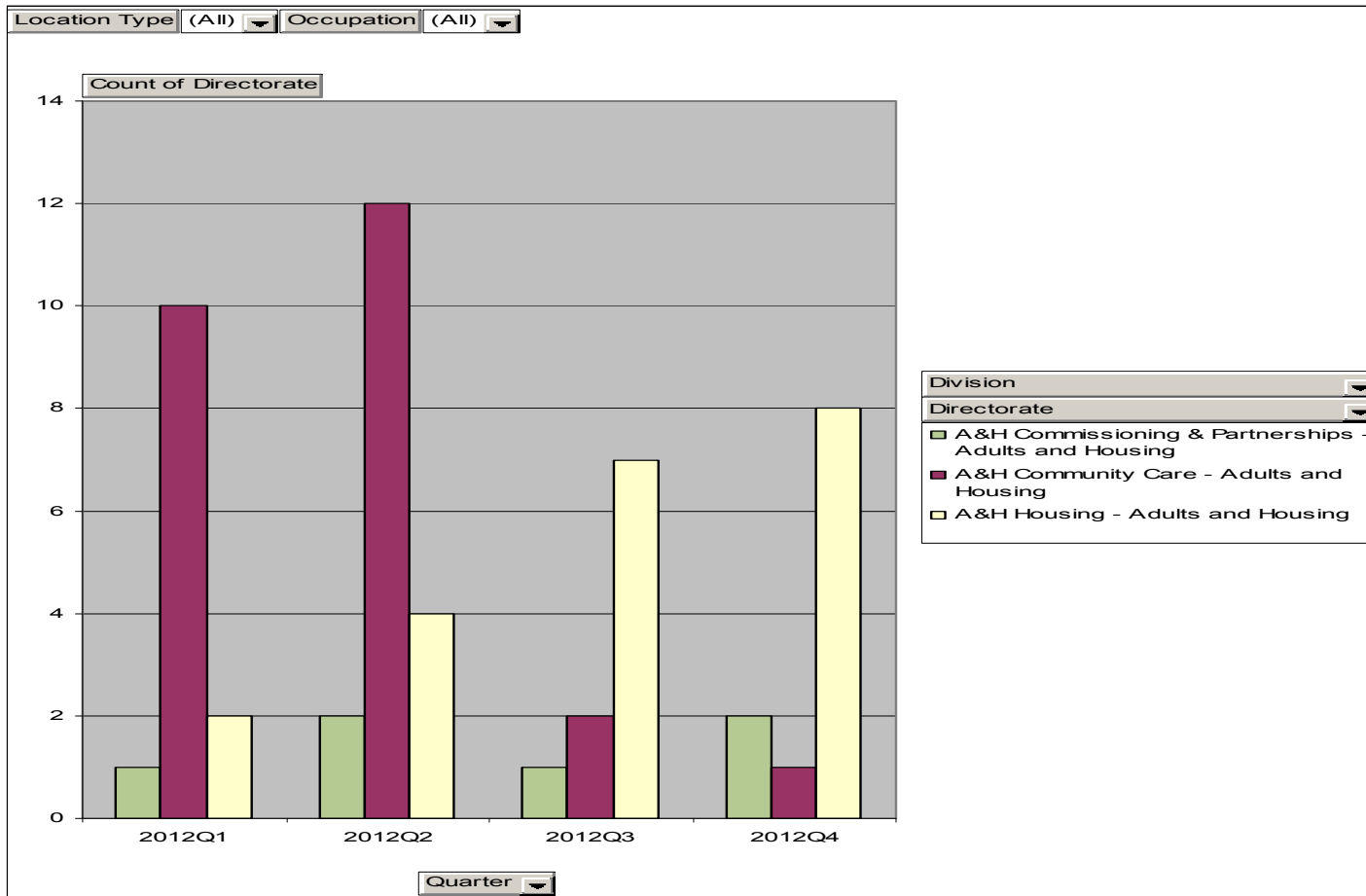


Accident figures for Qs1 to 4 – 2012/13 (14) are 12% lower than Qs1 to 4 – 2011/12 (16).

There were (3) employee RIDDOR reportable accidents in Qs1 to 4 – 2012/13, this is a threefold increase compared to (0) accident reported in Qs 1 to 4 – 2011/12. These related to; Slipped, tripped or fell on the same level (2) and Exposed to or contact with a harmful substance (1).

Adults & Housing Accidents from Q1 to Q4 – 2012/13

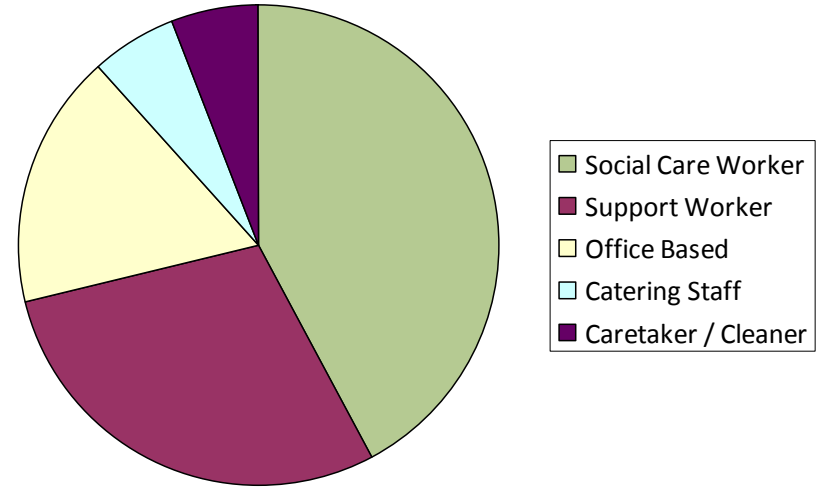
Count		Quarter ▼				
Directorate ▼	Division ▼	2012Q1	2012Q2	2012Q3	2012Q4	Grand Total
Adults and Housing	A&H Commissioning & Partnerships	1	2	1	2	6
	A&H Community Care	10	12	2	1	25
	A&H Housing	2	4	7	8	21
Adults and Housing Total		13	18	10	11	52
Grand Total		13	18	10	11	52



Adults and Housing Accidents by Occupation Q1 to Q4 – 2012/13

	Data	
Occupation	No.	%
Social Care Worker	22	42.31%
Support Worker	15	28.85%
Office Based	9	17.31%
Catering Staff	3	5.77%
Caretaker / Cleaner	3	5.77%
Grand Total	52	100.00%

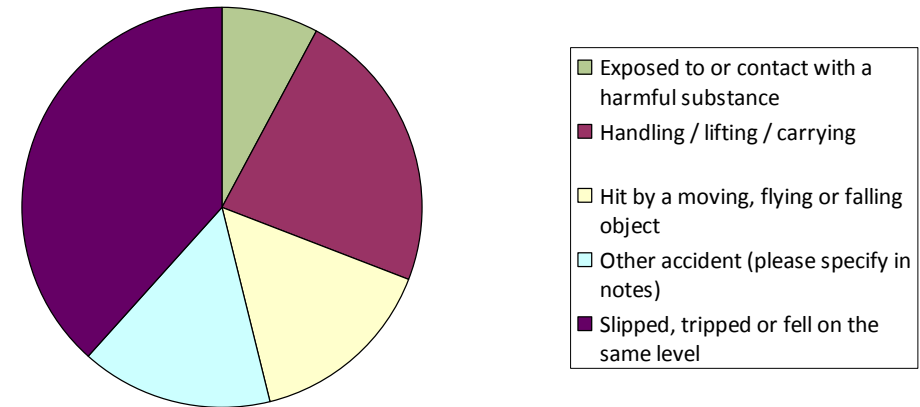
Accidents/Incidents by Occupation
 Directorate: Adults and Housing Qtr: (Multiple Items)



Adults and Housing Top 5 Accidents by Type Q1 to Q4 – 2012/13

Kind of accident/incident	No.	%
Exposed to or contact with a harmful substance	1	7.69%
Handling / lifting / carrying	3	23.08%
Hit by a moving, flying or falling object	2	15.38%
Other accident (please specify in notes)	2	15.38%
Slipped, tripped or fell on the same level	5	38.46%
Grand Total	13	100.00%

Top 5 Kinds of Accident/Incident
Directorate: Qtr: (Multiple Items)



83 The Adults Learning Disability Day Service has been included in all the figures above and is also shown separately overleaf.

There was (1) employee RIDDOR accident reported in Qs 1 to 4 – 2012/13. This is a 90% decrease from Qs 1 to 4 – 2011/12 (10).

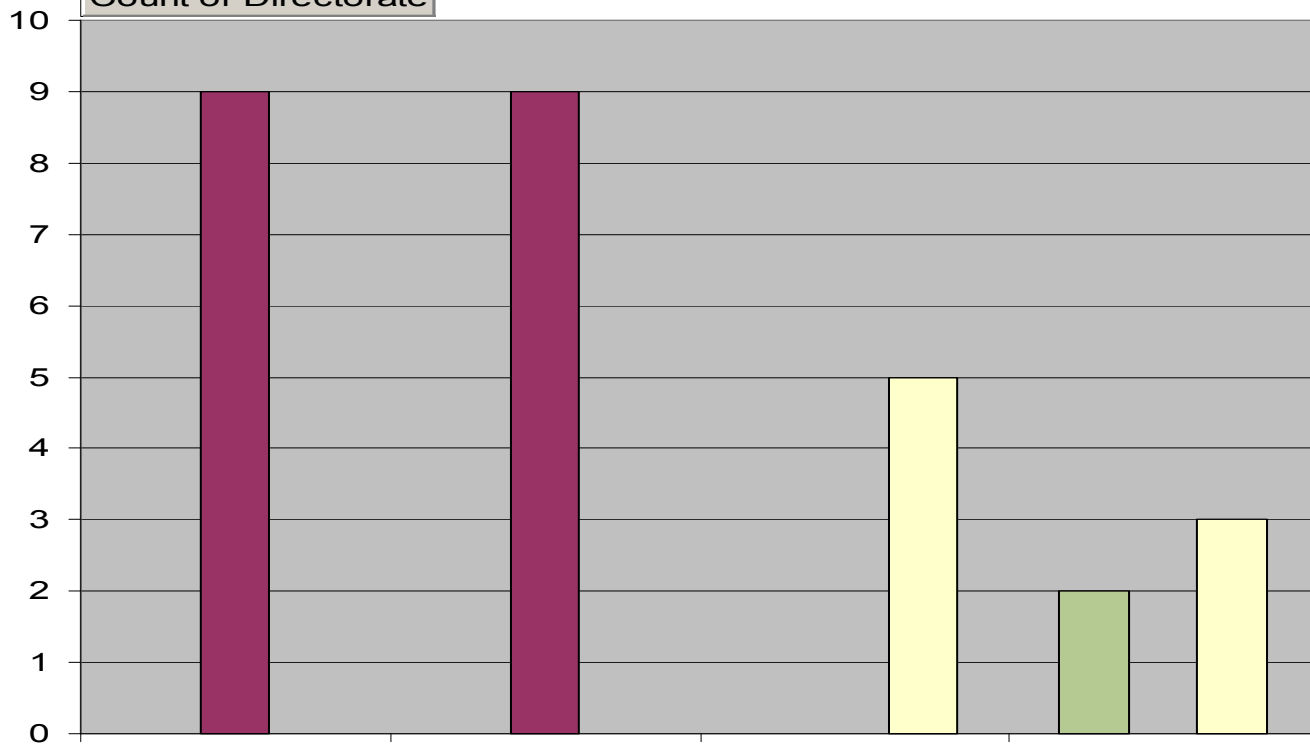
The RIDDOR reportable accident for Qs 1 to 4 – 2012/13 related to slipped tripped or fell on the same level. A Caretaker / Cleaner slipped and fell sustaining a fractured to the right wrist.

