

# Employees' Consultative Forum

## AGENDA

**DATE:** Tuesday 28 January 2014

**TIME:** 7.30 pm

**VENUE:** Committee Rooms 1 & 2,  
Harrow Civic Centre

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

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

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**Chairman:** Councillor Paul Osborn

**Councillors:**

Mrs Camilla Bath  
Barry Macleod-Cullinane

Bob Currie  
Graham Henson  
David Perry

Thaya Idaikkadar

**Employee Representatives:**

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Representatives of HTCC: Ms L Snowdon (2 vacancies)

Representatives of UNISON: Mr D Butterfield Mr G Martin (VC)  
Mr S Compton (2 vacancies)

Representatives of GMB: Ms P Belgrave

**(Reserve Council Side Members overleaf)**

## **Reserve Council Side Members:**

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

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

1. Nizam Ismail

**Contact:** Una Sullivan, Democratic & Electoral Services Officer  
Tel: 020 8424 1785 E-mail: [una.sullivan@harrow.gov.uk](mailto:una.sullivan@harrow.gov.uk)

# AGENDA - PART I

## 1. ATTENDANCE BY RESERVE MEMBERS

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

Reserve Members may attend meetings:-

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

## 2. DECLARATIONS OF INTEREST

To receive declarations of disclosable pecuniary or non pecuniary interests, arising from business to be transacted at this meeting, from:

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

## 3. MINUTES (Pages 1 - 6)

**Resolved:** That the minutes of the meeting held on 9 October 2013 be taken as read and signed as a correct record.

## 4. PETITIONS

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

## 5. DEPUTATIONS

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

## 6. PUBLIC QUESTIONS \*

To receive any public questions received in accordance with Executive Procedure Rule 50 (Part 4D of the Constitution).

Questions will be asked in the order notice of them was received and there be a time limit of 15 minutes.

**[The deadline for receipt of public questions is 3.00 pm, 23 January 2014. Questions should be sent to [publicquestions@harrow.gov.uk](mailto:publicquestions@harrow.gov.uk)**

**No person may submit more than one question].**

7. **INFORMATION REPORT - DRAFT REVENUE BUDGET 2014/15, MEDIUM TERM FINANCIAL STRATEGY 2014/15 TO 2016/17 AND CAPITAL PROGRAMME 2014/15 TO 2017/18** (Pages 7 - 100)

Report of the Director of Finance and Assurance

8. **INFORMATION REPORT - PART 2 OF ANNUAL EQUALITY IN EMPLOYMENT REPORT FOR 1 APRIL 2012 - 31 MARCH 2013** (Pages 101 - 164)

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

9. **EMPLOYEES' SIDE REPORT ON NEGOTIATING AN AMENDMENT TO THE MODERNISING COLLECTIVE AGREEMENT REDUNDANCY SECTION IN THE PROTRACTION OF PROCESSING VOLUNTARY REDUNDANCY REQUESTS AND INCONSISTENT TREATMENT OF STAFF** (Pages 165 - 170)

Report of Unison

10. **INFORMATION REPORT - MANAGEMENT RESPONSE TO UNISON REPORT - NEGOTIATING AN AMENDMENT TO THE MODERNISING COLLECTIVE AGREEMENT REDUNDANCY SECTION IN THE PROTRACTION OF PROCESSING VOLUNTARY REDUNDANCY REQUESTS AND INCONSISTENT TREATMENT OF STAFF** (Pages 171 - 196)

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

11. **INFORMATION REPORT - ACTIONS AGREED BY THE EMPLOYEE CONSULTATIVE FORUM - EMPLOYMENT SUB GROUP** (Pages 197 - 200)

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

**\* DATA PROTECTION ACT NOTICE**

The Council will audio record item 6 (Public Questions) and will place the audio recording on the Council's website, which will be accessible to all.

[**Note:** The questions and answers will not be reproduced in the minutes.]



# EMPLOYEES' CONSULTATIVE FORUM MINUTES

## 9 OCTOBER 2013

**Chairman:** \* Councillor Paul Osborn

**Councillors:** \* Mrs Camilla Bath \* Thaya Idaikkadar  
\* Bob Currie \* Barry Macleod-Cullinane  
\* Graham Henson \* David Perry

**Representatives  
of HTCC:** Ms L Snowdon

**Representatives  
of UNISON:** Ms L Ahmad † Mr S Compton  
Mr D Butterfield \* Mr G Martin

**Representatives  
of GMB:** Mr S Karia

\* Denotes Member present  
Denote category of Reserve Members  
† Denotes apologies received

### 128. Attendance by Reserve Members

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

Ordinary Member

L Ahmed  
D Butterfield

Reserve Member

Davis Searles  
Bill Beardon

## **129. Declarations of Interest**

**RESOLVED:** To note that the following interests were declared for all agenda items:

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

Councillor Graham Henson declared a non-pecuniary interest in that he was an honorary member of the Communication Workers Union, and that his cousin was an employee of the Council. He had also served as the Portfolio Holder with responsibility for health and safety matters. He would remain in the room whilst all matters were considered and voted upon.

## **RESOLVED ITEMS**

### **130. Appointment of Vice-Chairman**

**RESOLVED:** That Gary Martin be appointed as Vice-Chairman of the Employees' Consultative Forum for the 2013-2014 Municipal Year.

### **131. Minutes**

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

### **132. Public Questions, Petitions and Deputations**

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

### **133. Annual Equality in Employment Monitoring Report - Part 1**

The Committee received the report of the Corporate Director of Resources which set out equality monitoring data on a range of employment matters. A further report analysing the data and addressing the issues would be brought to the ECF meeting on 28 January 2014.

An officer introduced the report and explained that the Council had a statutory duty to publish equalities data, which was presented to the Employees' Consultative Forum in this report. Officers sought comments from Members on the data to be analysed, which, together with actions proposed to address issues of concern, would form the second part of the report, to be brought to the Forum in January 2014.

The officer explained that a number of errors had been identified in the data, and a corrected version of the report would be circulated with the minutes of the meeting.

She commented that the new style of presentation made it easier to identify areas of concern and track any trends. She then noted a number of issues:

- the requirement to publish 'protected characteristics' had increased from four categories to eight. As a consequence there was no historical data for comparison of the new categories: religion or belief; sexual orientation; pregnancy or maternity; and gender reassignment;
- the need to publish more data required greater resources than for previous reports;
- the 2011 census data for Harrow had been used as a comparator where appropriate;
- the proportion of BAME staff employed by the Council was lower than that of the Harrow community, and had not changed significantly over the last few years;
- the representation of BAME staff at senior level in the Council was very low;
- the number of women at senior level in the Council was very low and the proportion of women applying for and being promoted internally was lower than their representation in the workforce;
- concerns about the low proportion of employees under the age of 24.

The officer explained that Directorate Equality Task Groups (ETGs) would consider data relating to their own workforce and report any major issues for inclusion in the January ECF report. The Corporate Equalities Group would review any actions proposed to address issues and these would also be included in the report.

Members considered the data provided, and discussed the following points:

- errors and transpositions in the data provided;
- the lack of senior management response in providing protected characteristic data, and the message this conveyed;
- addressing low response rates by Directorate and / or rank;
- the mismatch between declared and known levels of disability;
- the ability to make meaningful comparisons across Directorates from the data provided and its style of presentation.

Members agreed that it was difficult to draw reliable conclusions from the report, where there were errors and transpositions. They also noted with serious concern that where figures were low in any particular category, it was possible to determine the identity of those involved. Officers agreed to remedy this in future reports.

Members then considered the following:

- the breakdown of figures for disciplinary procedures, and over-representation among certain groups at different stages in employment procedures;
- the length of time taken to respond to requests for reasonable adjustments and the need to record and address delays;
- the number of BAME applicants progressing from application to shortlist stage, and appointment;
- the diminishing proportion of BAME staff as pay grades progress;
- the absence of applications from individuals aged over 65 years.

An officer explained that panels reviewing applications for shortlisting were not given any personal or equalities information on applicants prior to interview.

In response to a query from Unison in respect of timescales for implementation of reasonable adjustments, an officer explained that this could not be monitored as cases were submitted on an individual case-by-case basis, and records were kept locally.

The Chair asked that HR look into the process for assessing requests for reasonable adjustments, and at how complaints or failures were recorded and addressed. He also asked that officers look into the over-representation of certain groups in employment procedures as a priority, and for inclusion in the January report to ECF.

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

#### **134. Annual Health & Safety Report**

The Forum received the report of the Corporate Director of Resources which summarised the Council's health and safety performance for the year 1 April 2012 to 31 March 2013.

The Divisional Director of HR, Development and Shared Services explained that as the report author was not present, if he was unable to answer any questions himself, then a written answer would be provided. He also drew the Forum's attention to some errors in the report which would be corrected.

The Chair referred to training statistics which he wanted to explore in depth at the next ECF Employment Sub-Group meeting, in particular the sharp reduction in provision and take-up of training. He asked for additional data to enable Members to look at any correlation between training undertaken and accidents.

The Vice-Chair noted that Appendix 1, which outlined health and safety objectives and targets, gave the responsible officer as a member of staff who had left some time ago, and was a repetition of the previous year's report. He considered this was unacceptable, and a possible illustration of an underlying problem in the service area. The Chair asked for a revised set of objectives with accurate timescales, and reasons given for delay. The Divisional Director responded that some objectives would always be listed as 'ongoing', and that he had asked officers to map out another 2 year plan, which would be included in the next report.

A Member asked for more meaningful comparative data, in particular year-on-year figures, and seasonal variations. He also asked for information on where accidents occurred, as this might be an area in which the Council could exercise some control and better protect its workforce.

In response to a query about the range and provision of courses offered, the Divisional Director said that a blended programme of courses was on offer, and that external provision was commissioned when no in-house expertise was available.

Members considered the impact on the service, and ultimately on the workforce, caused by staffing issues in the section, namely the difficulties in recruiting and retaining suitable staff and the service's ability to draft and deliver long term plans.

Members discussed the following issues in respect of training:

- the sharp reduction in the provision of training;
- the lack of continuity in safety awareness in areas with high staff mobility;
- the need for refresher courses on basic safety matters.

Members then discussed the following issues arising from accident reporting and the data provided:

- the discrepancy between figures provided for schools;
- the confusion caused by figures from two different reporting periods;
- the need for remedial actions to be specified.

The Chair concluded that the Forum had concerns about the quality of reporting in respect of health and safety and the issues and omissions highlighted by the data, which he hoped would be explored in detail at the next Employment Sub-Group meeting, and reported back to the next ECF meeting.

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

### 135. **Actions Agreed by the Employee Consultative Forum - Employment Sub Group**

The Forum received the report of the Divisional Director, Human Resources, Development and Shared Services which provided information on actions agreed at Employment Sub-Group meetings.

The Divisional Director of HR, Development and Shared Services informed the Forum that, following a recommendation from the Employees' Consultative Forum (ECF), Cabinet had agreed to the establishment of an Employment Sub-Group, and had also agreed to new terms of reference for the ECF and draft terms of reference for the ECF Employment Sub-Group. Among these was the requirement to report all actions agreed at the Employment Sub-Group to ECF for information.

He also informed the Forum that the draft terms of reference required further discussion and would be brought back to the next full meeting of ECF. The Chair commented on the delay, and stated his expectation that officers would provide details on progress at the next Employment Sub-Group meeting, which he would attend.

In respect of the item on Libraries Management Services, the Vice-Chair expressed concern that no response had as yet been received from the Section 151 officer, and he gave his view that without this information it was impractical to begin the 'Lessons Learnt' review.

The Divisional Director explained that the Section 151 officer review would look at costs, which formed a separate line of enquiry, albeit one that would comprise part of the full report. He believed it was, therefore, still valid to embark on the 'Lessons Learnt' review ahead of the Section 151 officer's response. The Chair agreed and added that in his view it was important to undertake the review in two strands – with a specific and discrete task for the Section 151 officer, and a more general review for all stakeholders. A further discussion could take place at the Sub-Group meeting in October.

The Vice-Chair commented that there was a possibility of legal implications, which could further restrict the availability of information and discussion. The Chair was unaware of any such development, and did not think there would be any restriction on the review or report.

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

(Note: The meeting, having commenced at 7.30 pm, closed at 9.12 pm).

(Signed) COUNCILLOR PAUL OSBORN  
Chairman

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

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**Date of Meeting:** 28 January 2014

**Subject:** **INFORMATION REPORT** – Draft Revenue Budget 2014/15, Medium Term Financial Strategy 2014/15 to 2016/17 and Capital Programme 2014/15 to 2017/18

**Responsible Officer:** Simon George – Director of Finance and Assurance

**Exempt:** No

**Enclosures:** Draft Revenue Budget 2014/15 and Medium Term Financial Strategy 2014/15 to 2016/17 report to Cabinet 12 December 2013  
Draft Capital Programme 2014/15 to 2017/18 report to Cabinet 12 December 2013

## **Section 1 – Summary**

This report sets out the Council's proposals for the draft Revenue Budget and Medium Term Financial Strategy 2014/15 to 2016/17 and also the Draft Capital Programme 2014/15 to 2017/18 for consultation.

## **Section 2 – Report**

The draft reports listed above were considered by Cabinet on 12 December 2013. The Director of Finance and Assurance will give a presentation on the proposals at the meeting.

The final 2014/15 Budget, Medium Term Financial Strategy and Capital Programme will be reported back to Cabinet on 13 February 2014 and to full Council on 27 February 2014.

## **Section 3 – Further Information**

The minutes of this meeting will be reported to Cabinet in February to enable the views of this meeting to be taken into account before setting the Budget, Medium Term Financial Strategy and Capital Programme.

## **Section 4 – Financial Implications**

The financial implications are contained in the attached cabinet reports.

## **Section 5 - Equalities implications**

Was an Equality Impact Assessment carried out? Yes

An initial Equality Impact Assessment has been carried out on a number of the proposals. Full equalities impact assessments are being carried out on proposals where appropriate. An equalities impact assessment will be carried out on the whole budget and the Capital Programme, to ensure that decision makers are aware of any overall negative impact on any particular protected group.

## **Section 6 – Corporate Priorities**

The proposals impact on all of the corporate priorities as identified in the reports.

Name: Dawn Calvert	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 16 January 2014		

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

**Contact:** Dawn Calvert, Head of Strategic Finance and Business, email: dawn.calvert@harrow.gov.uk



# REPORT FOR: **CABINET**

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**Date:** 12 December 2013

**Subject:** Draft Revenue Budget 2014/15 and Medium Term Financial Strategy 2014-15 to 2016-17

**Key Decision:** Yes

**Responsible Officer:** Simon George, Director of Finance and Assurance

**Portfolio Holder:** Councillor Tony Ferrari, Portfolio Holder for Finance

**Exempt:** No

**Decision subject to Call-in:** Yes

**Enclosures:** Appendices listed below

Appendices are attached as follows:

No	Appendix	Page
1	MTFS 2013/14 to 2016/17 as approved by Cabinet / Council February 2013	6
2	MTFS 2013/14 to 2016/17 as approved by Cabinet / Council– detailed investment / saving schedules (For information only)	6
3	MTFS 2013/14 to 2016/17 – Proposed changes to MTFS for member approval following budget re-refresh process.( These are the investments / savings that will be taken forward to set the council tax if approved by members)	6

4	MTFS 2014/15 to 2016/17 – Proposed investments / savings for member approval following budget re-fresh process. (These are the investments / savings that will be taken forward to set the council tax if approved by members)	7
5	Draft Public Health Funding 2014/15	10
6	Schools Budget 2014/15	12

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

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

This report sets out the draft revenue budget for 2014-15 and medium term financial strategy (MTFS) for 2014-15 to 2016-17. The budget will return to Cabinet in February 2014 for final approval and recommendation to Council.

### **RECOMMENDATIONS:**

- 1) That Cabinet approves the draft budget as set out in appendix 3 for 2014-15 and the MTFS for general consultation including an anticipated 0% Council Tax increase
- 2) That Cabinet notes the current remaining budget gaps of £19.481m in 2015-16 and £18.612m in 2016/17.
- 3) That Cabinet approves the draft Public Health budget for 2014/15 as set out in Appendix 5
- 4) That Cabinet notes the statutory changes to schools funding for 2014/15 and approves the proposed arrangements for the 2014/15 school funding formula as set out in Appendix 6
- 5) That Cabinet agrees the sum of £239,219 as Harrow's contribution to the London Grant Scheme in 2014/15
- 6) That Cabinet agree to the establishment of a capital financing risk reserve to allow for delays in capital receipts in the current financial year

### **REASON:**

To ensure that the Council publishes a draft budget for 2014-15

## **Section 2 – Report**

### **Current Financial Context**

- 1.1 In 2010 the Government's funding settlement meant Local Government received the most challenging funding settlement in decades, resulting in a 28% cut to the Council's controllable costs over the 4 years to 2014/15, some £62m in Harrow's case from 2010/11 levels of expenditure. This is on top of the £45m the Council has already saved before this, meaning that by 2015 the Council will have been making savings of over £10m a year for the last nine years. By and large Harrow has demonstrated a successful track record in delivering these savings by:
- Identifying efficiencies
  - Adopting a more commercial approach to contracting and procurement
  - Taking advantage of new technologies
  - Introducing new and innovative ways of service delivery
- 1.2 The MTFs agreed by Cabinet and Council in February 2013 showed a balanced budget position for 2013/14 and 2014/15 with a budget gap of £15.693m and £14.236m for 2015/16 and 2016/17 respectively. The MTFs included an indicative assumption that Council Tax would increase at 2% per annum.
- 1.3 The draft budget set out in this report shows a refreshed MTFs with a number of changes requiring Cabinet approval. The changes achieve a balanced budget position for 2014/15 with an estimated budget gap of £19.481m and £18.612m for 2015/16 and 2016/17 respectively. In terms of Council Tax, the refreshed MTFs assumes a 0% increase from 2014/15 to 2016/17. The estimated cost of a reduction of 1% in Council Tax is £930.5k.
- 1.4 All councils, not just Harrow, continue to find themselves in a very uncertain and volatile situation with a significant number of external events, beyond the Council's control, adversely impacting on funding and the nature of demand for Harrow services. The economy is showing the early signs of recovery but this is not expected to lead to any change in the Government's policy regarding funding levels to Local Government. This continues to create a very challenging environment for the very real role that local government plays in the local community and the positive impact that the Council can have on people's quality of life. This does mean that the Council will have to consider how to fund specific new projects requested by Members.
- 1.5 The provisional grant settlement for 2014/15 is expected to be announced on 19 December 2013 with the final settlement in late January and the impact of the announcements on the draft budget will be reported to Cabinet in February 2014.