Adults – Learning Disability Day Service (LDDS) Accidents from Q1 to Q4 – 2012/13

Count		Quarter				
Directorate	Division	2012Q1	2012Q2	2012Q3	2012Q4	Grand Total
Adults and Housing	A&H Commissioning & Partnerships	0	0	0	2	2
	A&H Community Care	9	9	0	0	18
	A&H Housing	0	0	5	3	8
Adults and Housing Total		9	9	5	5	28
Grand Total		9	9	5	5	28

Location Type LDDS Occupation (All)

Count of Directorate



Division

Directorate

- A&H Commissioning & Partnerships - Adults and Housing
- A&H Community Care - Adults and Housing
- A&H Housing - Adults and Housing

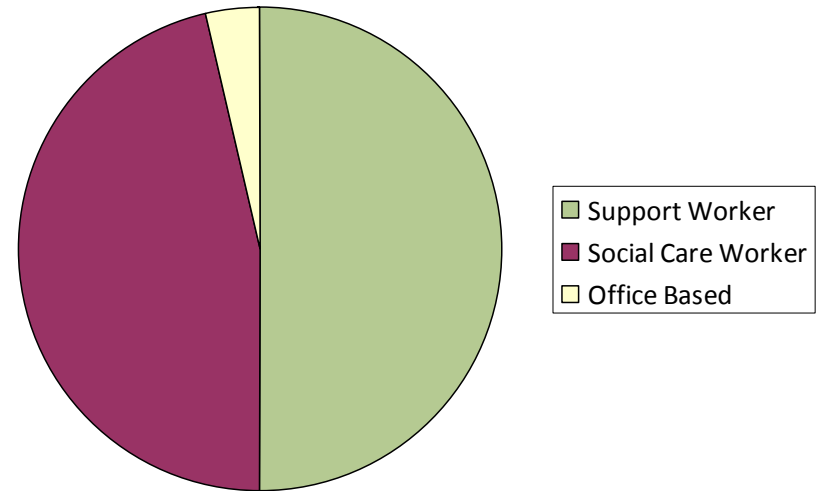
85

Quarter

Adults – LDDS Accidents by Occupation Q1 to Q4 – 2012/13

	Data	
Occupation	No.	%
Support Worker	14	50.00%
Social Care Worker	13	46.43%
Office Based	1	3.57%
Grand Total	28	100.00%

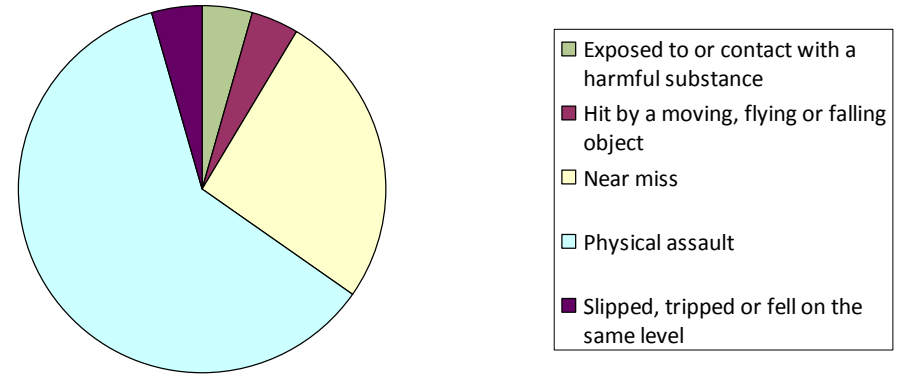
Accidents/Incidents by Occupation
Directorate: Adults and Housing Qtr: (Multiple Items)



Adults – LDDS Top 5 Accidents by Type Q1 to Q4 – 2012/13

Kind of accident/incident	No.	%
Exposed to or contact with a harmful substanc	1	4.35%
Hit by a moving, flying or falling object	1	4.35%
Near miss	6	26.09%
Physical assault	14	60.87%
Slipped, tripped or fell on the same level	1	4.35%
Grand Total	23	100.00%

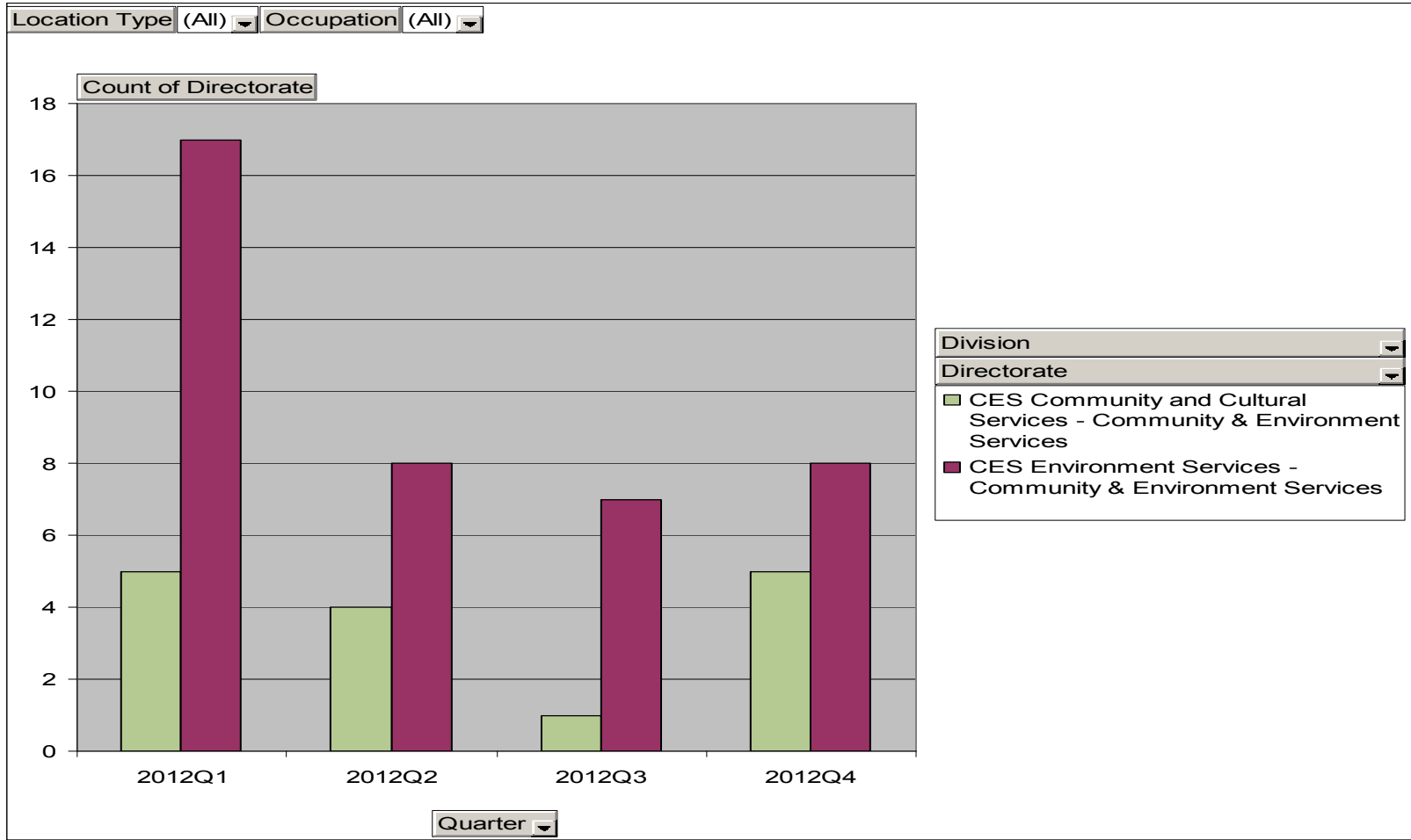
Top 5 Kinds of Accident/Incident
 Directorate: LDDS Qtr: (Multiple Items)



87 There were no employee RIDDOR reportable accidents in LDDS Qs 1 to 4 – 2012/13 compared to (5) in Qs 1 to 4 – 2011/12.

Community & Environment Accidents from Q1 to Q4 – 2012/13

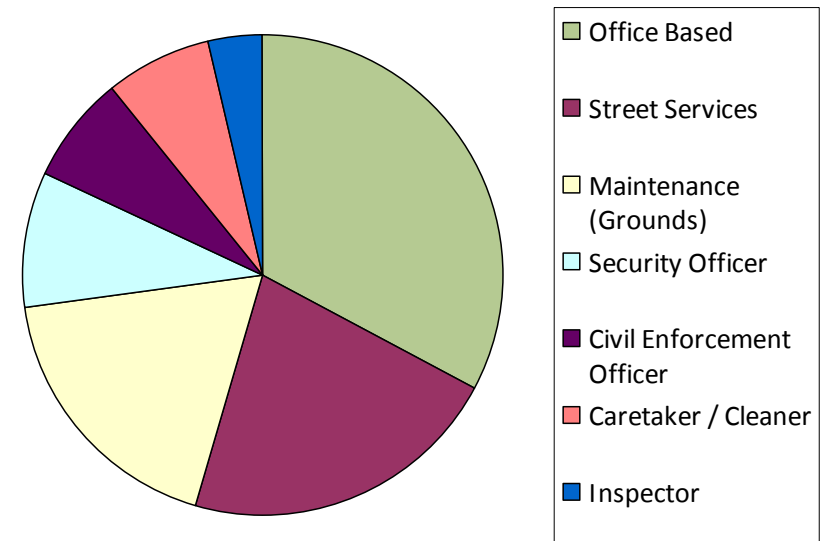
Count		Quarter				
Directorate	Division	2012Q1	2012Q2	2012Q3	2012Q4	Grand Total
Community & Environment Services	CES Community and Cultural Services	5	4	1	5	15
	CES Environment Services	17	8	7	8	40
Community & Environment Services Total		22	12	8	13	55
Grand Total		22	12	8	13	55



Community & Environment Accidents by Occupation Q1 to Q4 – 2012/13

Occupation	No.	%
Office Based	18	32.73%
Street Services	12	21.82%
Maintenance (Grounds)	10	18.18%
Security Officer	5	9.09%
Civil Enforcement Officer	4	7.27%
Caretaker / Cleaner	4	7.27%
Inspector	2	3.64%
Grand Total	55	100.00%

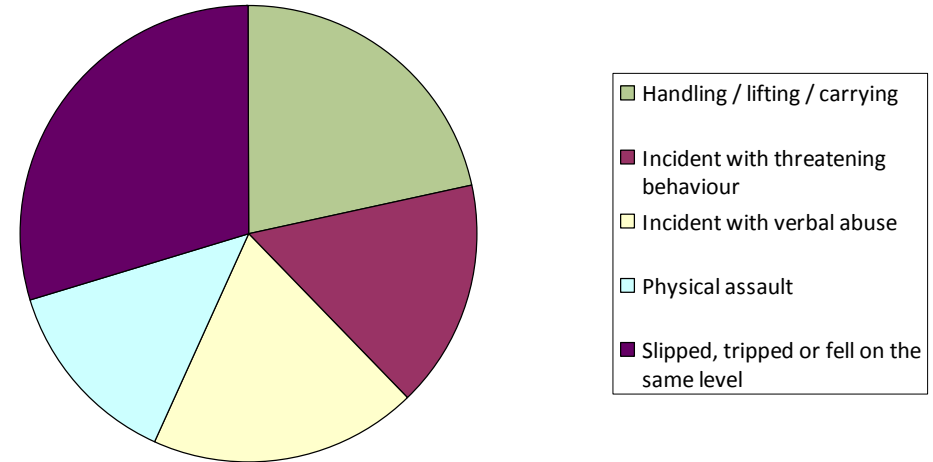
Accidents/Incidents by Occupation
 Directorate: Community & Environment Services Qtr:
 (Multiple Items)