## External Environment

2.1 The challenging environment the Council faces is caused by a number of external factors which the Council must make budgetary provision for in the MTFS. The key external factors are summarised below along with the relevant MTFS adjustments:

- Harrow is one of the lowest funded councils in London. Earlier in the year London Councils estimated the reductions in formula grant for 2014/15. Harrow's reduction was estimated at £1m and this is adjusted for in the refreshed MTFS.
- From April 2013, as a result of the change in the NNDR scheme, Council's are allowed to keep 30% of increases in Business Rates. Historically Harrow has not increased its tax base due to the trend of converting commercial property to domestic use.
- The Government has announced Council Tax Freeze Grants over the last couple of years. The MTFS agreed in February 2013 assumed no such grant on account of the indicative assumption of a 2% Council Tax increase. The MTFS for 2014/15 to 2016/17 has been refreshed to reflect a 0% increase in Council Tax. The impact of this assumption for three years is shown in table 2 below:

**Table 2: Financial Impact of 0% Increase in Council Tax 2014/15 to 2016/17**

Action	2014/15	2015/16	2016/17	Total
	£'000	£'000	£'000	£'000
Cost of 0% increase in Council Tax	1,861	1,861	1,861	<b>5,583</b>
Receipt of Council Tax Grant – 2014/15	(1,055)	0	1,055	<b>0</b>
Receipt of Council Tax Grant – 2015/16		(1,055)	1,055	<b>0</b>
<b>Net Impact</b>	<b>806</b>	<b>806</b>	<b>3971</b>	<b>5,583</b>

(The numbers in this table are based on 2013/14 data and will be updated once the tax base is finally agreed and the grant settlement is received in December 2013.)

The following points explain the contents of table 2 above:

- The estimated cost of a reduction of 1% in Council Tax is £930.5k
- In 2014/15 the estimate CT freeze grant is £1.055m. This will be received for **two** years only therefore comes out of the MTFS in 2016/17
- In 2015/16 the estimate CT freeze grant is £1.055m. This will be received for **one** year only therefore comes out of the MTFS in 2016/17

- In 2016/17 there has been no indication of a CT freeze grant being received therefore no grant has been built into the MTFS.
- From 1 April 2013 the responsibility for the Council Tax Support Scheme was transferred to the Council but with a 10% reduction in budget meaning Harrow had to save £3.8m to be able to fund the scheme in year one. A report was taken to Cabinet in November recommending no amendments be made to Harrow's support scheme for 2014/15 hence no adjustment have been made in the refreshed MTFS.
- The Government are implementing the largest ever reform to the benefits system in an effort to save £18bn from the welfare bill. The changes are complex and the original MTFS included growth of £2m in 2013/14 to create a Welfare Reform contingency with £1m of the growth scheduled for removal in 2015/16. The anticipated pressures of welfare reform have not yet materialised as expected and this is reflected in the refreshed MTFS by the £2m growth being removed in 2014/15. This does however increase the level of potential risk as we cannot yet assess the full impact of welfare reform until it is fully implemented. In addition the council is currently experiencing increased numbers of homelessness families which will increase this risk further.
- The care and support spending round settlement announced the creation of a £3.8bn pooled health and social care budget from 2015-16. This is predicated on much better integration between health and social care, so that care is centred around the person rather than the service. In the Spending Review 2013 an extra £200m was announced for 2014/15 to support integration. The specific details of this funding and how it will be transferred to Local Authorities remains subject to confirmation.
- The 2011 Census data shows there has been a 15% increase in population in the last 10 years with the biggest growth being in the birth rate with a 33% increase in 0-4 year olds increasing the demand for both school and nursery places. For people aged over 80 years old the census showed an estimated increase of 1000 people. The original MTFS allowed for adult demographic growth of £2.8m in 2013/14 and £2.6m in 2014/15. In the refreshed MTFS a further £600k growth has been included for demographic growth within Adult Services.

## Financial Performance for 2012/13 and 2013/14

- 3.1 In 2012/13 the Council under spent by £0.996m after a planned transfer to reserves of £9.808m as detailed below:

MTFS Implementation cost	£4.849m
Carry forward requests 12/13	£3.268m
Business Risk	<u>£1.691m</u>
	<b>£9.808m</b>

- 3.2 In 2013/14 the Council budget includes £10m of investment and a challenging savings target of £22.4m. The 2013/14 Quarter 2 Revenue Monitoring Report forecasts a net budget pressure of £2.61m on directorate budgets reducing to a pressure of £1.88m after accounting for corporate items. The directorates continue to work on management actions to further reduce the forecast pressure by year end.

## 2014/15 Budget Refresh Process

- 4.1 The MTFS as approved by Cabinet / Council in February 2013 is detailed in Appendix 1. The strategy covered the four year period 2013/14 to 2016/17. It showed a balanced budget position for 2013/14 and 2014/15 and a budget gap of £15.693m and £14.236m for 2015/16 and 2016/17 respectively. The detailed investment and saving schedules supporting the approved MTFS are detailed in Appendix 2. A number of the narratives have been re-freshed. The original MTFS narrative is shown in bold and the re-fresh amendments are shown in normal text.
- 4.2 Officers were asked to review approved investments and savings for 2013/14 and 2014/15 to ensure they are financially robust and deliverable and that they are in line with the current administrations policies of Cleaner, Safer and Fairer. The refresh process has resulted in a total of 67 proposed changes and takes the budget gap for 2014/15 to a small surplus of £24k. The budget gaps for 2015/16 and 2016/17 are £19.481m and £18.612m respectively. The revised MTFS assumes a 0% increase in Council Tax over the three year period. These changes are summarised in table 2 below and shown in detail in Appendix 3.

**Table 2: MTFS Refresh – Proposed Changes for 2014/15**

	<b>Children &amp; Families</b>	<b>Environment &amp; Enterprise</b>	<b>Community, Health &amp; Wellbeing</b>	<b>Resources</b>	<b>Technical</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Unachievable savings	300	1,490	2,357	460	0
Re-profiled investments / savings	0	456	0	(310)	0

Agreed growth no longer required	0	(726)	0	0	0
New growth	800	855	867	150	0
Substitute savings	0	(1,010)	0	(280)	0
Technical budget changes	0	0	0	0	(5,433)
<b>TOTAL</b>	<b>1,100</b>	<b>1,065</b>	<b>3,224</b>	<b>20</b>	<b>(5,433)</b>

4.3.1 Appendix 4 details the investments and savings to the budget for 2014/15 to 2016/17 after the MTFS refresh changes as detailed in appendix 3.

### **Proposed Directorate Changes**

4.4 In total the proposed directorate changes add growth of £5.409m into the MTFS in 2014/15. The impact is summarised in table 2 above and the details are shown in Appendix 3. Further details are provided for the more significant items:

#### **Children and Families**

- The unachievable savings value of £300k relates to procurement. Procurement savings of £690k were planned over 2 years. Savings are being achieved on placements budgets through the work being undertaken with the West London Alliance. SEN Transport is subject to a separate savings target of £641k over 2 years therefore there is limited scope for further savings to achieve the full target of £690k.
- The growth of £800k covers two areas. First growth of £300k is requested to cover an increase in demand for Special Needs transport. Between Autumn term 2012 and Autumn term 2013 the number of young people requiring transport increased by 45 at a cost of £145k. If this trend continues the estimated demand pressure in 2014/15 is £300k.
- Secondly growth of £500k has been allocated to cover the costs of an additional 12 Social Worker posts.

#### **Environment and Enterprise**

- The unachievable savings value of £1.490m covers nine savings. Three of the savings which total £560k are proposed for removal in line with the current administrations priorities as detailed:
  - Returning parks to open space (£275k)
  - Review parks and cemeteries opening and locking and review specialist dog waste collection (£105k)
  - Introduction of Civic Centre staff car parking charges and other free car parks (£180k)

- The proposal to re-profile involves moving the savings for efficiencies from the Towards Excellence programme (£375k) and Grounds maintenance: annualised hours (£81k) from 2014/15 to 2015/16.
- The directorate are releasing previously agreed growth to go back into the MTFS. There are three elements of growth no longer required the most significant being growth of £568k agreed for 20 minute free parking.
- Seven bids for additional growth are proposed totalling £855k which are matched by substitute savings of £1.010m. £700k of the substitute savings is proposing to re-align the budget for Parking Services income to reflect historical performance. The other significant substitute saving is for £300k relating to a proposal to increase leisure centre parking income.
- Between now and February 2014 a number of commercially sensitive issues are being resolved that may need to be accommodated within the final MTFS when it comes back to Cabinet in February.

### **Community Health and Wellbeing**

- Within the twelve agreed savings proposed for removal there are three significant items, from the £14.5m savings agreed over the two year period 2013-14 and 2014-15. The first is £500k to secure further earmarked investment from the PCT / CCG in Adult Social Care. The NHS Transfer grant is budgeted at £3.535m in 2013/14. Agreement on the s256 has now been reached and has resulted in the Council supporting the CCG STARRS service by £500k. Whilst the transfer for 2014-15 has yet to be agreed (and the grant is estimated to increase slightly to £3.636m), it is unlikely that the grant transfer will be significantly higher than the agreed 2013-14 position, hence the removal of this saving. The second relates to savings in older people's integrated care for £800k. Again this is related to funding negotiations with the CCG and their capacity to work with the Council to deliver the savings.
- The third significant unachievable saving is the commercialisation of Hatch End pool, Harrow Arts Centre, Museum and Bannister stadium (£355k). A commercialisation project has been set up to further investigate whether this saving can be delivered in the longer term.
- There are three bids for additional growth the most significant being for £600k demographic growth in Adult Services, and is in addition to the current MTFS demographic growth. The additional growth is as a result of an increasing number of referrals and increasing signs of complexity, an increasing number of cases moving into the borough and a significant increase in mental health referral rates. Overall the CCG financial position is very serious and it is possible that there will be continued pressures experienced as a result, although the Council will continue to work constructively to ensure that no inappropriate



costs are borne by Adult Social Care. This will mean that the growth position will need to be continually monitored until the final budget is set.

## Resources

- There are six unachievable savings are proposed for removal, the most significant being to withdraw the expansion of Legal Practice Shared Services (£200k).
- The two growth bids are IT related. £100k is proposed for the revenue implications of security enhancements required by Public Services Network (PSN) and £50k is proposed for the contractual increase for channel migration supplier costs.
- The substitute saving of £280k is a new saving in relation to the current consultation process to delete the post of Chief Executive and associated business support.

## Proposed Technical Budget Changes

4.5 In total the proposed technical budget changes create capacity of £5.433m in the MTFS for 2014/15. The significant changes are detailed below:

- **Capital financing costs and investment income** – Following a review additional capital financing costs of £910k and £700k are required in 2014/15 and 2015/16 respectively. This is as a result to delays in capital receipts.
- **New Homes Bonus** – In March 2013 the government announced the creation of the Local Growth Fund for LEP's who will access funding from 2015. Nationally the fund will amount to £2 billion in 2015/16 and £170m of this funding will come from the New Homes Bonus (NHB). London Councils have modelled what the NHB top slice will look like and their estimate for Harrow is £1.6m in 2015/16. This has been reflected in the refreshed MTFS.
- **Education Support Grant** – The MTFS was based on £2.5m of ESG being received in 2013/14 with the grant reducing by £1m per annum over 2014/15 and 2015/16, leaving £500k in the 2016/17 base budget. These assumptions have been reviewed taking into account updated pupil numbers, estimated academy conversions and government announcements on funding reductions. In January 2013 DFE announced a £10m reduction in ESG between 13/14 and 14/15 and from 2015/16 the ESG will be reduced nationally by £200m with this funding being transferred to the creation of the Local Growth Fund for LEP's. The MTFS has been refreshed to assume additional grant in 14/15 but with grant reductions in 2015/16 and 2016/17. By 2016/17 there will be £300k left in the base budget.

- **Council Tax and CT Freeze Grant** - The MTFS assumed an annual 2% increase in Council Tax. To freeze the Council Tax at 0% increase over the 3 year period 2014/15 to 2016/17 is estimated to cost £1.861m per annum. A Council Tax freeze grant of £1.055m is assumed for 2014/15 and 2015/16. The financial implications of this are shown in table 1.
- **Formula Grant Reduction** – A reduction in formula grant of £1m is estimated for 2014/15. This is based on estimates from London Councils and will be finalised once the grant settlement is announced on 19 December.
- **Council Tax Base / Collection Fund** – Additional funding of £1.519m has been assumed as a result of the increase in the council tax base as a result of a mixture of new properties and an under spend on the Council Tax Support Scheme. A prudent increase of £100k has been assumed in the Council Tax base for 2015/16 and 2016/17 and this will be refreshed for the February Cabinet report using the agreed Council Tax base. The Collection Fund is assumed to increase by £681k as a result of the additional collection of arrears, new properties coming on stream mid year and static growth on the Council Tax Support Scheme.
- **Budget Planning Contingency** - The contingency currently stands at £1.171m. The MTFS planned to increase the contingency by £1.829m in 2014/15. To achieve a balanced budget position the proposal is to not increase the contingency in 2014/15 and keep it at its 2013/14 level. A contingent figure in the region of £1m in the base budget is consistent with previous years.
- **Welfare Reform Contingency** – In 2013/14 growth of £2m was built into the MTFS to fund anticipated pressures as a result of the governments Welfare Reforms. The plan was to reduce the growth by £1m in 2015/16 to leave £1m in the base budget going forward. The implementation of the Welfare Reform cost pressures have not materialised as expected. To achieve a balanced budget for 2014/15 it is proposed to remove the Welfare Reform Contingency in full in 2014/15. There is a risk to this proposal, if anticipated costs start to materialise these will have to be contained within current resources.
- **Reduce inflation on goods and services** - The current MTFS assumes inflation of 2% per annum on goods and services. As at October RPI is 2.6% per the Office for National Statistics. The proposal is to reduce inflation to 1.3% for the three years 2014/15 to 2016/17 which creates £600k within the MTFS each year. This proposal is a concern for the directorates and will require strong contract management to manage the reduction. Officers will ensure this limited budget is prioritised in an efficient manner in order to reflect where price inflation does and does not occur.

## **Public Health Funding 2014/15**

- 5.1 A two year ring fenced grant allocation for Public Health was announced in January 2013 with Harrow allocated £9.146m for 2014-15. The DOH recently announced the extension of the ring fenced grant for a further year to 31<sup>st</sup> March 2016. In setting the allocations, the DOH set a minimum of 2.8% and maximum of 10% growth in budgets for each year – 19 local authorities are at the minimum in 2014-15 and 8 at the maximum. The increase for Harrow in 2014-15 is 3.1%, marginally above the minimum increase, resulting in Harrow being the 2nd lowest spend per head of population over the 33 London boroughs.
- 5.2 2013/14 has been the first year that Public Health team have operated within the Council and in agreement with Barnet Council, a joint team has been developed and is supported by a single Director of Public Health. Given a number of uncertainties around liabilities and potential additional responsibilities, a prudent approach was taken in setting the commissioning intentions and a contingency was held to mitigate some of these risks whilst taking time to consider appropriately how best to utilise this funding to meet both public health and wider Council objectives.
- 5.3 During this first year of operation a number of contracts have been reviewed and consolidated with existing Council contracts, and a programme of procurement will continue into 2014-15 to ensure that commissioned services provide value for money, meet public health outcomes and reflect the commitment to providing support to those most in need. Appendix 4 details the level of funding proposed across both the mandatory and discretionary services and proposes additional investments in priority areas, a contingency and enables an unallocated amount of grant to be held for later allocation as appropriate.
- 5.4 Cabinet are asked to approve the draft Public Health budget for 2014/15 as detailed in Appendix 5. Following approval of the draft budget the commissioning intentions will be presented to the Health and Wellbeing Board at its meeting in January 2014.

## **Contingency**

- 6.1 The planned contingency within the budget for 2014/15 was £5m made up of £2m for Welfare Reform and £3m for budget planning. Following the refresh process the proposed contingency for 2014/15 will be £1.171m. This is a significant reduction and will mean directorates will have to monitor their budgets very tightly and pressures, as far as possible, will have to be contained within current resources. The contingency is needed if, for example, decision makers decide not to implement proposals due to adverse equalities implications.

## Equality Impact Assessments

- 7.1 All new service budget proposals and those previously approved which cover 2013/14 and 2014/15 are subject to an initial equalities impact assessment. Full equalities impact assessments will be carried out on proposals where appropriate. An equalities impact assessment will be carried out on the whole budget, when all proposals have been identified, to ensure that decision makers are aware of any overall impact on any particular protected group.

## London Boroughs Grants Scheme

- 8.1 The London Boroughs Grants Committee proposed a scheme for London that cost London Boroughs £9m in 2013-14 compared to £11.5m in 2012-13. This gave Harrow a saving of £74k in 2013-14.
- 8.2 The Leaders Committee at London Councils met on 12 November 2013 to propose contributions for 2014/15. Harrow's contribution is £239,219, a reduction of 9.3% on last year. .
- 8.3 Cabinet is asked to agree the sum of £239,219 as Harrow's contribution to the London Grant Scheme in 2014/15.

## Proposals for General Reserves

- 9.1 The detailed risk assessment of the budget will be updated for February cabinet. The Cabinet agreed the following reserves policy in February 2012:

**The risk assessment of the budget dictates the minimum level of general balances required.**

**One of the calls on any under spend at the end of the year will be a contribution to general balances. The value of the contribution will be determined with regard to the size of the under spend, the underlying strength of the balance sheet, the need to support the transformation programme, and other priorities.**

At the current time no amendments are required to the reserves policy.

- 9.2 The value of non ear marked reserves as at 01 November 2013 is £8.646m.
- 9.3 The schedule of property disposals is subject to delays dependent upon a mixture of issues including the disposals process and the change in market conditions. To support managing this scenario Members are asked to agree to the establishment of a capital financing risk reserve to allow for delays in capital receipts.

## Schools Budget 2014/15

- 10.1 The funding arrangements for the Dedicated Schools Grant and the Schools budget for 2014/15 are detailed in Appendix 6. Cabinet are asked to note the statutory changes to schools funding for 2014/15 and approve the proposed arrangements for the 2014/15 schools funding formula (as agreed by Schools Forum on 15 October 2013),

### Legal implications

- 11.1 Decision makers should have due regard to the public sector equality duty in making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome. The equalities impact will be revisited on each of the proposals as they are developed. Consideration of the duties should precede the decision. It is important that Cabinet has regard to the statutory grounds in the light of all available material such as consultation responses. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

*A public authority must, in the exercise of its functions, have due regard to the need to:*

- (a) *eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- (b) *advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
- (c) *foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

*Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:*

- (a) *remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;*
- (b) *take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;*
- (c) *encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.*

*The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.*

*Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:*

- (a) *Tackle prejudice, and*  
(b) *Promote understanding.*

*Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act. The relevant protected characteristics are:*

- *Age*
- *Disability*
- *Gender reassignment*
- *Pregnancy and maternity*
- *Race,*
- *Religion or belief*
- *Sex*
- *Sexual orientation*
- *Marriage and Civil partnership*

11.2 It is important that robust equalities impact assessments are completed and that consultation is done whilst the budget is in a formative stage prior to final approval in February 2014.