Community & Environment Top 5 Accidents by Type Q1 to Q4 – 2012/13

Kind of accident/incident	No.	%
Handling / lifting / carrying	8	21.62%
Incident with threatening behaviour	6	16.22%
Incident with verbal abuse	7	18.92%
Physical assault	5	13.51%
Slipped, tripped or fell on the same level	11	29.73%
Grand Total	37	100.00%

Top 5 Kinds of Accident/Incident
Directorate: Qtr: (Multiple Items)

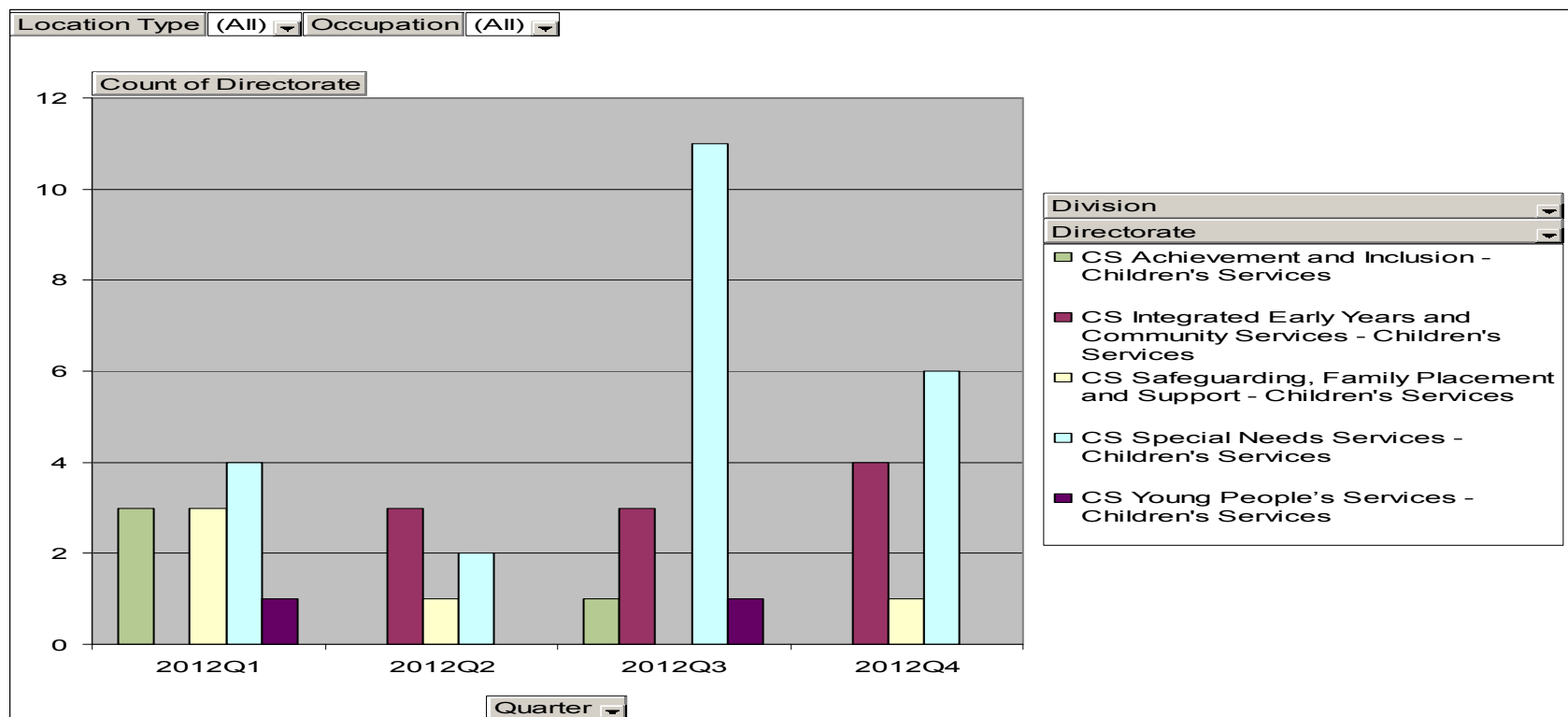


91

employee RIDDOR accidents reported in Qs1 to 4 – 2012/13 (7) are 36% lower than Qs 1 to 4 – 2011/12 (11).

Children's Services – Accidents from Q1 to Q4 – 2012/13 – Excluding Schools

Count		Quarter				
Directorate	Division	2012Q1	2012Q2	2012Q3	2012Q4	Grand Total
Children's Services	CS Achievement and Inclusion	3	0	1	0	4
	CS Integrated Early Years and Community Services	0	3	3	4	10
	CS Safeguarding, Family Placement and Support	3	1	0	1	5
	CS Special Needs Services	4	2	11	6	23
	CS Young People's Services	1	0	1	0	2
Children's Services Total		11	6	16	11	44
Grand Total		11	6	16	11	44

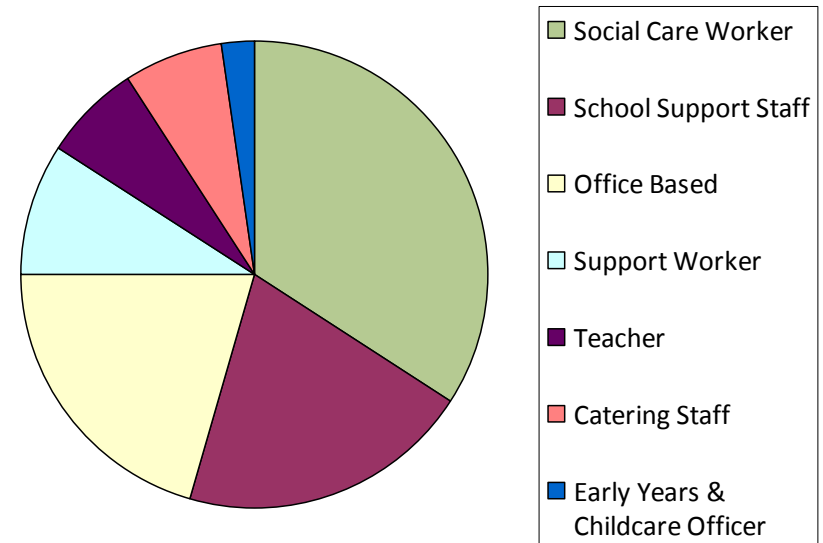


Children's Services – Accidents by Occupation Q1 to Q4 – 2012/13 – Excluding Schools

Occupation	No.	%
Social Care Worker	15	34.09%
School Support Staff	9	20.45%
Office Based	9	20.45%
Support Worker	4	9.09%
Teacher	3	6.82%
Catering Staff	3	6.82%
Early Years & Childcare Officer	1	2.27%
Grand Total	44	100.00%

Accidents/Incidents by Occupation

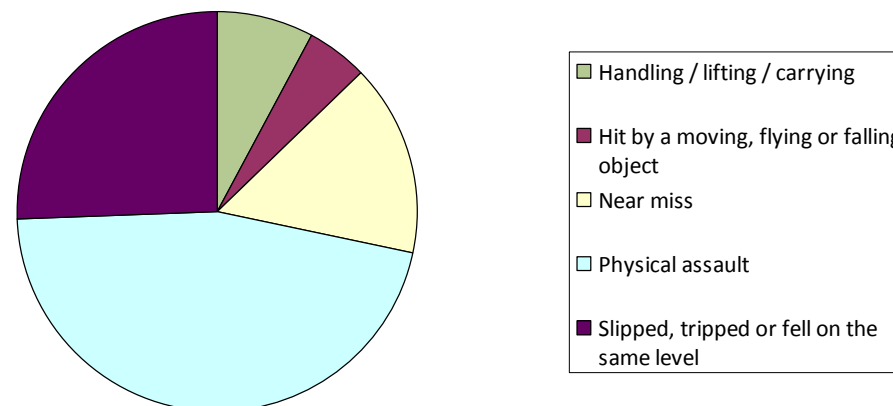
Directorate: Qtr:



Children's Services –Top 5 Accidents by Type Q1 to Q4 – 2012/13 – Excluding Schools

Kind of accident/incident	No.	%
Handling / lifting / carrying	3	7.69%
Hit by a moving, flying or falling object	2	5.13%
Near miss	6	15.38%
Physical assault	18	46.15%
Slipped, tripped or fell on the same level	10	25.64%
Grand Total	39	100.00%

Top 5 Kinds of Accident/Incident
Directorate: Qtr: (Multiple Items)



94

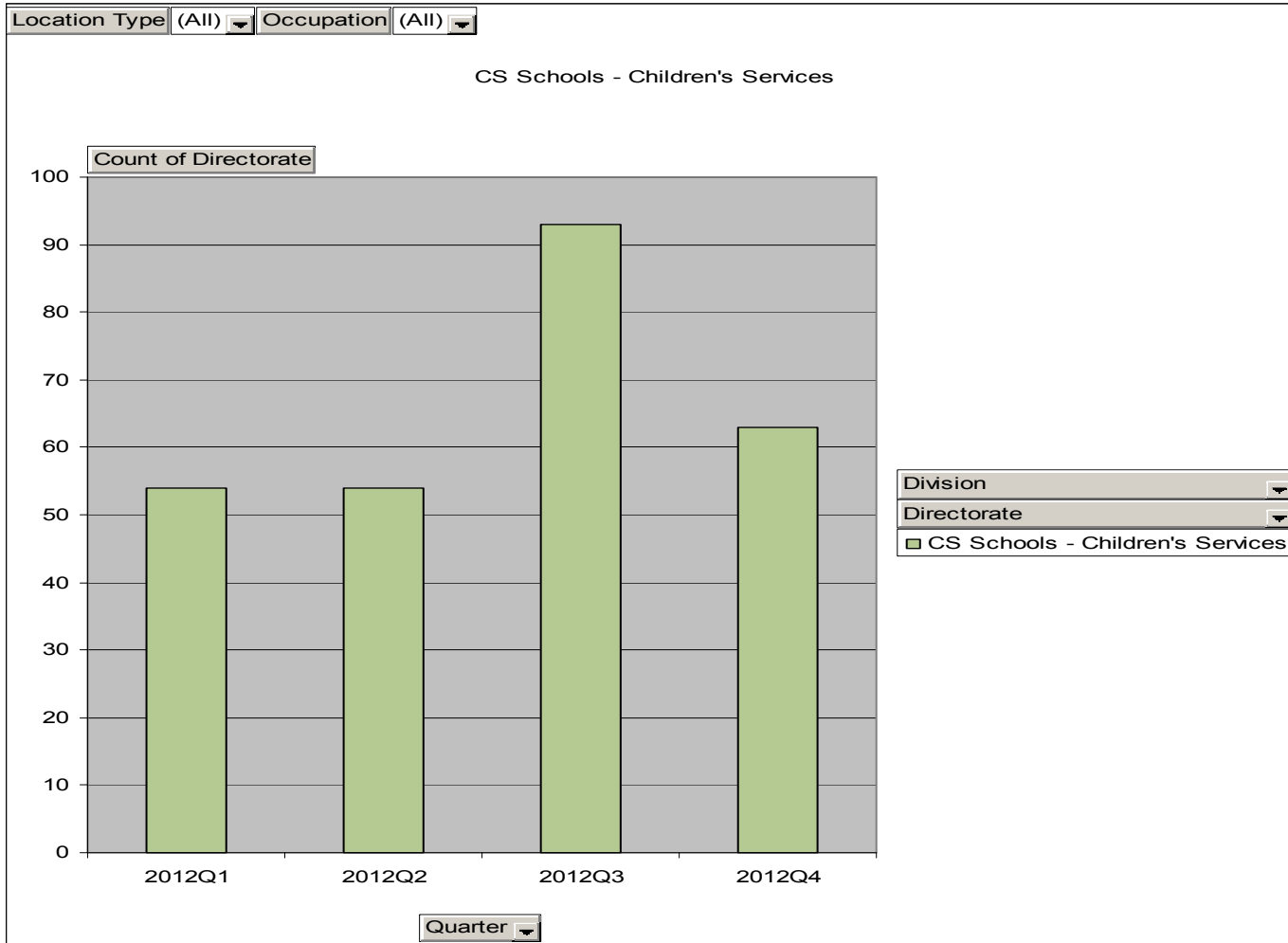
The Children's Service accident figures for Qs 1 to 4 – 2012/13 (44) are 23% lower than Qs 1 to 4 – 2011/12 (57).