11.3 The Council has a fiduciary duty to residents to set a balanced budget.

## **Consultation**

12.1 As a matter of public law the duty to consult with regards to proposals to vary, reduce or withdraw services will arise in 3 circumstances:

- Where there is a statutory requirement in the relevant legislative framework;
- Where the practice has been to consult or where a policy document states the council will consult then the council must comply with its own practice or policy; and
- Exceptionally, where the matter is so important that there is a legitimate expectation of consultation.

12.2 Regardless of whether the Council has a duty to consult, if it chooses to consult, such consultation must be carried out fairly. In general, a consultation can only be considered as proper consultation if:

- Comments are genuinely invited at the formative stage;
- The consultation documents include sufficient information about the proposal to allow those being consulted to be properly informed and to give an informed response;
- There is adequate time given to the consultees to consider the proposals; and
- There is a mechanism for feeding back the comments and those comments are conscientiously taken into account by the decision maker / decision making body when making a final decision.

12.3 Finally there will be staff consultation about these proposals in line with the Council's procedures.

### **Financial Implications**

13.1 Financial matters are integral to this report.

### **Performance Issues**

14.1 The in- year measurement of the Council is reported in the Strategic Performance Report. The Corporate Plan, which will be developed alongside the Budget Report, will have measures within it which will set out how Council delivery in 2014/15 will be measured and this again will be reported through the Strategic Performance Report.

### **Environmental Impact**

15.1 The environmental impact of the draft budget will be complex and the net position is not known at present.

### **Risk Management Implications**

16.1 As part of the budget process the detailed budget risk register will be reviewed and updated. This helps to test the robustness of the budget and support the reserves policy.

### **Corporate Priorities**

17.1 The draft budget for 2014/15 supports delivery of the Council's vision and priorities.

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

Name: Simon George	<input checked="" type="checkbox"/>	On behalf of Director of Finance and Assurance
Date: 2 December 2013		
Name: Jessica Farmer	<input checked="" type="checkbox"/>	On behalf of Monitoring Officer
Date: 2 December 2013		

## Section 4 – Performance Officer Clearance

Name: Alex Dewsnap

On behalf of  
Divisional Director  
Strategic Commissioning

Date: 30 November 2013

## Section 5 – Environmental Impact Officer Clearance

Name: Andrew Baker

On behalf of  
Corporate Director of  
Environment & Enterprise

Date: 2 December 2013

## Section 6 - Contact Details and Background Papers

Contact: Dawn Calvert  
Head of Strategic Finance and Business.  
Email: dawn.calvert@harrow.gov.uk

Background Papers:

- None

**Call-In Waived by the  
Chairman of Overview  
and Scrutiny Committee**

**NOT APPLICABLE**

*[Call-in applies]*



	2012-13	2013-14	2014-15	2015/16	2016-17
	£000	£000	£000	£000	£000
<b>Budget Requirement Brought Forward</b>		173,113	181,063	174,120	168,874
Capital Financing Costs		1,102	-743	-390	841
Grant Changes		11,914	642	475	-525
Other Technical Changes		4,557	1,235	2,279	3,289
Inflation		2,784	3,160	4,060	4,060
Transformation		-2,234	-296	-140	0
Community Health and Wellbeing		-2,255	-6,282	2,800	2,500
Children and Families		-1,076	-1,672	413	413
Environment and Enterprise		-4,469	-1,414	675	753
Resources		-2,373	-1,573	275	-225
<b>Total</b>		<b>7,950</b>	<b>-6,943</b>	<b>10,447</b>	<b>11,106</b>
<b>FUNDING GAP</b>		<b>0</b>	<b>0</b>	<b>-15,693</b>	<b>-14,236</b>
<b>Total Change in Budget Requirement</b>		<b>7,950</b>	<b>-6,943</b>	<b>-5,246</b>	<b>-3,130</b>
<b>Revised Budget Requirement</b>	<b>173,113</b>	<b>181,063</b>	<b>174,120</b>	<b>168,874</b>	<b>165,744</b>
Collection Fund Deficit/-surplus	-1,335	-1,045	-500	0	0
Revenue Support Grant	-67,196	-52,100	-43,075	-36,282	-31,066
Top Up		-20,154	-20,773	-20,773	-20,773
Retained Non Domestic Rates	0	-14,725	-14,872	-15,021	-15,171
<b>Amount to be raised from Council Tax</b>	<b>104,582</b>	<b>93,039</b>	<b>94,900</b>	<b>96,798</b>	<b>98,734</b>
<b>Council Tax at Band D</b>	<b>£1,186.55</b>	<b>£ 1,210.28</b>	<b>£ 1,234.49</b>	<b>£ 1,259.18</b>	<b>£1,284.36</b>
<b>Increase in Council Tax (%)</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
Tax Base	88,140	76,874	76,874	76,874	76,874
Collection rate	98.50%	97.50%	97.50%	97.50%	97.50%
Gross Tax Base	89,482	78,845	78,845	78,845	78,845



**MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)**

Item No	TECHNICAL BUDGET CHANGES				Existing MTFS				2013-14 Net Budget £000
	2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000	2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000	
	<b>Capital and Investment</b>								
	<b>Capital financing costs and investment income</b>								
Tech 001		1,102	-743	-390	841				
	<b>Total Capital and Investment Changes</b>	<b>1,102</b>	<b>-743</b>	<b>-390</b>	<b>841</b>				<b>0</b>
	<b>Grant Changes</b>								
	<b>New homes bonus - Top slice of New Homes Bonus to fund LEP announced in Comprehensive Spending Review (CSR) 2013</b>	-1146	-591	-525	-525				-2,867
	<b>SSCF Grant received from General London Authority (GLA) - reduction. Grant no longer unringfenced</b>	98							0
	<b>Council Tax Support Grant 2012-13 scheme - one off only</b>	2,608							0
	<b>PCT Funding via s256 agreement. CCG funding via s256 agreement. Funding allocated initially by the government to Health partners</b>	-546	233						
	<b>Grants rolled into Formula Grant. Specific grants that are now included in formula funding</b>	13,714							0
	<b>Education Support Grant. New grant in relation to Local Education Authority (LEA) functions, previously included in formula Grant</b>	-2,500	1,000	1,000					-2,500
	<b>Early Intervention Grant Spend Transferred to Dedicated Schools Grant (DSG)</b>	-314							314
	<b>Total Grant Changes</b>	<b>11,914</b>	<b>642</b>	<b>475</b>	<b>-525</b>				<b>-5,053</b>
	<b>Other Technical Changes</b>								
	<b>Freedom Pass Levy increase. Cost of Freedom passes charged to Harrow by Transport for London (TfL)</b>	681	350	360	370				9,662
	<b>Provisions and Reserves</b>								
	<b>Contribution to insurance provision</b>	300	0	0	0				1,730
	<b>Capitalisation strategy/recharges strategy</b>								

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)**

Item No	TECHNICAL BUDGET CHANGES	Existing MTFS					2013-14 Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	
Tech 014	Reduce reliance on capitalisation	986	14	0	0	14	
	Miscellaneous						
Tech 015	Print Contract Costs-reversal of one off balloon payment allocation One off cost in 2012-13	-421				421	
Tech 016	Pinner Road costs prior to disposal - one off in 2012-13	-10				10	
Tech 017	Balance on Support Service Cost (SSC) annual review - net charge to non general fund. Cost to general fund of reduction in support service charges to HRA.	150	150			3,422	
Tech 018	Budget planning contingency	171	1,829	3000	3000	171	
Tech 019	Contingency for Welfare Reform and other pressures	2,000		-1000		2,000	
Tech 020	Saving from formula change on freedom passes - agreed at London councils TEC in December 2012 Reallocation of costs between London boroughs giving Harrow a reduction in costs		-108	-81	-81	9,662	
Tech 021	Utility inflation - allocation in 2012-13 overstated	-300					
Tech 022	Redundancy provision	1,000	-1,000			1,000	
	<b>Total Other Technical Changes</b>	<b>4,557</b>	<b>1,235</b>	<b>2,279</b>	<b>3,289</b>	<b>28,092</b>	
	Pay and Inflation						
Tech 023	Pay Award @ 1% 2013-14 and 2014-15, then 2% pa	950	950	1850	1850		
Tech 024	Employer's Pension Contributions @ 0.25% in 2013-14 and then 0.5% p.a.	200	400	400	400		
Tech 025	Inflation on goods and services @ 1.5% in 2013-14 and 2% p.a. from 2014-15	1,360	1,810	1,810	1,810		
Tech 026	Additional provision for electricity and gas price increases	257					

MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)

Item No	TECHNICAL BUDGET CHANGES	Existing MTFS					2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000	2013-14 Net Budget £000
		2013-14	2014-15	2015-16	2016-17						
Tech 027	Excess of September RPI ( 2.9%) on National Non Domestic Rates on Council properties above 2%	17									
	<b>Total Pay and Price Inflation</b>	<b>2,784</b>	<b>3,160</b>	<b>4,060</b>	<b>4,060</b>	<b>0</b>					
	<b>CROSS CUTTING TRANSFORMATION PROGRAMME</b>										
Tech 028	Mobile and Flexible working - implementation and running costs	96	24								
Tech 029	Terms and conditions. Savings arising from renegotiated terms and conditions with staff.	-960	-320	-140							
Tech 030	Commercialisation project. Benefits incorporated into Directorate proposals.	100									
Tech 031	Procurement - Category Management savings. Improved terms with the Council's suppliers. Note savings have been reallocated to service directorates										
Tech 032	Agency Staff - reduction in usage. Note savings have been reallocated to service directorates										
Tech 033	Staffing - Vacancy management. Increase in the time taken to fill vacant posts. Note savings have been reallocated to service directorates										
	<b>Total Transformation</b>	<b>-764</b>	<b>-296</b>	<b>-140</b>	<b>0</b>	<b>0</b>					
	<b>Total Corporate</b>	<b>19593</b>	<b>3998</b>	<b>6284</b>	<b>7665</b>	<b>23039</b>					

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)**

Item No	CHILDREN'S SERVICES	Existing MTFS					2013-14 Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000		
	Investment in Services						
CF 001	Increase in CLA (Children Looked After) placement budgets reflecting growth in child population and changing demographic	178	178	178	178	6,865	
CF 002	Increase in CWD (Children with Disabilities) client costs reflecting growth in child population	82	82	82	82	1,326	
CF 003	Increase in staffing costs reflecting growth in child population and changing demographic	153	153	153	153	8,413	
CF 004	Loss of Youth Justice Board funding	90	10			496	
CF 005	Transfer of duties from Youth Justice Board in respect of new duties for young people on remand	270				270	
CF 006	Special Educational Needs (SEN) post to undertake new statutory duties	50				433	
CF 007	Qualified Social Worker - Recruitment & Retention Market Supplement	150				4,852	
CF 008	Creation of Advanced Practitioner Social Worker (SW) posts	310	70			8,413	
CF 009	Principal Social Worker role - post-Munro	70				776	
CF 010	Health Co-ordinator post at Northwick Park Hospital (NWP)	50				618	
CF 011	Youth Scrutiny Proposals including improvement of communication and engagement and development of extra summer activities	70				641	
CF 012	Project Management Costs including Special Needs Transport, Children's Centre remodelling and developing new transformation projects	97	-97			97	
CF 014	Shortfall in targeted savings from business support model	185				3,316	

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)**

Item No	CHILDREN'S SERVICES	Existing MTFS				2013-14 Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000	
CF 015	Corporate Indexing Scanning (CIS) Staffing	45				421
	<b>Total Investment in Services</b>	<b>1,800</b>	<b>396</b>	<b>413</b>	<b>413</b>	<b>36,937</b>
	<b>Savings</b>					
CF 016	Integrated Children's Services - Remaining staffing savings from restructure in 2011-12	-100				12,033
CF 017	Consolidation of staffing structure including proposed deletion of 1 Divisional Director post 2015/16	-167	-148			2,079
CF 018	Deletion of Head of Education Strategy & School Organisation	-50	-50			381
CF 019	Reconfiguration of Early Intervention Service to support the Families First Programme	-150	-150			1,954
CF 020	Children's Centres remodelling to reconfigure the local offer	-373	-200			1,373
CF 021	Special Needs Transport II - demand management including Independent Travel Training	-56	-45			3,383
CF 022	Special Needs Transport III - full market engagement including outsourcing of some routes	-40	-500			3,383
CF 023	Introduction of Charging for non Statutory Educational Psychology to schools	-125	-90			521
CF 024	Review of semi supported provision including potential closure of Honeypot Lane		-410			625
CF 025	Procurement Savings including placements	-620	-70			18,806
CF 026	Savings from commissioning budgets including connexions, parenting support, drugs & alcohol and clinic in a box	-835	-255			2,870

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)**

Item No	CHILDREN'S SERVICES	Existing MTFS				2013-14 Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000	
CF 027	Recommissioning of Respite Care for CWD		-100			1,326
CF 028	Consolidation of Early Years training functions - including reductions in contracts & staffing	-100	-50			150
CF 029	Business Support Savings to reduce by 9FTE	-260				1,859
	<b>Total Children and Families Savings</b>	<b>-2,876</b>	<b>-2,068</b>	<b>0</b>	<b>0</b>	<b>50,743</b>
	Late Savings					
CF 030	Prices	-105				18,806
CF 031	Vacancy Rate 0.5%	-62				12,400
CF 032	Agency savings	-66				9,044
CF 033	Procurement	-52				18,806
	<b>Sub total</b>	<b>-285</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>59,056</b>
	<b>Net Children &amp; Families</b>	<b>-1,361</b>	<b>-1,672</b>	<b>413</b>	<b>413</b>	<b>146,736</b>



**MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)**

Item No	ENVIRONMENT & ENTERPRISE	Existing MTFS				2013-14 Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000	
	Investment in Services					
E&E001	Public Realm Services (PRS) - Vehicle early termination payments	295	-295			2,477
E&E002	Transformation growth	163	-163			163
E&E003	Parking review - 20 minute free parking	261	307			-4,448
E&E004	Additional Harrow Town Centre cleaning following from Outer London Fund 2 (OLF2)	87				2,046
E&E005	CCTV camera income decline		70	56	45	
E&E006	CRC (Carbon Reduction Commitment)/EA (Environment Agency) increase in cost of CRC scheme	93				392
E&E007	Welfare to work Xcite:	108				108
E&E008	West London Waste Authority (WLWA) Levy	1,218	689	677	708	7,960
E&E009	Procurement related pressures due to change in market price and profit share for Dry recyclables	256				-795
E&E010	Maintenance of CCTV cameras	71				494
	<b>Total Investment in Services</b>	<b>2,552</b>	<b>608</b>	<b>733</b>	<b>753</b>	<b>8,399</b>
	Savings					
E&E011	Public Realm Integrated Service Model (PRISM) efficiencies. Towards Excellence Programme efficiencies	-1,500	-350			11,278
E&E012	Further management reductions in Environment	-100	-285			287
E&E013	Public Realm Post reductions. Efficiency in management and support to Borough's allotments		-24			
E&E014	SLA Income - HRA, Schools & Other Bodies. Increased income from revised SLA with schools	-19				392
E&E015	Textile recycling	-10				-795

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
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Item No	ENVIRONMENT & ENTERPRISE	Existing MTFS				2013-14 Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000	
E&E016	Climate Change - Flexible retirement and consumables budget	-31	-58			392
E&E017	Increase Income and rental from Corporate Estate	-80				-988
E&E018	Increasing the level of fees recharged for adaptations undertaken using Council or Disabled Facilities Grant (DFG) funding. Business as usual.					
E&E019	Additional income for adaptation works Establishing the Harrow Home Improvement Agency as a stand alone organisation. Transformation Project	-75	0			388
E&E020	Introduction of Civic Centre staff car parking charges and other free car parks	-135	-45			-191
E&E021	Property Co/FM growth and efficiencies (2012-13 reversal)	-100				145
E&E022	Property Co/FM growth and efficiencies	-251				2,479
E&E023	Consolidation of Civic Centre accommodation to secure utility cost savings. Transformation Project	0	-122	-58		
E&E024	Consolidation of property services within old Environment and Enterprise Directories. Transformation Project	-180				328
E&E025	Undertake maintenance and cleaning of corporate premises only to the minimum standard necessary for statutory compliance.	-100				1,845
E&E026	Recharge utility costs for computer room to Capita	-83				1,845
E&E027	Management Efficiencies	-75				503
E&E028	Reduce highways maintenance budget	-273				2,373
E&E029	Traffic & Highways post reductions efficiencies	-251				381

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)**

Item No	ENVIRONMENT & ENTERPRISE	Existing MTFS				2013-14 Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000	
E&E030	Licensing - scope for additional income	-40				454
E&E031	Review of loss making car parks	-150				-1,055
E&E032	Parking permit charge increase	-40				-1,577
E&E033	Trading Standards and Proceeds of Crime Act savings (linked to review of SLA with Brent trading Standards)	-50	-100			458
E&E034	Cost reduction of maintaining parking equipment	-30				-1,055
E&E035	Reduce the number of off-street car park sites and dispose of selected car park sites		-100			
E&E036	Soft Market testing of statutory animal services and review of commercial animal services	-60				-89
E&E037	Review operations of the CCTV control room during the night	-30				494
E&E038	Review Brent-Harrow Trading Standards consortium and / or provide Trading Standards on a reduced scale.	-140				458
E&E039	Revenue maximisation - Fleet sponsorship: Explore advertisement opportunities for PRS fleet		-25			
E&E040	Returning Parks to Open Space	-350				1,137
E&E041	Grass Verge Maintenance reduction		-165			
E&E042	Graffiti removal reduce scope	-52				2,046
E&E043	Grounds maintenance: Annualised hours	-80	-81			1,137
E&E044	Reduce to a 6 weekly. Efficiencies in residential cleaning cycle	-82				330
E&E045	Reduction in some non town centre sweepers	-116				330
E&E046	Review fine turf service standards		-29			
E&E047	Review level of Parks maintenance	-35				1,137
E&E048	Review NHS to carry out clinical collections	-12				35

MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)

Item No	ENVIRONMENT & ENTERPRISE	Existing MTFS					2013-14 Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000	2016-17 £000	
E&E049	Review on street automated public conveniences	-80					65
E&E050	Review parks and cemeteries opening and locking	-70					1,137
E&E051	Review specialist dog waste collection	-35					1,137
E&E052	Schools Grounds Maintenance, review Service Level Agreement from April 2013	-57					0
E&E052	Special waste collection Change deployment of service	-25					41
E&E054	Review Trade Waste	-220					526
E&E055	PRISM growth and efficiencies (2012-13 reversal)	-200					287
E&E056	Environment Consumables	-100					287
E&E057	Procurement - Transport Review	-350					2,477
E&E058	Procurement Savings - others	-140	-273				11,684
E&E059	Additional planning fees income following change from central government				-290		
E&E060	Introduce differential charging policy for planning applications to provide for fast track income generation. Additional income from pre-application advice.	-15					-33
E&E061	Residual from Major Projects budget	-25					0
E&E062	Procurement savings on Northgate contract	-6					382
E&E063	Enterprise Post Deletions	-1,083					575
E&E064	Enterprise Consumables	-93					-590
E&E065	Procurement - Category Management savings	-76					11,684
E&E066	Agency Staff - reduction in usage	-160					18,381
E&E067	Staffing - Vacancy management	-150					18,381
	<b>Total Environment &amp; Enterprise Savings</b>	<b>-7,490</b>	<b>-2,022</b>	<b>-58</b>	<b>0</b>		

MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
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Item No	ENVIRONMENT & ENTERPRISE	Existing MTFS				2013-14 Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000	
	Net Environment & Enterprise Directorate	-4,938	-1,414	675	753	

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)**

Item No	COMMUNITY, HEALTH AND WELLBEING	Existing MTFS				Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000	
	<b>Investment in Services</b>					
	<b>Adults</b>					
CHW001	<b>Demographic Growth.</b> Costs associated with increased demand for eligible users	2,800	2,600	2,800	2,500	29,216
CHW002	<b>Mental Health Properties</b>	50				3,792
CHW003	<b>West London Alliance.</b> Increased subscription fees	10				622
	<b>Housing Services Housing General Fund (HGF)</b>					
CHW004	<b>Homelessness [100 families &amp; anticipated B&amp;B Housing Benefit (HB) changes).</b> Savings from 2012-13 MTFS assumed to arise from increased subsidy for B&B placements which did not actually materialise.	-250	-250			
CHW005	<b>Homelessness.</b> Growth to meet the challenges of welfare reform, in terms of additional staffing and additional expenditure now being incurred to deliver appropriate solutions to meet housing need	1,000	-500			2,873
CHW006	<b>Invest to Save in Private Sector Leasing (PSL)</b> Incentive payments to landlords for entering medium term lease arrangements. This will result in reduced expenditure on B&B shown as savings below.	289	-289			
	<b>Community &amp; Culture</b>					
CHW007	<b>Cultural Strategy Review growth and efficiencies</b>	-150				643
CHW008	<b>London Youth Games</b>	8				12
CHW009	<b>Under One Sky</b>	25				105
CHW010	<b>Support for specialist welfare advice services</b>	90	-90			709
	<b>Public Health</b>					
CHW011	<b>Public Health Transition costs</b>	100	-100			800
	<b>Total Investment in Services</b>	<b>3,972</b>	<b>1,371</b>	<b>2,800</b>	<b>2,500</b>	
	<b>Savings</b>					
	<b>Adults Services</b>					
CHW012	<b>Contract Management - managing inflation</b>	-100				-2,206
CHW013	<b>Contract Management - efficiencies</b>	-150	-100			-2,206
CHW014	<b>Contract Management - Home care providers</b>	-900				6,515

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Item No	COMMUNITY, HEALTH AND WELLBEING	Existing MTFS						Net Budget £000
		2013-14	2014-15	2015-16	2016-17	Net Budget £000		
		£000	£000	£000	£000			
CHW015	West London Alliance (WLA) Joint Procurement: Approved Provider Credition (APC) Residential Care	-150	-150				9,819	
CHW016	Central North West London (CNWL): Mental Health Efficiencies	-100					3,792	
CHW017	Voluntary Sector Funding. Reversal of 2012/13 growth		-100					
CHW018	Voluntary Sector Funding		-200					
CHW019	Residential Care Strategic Review. Only the most complex service users to be supported in residential establishments.	-1,550	-3,000					
CHW020	Investment in Community Based Services. Cost of providing services as a result of not placing service users in residential care.	775	1,500				-1,111	
CHW021	Day Care Strategic Review	-300	-300				2,210	
CHW022	Purchasing Budget [community based efficiencies]. Market development providing greater choice in services leading to reductions in cost.		-1,000					
CHW023	Commissioning Staff. Review of staffing structures.		-300					
CHW024	Share Complaints team with another local authority and/ or aggregate within Council. Originally intended these savings would be delivered through a shared service approach which will continue to be explored but may be accommodated within wider staff changes as appropriate to deliver the savings.		-104					
CHW025	Sharing of Joint Assessment Team with another local authority. Originally intended these savings would be delivered through a shared service approach which will continue to be explored but may be accommodated within wider staff changes as appropriate to deliver the savings.		-93					
CHW026	Reablement. Services provided reduce long term requirement for services.	-900					6,889	

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Item No	COMMUNITY, HEALTH AND WELLBEING	Existing MTFS					Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000		
CHW027	Cessation of Funding for Transport Clubs	-75				1,442	
CHW028	Supporting People - targeted efficiency savings through specific contracts		-1,324				
CHW029	Secure further earmarked investment from PCT/CCG in Adult Social Care	-500				-2,206	
CHW030	Decommission Greenview Services	-230				637	
CHW031	Occupational Therapy. Staff time supporting Disabled Facilities Grant to be capitalised.	-230				229	
CHW032	Meals on Wheels. Review options for service provision.		-190				
CHW033	Older People Integrated Care. Consideration of jointly provided services with Health.		-800				
CHW034	Late savings - vacancy management	-69				-2,206	
CHW035	Late savings - agency costs	-73				-2,206	
CHW036	Late savings - reduced inflation allocation	-197					
CHW037	Housing Services (HGF)						
CHW038	Housing Needs - Private Sector Leasing Scheme. Income generation		-25				
CHW039	Housing Service Efficiency Review. Saving in staffing costs		-70				
CHW040	Reallocation of staff time from General Fund (GF) to Housing Revenue Account (HRA) - to reflect service demands	-215				3,897	
CHW041	Deletion of vacant Enabling Project Officer Post Invest to Save - cash incentives. Used to free up HRA properties to house families from the waiting list. Savings result from reduced B&B expenditure.	-36	-48			224	
CHW042	Affordable PSL accommodation. B&B savings projected to arise as a result of incentive payments to landlords under the spend to save proposal.	-240				2,873	
CHW043	Reduced costs at Travellers Site	-10				13	
CHW044	Late savings - vacancy management	-16				3,897	
CHW045	Late savings - agency costs	-17					
CHW046	Late savings - reduced inflation allocation	-6				3,897	



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Item No	COMMUNITY, HEALTH AND WELLBEING	Existing MTFS					Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000		
CHW047	<b>Empty Homes Initiative.</b> Reduced cost of temporary accommodation as a result of bringing empty properties back into use.		-300				
CHW048	<b>Community and Culture</b>						
	<b>Community Development review of structure and service re-provision</b>	-48	-15			163	
CHW049	<b>Libraries Transformation 2 -reversal of one off investment in 2012-13</b>	-150					5,385
CHW050	<b>Libraries Transformation 2</b> Impact of final contract negotiations around profit share and short term use of Civic Centre by contractor	-25	-71				
CHW051	<b>Library Volunteers.</b> Support provided by volunteers.		-40				5,385
CHW052	<b>Combine Gayton &amp; Civic Centre Libraries</b>	-75					1,184
CHW053	<b>Cultural Strategy Review efficiencies - savings subject to tender with Ealing &amp; Brent</b>	-200	-400				9,385
CHW054	<b>Procurement Efficiencies</b>	-40	-77				
CHW055	<b>Reduce Adult Learning Subsidy.</b> Services to be funded by grant.	-73	-50				136
CHW056	<b>Reduce subsidy to harrow young musicians</b>	-28	-10				58
CHW057	<b>Share responsibility for Community Cohesion across Council</b>	-63					63
CHW058	<b>Commercialisation Hatch End Pool, Arts Centre, Museum &amp; Bannister stadium.</b> Commercialisation project set up to investigate the longer term deliverability of these savings.	-117	-238				
CHW059	<b>Review main grants budget</b>	-69					1,142
CHW060	<b>Reduce officer support for grants</b>	-40					709
CHW061	<b>One off support for commissioning for voluntary sector</b>	-40					104
							709
CHW062	<b>Deletion of post supporting community festivals</b>		-48				105
CHW063	<b>Late savings - vacancy management</b>	-25					5,123
CHW064	<b>Late savings - agency costs</b>	-27					24
CHW065	<b>Late savings - reduced inflation allocation</b>	-11					9,385

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Item No	COMMUNITY, HEALTH AND WELLBEING	Existing MTFS					Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000		
	<b>Public Health</b>						
CHW066	Contribution to Director of Public Health (DPH) salary funded by grant	-50				800	
CHW067	Contribution to overheads from Barnet/Harrow Public Health. Charge overhead costs to grant.	-250				800	
CHW068	Further Public Health Efficiencies. Funding existing Council revenue funded services.		-100			800	
	<b>Unallocated (nominally Transformation)</b>						
CHW069	Late savings - procurement	-167					
	<b>Total CHW Savings</b>	<b>-6,834</b>	<b>-7,653</b>	<b>0</b>	<b>0</b>		
	<b>Net CHW Directorate</b>	<b>-2,862</b>	<b>-6,282</b>	<b>2,800</b>	<b>2,500</b>		

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)**

Item No	RESOURCES	Existing MTFS				2013-14 Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000	
	<b>Investment in Services</b>					
	<b>Customer Services</b>					
RES001	Web development & licences	10				658
RES002	IT & text alerts. Costs to build and enable alerts to be sent to customers by Access Harrow.	50				658
RES003	<b>Helpline Income shortfall.</b> Realignment of budget to reflect income actually received.	80				597
RES004	<b>Card Payment System.</b> Costs to enable the Council to securely manage the receipt of card payments	92				751
	<b>IT / Project Management Office (PMO)</b>					
RES005	<b>BTP Contract Indexation.</b> Cost of contractual increases in excess of 2%.	60	30			11,651
RES006	<b>Transfer from capital - Microsoft annual licence costs more economic than buying.</b> Revenue costs of annual licences, which are cheaper than longer licences funded from capital	88				11,651
	<b>Strategic Commissioning</b>					
RES007	<b>Local Information System Licences and Running Costs</b>	18				18
RES008	<b>Reduction in DAT contribution due to PCT budget reductions (reversal of one off growth in 2012-13)</b>	-25				0
RES009	<b>Experian &amp; LIS.</b> Addition of new census data into LIS system and update of Experian profiles.	3	22	-25		17
RES010	<b>Refresh of Residents Panel.</b> Refresh of membership.	10	-10			14
	<b>Human Resource Development (HRD)</b>					
RES011	<b>Cashiers Service Resilience.</b> Additional staffing to provide more resilient service.	50				751
RES012	<b>Corporate services savings shortfall</b>	20				20

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Item No	RESOURCES	Existing MTFS				2013-14 Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000	
RES013	<b>Increased Resources in Payroll.</b> Additional staffing to support auto enrolment.	35				545
RES014	<b>Reduced West London Waste Authority (WLWA) SLA Income to Payroll.</b> Reduction in SLA income as West London Waste ceases to use Harrow services.	20	15			15
	<b>Legal and Governance</b>					
RES015	<b>Legal Expansion of Child protection.</b> Additional staffing to support 50% increase in child protection work	120				1,964
RES016	<b>Individual Electoral Registration.</b> Implementation costs	100	-100			100
	<b>Finance</b>					
RES017	<b>Finance Transformation Project.</b> One off implementation costs for development of enhanced service.	200	-200			200
RES018	<b>Finance - Ending Service to WLWA.</b> Reduction in SLA income as West London Waste ceases to use Harrow services.	23	27			27
RES019	<b>Reduced Schools SLA Income.</b> Reduced SLA income following transition of a number of schools to Academies who are not using Harrow's service.	20				-132
	<b>Risk Audit and Fraud</b>					
RES018	<b>Internal Audit - loss of income from ending service to WLWA.</b> Reduction in SLA income as West London Waste ceases to use Harrow services.	17				409
	<b>Collections and Benefits</b>					
RES019	<b>Department of Work and Pensions (DWP) Housing Benefit Reduction in Administration Grant.</b> Following the introduction of Universal Credit administered by central government.		250	500		1,660

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Item No	RESOURCES	Existing MTFS					2013-14 Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000		
RES020	<b>Loss of Housing Benefits Overpayments Income Stream.</b> Following the introduction of Universal Credit administered by central government.		200	320	110	630	
RES021	<b>Additional Staff-Revenues Council Tax Support (CTS) collection.</b> Additional staff required as a result of the localisation of Council Tax Benefit and extension of Council Tax to residents who had not previously paid Council Tax.	150				1,660	
RES022	<b>Harrow HELP scheme.</b> Hardship fund to help mitigate the impacts of Welfare Reform.	100				457	
RES023	<b>Public Finance Initiative (PFI) Grant Reduction.</b> Ending of grant in relation to previous PFI contract.	38	43			43	
RES024	<b>DWP HB Reduction in Admin Grant</b>	298	119			1,227	
RES025	<b>Funding for Localised CTB consultation &amp; Implementation (reversal of one off growth in 2012-13)</b>	-100				0	
	<b>Procurement</b>						
RES025	Investment in Procurement Team to restore size of team to that for 2011/12	140				1,238	
	<b>Total Investment in Services</b>	<b>1,617</b>	<b>396</b>	<b>795</b>	<b>110</b>		
	<b>Savings</b>						
	<b>Customer Services</b>						
RES025	<b>Move landlords online with face to face (F2F) by appointment only on fixed days.</b> Access Harrow staff saving following moving interaction with landlords online.	-90				5,475	
RES026	<b>Reduction in staff hours to meet demand through fewer full time posts</b>	-60				5,475	

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
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Item No	RESOURCES	Existing MTFS					2013-14 Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000		
RES027	<b>Use of Artificial Intelligence to divert switchboard calls.</b> Reducing use of staff, introduced in 2013-14 with full year impact of saving in 2014-15	-60	-60				5,475
RES028	<b>Restructure of Reception to ensure all day cover.</b> Staffing reduction in Access Harrow.	-10					5,475
RES029	<b>Further channel shift through roll out of My Harrow account.</b> Reduction in Access Harrow staffing resulting from self serve via MHA, website and IVR		-60				5,475
RES030	<b>Close F2F and Telephony Channels for Public Realm Enquiries.</b> Over a 3 year period close face to face contact in Access Harrow for Public Realm queries and migrate to Internet contact.		-30				
RES031	<b>Reconfigure One Stop Shop</b> to self-serve area and close F2F (face to face) advice	-50	-100	-70	-50	-100	5,475
RES032	<b>IT / Project Management Office (PMO) Deletion of Project Manager</b>	-48					405
RES033	<b>Data centre to remain at the Civic Centre.</b> Saving on IT contract from not moving data centre to a remote site.	-250					11,651
RES034	<b>Recharge utility costs for computer room to Capita.</b>	-95					11,651
RES035	<b>Reduction in Telephony Costs utilising SIP</b> Telephony moved a cheaper technology.	-200					153
	<b>Strategic Commissioning</b>						

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)**

Item No	RESOURCES	Existing MTFS					2013-14 Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000		
RES036	<b>Merger of Corporate Performance Team and Service Performance Team, reducing staffing.</b> Merging of two management posts undertaking similar specialisms across the council to one single Business Intelligence team and the delivery of the new operating model (next saving).		-93				1,381
RES037	<b>Delete post of Senior Professional SIMS.</b> Staff reduction in team supporting the use of the schools information system.	-60					487
RES038	<b>Performance, Research &amp; Analysis Business Case and New Operating Model Strategic Commissioning.</b> Aggregation of posts undertaking similar specialisms across the council to one team which is then reduced to deliver the saving through a more efficient delivery of the service.	-132	-97				1,381
RES039	<b>Merger of Consultation Officer into Communications team. This is a staff reduction of 1FTE which will see the Communications taking the corporate lead for consultations in the Council from 01/04/13</b>	-40					656
RES040	<b>Communications - reduction in number of campaigns. This is a reduction in the contract price for the next two years agreed with Westco.</b>	-46	-46				656
	<b>HRD</b>						
RES041	<b>Reduction in HRD Management team. Post deletion.</b>			-65			622
RES042	<b>Reduction in HRD posts. Deletion of 2 posts.</b>		-75	-75			622

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Item No	RESOURCES	Existing MTFS				2013-14 Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000	
RES043	Re-negotiate Learning & Development (L&D) managed service contract fees	-38				63
RES044	Reduction in Trade Union (TU) facility budget. Reduction in funding provided to support Trade Union staffing.	-30				50
RES045	Print Contract Savings. Letting of contract for printers and photocopyers at lower cost.	-350	-100			496
RES046	Cessation of External recruitment Advertising. Reduce the volume of recruitment advertising in journals and papers and increase use of internet advertising including the council's own site	-25	-75			-25
	Risk Audit and Fraud					
	CORPORATE ANTI-FRAUD TEAM					
RES047	Proceeds of Crime Act - pursue recoveries of fraudulent gains in partnership with Brent, plus additional income recovery.	-20	-19			447
	INTERNAL AUDIT					
RES048	Reduce co-sourcing budget. Reduce the use of external partners to provide specialist support to audit.		-16			35
RES049	Delete vacant post in audit	-30				220
RES050	CORPORATE HEALTH & SAFETY SERVICE					
RES051	Delete 2 posts in Health and Safety. CIVIL CONTINGENCIES TEAM	-82				74
RES052	Joint working opportunity with other boroughs. Share service with another borough.	-35				130
	INSURANCE SERVICE					
RES053	Reduced broker fees through more in-house handling and increased income on third party insurance schemes	-2	-3			23



**MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)**

Item No	RESOURCES	Existing MTFS				2013-14 Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000	
RES054	<b>Future trading with Academies.</b> Introduce chargeable service to academies.	-25				-540
RES055	<b>Phase 2 restructure, reduced assistant post from claims handling transfer to Access Harrow / further LEAN efficiencies.</b> Staffing reduction	-20				82
RES056	<b>Reduction of 1FTE Anti Fraud Investigator Post</b>	-50				257
RES057	<b>Reprocurement Occupational Health.</b> Relet contract.	-70				177
RES058	<b>Deletion of Corporate Risk Management Support Service.</b> Deletion of post in 2013.	-30	-30			17
RES059	<b>Cross Council Insurance Claims.</b> Reduce cost of insurance claims against the Council by better risk management.	-30	-70			620
RES060	<b>Reduced Contribution to Insurance Provision.</b> Reduce cost of insurance claims against the Council by better risk management.		-100			620
RES061	<b>Deletion of Divisional Director post as part of Resources Directorate restructure</b>	-118				0
	<b>LEGAL AND GOVERNANCE</b>					
	Legal Practice					
RES062	<b>Legal Practice staffing</b>	-28				70
RES063	<b>Shared Service efficiencies.</b> Reduced staffing on service shared with Barnet.	-75				1,964
RES064	<b>Expansion of Legal Practice Shared Service.</b> Expand Legal shared service to an additional partner.	-100	-100			-100
RES065	<b>Registrars</b>					
RES066	<b>Share/reduce management costs .</b> Reduced staffing	-75				1,964

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)**

Item No	RESOURCES	Existing MTFS				2013-14 Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000	
RES067	Elections					
RES068	E-canvass Project. Reduced staffing following electronic canvass.	-20		-20		129
RES069	Reduced Number and Frequency Formal Committees. Reduced staffing.	-30		-70		206
RES070	Efficiency savings in Mayor's office. Reduced staffing	-26				38
RES071	Scaled Back Councillor Investigation Process. Reduced staffing.	-50				0
RES072	Increase to Registrars Fee Income Target. Income budget reduced in 2012-13 to reflect actual received, additional income to be received from 2013-14.	50		-100		-54
RES073	Corporate Finance Finance restructure. Reduced staff costs.			-300		1,793
RES074	Audit fees reduced	-160				270
RES075	London Boroughs grant scheme – reduced levy	-74				264
RES076	Treasury Management - increased investment income Procurement	-939				
RES077	Collections and Benefits Deletion of 2 FTE posts in Revenues - Council Tax and National Non Domestic Rates (NNDR)	-60				804
RES078	Deletion of 4 FTE posts in Housing Benefits			-140		1,227
RES079	Deletion of 1 post in Parking Back Office	-25				303
RES080	Staff reductions to match DWP Admin grant reduction			-48		

**MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)**

Item No	RESOURCES	Existing MTFS					2013-14 Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000		
RES081	Concessionary Travel - Changes to Transport for London (TFL) grant distribution. Reallocation of levy costs between London Boroughs.	-105	-102				9,662
RES082	Revenues Staffing Reductions				-40	804	
RES083	Housing Benefits Staffing Reductions as Benefits moves to DWP. Reduced staffing required as Housing Benefits transfers to Universal Credit and is no longer administered by Harrow.			-125	-145	1,227	
RES084	Withdraw Discretionary Rate Relief from Charity Shops in 2013-14 and end in 2014-15	-25	-50			50	
RES085	Funding Administration of Emergency Relief Scheme from Grant.	-85				0	
RES086	Restrict the issuing of taxi cards to only that which is available through TFL funding. Reduction in scheme benefits to members.	-200				0	
RES087	Cross Council Efficiencies not delivered in 2012-13. Proposed cross cutting efficiencies in 2012-13 that have not progressed.	215				0	
	<b>Late Savings</b>						
RES088	Vacancy management. Reduction in staffing	-148				40,879	
RES089	Agency. Reduction in use of agency staff combined with improved terms for the Council's agency provider.	-157				40,879	
RES090	Procurement. Additional saving from improved category management.	-205				16,850	
RES091	Inflation. Reduction in inflation allocation to be achieved through supplier management	-86				16,850	
	<b>Total Resources Savings</b>	<b>-4,504</b>	<b>-1,969</b>	<b>-520</b>	<b>-335</b>		

MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
(AS APPROVED BY CABINET / COUNCIL FEBRUARY 2013)

Item No	RESOURCES	Existing MTFS				2013-14 Net Budget £000
		2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000	
		-2,887	-1,573	275	-225	
	Net Resources Directorate					

MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17  
 Proposed changes to MTFS for member approval following budget re-fresh process to be approved for the final budget calculation

APPENDIX 3

Item No	2014-15	2015-16	2016-17	2013-14 Net Budget
	£000	£000	£000	£000
<b>BUDGET GAP PRIOR TO REFRESH</b>	0	15,693	14,236	
<b>CHILDREN AND FAMILIES</b>				
<b>Unachievable savings</b>				
CF 025 Procurement Savings including placements	300	0	0	18,806
<b>New Growth</b>				
CF 001 14/15 Additional 12 Social Worker posts. Growth of £500k already approved by Leader for 2014/15.	500	0	0	2542
CF 002 14/15 Special Needs Transport increase in demand	300	0	0	3379
<b>Total Children and Families</b>	<b>1,100</b>	<b>0</b>	<b>0</b>	
<b>ENVIRONMENT &amp; ENTERPRISE</b>				
<b>Unachievable savings</b>				
E&E012 Further management reductions in Environment	140	0	0	287
E&E019 Establishing the Harrow Home Improvement Agency as a stand alone organisation. Transformation Project	150	0	0	388
E&E020 Introduction of Civic Centre staff car parking charges and other free car parks	180	0	0	-191
E&E025 Undertake maintenance and cleaning of corporate premises only to the minimum standard necessary for statutory compliance.	100	0	0	1,845
E&E031 Review of loss making car parks	150	0	0	-1,055
E&E035 Reduce the number of off-street car park sites and dispose of selected car park sites	100	0	0	-1,046
E&E040 Returning Parks to Open Space	275	0	0	1,137
E&E050 / 51 Review parks and cemeteries opening and locking and specialist dog waste collection	105	0	0	1,137
E&E059 Additional planning fees income following change from central government	290	0	0	333
<b>Re - profiled savings</b>				
E&E011 Public Realm Integrated Service Model (PRISM) efficiencies. Towards Excellence Programme efficiencies	375	-375	0	2,477
E&E043 Grounds maintenance: Annualised hours	81	-81	0	1,137
<b>Agreed growth no longer required</b>				
E&E003 Parking review - 20 minute free parking	-568	0	0	-4,448
E&E005 CCTV camera income decline	-70	14	11	
E&E006 CRC (Carbon Reduction Commitment)/EA (Environment Agency) increase in cost of CRC scheme	-88	0	0	392
<b>New Growth</b>				

Item No		2014-15		2015-16		2016-17		2013-14 Net Budget	
		£000	£000	£000	£000	£000	£000	£000	£000
	<b>BUDGET GAP PRIOR TO REFRESH</b>	0	15,693	14,236					
E&E 001 14/15	<b>Recycling Support Team</b> - Positive, friendly people dressed in a fully Council branded uniform, working with refuse crews to support recycling, composting and street scene through active interactions with the public. A team of three plus materials budget for publicity etc.- £125,000. May be self financing if they can divert 1,000 tonnes of residual waste into recycling stream. The provision of the funding will allow increased penetration of recycling issues and benefits. A sustained publicity campaign to boost our recycling performance. A targeted campaign can move the Borough towards a 50% recycling rate, this may be self financing in the long run if waste is diverted from landfill.	125	0	0					147
E&E 002 14/15	<b>Secondary Shopping Centres Beat Sweeping</b> - Reintroduction of high visibility weekend street cleansing in secondary shopping centres which are subject to excessive littering and complaint (including Rayners Lane, Edgware, South Harrow etc) and borough wide rapid response team at weekend. The provision of the funding will support our high streets economic vitality, improve our performance indicator score for litter (NI 195) which has dipped over the last year and improve public satisfaction due to reduction in excessive weekend littering. Weekend operation will also ease pressure on Monday mornings as the catch up will not be so great.	150	0	0					2303
E&E 003 14/15	<b>Street cleansing Blitz Team</b> - The team will be utilised in responding to complaints, Neighbourhood Champion referrals, removal of signal crime, detail cleansing of hot spots and supporting volunteer initiatives. The provision of the funding will allow the improvement of the street cleansing indicator, improvement in reduction of fear of crime, improved customer satisfaction and support of volunteer work	125	0	0					169
E&E 004 14/15	<b>Neighbourhood Champions (NC)</b> - Restock publicity and NC apparel, re-engage current Neighbourhood Champions. Initiate promotional recruitment of new champions and undertake training. The provision of the funding will allow provision of support staff and reintegration of Neighbourhood Champions, increase in volunteering, improvement in reduction of fear of crime, improved customer satisfaction and support of volunteer work	100	0	0					0
E&E 005 14/15	<b>Parks/Grounds Blitz Team</b> - The team will be utilised in responding to complaints, Neighbourhood Champion and User Group referrals, removal of signal crime, detail maintenance of hot spots and supporting volunteer initiatives. The provision of the funding will allow the improvement of the street cleansing indicator, improvement in reduction of fear of crime, improved customer satisfaction and support of volunteer work.	125	0	0					1762
E&E 006 14/15	<b>Enhanced planning enforcement</b> - Engage in Cross Council weeks of action initiative, especially in relation to beds in sheds and unauthorised conversions; and to deliver a step change in enforcement action and pro-active re-enforcement of the statutory planning regime including through engagement on proceeds of crime and to accelerate the delivery of justice through statutory notices and prosecution in response to residents' complaints.	100	0	0					333

Item No		2014-15		2015-16		2016-17		2013-14 Net Budget	
		£000	£000	£000	£000	£000	£000	£000	£000
	<b>BUDGET GAP PRIOR TO REFRESH</b>	0	15,693	14,236					
E&E 007 14/15	<b>Additional transitional management roles to support administration improvement priorities</b> - Following the recent change in administration, it is necessary to retain some management roles to the end of August 2014 to ensure the administration priorities are fully met. <b>Substitute Savings</b>	130	0	0	0	0	18543		
E&E 008 14/15	<b>Budget Realignments for Parking Services (Income re-alignment, no staff impact)</b> Based on the review of historical performance, enforcement of parking and traffic offences for traffic management reasons in 2012/13 recovered more than the budgeted figure. The same rate of recovery has been maintained through 2013/14 so far. To properly reflect expectations an increase in the budgeted figure for 2014/15 is recommended. <b>Key risks:</b> 1. Enforcement results in changes to behaviour and therefore reductions in income are expected over time. 2. The performance can be adversely impacted by inclement weather, technical and legal issues. 3. Policy changes	-700	0	0	0	0	-4,448		
E&E 009 14/15	<b>Textiles Recycling</b> Additional income generated from textiles recycling contract.	-10	0	0	0	0	450		
E&E 010 14/15	<b>Increase in income relating to leisure centre car parks</b> Increase in leisure centre parking income	-300	0	0	0	0	0		
	<b>Total Environment &amp; Enterprise</b>	<b>1,065</b>	<b>-442</b>	<b>11</b>					
	<b>COMMUNITY, HEALTH AND WELLBEING</b>								
	<b>Unachievable savings</b>								
	<b>Adults</b>								
CHW015	<b>West London Alliance (WLA) Joint Procurement: Approved Provider Credition (APC)</b> Residential Care	50	0	0	0	0	9,819		
CHW029	<b>Secure further earmarked investment from PCT/CCG in Adult Social Care</b>	500	0	0	0	0	2,206		
CHW033	<b>Older People Integrated Care.</b> Consideration of jointly provided services with Health.	800	0	0	0	0			
CHW034	<b>Late savings - vacancy management</b>	69	0	0	0	0			
CHW035	<b>Late savings - agency costs</b>	73	0	0	0	0			
	<b>Community and Culture</b>								
CHW050	<b>Libraries Transformation 2</b> Impact of final contract negotiations around profit share and short term use of Civic Centre by contractor	141	-18	0	0	0	5,385		
CHW054	<b>Procurement Efficiencies</b>	139	0	0	0	0			
CHW057	<b>Share responsibility for Community Cohesion across Council</b>	63	0	0	0	0	63		
CHW058	<b>Commercialisation Hatch End Pool, Arts Centre, Museum &amp; Bannister stadium.</b> Commercialisation project set up to investigate the longer term deliverability of these savings.	355	0	0	0	0	1,142		
CHW069	<b>Late savings - procurement</b>	167	0	0	0	0			
	<b>New Growth</b>								
	<b>Adults</b>								

Item No		2014-15		2015-16		2016-17		2013-14 Net Budget	
		£000	£000	£000	£000	£000	£000	£000	£000
	<b>BUDGET GAP PRIOR TO REFRESH</b>								
CHW001 14/15	<b>Demographic Growth.</b> Costs associated with increased demand and complexity for eligible users	0	15,693	14,236	0	0	0	0	29,216
CHW002 14/15	<b>Homelessness [100 families &amp; anticipated B&amp;B HB changes).</b> Savings from 2012-13 MTFS assumed to arise from increased subsidy for B&B placements which did not actually materialise.	150	0	0	0	0	0	0	2,873
CHW003 14/15	Hatch End Library - contract assumed a self service model. Ongoing discussions with contractor to finalise staffing structure for April 2014.	117	0	0	0	0	0	0	
	<b>Total Community, Health and Wellbeing</b>	<b>3,224</b>	<b>-18</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
	<b>RESOURCES</b>								
	<b>Unachievable Savings</b>								
RES041	<b>Reduction in Human Resource Development ( HRD) Management team.</b> Post deletion.	65	0	0	0	0	0	0	622
RES042	<b>Reduction in HRD posts.</b> Deletion of 2 posts.	75	0	0	0	0	0	0	622
RES069	<b>Reduced Number and Frequency Formal Committees.</b> Reduced staffing.	70	0	0	0	0	0	0	206
RES083	<b>Housing Benefits Staffing Reductions as Benefits moves to Department for Work and Pensions (DWP).</b> Reduced staffing required as Housing Benefits transfers to Universal Credit and is no longer administered by Harrow.	0	125	20	0	0	0	0	1,227
RES084	<b>Withdraw Discretionary Rate Relief from Charity Shops in 2013-14 and end in 2014-15</b>	50	0	0	0	0	0	0	50
RES064	<b>Expansion of Legal Practice Shared Service.</b> Expand Legal shared service to an additional partner.	200	0	0	0	0	0	0	-100
	<b>Re-profiled Investment / Savings</b>								
RES019	<b>DWP Housing Benefit Reduction in Administration Grant.</b> Following the introduction of Universal Credit administered by central government.	-250	-250	500	0	0	0	0	1,660
RES020	<b>Loss of Housing Benefits Overpayments Income Stream.</b> Following the introduction of Universal Credit administered by central government.	-200	-120	210	0	0	0	0	630
RES078	<b>Deletion of 4 FTE posts in Housing Benefits</b>	140	-140	0	0	0	0	0	3,117
	<b>New Growth</b>								
RES 001 14/15	Revenue implications of security enhancements required by Public Services Network (PSN)	100	0	0	0	0	0	0	10,332
RES 002 14/15	Contractual increase for channel migration supplier costs	50	0	0	0	0	0	0	5,429
	<b>Substitute Saving</b>								
RES 003 14/15	To delete the post of Chief Executive and associated business support	-280	0	0	0	0	0	0	280
	<b>Total Resources</b>	<b>20</b>	<b>-385</b>	<b>730</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
	<b>TECHNICAL BUDGET CHANGES</b>								
Tech 001	<b>Capital financing costs and investment income</b>	910	700	0	0	0	0	0	
Tech 002	<b>New homes bonus</b> - Top slice of New Homes Bonus to fund LEP announced in Comprehensive Spending Review (CSR) 2013	0	1600	180	0	0	0	0	-2,867
Tech 003	<b>SSCF Grant received from Greater London Authority (GLA) - reduction.</b>	62	0	0	0	0	0	0	62
Tech 005	<b>PCT Funding via s256 agreement.</b> CCG funding via s256 agreement.	-233	0	0	0	0	0	0	-
Tech 007	<b>Education Support Grant.</b> New grant in relation to Local Education Authority (LEA) functions, previously included in formula Grant	-1,500	500	200	0	0	0	0	-2,500
Tech 001 14/15	Council Tax Freeze Grant	-1055	-1055	2110	0	0	0	0	0
Tech 002 14/15	Formula Grant reduction as indicated in March 2013 budget	1000	0	0	0	0	0	0	52,100



Item No	2014-15	2015-16	2016-17	2013-14 Net Budget
	£000	£000	£000	£000
	0	15,693	14,236	
<b>BUDGET GAP PRIOR TO REFRESH</b>				
Council Tax Base to reflect actual base for 2014/15 and projected increase of 0.1% in future years	-1519	-100	-100	93,039
Collection Fund	-681	681	0	-1,045
Council Tax increase at 0% for 2014/15, 2015/16 and 2016/17	1861	1861	1861	0
Tech 006 14/15				
Tech 018	-1,829	0	0	1,171
Tech 019	-2,000	1000	0	2,000
Tech 025	-600	-600	-600	-
Tech 029	151	46	-16	-
<b>Terms and conditions.</b> Savings arising from renegotiated terms and conditions with staff.				
<b>Total Technical Budget Changes</b>	<b>-5,433</b>	<b>4,633</b>	<b>3,635</b>	
<b>TOTAL ADJUSTMENTS</b>	<b>-24</b>	<b>3,788</b>	<b>4,376</b>	
<b>REVISED BUDGET GAP</b>	<b>-24</b>	<b>19,481</b>	<b>18,612</b>	

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## MTFS 2014/15 to 2016/17 – Proposed investments / savings