There were no employee RIDDOR reportable accidents in Qs 1 to 4 – 2012/13 compared to (3) in Qs 1 to 4 – 2011/12.

There were a further (51) accidents reported to the Health and Safety Services. These primarily occurred to persons that not in employment of Harrow Council. The top 5 accidents by type related to; slipped, tripped or fell on the same level (9), Hit something stationary (7), Hit by moving, flying or falling object (7), Hit something stationary (6) and Handling / lifting / carrying (5). These incidents were generally minor and took place during the transportation of clients.

CS Schools – Children’s Services – Accidents from Q1 to Q4 – 2012/13

Count		Quarter				
Directorate	Division	2012Q1	2012Q2	2012Q3	2012Q4	Grand Total
Children's Services	CS Schools	54	54	93	63	264
Children's Services Total		54	54	93	63	264
Grand Total		54	54	93	63	264

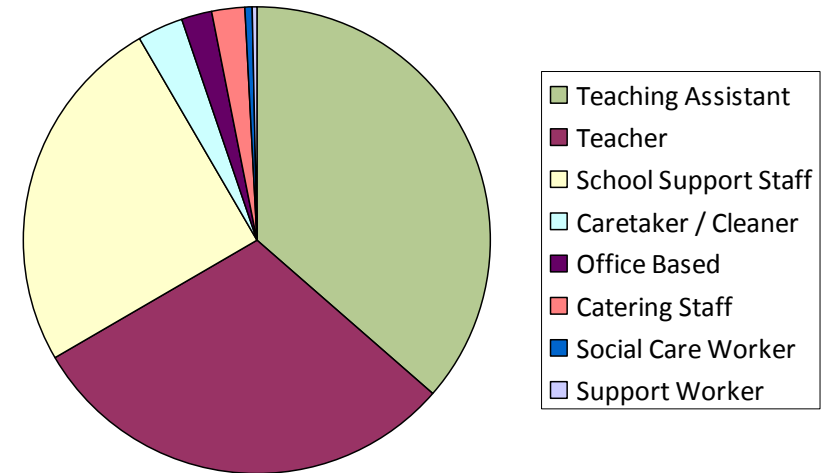


CS Schools – Children’s Services – Accidents by Occupation Q1 to Q4 – 2012/13

Occupation	No.	%
Teaching Assistant	96	36.36%
Teacher	80	30.30%
School Support Staff	66	25.00%
Caretaker / Cleaner	8	3.03%
Office Based	6	2.27%
Catering Staff	6	2.27%
Social Care Worker	1	0.38%
Support Worker	1	0.38%
Grand Total	264	100.00%

Accidents/Incidents by Occupation

Directorate: Qtr:



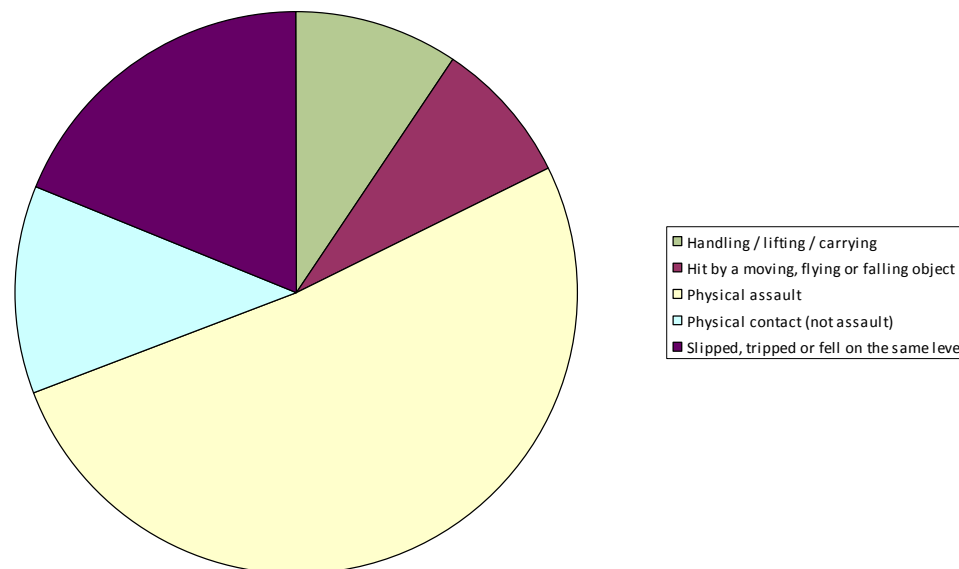
CS Schools – Children Services –Top 5 Accidents by Type Q1 to Q4 – 2012/13

Top 5 Kinds of Accid

Division	CS Schools
Directorate	(Multiple Items)
Quarter	(Multiple Items)
Location Type	(All)
F2508 Required	(All)
Occupation	(Multiple Items)

Top 5 Kinds of Accident/Incident
Directorate: CS Schools Qtr: (All)

	Data	
Kind of accident/incident	No.	%
Handling / lifting / carrying	23	9.47%
Hit by a moving, flying or falling object	20	8.23%
Physical assault	125	51.44%
Physical contact (not assault)	29	11.93%
Slipped, tripped or fell on the same level	46	18.93%
Grand Total	243	100.00%



86

The Special Schools (SS) and Special Needs Transport (SNT) figures are included in the above data. The accident figures relating to SS and SNT are also shown separately overleaf.

Employee RIDDOR Reportable accident figures for Qs 1 to 4 – 2012/13 (5) are 37% lower than those reported in Qs1 to 4 – 2011/12 (8).

There were a further (243) accidents reported to the Health and Safety Services. These primarily occurred to persons that are not in the employment of Harrow Council. The top 5 accidents related to; slipped, tripped or fell on the same level (96); physical contact (not assault (26); hit by moving, flying or falling object (26); hit something stationary (22) and; fell from height (15).

Place Shaping Accidents from Q1 to Q4 – 2011

There was (1) minor accident reported by the Place Shaping Directorate between Qs1 to 4 – 2012/13.

Appendix 3

Audit Summary – 26/6/13

This is a report to show the progress of the 2011/12 SHE Audit tool.

Since the last meeting we have started to approve the audits that have been completed. As a whole the council has 50% of audits approved. 2% of audits are awaiting submission, whilst 48% of audits are not completed (30% need to finish actions only and 18% need to finish the audit).

Most of the audits that need to be completed are required to adhere to the answering scheme set out for the audit. E.g. changing answers from 2, 3 and 4's to 1's and 5's.

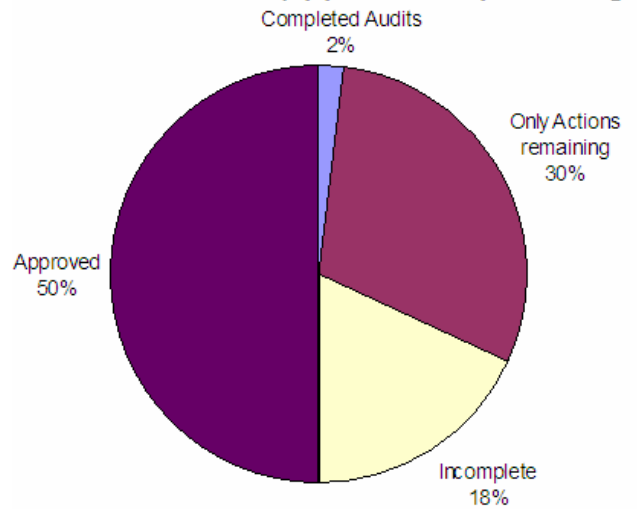
36% of actions raised on the audit have been completed 17% of actions are in progress and 47% have not been started.

Of the outstanding actions the majority are due by the end of December 2013 or before.

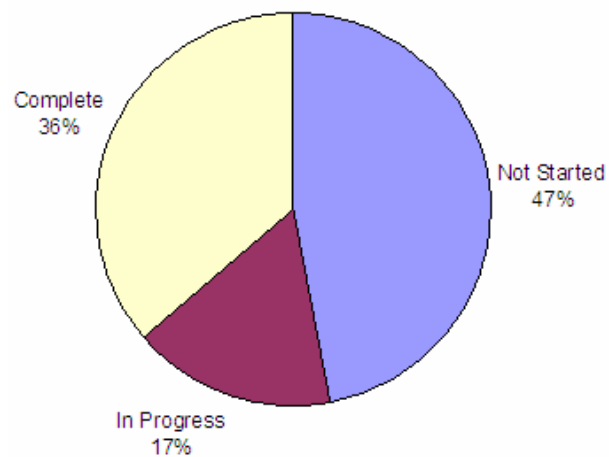
Of the total actions raised 13% are about training and 28% are regarding risk assessment.

Action	Score
Risk Assessment	206
Not Risk Assessment	529
Training	92
Not Training	643

Audit Status (approximate percentage)



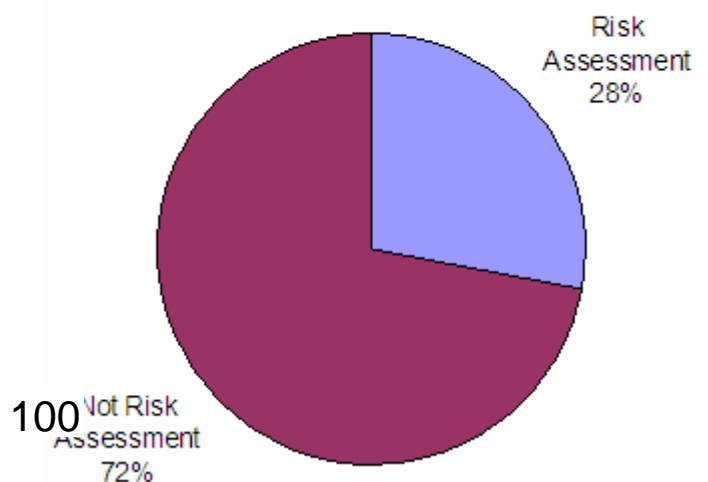
Actions by Status



Training Training 13%

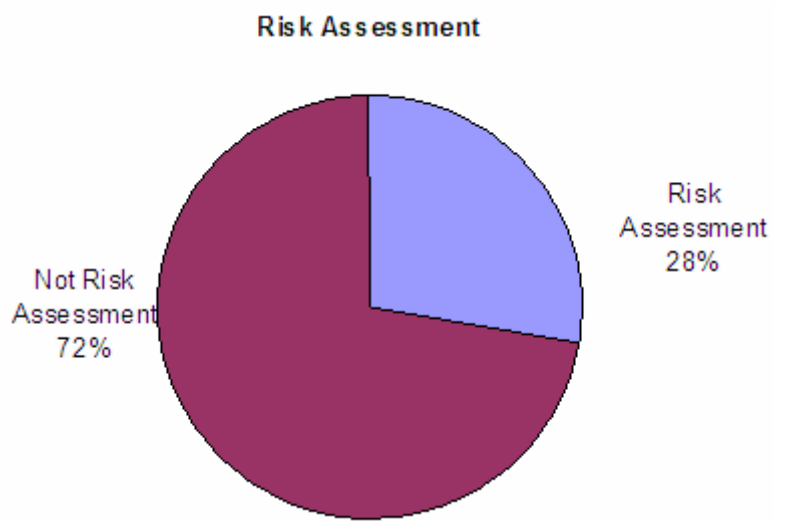
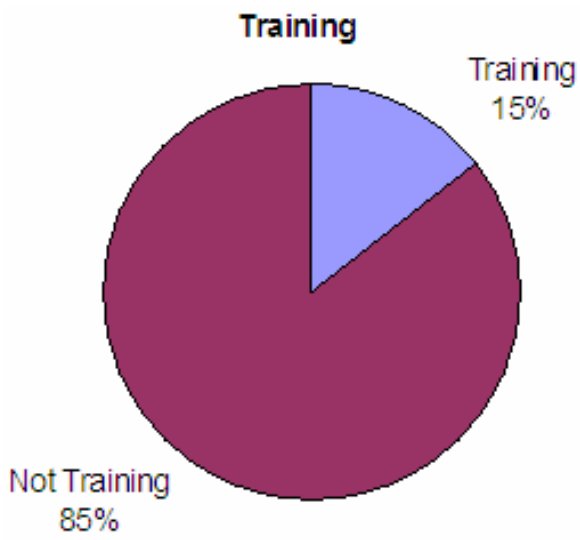