Item No	TECHNICAL BUDGET CHANGES		Proposed MTFS		Category	Consultation		EQIA	
	2014-15 £000	2015-16 £000	2016-17 £000	General		Specific	Initial	Full	
Tech 001	167	310	841		N/A - technical budget adjustment	N/A			N/A
	<b>167</b>	<b>310</b>	<b>841</b>						
Tech 002	-591	1,075	-345		N/A - technical budget adjustment	N/A			N/A
	62	0	0		N/A - technical budget adjustment	Yes			N/A
Tech 003	-500	1,500	200		N/A - technical budget adjustment	Yes			N/A
Tech 007	-1,055	-1,055	2,110		N/A - technical budget adjustment	Yes			N/A
Tech 001	1,000	0	0		N/A - technical budget adjustment	Yes			N/A
Tech 002	-1,084	1,520	1,965						
Tech 012	350	360	370		N/A - technical budget adjustment	Yes			N/A
Tech 003	-1,519	-100	-100		N/A - technical budget adjustment	Yes			N/A
14/15									
Tech 004	-681	681	0		N/A - technical budget adjustment	Yes			N/A
14/15									
Tech 005	1,861	1,861	1,861		N/A - technical budget adjustment	Yes			N/A
14/15									
Tech 014	14	0	0		Agreed February 2013	Yes			N/A
Tech 017	150	0	0		Agreed February 2013	Yes			N/A
Tech 018	0	3,000	3,000		N/A - technical budget adjustment	Yes			N/A
Tech 019	-2,000	0	0		N/A - technical budget adjustment	Yes			N/A
Tech 020	-108	-81	-81		Agreed February 2013	Yes			N/A
Tech 022	-1,000	0	0		Agreed February 2013	Yes			N/A
	<b>-2,933</b>	<b>5,721</b>	<b>5,050</b>						
Tech 023	950	1,850	1,850		Agreed February 2013	Yes			N/A
Tech 024	400	400	400		Agreed February 2013	Yes			N/A
Tech 025	1,210	1,210	1,210		N/A - technical budget adjustment	Yes			N/A
	<b>2,560</b>	<b>3,460</b>	<b>3,460</b>						
Tech 028	24	0	0		Agreed February 2013	Yes			N/A
Tech 029	-169	-94	-16		N/A - technical budget adjustment	Yes			N/A

MTFS 2014/15 to 2016/17 – Proposed investments / savings

Item No	TECHNICAL BUDGET CHANGES			Proposed MTFS			Category		Consultation		EQIA	
	2014-15 £000	2015-16 £000	2016-17 £000	2014-15 £000	2015-16 £000	2016-17 £000	General	Specific	Initial	Full		
		-145	-94			-16						
	<b>Total Transformation</b>											
		-1435	10917			11300						
	<b>Total Corporate</b>											

## MTFS 2014/15 to 2016/17 – Proposed investments / savings

Item No	CHILDREN'S SERVICES	Proposed MTFS			Category	Consultation		EQIA	
		2014-15 £000	2015-16 £000	2016-17 £000		General	Specific	Initial	Full
	Investment in Services								
CF 001	Increase in Children Looked After (CLA) placement budgets reflecting growth in child population and changing demographic	178	178	178	Agreed February 2013	Yes	N/A	Yes	N/A
CF 002	Increase in Children with Disabilities (CWD) client costs reflecting growth in child population	82	82	82	Agreed February 2013	Yes	N/A	Yes	N/A
CF 003	Increase in staffing costs reflecting growth in child population and changing demographic	153	153	153	Agreed February 2013	Yes	N/A	Yes	N/A
CF 004	Loss of Youth Justice Board funding	10	0	0	Agreed February 2013	Yes	N/A	N/A	Yes
CF 008	Creation of Advanced Practitioner Social Worker posts	70	0	0	Agreed February 2013	Yes	N/A	N/A	Yes
CF 012	Project Management Costs including Special Needs Transport, Children's Centre remodelling and developing new transformation projects	-97	0	0					
CF 001 14/15	Additional 12 Social Worker posts. Growth of £500k already approved by Leader for 2014/15.	500	0	0	Agreed February 2013	Yes	N/A	Yes	N/A
CF 002 14/15	Special Needs Transport increase in demand	300	0	0	New growth	Yes	N/A	N/A	N/A
	<b>Total Investment in Services</b>	<b>1,196</b>	<b>413</b>	<b>413</b>					
	<b>Savings</b>								
CF 017	Consolidation of staffing structure including proposed deletion of 1 Divisional Director post 2015/16	-148	0	0	Agreed February 2013	Yes	Yes	Yes	N/A
CF 018	Deletion of Head of Education Strategy & School Organisation	-50	0	0	Agreed February 2013	Yes	Yes	Yes	N/A
CF 019	Reconfiguration of Early Intervention Service to support the Families First Programme	-150	0	0	Agreed February 2013	Yes	Yes	Yes	N/A
CF 020	Children's Centres remodelling to reconfigure the local offer	-200	0	0	Agreed February 2013	Yes	Yes	N/A	Yes
CF 021	Special Needs Transport II - demand management including Independent Travel Training	-45	0	0	Agreed February 2013	Yes	Yes	N/A	Yes
CF 022	Special Needs Transport III - full market engagement including outsourcing of some routes	-500	0	0	Agreed February 2013	Yes	Yes	N/A	Yes
CF 023	Introduction of Charging for non Statutory Educational Psychology to schools	-90	0	0	Agreed February 2013	Yes	Yes	Yes	N/A
CF 024	Review of semi supported provision including potential closure of Honeypot Lane	-410	0	0	Agreed February 2013	Yes	Yes	N/A	Yes
CF 025	Procurement Savings including placements	230	0	0	Unachievable saving	Yes	Yes	Yes	N/A
CF 026	Savings from commissioning budgets including connexions, parenting support, drugs & alcohol and clinic in a box	-255	0	0	Agreed February 2013	Yes	Yes	Yes	N/A
CF 027	Recommissioning of Respite Care for CWD	-100	0	0	Agreed February 2013	Yes	Yes	Yes	N/A
CF 028	Consolidation of Early Years training functions - including reductions in contracts & staffing	-50	0	0	Agreed February 2013	Yes	Yes	Yes	N/A
	<b>Total Children and Families Savings</b>	<b>-1,768</b>	<b>0</b>	<b>0</b>					
	<b>Net Children &amp; Families</b>	<b>-572</b>	<b>413</b>	<b>413</b>					

## MTFS 2014/15 to 2016/17 – Proposed investments / savings

Item No	ENVIRONMENT & ENTERPRISE	Proposed MTFS			Category	Consultation		EQIA	
		2014-15 £000	2015-16 £000	2016-17 £000		General	Specific	Initial	Full
	Investment in Services								
E&E001	Public Realm Services (PRS) - Vehicle early termination payments	-295	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
E&E002	Transformation growth	-163	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
E&E003	Parking review - 20 minute free parking	-261	0	0	Agreed growth no longer required	Yes	N/A	N/A	N/A
E&E005	CCTV camera income decline	0	70	56	Agreed growth no longer required	Yes	N/A	N/A	N/A
E&E006	CRC (Carbon Reduction Commitment)/EA (Environment Agency) increase in cost of CRC scheme	-88	0	0	Agreed growth no longer required	Yes	N/A	N/A	N/A
E&E008	West London Waste Authority (WLWA) Levy	689	677	708	Agreed February 2013	Yes	N/A	N/A	N/A
E&E 001 14/15	<b>Recycling Support Team</b> - Positive, friendly people dressed in a fully Council branded uniform, working with refuse crews to support recycling, composting and street scene through active interactions with the public. A team of three plus materials budget for publicity etc.- £125,000. May be self financing if they can divert 1,000 tonnes of residual waste into recycling stream. The provision of the funding will allow increased penetration of recycling issues and benefits. A sustained publicity campaign to boost our recycling performance. A targeted campaign can move the Borough towards a 50% recycling rate, this may be self financing in the long run if waste is diverted from landfill.	125	0	0					
E&E 002 14/15	<b>Secondary Shopping Centres Beat Sweeping</b> - Reintroduction of high visibility weekend street cleansing in secondary shopping centres which are subject to excessive littering and complaint (including Rayners Lane, Edgware, South Harrow etc) and borough wide rapid response team at weekend. The provision of the funding will support our high streets economic vitality, improve our performance indicator score for litter (NI 195) which has dipped over the last year and improve public satisfaction due to reduction in excessive weekend littering. Weekend operation will also ease pressure on Monday mornings as the catch up will not be so great.	150	0	0	New growth	Yes	N/A	N/A	N/A
E&E 003 14/15	<b>Street cleansing Blitz Team</b> - The team will be utilised in responding to complaints, Neighbourhood Champion referrals, removal of signal crime, detail cleansing of hot spots and supporting volunteer initiatives. The provision of the funding will allow the improvement of the street cleansing indicator, improvement in reduction of fear of crime, improved customer satisfaction and support of volunteer work	125	0	0	New growth	Yes	N/A	N/A	N/A
E&E 004 14/15	<b>Neighbourhood Champions (NC)</b> - Restock publicity and NC apparel, re-engage current Neighbourhood Champions. Initiate promotional recruitment of new champions and undertake training. The provision of the funding will allow provision of support staff and reintegration of Neighbourhood Champions, increase in volunteering, improvement in reduction of fear of crime, improved customer satisfaction and support of volunteer work	100	0	0	New growth	Yes	N/A	N/A	N/A

## MTFS 2014/15 to 2016/17 – Proposed investments / savings

Item No	ENVIRONMENT & ENTERPRISE	Proposed MTFS			Category	Consultation		EQIA	
		2014-15 £000	2015-16 £000	2016-17 £000		General	Specific	Initial	Full
E&E 005 14/15	<b>Parks/Grounds Blitz Team</b> - The team will be utilised in responding to complaints, Neighbourhood Champion and User Group referrals, removal of signal crime, detail maintenance of hot spots and supporting volunteer initiatives. The provision of the funding will allow the improvement of the street cleansing indicator, improvement in reduction of fear of crime, improved customer satisfaction and support of volunteer work.	125	0	0	New growth	Yes	N/A	N/A	N/A
E&E 006 14/15	<b>Enhanced planning enforcement</b> - Engage in Cross Council weeks of action initiative, especially in relation to beds in sheds and unauthorised conversions; and to deliver a step change in enforcement action and pro-active re-enforcement of the statutory planning regime including through engagement on proceeds of crime and to accelerate the delivery of justice through statutory notices and prosecution in response to residents' complaints.	100	0	0	New growth	Yes	N/A	N/A	N/A
E&E 007 14/15	<b>Additional transitional management roles to support administration improvement priorities</b> - Following the recent change in administration, it is necessary to retain some management roles to the end of August 2014 to ensure the administration priorities are fully met.	130	0	0	New growth	Yes	N/A	N/A	N/A
	<b>Total Investment in Services</b>	<b>737</b>	<b>747</b>	<b>764</b>					
	<b>Savings</b>								
E&E011	<b>Public Realm Integrated Service Model (PRISM) efficiencies.</b> Towards Excellence Programme efficiencies	25	-375	0	Re-profiled saving	Yes	Yes	Yes	Yes
E&E012	<b>Further management reductions in Environment</b>	-145	0	0	Unachievable saving	Yes	Yes	Yes	Yes
E&E013	<b>Public Realm Post reductions.</b> Efficiency in management and support to Borough's allotments	-24	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
E&E016	<b>Climate Change - Flexible retirement and consumables budget</b>	-58	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
E&E019	<b>Establishing the Harrow Home Improvement Agency as a stand alone organisation. Transformation Project</b>	75	0	0	Unachievable saving	Yes	Yes	Yes	Yes
E&E020	<b>Introduction of Civic Centre staff car parking charges and other free car parks</b>	135	0	0	Unachievable saving	Yes	Yes	Yes	Yes
E&E023	<b>Consolidation of Civic Centre accommodation to secure utility cost savings. Transformation Project</b>	-122	-58	0	Agreed February 2013	N/A	N/A	Yes	N/A
E&E025	<b>Undertake maintenance and cleaning of corporate premises only to the minimum standard necessary for statutory compliance.</b>	100	0	0	Unachievable saving	N/A	N/A	N/A	N/A
E&E031	<b>Review of loss making car parks</b>	150	0	0	Unachievable saving	Yes	Yes	Yes	Yes
E&E033	<b>Trading Standards and Proceeds of Crime Act savings (linked to review of SLA with Brent trading Standards)</b>	-100	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
E&E039	<b>Revenue maximisation - Fleet sponsorship: Explore advertisement opportunities for PRS fleet</b>	-25	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
E&E040	<b>Returning Parks to Open Space</b>	275	0	0	Unachievable saving	Yes	Yes	Yes	Yes
E&E041	<b>Grass Verge Maintenance reduction</b>	-165	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
E&E043	<b>Grounds maintenance: Annualised hours</b>	0	-81	0	Re-profiled saving	Yes	Yes	Yes	Yes
E&E046	<b>Review fine turf service standards</b>	-29	0	0	Agreed February 2013	Yes	Yes	N/A	N/A
E&E050 / 051	<b>Review parks and cemeteries opening and locking and specialist dog waste collection</b>	105	0	0	Unachievable saving	Yes	Yes	Yes	Yes
E&E058	<b>Procurement Savings - others</b>	-273	0	0	Agreed February 2013	Yes	N/A	N/A	N/A

## MTFS 2014/15 to 2016/17 – Proposed investments / savings

Item No	ENVIRONMENT & ENTERPRISE	Proposed MTFS			Category		Consultation		EQIA	
		2014-15 £000	2015-16 £000	2016-17 £000			General	Specific	Initial	Full
	<b>Budget Realignments for Parking Services (Income re-alignment, no staff impact)</b> Based on the review of historical performance, enforcement of parking and traffic offences for traffic management reasons in 2012/13 recovered more than the budgeted figure. The same rate of recovery has been maintained through 2013/14 so far. To properly reflect expectations an increase in the budgeted figure for 2014/15 is recommended. <b>Key risks:</b> 1. Enforcement results in changes to behaviour and therefore reductions in income are expected over time. 2. The performance can be adversely impacted by inclement weather, technical and legal issues. 3. Policy changes	-700	0	0			Yes	N/A	N/A	N/A
E&E 008 14/15	<b>Textiles Recycling</b> Additional income generated from textiles recycling contract.	-10	0	0			Yes	N/A	N/A	N/A
E&E 010 14/15	<b>Increase in income relating to leisure centre car parks</b> Increase in leisure centre parking income	-300	0	0			Yes	Yes	N/A	N/A
	<b>Total Environment &amp; Enterprise Savings</b>	<b>-1,086</b>	<b>-514</b>	<b>0</b>						
	<b>Net Environment &amp; Enterprise Directorate</b>	<b>-349</b>	<b>233</b>	<b>764</b>						



## MTFS 2014/15 to 2016/17 – Proposed investments / savings

Item No	COMMUNITY, HEALTH AND WELLBEING	Proposed MTFS			Category	Consultation		EQIA	
		2014-15 £000	2015-16 £000	2016-17 £000		General	Specific	Initial	Full
	<b>Investment in Services</b>								
	<b>Adults</b>								
CHW001	<b>Demographic Growth.</b> Costs associated with increased demand for eligible users	3,200	2,800	2,500	Growth agreed February 2013 / New growth	Yes	N/A	N/A	N/A
CHW004	<b>Housing Services Housing General Fund (HGF)</b>								
	<b>Homelessness [100 families &amp; anticipated B&amp;B HB changes).</b> Savings from 2012-13 MTFS assumed to arise from increased subsidy for B&B placements which did not actually materialise.	-100	0	0		Yes	N/A	N/A	N/A
CHW005	<b>Homelessness.</b> Growth to meet the challenges of welfare reform, in terms of additional staffing and additional expenditure now being incurred to deliver appropriate solutions to meet housing need	-500	0	0	Unachievable saving	Yes	N/A	N/A	N/A
CHW006	<b>Invest to Save in Private Sector Leasing (PSL)</b> Incentive payments to landlords for entering medium term lease arrangements. This will result in reduced expenditure on B&B shown as savings below.	-289	0	0	Agreed February 2013	Yes	N/A	Yes	N/A
	<b>Community &amp; Culture</b>								
CHW010	<b>Support for specialist welfare advice services</b>								
CHW003 14/15	Hatch End Library - contract assumed a self service model. Ongoing discussions with contractor to finalise staffing structure for April 2014.	117	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
	<b>Public Health</b>								
CHW011	<b>Public Health Transition costs</b>	-100	0	0	New growth	Yes	N/A	N/A	N/A
	<b>Total Investment in Services</b>	<b>2,238</b>	<b>2,800</b>	<b>2,500</b>		Yes	N/A	N/A	Yes
	<b>Savings</b>								
	<b>Adults Services</b>								
CHW013	<b>Contract Management - efficiencies</b>	-100	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
CHW015	<b>West London Alliance (WLA) Joint Procurement: Approved Provider</b>	-100	0	0		Yes	N/A	N/A	N/A
CHW017	<b>Credition (APC) Residential Care</b>	-100	0	0	Unachievable savings	Yes	Yes	Yes	Yes
CHW018	<b>Voluntary Sector Funding.</b> Reversal of 2012/13 growth	-200	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
CHW019	<b>Residential Care Strategic Review.</b> Only the most complex service users to be supported in residential establishments.	-3,000	0	0					
CHW020	<b>Investment in Community Based Services.</b> Cost of providing services as a result of not placing service users in residential care.	1,500	0	0	Agreed February 2013	Yes	Yes	N/A	Yes
CHW021	<b>Day Care Strategic Review</b>	-300	0	0		Yes	N/A	N/A	Yes
CHW022	<b>Purchasing Budget [community based efficiencies].</b> Market development providing greater choice in services leading to reductions in cost.	-1,000	0	0	Agreed February 2013	Yes	Yes	N/A	Yes
CHW023	<b>Commissioning Staff.</b> Review of staffing structures.	-300	0	0	Agreed February 2013	Yes	Yes	Yes	Yes