Risk Assessment Risk Assessment 28%



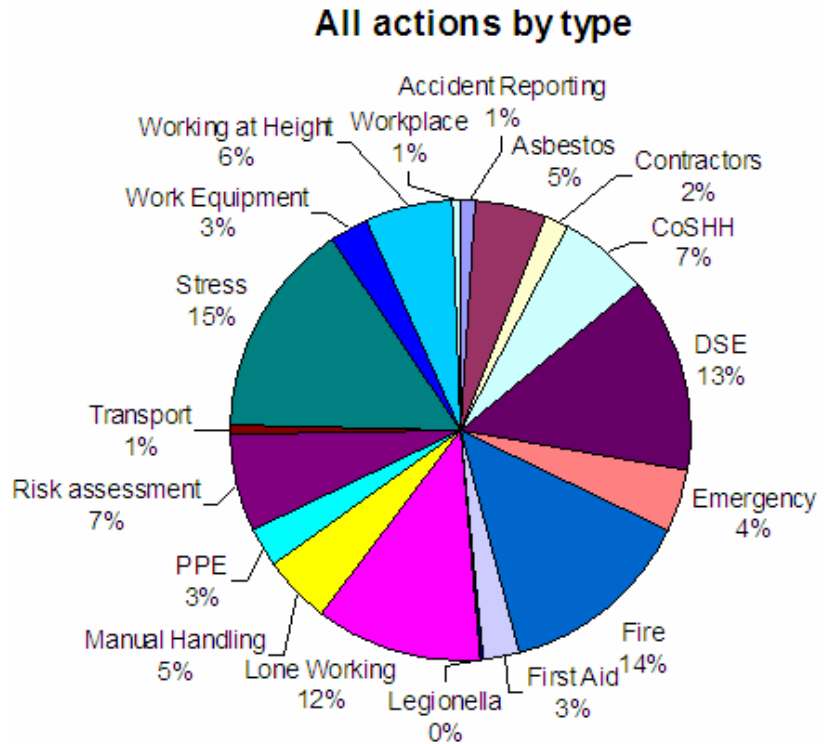
Of the outstanding actions that have been raised, 15% are about training and 28% are about Risk assessment

Action	Score
Risk Assessment	130
Not Risk Assessment	338
Training	68
Not Training	400



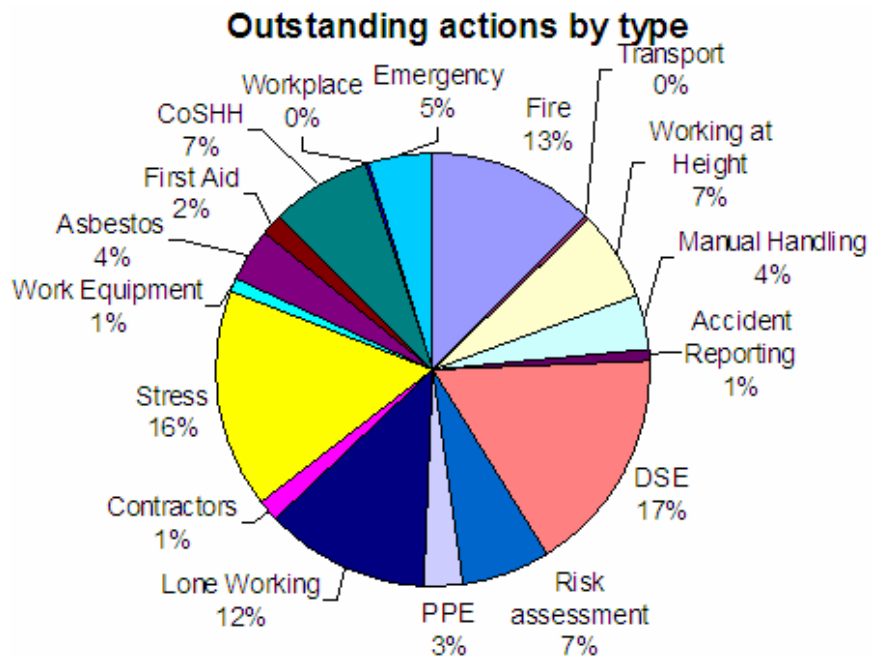
The most common actions raised from the audit are in Stress, Fire Safety and DSE.

Subject	Score
Legionella	3
Transport	4
Workplace	5
Accident Reporting	8
Contractors	13
First Aid	19
Work Equipment	19
PPE	21
Emergency	32
Manual Handling	34
Asbestos	36
Working at Height	45
CoSHH	48
Risk assessment	50
Lone Working	86
DSE	99
Fire	100
Stress	113
Total	735



Of the actions that are still to be completed, the most common actions are DSE, Stress and Fire Safety

Subject	Score
Transport	1
Workplace	2
Accident Reporting	5
Work Equipment	6
Contractors	7
First Aid	8
PPE	13
Asbestos	18
Manual Handling	19
Emergency	22
Working at Height	31
Risk assessment	31
CoSHH	34
Lone Working	57
Fire	59
Stress	77
DSE	78
Total	468



Children's services – Schools.

Audits

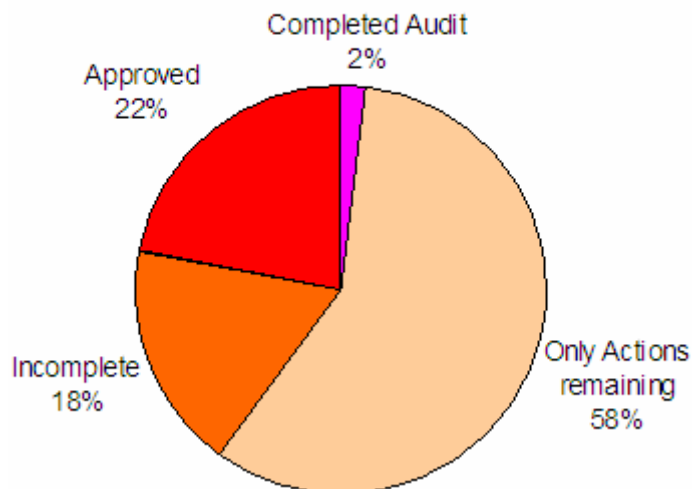
There are a total of 50 audits in the schools section, all of which have been started.

Audit Status	Count
Completed Audit	1
Only Actions remaining	29
Incomplete	9
Not Started	0
Approved	11
Total	50

Most audits (58%) need to have only to complete the actions that have been raised.

Auditors from this directorate state that a better clarification of the audit was needed as auditors were unaware that it was compulsory.

Audit Status

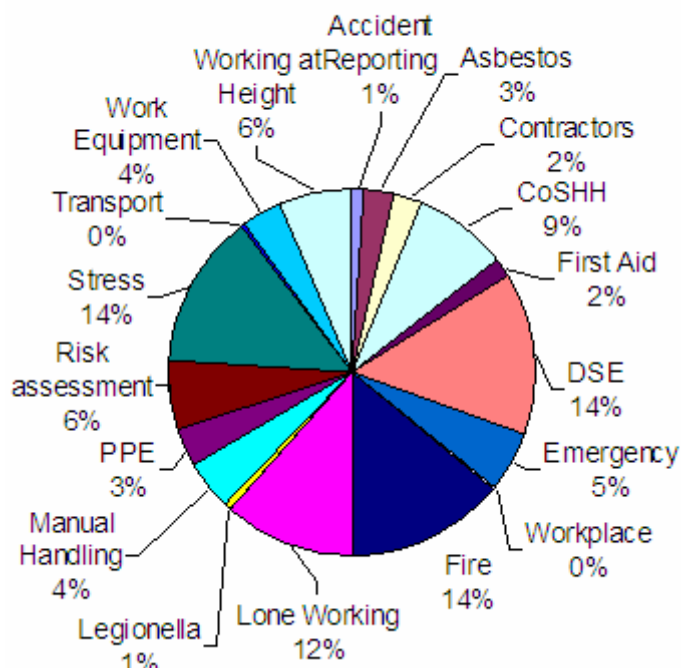


Actions

480 Actions were raised in Schools. The most actions raised are from Stress – 14%, DSE – 14% and Fire Safety – 14%.

All Actions	
Action Detail	Count
Transport	1
Workplace	1
Legionella	3
Accident Reporting	5
First Aid	8
Contractors	11
Asbestos	14
PPE	16
Work Equipment	17
Manual Handling	21
Emergency	26
Risk assessment	30
Working at Height	31
CoSHH	41
Lone Working	56
Fire	65
DSE	67
Stress	67
Total	480

Percentage of all actions by type

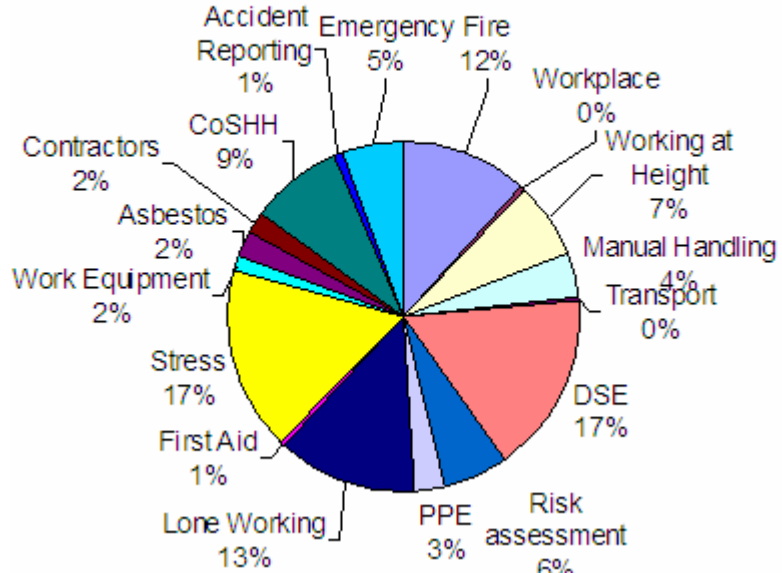


Outstanding actions

Of the actions that are still outstanding (331) actions have been raised the most in Stress – 17%, DSE – 17%, and Lone working – 13%.

Outstanding actions	
Action Detail	Count
Transport	1
Workplace	1
First Aid	2
Accident Reporting	3
Work Equipment	5
Contractors	6
Asbestos	8
PPE	9
Manual Handling	14
Emergency	18
Risk assessment	20
Working at Height	23
CoSHH	29
Fire	39
Lone Working	42
DSE	55
Stress	56
Total	331

Percentage of outstanding actions by type

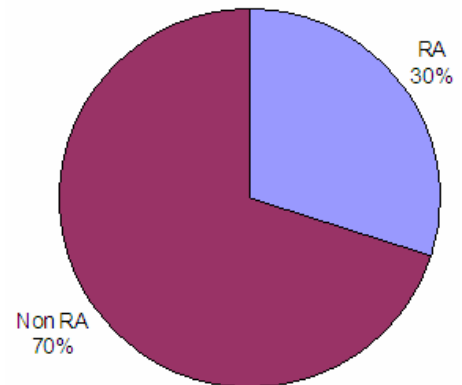


Risk Assessments

In this directorate 99 (30%) actions were raised in regards to risk assessments.