## MTFS 2014/15 to 2016/17 – Proposed investments / savings

Item No	COMMUNITY, HEALTH AND WELLBEING	Proposed MTFS				Category	Consultation		EQIA	
		2014-15 £000	2015-16 £000	2016-17 £000	General		Specific	Initial	Full	
CHW024	<b>Share Complaints team with another local authority and/ or aggregate within Council.</b> Originally intended these savings would be delivered through a shared service approach which will continue to be explored but may be accommodated within wider staff changes as appropriate to deliver the savings.	-104	0	0						
CHW025	<b>Sharing of Joint Assessment Team with another local authority.</b> Originally intended these savings would be delivered through a shared service approach which will continue to be explored but may be accommodated within wider staff changes as appropriate to deliver the savings.	-93	0	0	Agreed February 2013	Yes	Yes	Yes	N/A	
CHW028	<b>Supporting People - targeted efficiency savings through specific contracts</b>	-1,324	0	0	Agreed February 2013	Yes	Yes	N/A	Yes	
CHW029	<b>Secure further earmarked investment from PCT/CCG in Adult Social Care</b>	500	0	0	Agreed February 2013	Yes	N/A	N/A	N/A	
CHW032	<b>Meals on Wheels.</b> Review options for service provision.	-190	0	0	Unachievable savings	Yes	Yes	N/A	Yes	
CHW034	<b>Late savings - vacancy management</b>	69	0	0	Unachievable savings	Yes	N/A	N/A	N/A	
CHW035	<b>Late savings - agency costs</b>	73	0	0	Unachievable savings	Yes	N/A	N/A	N/A	
CHW037	<b>Housing Services (HGF)</b>									
CHW038	<b>Housing Needs - Private Sector Leasing Scheme.</b> Income generation	-25	0	0	Agreed February 2013	Yes	N/A	Yes	N/A	
CHW041	<b>Housing Service Efficiency Review.</b> Saving in staffing costs	-70	0	0	Agreed February 2013	Yes	Yes	Yes	N/A	
CHW047	<b>Invest to Save - cash incentives.</b> Used to free up HRA properties to house families from the waiting list. Savings result from reduced B&B expenditure.	-48	0	0	Agreed February 2013	Yes	Yes	Yes	Yes	
CHW048	<b>Empty Homes Initiative.</b> Reduced cost of temporary accommodation as a result of bringing empty properties back into use.	-300	0	0	Agreed February 2013	Yes	N/A	N/A	N/A	
CHW049	<b>Community and Culture</b>									
CHW050	<b>Community Development review of structure and service reposition</b>	-15	0	0	Agreed February 2013	Yes	Yes	Yes	N/A	
CHW051	<b>Libraries Transformation 2</b> Impact of final contract negotiations around profit share and short term use of Civic Centre by contractor	70	-18	0	Unachievable savings	Yes	N/A	N/A	Yes	
CHW052	<b>Library Volunteers.</b> Support provided by volunteers.	-40	0	0	Agreed February 2013	Yes	Yes	N/A	Yes	
CHW053	<b>Cultural Strategy Review efficiencies - savings subject to tender with Ealing &amp; Brent</b>	-400	0	0	Agreed February 2013	Yes	N/A	N/A	Yes	
CHW054	<b>Procurement Efficiencies</b>	62	0	0	Unachievable savings	Yes	N/A	N/A	N/A	
CHW055	<b>Reduce Adult Learning Subsidy.</b> Services to be funded by grant.	-50	0	0	Agreed February 2013	Yes	N/A	Yes	N/A	
CHW056	<b>Reduce subsidy to narrow young musicians</b>	-10	0	0	Agreed February 2013	Yes	Yes	Yes	N/A	
CHW057	<b>Share responsibility for Community Cohesion across Council</b>	63	0	0	Unachievable savings	Yes	N/A	N/A	N/A	
CHW058	<b>Commercialisation Hatch End Pool, Arts Centre, Museum &amp; Bannister stadium.</b> Commercialisation project set up to investigate the longer term deliverability of these savings.	117	0	0	Unachievable savings	Yes	N/A	Yes	N/A	
CHW062	<b>Deletion of post supporting community festivals</b>	-48	0	0	Agreed February 2013	Yes	Yes	N/A	Yes	
CHW068	<b>Public Health</b>									
CHW069	<b>Further Public Health Efficiencies.</b> Funding existing Council revenue funded services.	-100	0	0	Agreed February 2013	Yes	N/A	Yes	N/A	
CHW070	<b>Transformation</b>									

## MTFS 2014/15 to 2016/17 – Proposed investments / savings

Item No	COMMUNITY, HEALTH AND WELLBEING	Proposed MTFS			Category	Consultation		EQIA	
		2014-15 £000	2015-16 £000	2016-17 £000		General	Specific	Initial	Full
CHW069	Late savings - procurement	167	0	0	Unachievable savings	Yes	N/A	N/A	N/A
	Total CHW Savings	-5,296	-18	0					
	Net CHW Directorate	-3,058	2,782	2,500					

## MTFS 2014/15 to 2016/17 – Proposed investments / savings

Item No	RESOURCES	Proposed MTFS			Category	Consultation		EQIA
		2014-15 £000	2015-16 £000	2016-17 £000		General	Specific	
	Investment in Services							
	Customer Services							
	IT / Project Management Office (PMO)							
RES005	BTP Contract Indexation. Cost of contractual increases in excess of 2%.	30	0	0	Agreed February 2013	Yes	N/A	N/A
RES 001 14/15	Revenue implications for security enhancements required by Public Services Network (PSN)	100	0	0	New growth	Yes	N/A	N/A
RES 002 14/15	Contractual increase for channel migration supplier costs	50	0	0	New growth	Yes	N/A	N/A
	<b>Strategic Commissioning</b>							
RES009	Experian & LIS. Addition of new census data into LIS system and update of Experian profiles.	22	-25	0	Agreed February 2013	Yes	N/A	N/A
RES010	Refresh of Residents Panel. Refresh of membership.	-10	0	0	Agreed February 2013	Yes	N/A	N/A
RES014	Human Resource Development (HRD)	15	0	0	Agreed February 2013	Yes	N/A	N/A
	<b>Reduced West London Waste Authority (WLWA) SLA Income to Payroll.</b>							
	Reduction in SLA income as West London Waste ceases to use Harrow services.					Yes	N/A	N/A
	<b>Legal and Governance</b>							
RES016	Individual Electoral Registration. Implementation costs	-100	0	0	Agreed February 2013	Yes	N/A	N/A
	<b>Finance</b>							
RES017	Finance Transformation Project. One off implementation costs for development of enhanced service.	-200	0	0	Agreed February 2013	Yes	N/A	N/A
RES018	Finance - Ending Service to WLWA. Reduction in SLA income as West London Waste ceases to use Harrow services.	27	0	0	Agreed February 2013	Yes	N/A	N/A
	<b>Collections and Benefits</b>							
RES019	Department for Work and Pensions (DWP) Housing Benefit Reduction in Administration Grant. Following the introduction of Universal Credit administered by central government.	0	250	500	Re-profiled investment	Yes	N/A	N/A
RES020	Loss of Housing Benefits Overpayments Income Stream. Following the introduction of Universal Credit administered by central government.	0	200	320	Re profiled investment	Yes	N/A	N/A
RES023	Public Finance Initiative (PFI) Grant Reduction. Ending of grant in relation to previous PFI contract.	43	0	0	Agreed February 2013	Yes	N/A	N/A
RES024	DWP HB Reduction in Admin Grant	119	0	0	Agreed February 2013	Yes	N/A	N/A
	<b>Total Investment in Services</b>	<b>96</b>	<b>425</b>	<b>820</b>				
	<b>Savings</b>							
	<b>Customer Services</b>							
RES027	Use of Artificial Intelligence to divert switchboard calls. Reducing use of staff, introduced in 2013-14 with full year impact of saving in 2014-15	-60	0	0				
RES029	Further channel shift through roll out of My Harrow account. Reduction in Access Harrow staffing resulting from self serve via MHA, website and IVR	-60	-60	0	Agreed February 2013	Yes	Yes	Yes
RES030	Close Face to Face (F2F) and Telephony Channels for Public Realm Enquiries. Over a 3 year period close face to face contact in Access Harrow for Public Realm queries and migrate to Internet contact.	-30	-70	-50	Agreed February 2013	Yes	Yes	Yes
RES031	Reconfigure One Stop Shop to self-serve area and close F2F (face to face) advice	-100	-190	-100	Agreed February 2013	Yes	Yes	Yes
	<b>Strategic Commissioning</b>							

## MTFS 2014/15 to 2016/17 – Proposed investments / savings

Item No	RESOURCES	Proposed MTFS			Category	Consultation		EQIA	
		2014-15 £000	2015-16 £000	2016-17 £000		General	Specific		Initial
RES036	<b>Merger of Corporate Performance Team and Service Performance Team, reducing staffing.</b> Merging of two management posts undertaking similar specialisms across the council to one single Business Intelligence team and the delivery of the new operating model (next saving).	-93	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
RES038	<b>Performance, Research &amp; Analysis Business Case and New Operating Model Strategic Commissioning.</b> Aggregation of posts undertaking similar specialisms across the council to one team which is then reduced to deliver the saving through a more efficient delivery of the service.	-97	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
RES040	<b>Communications - reduction in number of campaigns. This is a reduction in the contract price for the next two years agreed with Westco.</b>	-46	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES042	<b>HRD</b>								
RES045	<b>Reduction in HRD posts.</b> Deletion of 2 posts.	0	-75	0	Unachievable saving	Yes	Yes	Yes	Yes
RES046	<b>Print Contract Savings.</b> Letting of contract for printers and photocopiers at lower cost.	-100	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES047	<b>Cessation of External recruitment Advertising.</b> Reduce the volume of recruitment advertising in journals and papers and increase use of internet advertising including the council's own site	-75	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES048	<b>CORPORATE ANTI-FRAUD TEAM</b>								
RES049	<b>Proceeds of Crime Act - pursue recoveries of fraudulent gains in partnership with Brent, plus additional income recovery.</b>	-19	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES050	<b>INTERNAL AUDIT</b>								
RES051	<b>Reduce co-sourcing budget.</b> Reduce the use of external partners to provide specialist support to audit.	-16	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES052	<b>INSURANCE SERVICE</b>								
RES053	<b>Reduced broker fees through more in-house handling and increased income on third party insurance schemes</b>	-3	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES054	<b>Deletion of Corporate Risk Management Support Service.</b> Deletion of post in 2013.	-30	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
RES055	<b>Cross Council Insurance Claims.</b> Reduce cost of insurance claims against the Council by better risk management.	-70	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES056	<b>Reduced Contribution to Insurance Provision.</b> Reduce cost of insurance claims against the Council by better risk management.	-100	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES057	<b>LEGAL AND GOVERNANCE</b>								
RES058	<b>Legal Practice</b>								
RES059	<b>Expansion of Legal Practice Shared Service.</b> Expand Legal shared service to an additional partner.	100	0	0	Unachievable saving	Yes	N/A	N/A	N/A
RES060	<b>E-canvas Project.</b> Reduced staffing following electronic canvas.	-20	0	0	Agreed February 2013	Yes	N/A	Yes	Yes
RES061	<b>Increase to Registrars Fee Income Target.</b> Income budget reduced in 2012-13 to reflect actual received, additional income to be received from 2013-14.	-100	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES062	<b>Corporate Finance</b>								
RES063	<b>Finance restructure.</b> Reduced staff costs.	-300	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
RES064	<b>Collections and Benefits</b>								
RES065	<b>Deletion of 4 FTE posts in Housing Benefits</b>	0	-140	0	Reprofiled saving	Yes	Yes	Yes	Yes
RES066	<b>Staff reductions to match DWP Admin grant reduction</b>	-48	0	0	Agreed February 2013	Yes	Yes	Yes	Yes

## MTFS 2014/15 to 2016/17 – Proposed investments / savings

Item No	RESOURCES	Proposed MTFS			Category	Consultation		EQIA	
		2014-15 £000	2015-16 £000	2016-17 £000		General	Specific	Initial	Full
RES081	Concessionary Travel - Changes to Transport for London (TFL) grant distribution. Reallocation of levy costs between London Boroughs.	-102	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES082	Revenues Staffing Reductions	0	0	-40	Agreed February 2013	Yes	Yes	Yes	Yes
RES083	Housing Benefits Staffing Reductions as Benefits moves to DWP. Reduced staffing required as Housing Benefits transfers to Universal Credit and is no longer administered by Harrow.	0	0	-125	Unachievable saving	Yes	Yes	Yes	Yes
RES 003 14/15	To delete the post of Chief Executive and associated business support	-280	0	0	Substitute saving	Done	Done	Done	Done
	<b>Total Resources Savings</b>	<b>-1,649</b>	<b>-535</b>	<b>-315</b>					
	<b>Net Resources Directorate</b>	<b>-1,553</b>	<b>-110</b>	<b>505</b>					

**Draft Public Health Funding 2014/15****APPENDIX 5****Mandatory Services**

Sexual Health (incl Family Planning)	2,735,948	
Health Checks	334,750	
Supporting Child Health	<u>687,820</u>	
		3,758,518

**Discretionary Services**

Tobacco Control	228,500	
Drug & Alcohol Misuse	2,175,156	
Physical Activity	134,620	
Other	<u>495,873</u>	
		3,034,149

**Staffing & Support Costs**

Staffing	1,121,496	
Non-staffing	314,000	
Overheads	<u>270,525</u>	
		1,706,021

New Investment		415,000
Contingency		312,500
Unallocated Grant		<u>225,952</u>
<b>Total Expenditure</b>		<b><u><u>9,452,140</u></u></b>

**Funded by**

Department of Health Grant	9,146,000	
MOPAC funding	56,140	
Council funded	<u>250,000</u>	
<b>Total Income</b>		<b><u><u>9,452,140</u></u></b>

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## Schools Budget 2014-15

### 1. Introduction

The Dedicated Schools Grant (DSG) is a ring fenced grant of which the majority is used to fund individual school budgets. It also funds certain central services provided by the local authority such as Early Years (private and voluntary sector nurseries) and fees for out of borough pupils at independent special schools.

In March 2012 the DfE announced their intention to introduce a new school funding methodology with effect from April 2013. Schools budgets have been set for 2013-14 based on this new methodology which was reported to Cabinet on 13<sup>th</sup> December 2012.

### 2. School Funding Reform 2014-15

In 2014-15 the DSG will continue to be split into the following three blocks:

- Schools Block
- High Needs Block
- Early Years Block

The DfE issued the “2014-15 Revenue Funding Arrangements: Operational Information for Local Authorities” on 8<sup>th</sup> July 2013 to enable local authorities and their Schools Forums in planning the local implementation of the reformed funding system for 2014-15.

The Formula Factors and changes since 2013-14 are shown at Table 1. At its meeting on 15<sup>th</sup> October 2013, Schools Forum agreed to retain the same factors for 2014-15 as used in 2013-14.

**Table 1**

#### Funding Formula Factors and changes since 2013-14

<b>Changes for 2014-15:</b>	<b>Comment</b>
<b>Pupil led funding</b> (basic entitlement per pupil and other pupil led factors) Minimum level for pupil led funding set at 80 per cent	No impact. Harrow already allocates over 90 per cent through these factors
<b>Age Weighted Values (Mandatory factor)</b> Minimum AWPU values set at £2,000 for primary and £3,000 for Key Stage 3 and Key Stage 4	No impact. Harrow exceeds these values
<b>Primary Prior Attainment Factor</b> Early Years Foundation Stage Profile (EYFSP) Retained as prior attainment factor for primary schools	No impact.
<b>Secondary Prior Attainment Factor</b> Changed so that it now counts pupils achieving below Level 4 in Maths <b>OR</b> English instead of Maths <b>AND</b> English	This has more than doubled the number of pupils counted in this calculation. This has increased the value of funding distributed through this factor by nearly £5m. It is proposed that the cash value per pupil should be reduced to fund this pressure.

<b>Deprivation (Mandatory)</b> Factors retained. Can use Free School Meals (FSM) or Ever 6 FSM, and/or IDACI	It is proposed to retain FSM.
<b>Scarcity Factor</b> New for 2014-15	At its meeting on 10 <sup>th</sup> September 2013 Schools Forum agreed that this factor is not relevant
<b>Looked After Children (LAC)</b> Only one indicator rather than a choice of three. Any child who has spent a day or more in care	No impact
<b>Pupil Mobility</b> In 2014-15 this only applies to schools with more than 10% mobility and applies to pupils who were mobile in the last three years	This has reduced the amount of funding distributed through this factor by just over £1m, affecting both sectors. It is proposed that the cash value per pupil should be increased to redistribute this reduction
<b>Lump Sum</b> Maximum reduced to £175,000 and the value can be different for primary and secondary schools. Merging schools can keep 85% of two lump sums for the full financial year after amalgamation	Harrow's lump sum remains at £154,230. This will impact on one amalgamation which took place in Sept 2013.
<b>Schools with Falling Rolls</b> Schools Forum can agree a top-slice of the Dedicated Schools Grant (DSG). Fund applies to Academies and maintained schools where places will be required in 2 to 3 years and schools are rated by OfSTED as good or outstanding	No fund at present, unlikely to be required in 2014-15
<b>De-delegation</b> No change. De-delegation reviewed each year	Currently only £31,270 for Schools Support has been de-delegated for Trade Union duties.
<b>Minimum Funding Guarantee</b> Remains at -1.5% per pupil. LAs can cap gains under the formula to fund the MFG	It is proposed that a cap of 1% is applied to gains, in order to fund those schools whose funding reduction is below 1.5%. In 2013-14 the cap on gains was set at 0.5%.

The main changes since 2013-14 relate to the Secondary Prior Attainment Factor and Pupil Mobility. A consultation was issued to all maintained school and academy school head teachers in October 2013. This consultation closed on 8<sup>th</sup> November 2013.

The consultation included three proposals:

- adjust the per pupil funding for the Secondary Prior Attainment Factor in order that a similar level of funding be distributed through this factor as in 2013-14
- adjust the per pupil funding for the Pupil Mobility Factor in order that a similar level of funding be distributed through this factor as in 2013-14
- cap gains on schools whose budgets increase between years in order to fund those schools whose funding reduction is below 1.5%.

The level of adjustment and capping will not be known until the DSG allocation for the Schools Block is announced for 2014-15. This is likely to be mid-December 2013.

All high schools responded to the consultation and were in agreement with the proposals. No response was received from the primary sector.

### **3. Setting Schools Budgets 2014-15**

The final 2014-15 Schools Block DSG is based on pupil numbers as recorded on October 2013 School Census, multiplied by a per pupil unit of funding. The per pupil unit of funding for 2014-15 remains the same as 2013-14 at £4,927.48.

Based on provisional October 2013 census data, the forecast DSG for 2014-15 for the Schools Block is £145m. It should be noted that at the time of writing (11<sup>th</sup> November 2013) not all of the academy high school census data had been returned to the LA from the DfE. Therefore, this calculation assumes that pupil numbers for 4 academy high schools remain the same as October 2012. However, this is unlikely and so the above figure can be indicative only. Under the current regulations the council continues to calculate the basis of the academy budgets through the Harrow Schools Funding Formula. The DfE then recoup the DSG in respect of the academy budgets and pass this funding onto academies directly.

Schools will also receive the Pupil Premium in respect of pupils who have ever been eligible for Free School Meals (FSM) in the last six years. In 2013/14 the rate for both eligible primary and secondary pupils is £900. In 2014/15 this increases to £1,300 per eligible primary pupil and £935 per eligible secondary pupil. The pupil premium is a specific grant that the council has to pass onto schools. Schools can decide how they will use the additional funding to achieve improved outcomes for deprived children. On 1 October 2013, Children's Minister, Edward Timpson MP, announced a new 'pupil premium plus' that will increase the funding for children in care at school to £1,900 per pupil from April 2014, an increase of £1,000 per pupil since 2013-14.