Action Detail	Count
Risk assessment	99
Non Risk assessment	232

Risk Assessment

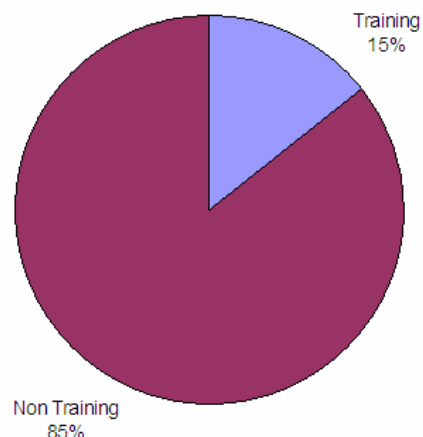


Training

48 (15%) Actions were raised in relation to training.

Action Detail	Count
Training	48
Non Training	283

Training



Children's Service's

Audit

There are 22 Audits in this directorate. 86% of which are approved

Audit Status	Count
Completed Audit	0
Only Actions remaining	2
Incomplete	1
Not Started	0
Approved	19
Total	22

Only 5% of audits need to be completed and 9% need to complete actions. 2 Audits in this directorate were removed because the teams no longer existed. They can still be found on the system but are not included in the statistics.

Alison Brown	Brent & Harrow Education Business Service 2012
Joy Collins	Ethnic Minority Achievement Service

Audit Status

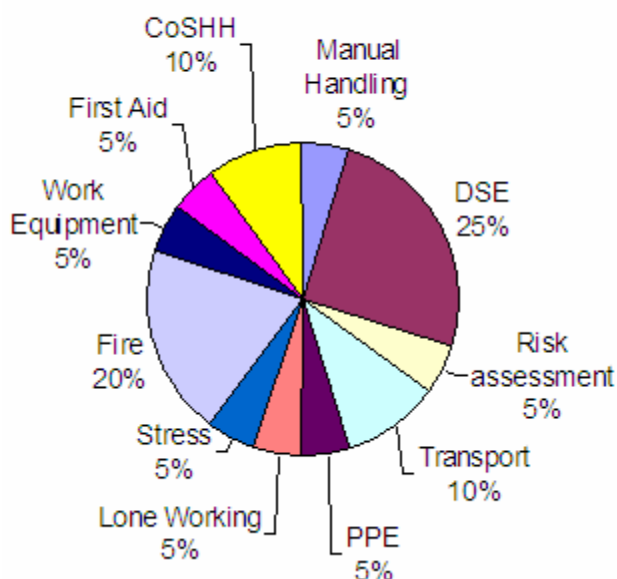


Actions

In this directorate actions were raised mostly in DSE – 25% Fire Safety – 20% and Transportation 10%.

Action Detail	Count
Working at Height	0
Asbestos	0
Contractors	0
Accident Reporting	0
Workplace	0
Emergency	0
Legionella	0
Manual Handling	1
Risk assessment	1
PPE	1
Lone Working	1
Stress	1
Work Equipment	1
First Aid	1
CoSHH	2
Transport	2
Fire	4
DSE	5
Total	20

Percentage of all actions by type

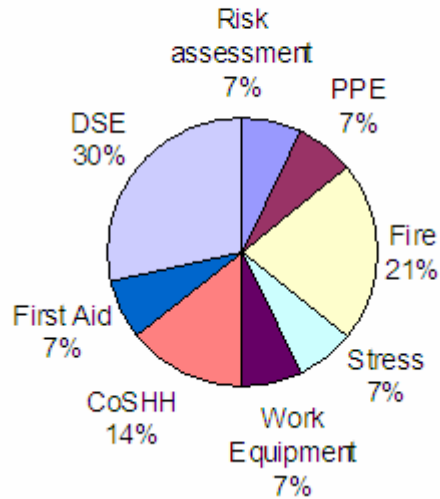


Outstanding Actions

Of the outstanding actions The most raised were in DSE – 30%, Fire 21% and CoSHH 14%.

Out standing actions only	
Action Detail	Count
Working at Height	0
Manual Handling	0
Lone Working	0
Asbestos	0
Contractors	0
Transport	0
Accident Reporting	0
Workplace	0
Emergency	0
Legionella	0
Risk assessment	1
PPE	1
Stress	1
Work Equipment	1
First Aid	1
CoSHH	2
Fire	3
DSE	4
Total	14

Percentage of outstanding actions by type

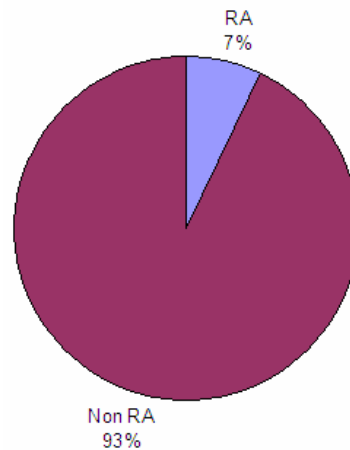


Risk Assessments

Only one (7%) action was raised in relation to risk assessments.

Action Detail	Count
RA	1
Non RA	13

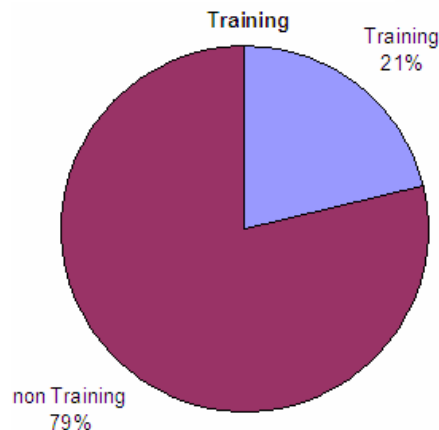
Risk Assessments



Training

3 () actions were raised in relation to training in this directorate.

Action Detail	Count
Training	3
non Training	11



Community Health and Wellbeing

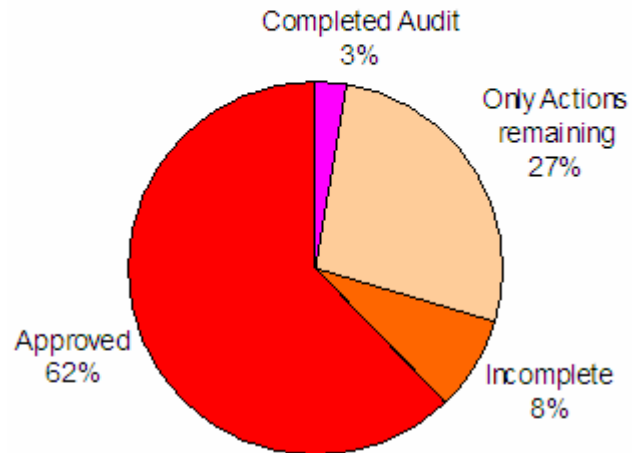
Audit

There are 37 audits in the is section

Audit Status	Count
Completed Audit	1
Only Actions remaining	10
Incomplete	3
Not Started	0
Approved	23
Total	37

62% of the audits in the section have been approved and only 8% have not been completed. 1 audit has been completed and we are awaiting submission of this audit. 27% of the audits have actions still to complete.

Audit Status

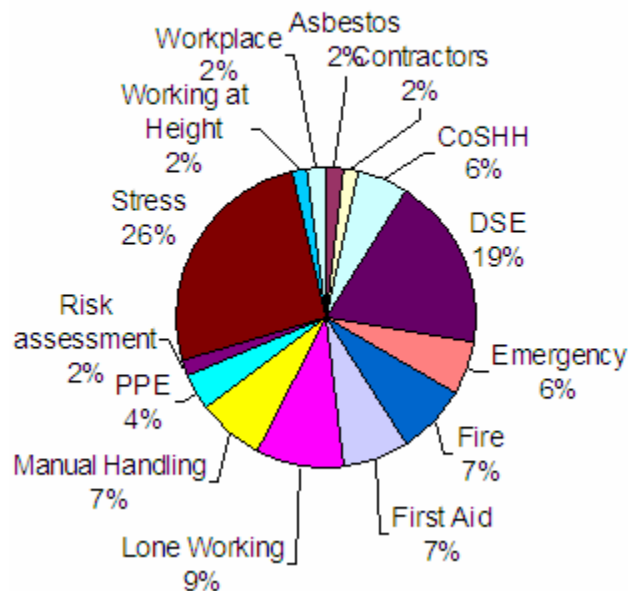


Actions

54 actions have been raised in total with 26% from Stress, 19% from DSE and 9% from Lone working.

Action Detail	Count
Work Equipment	0
Transport	0
Accident Reporting	0
Legionella	0
Working at Height	1
Risk assessment	1
Asbestos	1
Contractors	1
Workplace	1
PPE	2
CoSHH	3
Emergency	3
Fire	4
Manual Handling	4
First Aid	4
Lone Working	5
DSE	10
Stress	14
Total	54

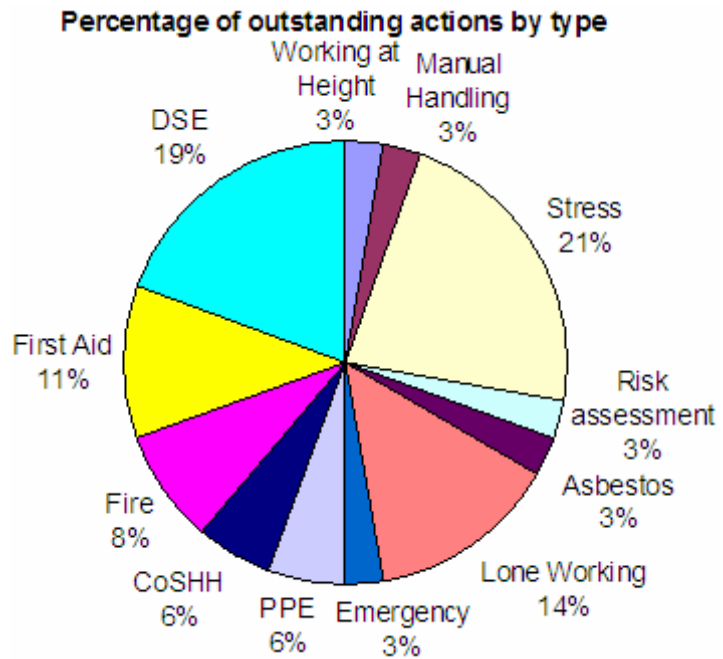
Percentage of all actions by type



Outstanding actions

Of the outstanding actions Stress, DSE and Lone working have the most actions raised.

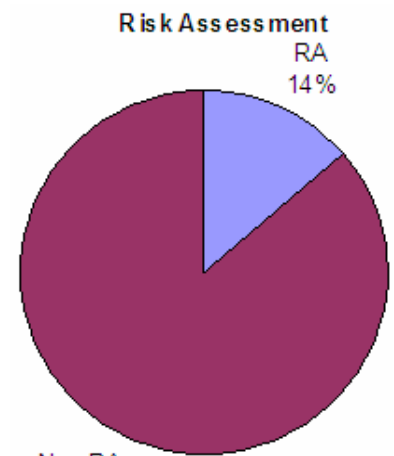
Out standing actions only	
Action Detail	Count
Work Equipment	0
Contractors	0
Transport	0
Accident Reporting	0
Workplace	0
Legionella	0
Working at Height	1
Manual Handling	1
Risk assessment	1
Asbestos	1
Emergency	1
PPE	2
CoSHH	2
Fire	3
First Aid	4
Lone Working	5
DSE	7
Stress	8
Total	36



Risk Assessments

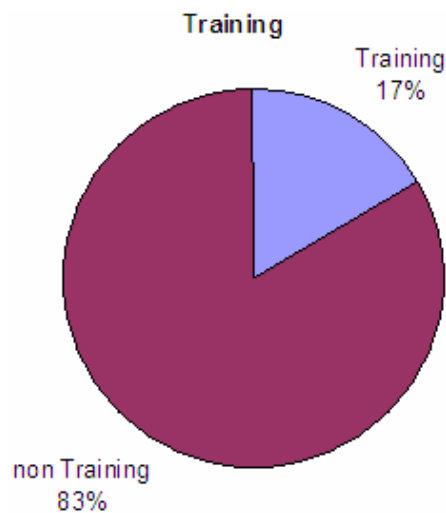
There are 5 (14%) actions raised in relation to risk assessments

Action Detail	Count
RA	5
Non RA	31



Training

Action Detail	Count
Training	6
non Training	30



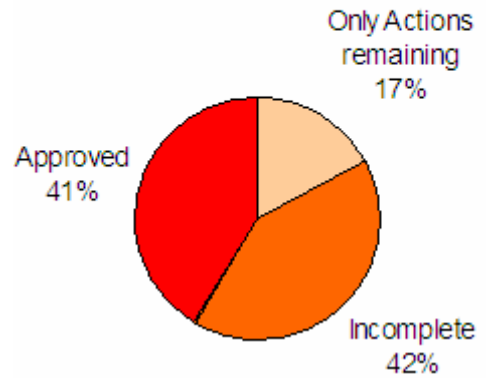
Environment and Enterprise

Audit

There are 29 audits 12 of which are incomplete.

Audit Status	Count
Completed Audit	0
Only Actions remaining	5
Incomplete	12
Not Started	0
Approved	12
Total	29

Audit Status



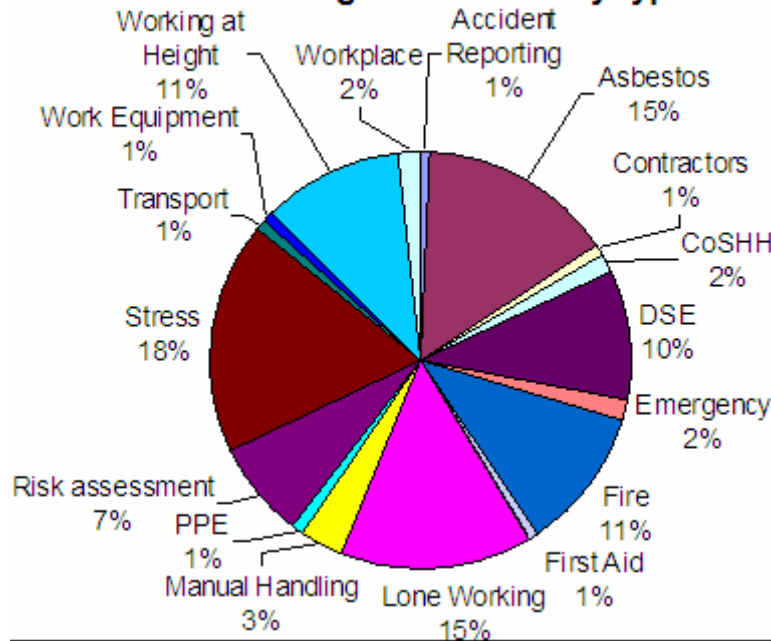
41% of audits have been approved in this directorate, and 42% still need to be completed.

Actions

Most actions in this section are related to Stress (18%), Asbestos (15%) and Lone working (15%).

Action Detail	Count
Legionella	0
PPE	1
Work Equipment	1
First Aid	1
Contractors	1
Transport	1
Accident Reporting	1
CoSHH	2
Workplace	2
Emergency	2
Manual Handling	4
Risk assessment	9
DSE	12
Fire	13
Working at Height	13
Lone Working	18
Asbestos	18
Stress	22
Total	121

Percentage of actions by type

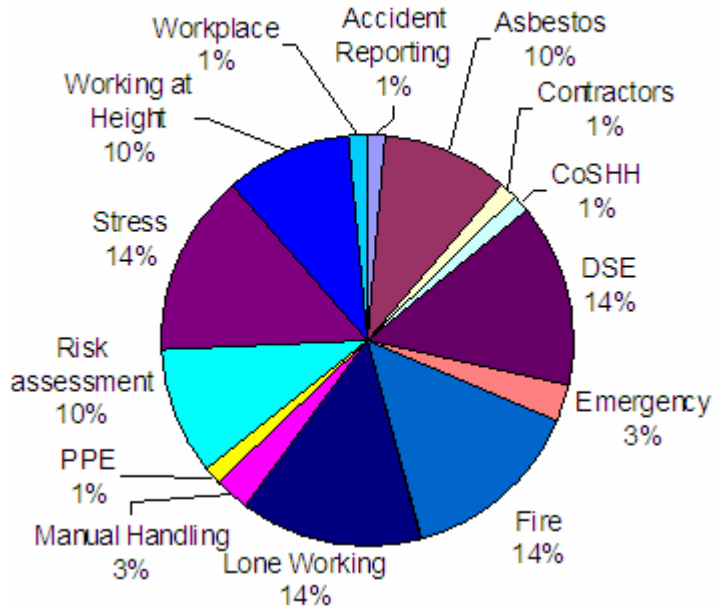


Outstanding actions

Of the outstanding actions 14% of actions raised are related to stress, Lone working, Fire and DSE each.

Action Detail	Count
First Aid	0
Transport	0
Work Equipment	0
Accident Reporting	1
Contractors	1
CoSHH	1
PPE	1
Workplace	1
Emergency	2
Manual Handling	2
Asbestos	7
Risk assessment	7
Working at Height	7
DSE	10
Fire	10
Lone Working	10
Stress	10
Total	70

percentage of outstanding actions by type



Risk #assessment

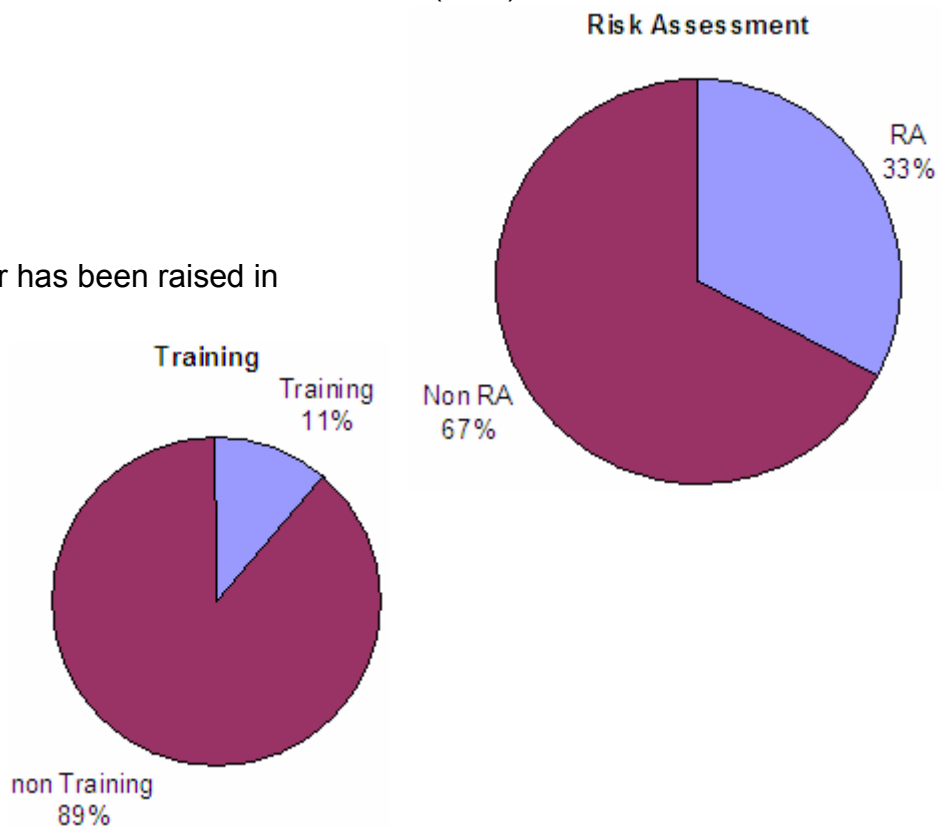
Most of the actions raised are related to Risk assessments (33%)

Action Detail	Count
RA	23
Non RA	47

Training

Only 11% of actions however has been raised in relation to training.

Action Detail	Count
Training	8
non Training	62

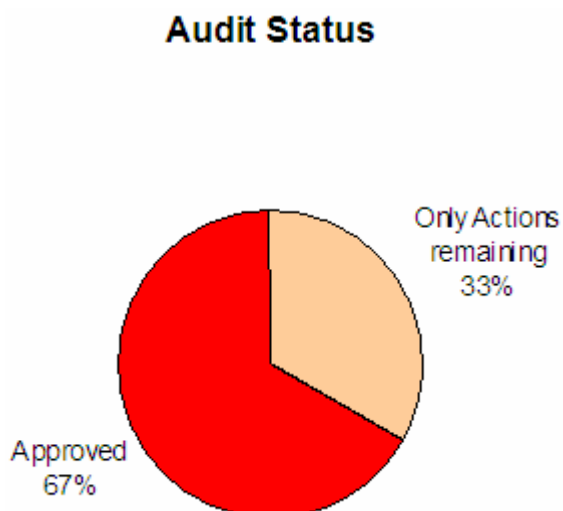


Corporate Finance

Audit

Audit Status	Count
Completed Audit	0
Only Actions remaining	1
Incomplete	0
Not Started	0
Approved	2
Total	3

67% of the audits have been approved. 33% of audits need to complete actions

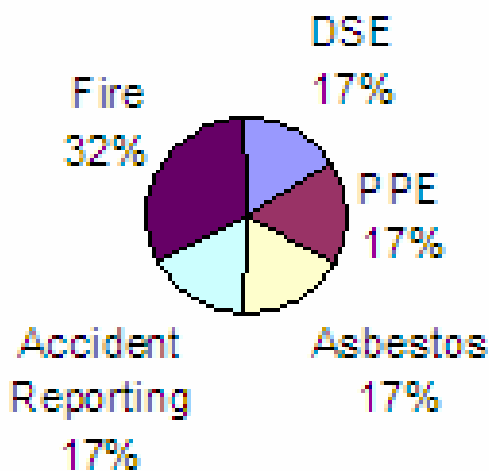


Actions

Most actions in this directorate are related to Fire Safety (32%)

Action Detail	Count
DSE	1
PPE	1
Asbestos	1
Accident Reporting	1
Fire	2
Total	6

Percentage of Actions by type

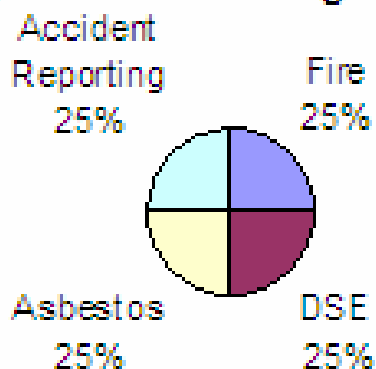


Outstanding actions

Actions outstanding have been raised in Fire, DSE, Asbestos and Accident reporting.

Action Detail	Count
Fire	1
DSE	1
Asbestos	1
Accident Reporting	1
Total	4

Percentage of outstanding actions by type



Risk Assessment and training

No actions were raised in relation to Risk assessments or training.

Legal and Governance

Only one audit needs to complete actions to be complete.

Audit Status	Count
Completed Audit	0
Only Actions remaining	1
Incomplete	2
Not Started	0
Approved	3
Total	6

Actions

Most actions that were raised are regarding Manual Handling and Fire Safety

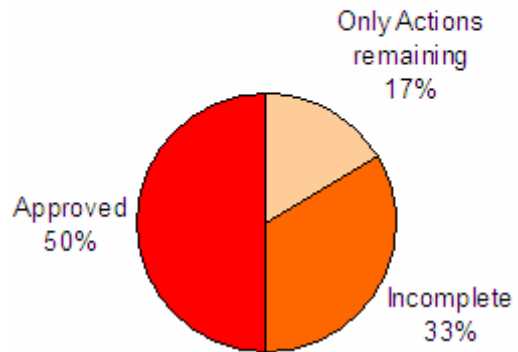
Action Detail	Count
DSE	1
Risk assessment	1
Fire	2
Manual Handling	2
Total	6

Outstanding actions

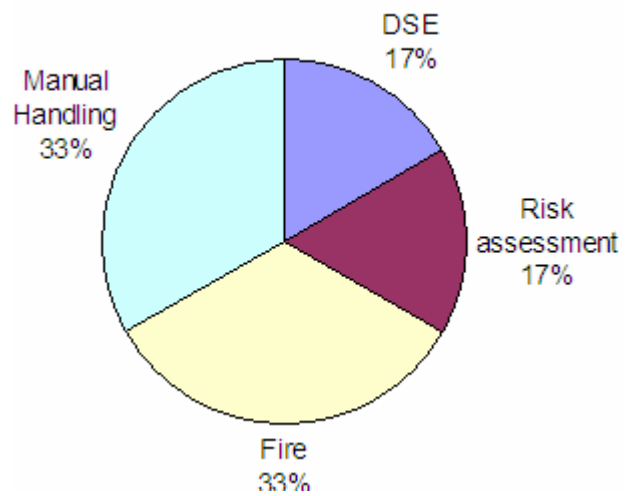
Most outstanding actions have been raised Manual handling (40%)

Action Detail	Count
Fire	1
DSE	1
Risk assessment	1
Manual Handling	2
Total	5

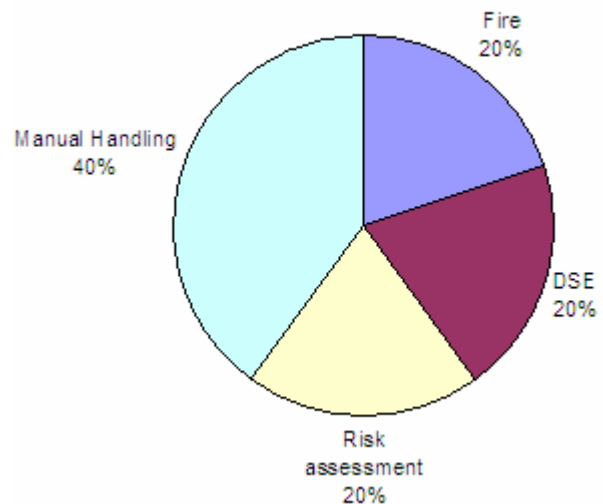
Audit Status



Percentage of all actions by type



Percentage of outstanding actions by type



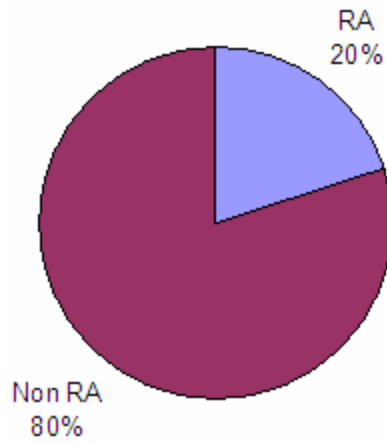
in

Risk Assessment

Only one action has been raised in assessments.

Action Detail	Count
RA	1
Non RA	4

Risk Assessment



relation to risk

Training

No actions have been raised in

relation to training.

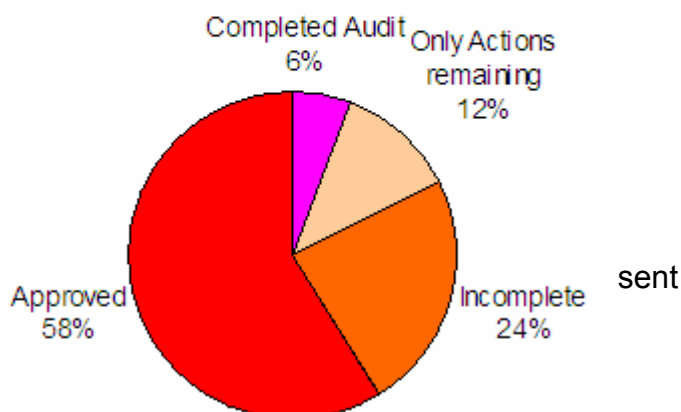
Chief Executive

Audits

Audit Status	Count
Completed Audit	1
Only Actions remaining	2
Incomplete	4
Not Started	0
Approved	10
Total	17

One audit (6%) has been completed but not approved and 56% of audits have already been approved.

Audit Status

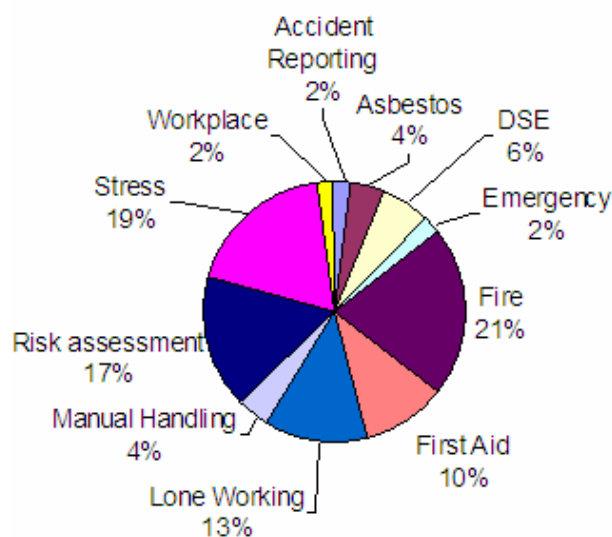


Actions

Action Detail	Count
Accident Reporting	1
Workplace	1
Emergency	1
Manual Handling	2
Asbestos	2
DSE	3
First Aid	5
Lone Working	6
Risk assessment	8
Stress	9
Fire	10
Total	48

The most actions raised in this directorate are regarding Fire safety (21%), Stress ((19%) and Risk Assessment (17%).

Percentage of all actions by type

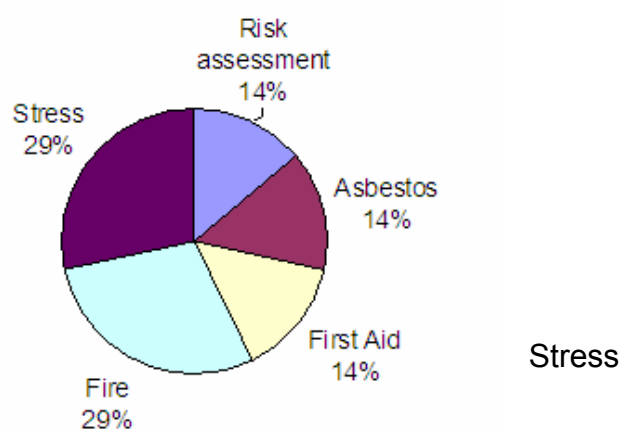


Percentage of outstanding actions by type

Outstanding actions

Action Detail	Count
Risk assessment	1
Asbestos	1
First Aid	1
Fire	2
Stress	2
Total	7

The most actions raised here are (29%) and Fire safety (29%).



Risk Assessment

Action Detail	Count
RA	1
Non RA	6

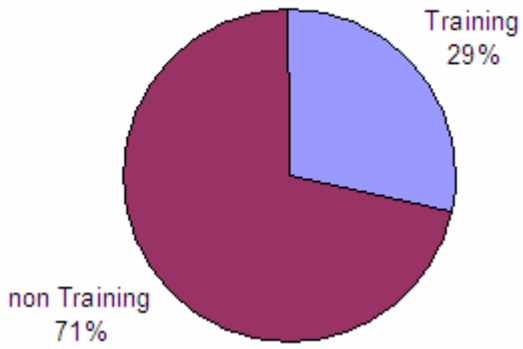
Risk Assessment



Training

Action Detail	Count
Training	2
non Training	5

Training



**REPORT FOR: EMPLOYEES'
CONSULTATIVE FORUM**

Date of Meeting:	9 October 2013
Subject:	INFORMATION REPORT – Actions Agreed by the Employee Consultative Forum – Employment Sub Group
Key Decision	N/A
Responsible Officer:	Jon Turner – Divisional Director Human Resources and Development and Shared Services
Exempt:	No
Decision Subject to call-in	N/A
Enclosures:	Actions agreed at Employment Sub Group meetings on the following dates: 24 June 2013 20 August 2013

Section 1 – Summary

This report informs the Forum of the actions agreed at meetings of the Employee Consultative Forum – Employment Sub Group.

FOR INFORMATION

Section 2 – Report

Introduction

At its meeting on 14 Feb 2013, Cabinet received a recommendation from the Employees' Consultative Forum (ECF) to establish an Employment Sub-Group and agreed new Terms of Reference for the ECF and the ECF Employment Sub Group.

The Terms of Reference for the Employment Sub-Group require the actions agreed by the Sub-Group to be reported to the ECF for information. The Sub-Group met for the first time in June 2013 and the actions agreed at that and its subsequent meeting are attached as appendices to this report.

Section 3 – Further Information

None.

Section 4 – Financial Implications

There are no financial implications relating to this specific report

On behalf of the Chief Financial Officer	
Name: Steve Tingle	<input checked="" type="checkbox"/>
Date: 1 October 2013	

Section 5 - Contact Details and Background Papers

Contact: Jon Turner, Divisional Director Human Resources and Development and Shared Services, 020 8424 1225

Background Papers: Minutes of the Cabinet Meeting – 14 February 2012.

ECF sub-group

5.30 pm, 24 June 2013

Committee Room 6

AGREED ACTIONS

1. Draft Terms of Reference

The draft was agreed as amended at the meeting. The attached revised draft to be reported to the next full ECF

2. SNT 3 – UNISON Report

The Sub-Group agreed the following be reported the Lead Project Officer:

1) Consultation with service users and parents

The consultation needed to be robust and that would be the expectation of Members following the call in decision.

2) Information to enable the TU to present alternative proposals.

The Sub-Group agreed the TU should be provided with a detailed breakdown of costs in sufficient time to enable the TU to prepare alternative proposals within the time allocated. Specifically the service current total wage costs (including emp'ers on-costs) and the current costs for taxi services, including the cost of Council Escorts.

The TU to inform the Lead Project Officer directly of any specific additional information they required.

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ECF sub-group

5.30 pm, 20 August 2013

Committee Room 6

AGREED ACTIONS

1. Terms of Reference

The Terms of Reference be amended as discussed at the meeting. The attached revised ToR to be reported to the next full ECF

2. Issues arising from the award of contract for Libraries Management Services

The Sub-Group voted and agreed to recommend:

- i) That a post project 'lessons learned' review be undertaken as soon as possible to include the trade unions' views. The review also to include specific consideration, by the Section 151 Officer, of the cost information submitted by JLIS and an assessment of whether the potential staff reductions, set out in the JLIS measures letter could reasonably have been inferred from their submission. The findings from the review to be reported to the next Sub-Group meeting (24 October 2013).
- ii) That the Section 151 Officer invite a nominated member from the Administration and each opposition Group to review the JLIS tender submission.

The Leader agreed the recommendation. The trade unions abstained from voting.

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