### **4. Central Services**

Services currently funded from centrally retained DSG are included in either the High Needs block or Early Years block where appropriate, with the remaining falling into the Schools Block. All the funding in the schools block has to be passed to schools apart from the following named exceptions which can still be retained but are frozen at 2012-13 levels:

- Co-ordinated Admissions
- Servicing of Schools Forum

In addition, the following services will be delegated to schools:

- Behaviour Support Services
- Support to underperforming ethnic minority groups and bilingual learners
- Trade Union Facilities Time

Schools Forum has agreed to continue to de-delegate funding in respect of Trade Union Facilities Time.

At its meeting in November 2013 Schools Forum will consider a request to create a ring fenced Growth Fund from the DSG in order to fund in year pupil growth. This is important for Harrow given the scale of additional classes identified through the Primary Expansion Programme.

- **Additional Class Funding**

Proposed to allocate £63,000 of revenue funding for each additional class to provide for staffing plus some equipment for the period September to March (this equates approximately to 7 months of the 2014-15 reception per pupil funding). This will cover additional classes in both maintained and academy schools but not Free Schools.

At this stage it is not proposed to allocate similar funding for the secondary sector.

- **Trigger Funding**

Proposed to provide additional funding where pupil numbers in the Secondary Sector on the January census exceed those recorded in the previous October, by 2%. The funding will be based on average per pupil funding, though it is proposed to cap this at £100,000. This will cover additional classes in both maintained and academy schools but not Free Schools.

## **5. High Needs Block**

The high needs funding system has been designed to support a continuum of provision for pupils and students with special educational needs (SEN), learning difficulties and disabilities, from their early years to age 25.

The following are funded from the High Needs Block:

- Harrow Special Schools
- Additional resourced provision in Harrow mainstream schools
- Places in out of borough special schools and independent special schools
- High Value Costed Statements in mainstream schools
- Post-16 SEN expenditure including FE settings
- SEN support services and support for inclusion
- Alternative Provision including Pupil Referral Units and Education Other Than At School

In 2013-14 high needs pupils are funded on a mixture of places and pupils, the “place-plus” approach. This will continue in 2014-15.

There are continued concerns about the financial risks posed by the changes to the funding for SEN provision. The 2013-14 High Needs Block will form the basis of the 2014-15 baseline. The DfE have not confirmed how they will fund growth in the High Needs Block in future years. In guidance issued on 4<sup>th</sup> October 2013 the DfE state:

*“The total national high needs budget for the financial year 2014 to 2015 has yet to be agreed and we are working on the expectation that resources will continue to be tight and increases in some allocations will need to be balanced by reductions in others”*

## **6. Early Years Block**

- **3 and 4 year old nursery entitlement**

Since 2004 all three and four year olds have been entitled to a free part time early education place. As in 2013-14 the funding for three and four year olds will be based on a per pupil amount of £4,320.96. Early years funding differs from main school funding because providers have to be funded for the pupil numbers that they actually have during the financial year, rather than on an earlier fixed data point.

Therefore the allocation for the Early Years block will be updated in summer 2014 to reflect January 2014 Early Years Census data and then again at the end of the financial year to reflect January 2015 Early Years Census.

Nursery settings are funded through the Early Years Single Funding Formula (EYSFF). In October 2013 Schools Forum agreed to a review of the EYSFF with a view to implementation of a revised formula from April 2015.

- **2 year old nursery entitlement**

From September 2013 free entitlement became a statutory requirement for eligible two year olds. Local authorities' allocations included a notional amount for statutory places and a notional amount for trajectory building, to be used to create places in preparation for provision of entitlement for 40% of two year olds from September 2014. In Harrow this totalled £2.304m as well as a capital allocation of £438k.

The DfE is considering the most appropriate method for allocating funding to support the rise to 40% entitlement.

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## REPORT FOR: **CABINET**

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<b>Date of Meeting:</b>	12 December 2013
<b>Subject:</b>	Draft Capital Programme 2014-15 to 2017-18
<b>Key Decision:</b>	Yes
<b>Responsible Officer:</b>	Simon George, Director of Finance and Assurance
<b>Portfolio Holder:</b>	Councillor Tony Ferrari (Portfolio Holder for Finance)
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	Yes
<b>Enclosures:</b>	Appendix 1 – Proposed Capital Programme

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

This report sets out the proposed capital programme for 2014-15 to 2017-18 for consultation.

**Recommendations:**

Cabinet is requested to: approve the draft capital programme, as detailed within Appendix 1, for consultation, with the final version to be presented at the February meeting of Cabinet.

**Reason:** To enable the Council to have an approved capital programme for 2014-15 to 2017-18 and to enable preparation work to be undertaken for future years.

## Section 2 – Report

### Development of the Capital Programme

1. This report sets out the Council's proposals for Capital investment over the next four years. These provide for a very substantial investment of £248m in infrastructure on General Fund and Housing Revenue Account services.
2. The proposed capital programme has been prepared in the current climate of increased revenue pressures, reduced external funding from Central Government as well as current property market conditions which are still more difficult than they were at the start of the world economic crisis. This limits the scope to receive capital and s106 planning receipts.
3. The existing capital programme is a one year detailed programme with an indicative envelope for the subsequent three years. In recognition of the need to plan ahead in relation to multi year programmes and to enable preparation work to be undertaken for future years' projects the programme proposed covers four years.
4. The approved Capital Strategy continues to provide a clear approach to Capital Programme development and requires the incorporation of the corporate priorities and alignment with the Council's Asset Management Plans and Property Strategy, equalities and health and safety implications. The strategy thus results in a greater visibility and accountability of capital programme development.
5. Service directorates were invited to bid for capital resources. A sophisticated ranking process was used in order to prioritise the capital bids received from departments against the available capital envelope.
6. This ranking was then reviewed by a sub-group of the Capital Forum and the following amendments were made:
  - Council funding of £1.739m in respect of Social Care IT developments was reduced in anticipation of future govt grant announcements
  - A number of bids were scaled back to allow the overall programme to fit within budget. These were Street Lighting, highways, Leisure and libraries infrastructure, Parks buildings and corporate IT systems.
  - Two large items of capital were removed again to allow the overall programme to fit within budget (Replacement of Hatch End swimming pool and expenditure to develop the Harrow Arts Centre).

This re-prioritisation was reviewed by the Corporate Strategy Board and lead members.

7. As well as the pressures highlighted in the first paragraph, flexibility in the capital programme is also constrained by a number of factors:



- Unavoidable spending requirements such as major repairs to the Council's buildings and carriageway and footway resurfacing, and providing school places.
- Restrictions in the way funding can be used e.g. ring fenced funding such as Transport for London and DfE grants for schools.
- The availability of capital receipts
- Limited capacity to fund borrowing. Although there are no specific limits to borrowing in order to fund capital expenditure, since the introduction of the prudential borrowing framework, Councils must however consider the revenue implications in the context of the overall revenue budget commitments in the medium term. Proposals must be affordable and the revenue resources available to the Council have reduced and are anticipated to continue to do so in the medium term.

8. The proposed capital programme includes provision in the following priority areas:

- **Cleaner:** A borough where our streets are cleaned regularly and our parks and green spaces are places to enjoy.
  - Parks improvements
  - Green grid
  - Street trees
  - Parks buildings
  - Parks litter bins
  - Neighbourhood investment schemes
  - Flood defence
- **Safer:** Work with police to make Harrow even safer
  - Improved street lighting
  - CCTV crime reduction cameras
- **Fairer:** Harrow is a place where our hard working residents can bring up their families knowing they will have fair access to opportunity.
  - Primary and secondary school expansion programme
  - Disabled facilities grants
  - Renovation grants
  - Empty property grants and private sector initiatives
- **Other/Combination of priorities**
  - Highways Improvements
  - Civic Centre modernisation and development
  - ICT infrastructure to facilitate a number of transformation projects, including mobile and flexible working
  - High priority major works to corporate buildings
  - Leisure and Libraries capital infrastructure

The Summary Capital Programme is attached at Appendix 1.

9. The gross value of the proposed General Fund programme is £61.7m for 2014-15, with external funding of £45.4m and a net cost to the Council of £16.3m.

### **Backlog Maintenance**

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

- School buildings - £30m
- Corporate, Education and Miscellaneous buildings - £11.3m
- Highways – £150m

The level of investment contained within this programme does not clear the full backlog. It should be noted that the Council cannot afford to fully address the backlog in the short-term, however, the Council will do at least what is necessary in order to comply with health and safety legislation. The programme does include projects which address some of the backlog and also the investment in the civic centre will free up buildings for disposal and hence remove some of the backlog maintenance requirement.

### **Environment and Enterprise**

11. Despite the financial pressures the Council faces the proposed programme for Environment and Enterprise allows for a modest increase compared to 2013-14.

12. This allocation allows for substantial highways works, to address some of the backlog, improvement to the ageing street lighting and drainage infrastructure.

13. The programme also provides for investment in Parks improvements and Parks buildings and for the replacement of Parks litter bins.

14. There is provision for a number of Carbon reduction schemes. Carbon reduction schemes result in savings in both energy costs and carbon costs.

15. There is provision for a collaboration with GLA/TfL on a project to enhance the quality and safety of Harrow on the Hill station and bus station including provision of step free access. The Council contribution of £3.1m, mainly earmarked for 2017-18 but with early design costs in 2014/15, is aimed at (and conditional upon) leveraging in the significant investment required by GLA/TfL to deliver the project over a series of phases.

### **Children's Services**

16. Harrow is facing a significant pressure on places for both primary pupils and secondary pupils and also needs to expand its SEN provision. There is also a £30m maintenance backlog. Provision for addressing the pupil place requirements in schools and commencing to address the maintenance backlog is included within the proposed programme.

17. It is anticipated that the cost will be fully met from Government grant.

18. We have received grant or had funding confirmed by the DfE for £63m so far against the programme total expenditure of £73.7m. It is anticipated that the balance will be met from future grant allocations of Basic Need and Capital Maintenance.

### **Community, Health and Wellbeing**

19. The programme provides for a targeted programme of improvements to the Council's leisure and library facilities. There will be ongoing contractual commitments around the replacement of Lifecycle gym equipment which will need to be included in future planning years.

20. The Government's reforms of Health and Social Care require significant investment in IT systems to support them. Provision for this has been included, with an assumption that 50% of the costs will be supported by grant. There is a further scheme not included in the draft programme which is still under consideration. Should the grant funding not be allocated as anticipated the schemes will be funded within overall available resources.

21. Provision has been made for Disabled Facility Grants to provide adaptations for vulnerable residents.

### **ICT Investment**

22. The Council outsourced the provision of IT services to Capita in November 2010. The programme of work allows for improved disaster recovery, increased resilience, flexible working and a scaleable service. As part of this outsourcing there has been a significant capital investment in software and equipment. The capital investment under the contract has not progressed as rapidly as originally envisaged but is now anticipated to complete in 2013-14.

23. The programme provides for further enhancement of systems and for refreshing the IT infrastructure and corporate systems.

### **Capital Receipts**

24. The capital programme assumes a programme of property disposals that are expected to raise £12m in 2014-15, £12m in 2014-15 and thereafter £2m p.a.

### **Housing Revenue Account (HRA)**

25. The HRA Capital Programme is detailed in a separate report to Cabinet elsewhere on this agenda.

### **Capital Funding**

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

- External Funding of the order of £44m in 2014-15, primarily from the DfE and Transport for London;
- Borrowing;

- Capital receipts;
- s106 planning agreements in relation to specific schemes;
- Direct Revenue Financing (Housing Revenue Account).

It is anticipated that the General Fund programme will be financed as follows:

**Table 1: New borrowing requirement**

<u>General Fund Programme</u>	2014-15	2015-16	2016-17	2017-18
	£m	£m	£m	£m
Planned spending	61.7	46.9	38.4	36.0
External funding	(45.4)	(27.1)	(21.3)	(19.6)
Capital Receipts	(12.0)	(12.0)	(2.0)	(2.0)
<b>Net Prudential Borrowing</b>	<b>4.30</b>	<b>7.80</b>	<b>15.10</b>	<b>14.40</b>

27. The revenue implications of this new borrowing, in the context of the Council's treasury management activity, are set out in the table below. The revenue implications are factored in to the revenue budget report for 2014-15 to 2016-17 being considered by Cabinet elsewhere on this agenda. The table below shows for each year what the full year's effect of that year's capital programme and capital receipts are. The table only includes the revenue effects of the programme that is proposed and excludes the revenue implications of previous years' capital programmes. It also excludes the impact of other changes to funding the existing programme e.g. interest rate changes.

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

	2014-15	2015-16	2016-17	2017-18
	£000	£000	£000	£000
MRP		214	431	1,988
Interest		201	422	1,192
<b>Total</b>	<b>0</b>	<b>415</b>	<b>853</b>	<b>3,180</b>

28. The table above reflects the impact of the 2014-15 to 2017-18 programmes to each financial year. There is no MRP impact in 2014-15 as MRP in relation to expenditure in 2014-15 does not commence until 2015-16. The Council as at 28th November had cash balances of £148m and as such it is very likely that for 2014-15 any borrowing would be made internally (That is to say from our own cash balances rather than taking on an additional external loan).

There is no new planned borrowing in respect of the HRA programme. This is because under HRA Reform, the HRA is allowed to keep all of its net income rather than transferring some to the Government. This income will allow the HRA to maintain its capital programme without the need for further borrowing. In addition, the HRA will be at its "borrowing cap" so cannot borrow any more. These issues are more fully explained in the HRA budget report to this meeting.

29. It should be noted that the capital financing costs are based on a number of assumptions about the level of capital expenditure, level of capital receipts, timing of any borrowing, interest rates, and use of the minimum revenue

provision. The revenue budget reflects the best estimate based on these assumptions.

### **Harrow's Community Infrastructure Levy (CIL)**

30. Harrow's CIL came into effect on 1st October 2013 and enables the Council to levy a charge on certain types of new development to help fund improvements to local infrastructure such as schools, transport, green spaces, health and leisure facilities. Harrow's CIL is an additional levy on top of the London Mayor's existing Crossrail CIL. The Harrow CIL is underpinned by the Infrastructure Delivery Plan (IDP) which sets out the infrastructure required to enable investment and planned growth in the Borough. Against an infrastructure bill, estimated to be at least £150m, CIL is expected to account for circa £20-30m, depending upon the level development permitted and the ability of the development industry to bring new proposals forward. In this context, CIL is additional top-up funding, but is not the primary source of funding for infrastructure and, even with CIL funding, there will still remain a funding gap that requires choices and priorities to be made.

31. To date, no firm arrangements have been made regarding the governance for spending CIL receipts. Based upon experience with tariffs previously, officers consider that the most transparent and appropriate means of managing infrastructure delivery in future, is through a single but expanded and dynamic IDP process that addresses the following requirements:

- Long (10 year+) and short term (1-3 year) strategic infrastructure delivery programmes
- A clear and transparent approval process for all infrastructure projects
- Consultation with the community on infrastructure delivery (including the obligation to pass CIL to the local communities impacted by development)
- Engagement with the development industry about priorities and capacity, including their potential role in assisting delivery
- Effective monitoring of progress against the infrastructure plans and the effective implementation of the spatial vision for the borough set out in the adopted Local Plan

32. Over the coming months, officers from Planning and Finance will work up options and approaches to the resolution of the many issues to do with the effective delivery of infrastructure in Harrow, and will engage members in these discussions before reporting back to Cabinet in Spring 2014.

### **Harrow's Infrastructure Delivery Plan (IDP)**

33. The IDP identifies the types and quantum of social, physical and environmental infrastructure required to support development and growth within the Borough to 2026, and sets this out in a detailed delivery plan. In particular it:

- § Provides a benchmark of existing infrastructure provision, identifying how well existing needs are met;

- § Identifies what new infrastructure is being planned as well as future infrastructure requirements to support existing population change as well as the new housing and employment growth planned for through the Council's Spatial Strategy;
- § Provides an indication of the potential costs and means of funding the required infrastructure through public funding, developer contribution and other sources;
- § Establishes responsibilities for delivery of individual projects, when and where infrastructure will be provided, and provides a basis for collaborative and effective working between stakeholders.

34. The effectiveness of the IDP is in capturing Harrow's future infrastructure improvements and requirements in one place. As such, the IDP represents the beginning of a long-term (10 year) capital works programme for the Council, providing an overarching framework for the consideration of a coordinated programme of delivery across all service areas and rational basis for the evaluation and prioritisation of individual project bids for capital investment.

35. The proposed capital programme for 2014-15 – 2017-18 will deliver a number of the infrastructure improvements identified in the IDP. Going forward, closer alignment of the capital programme to the delivery against the IDP will significantly aid in Council's communication of a clear and coherent picture around its strategic investment choices and decisions.

36. However, it is not intended that the IDP be a static document, rather it will be subject to periodic review and updated as necessary to take account of improvements already delivered, new population projections, changes in demands for different infrastructure provision, development completions and changes in service delivery and/or service funding. Such information will routinely be feed-in from the various service areas, enabling the IDP to provide a 'top-down' approach to Council's strategic decision-making about its future investment in capital improvements alongside other funding initiatives and property disposals.

### **Governance Structure For Delivery Of The Programme**

37. The processes and procedures implemented surrounding the governance of the capital programme have continued to be developed. All capital projects are now included in VERTO, the Council's project management system.

38. Governance of the Capital Programme in 2013-14 will continue to include monitoring and review by Capital Forum on a monthly basis, with reporting to Cabinet at the end of each quarter.

### **Options considered**

39. These are as detailed in paragraph 6.

### **Legal Implications**

40. Included in the body of the report.

## **Financial Implications**

41. Financial matters are integral to the report.

## **Performance Issues**

42. The capital programme proposed represents a significant investment by the Council in infrastructure. This will have an impact on a range of performance indicators across the Council's services.

43. Monitoring of the approved programme, including Capital Forum, is ongoing and is essential for good financial management. As well as performing project assessments on completed projects it will be important to develop and track performance measures to ensure that the Council can evidence and demonstrate good value for money (VFM).

44. Target for spend. It is proposed that a performance target is set of 90% of the approved budget for the programme being spent in 2014-15. Having approved an investment programme it is important that the programme is then substantially delivered in the planned timeframe, in line with member priorities.

## **Environmental Impact**

45. The Council adopted the climate change strategy in September 2009 and set an annual target to reduce corporate and borough carbon emissions by 4% a year.

46. Capital expenditure of this scale will have an environmental impact on the Council's operations (and the wider borough). The investment carries the risk of increasing carbon emissions. Hence each proposed project is required to consider their respective carbon impacts and include measures to ensure that the above target is supported.

47. Some of the projects will specifically support the strategy in terms of mitigation and adaptation.

## **Risk Management Implications**

48. The individual schemes within the programme will either be incorporated within departmental registers or have individual registers. A significant consideration in developing the programme has been the risks arising from not keeping our infrastructure in good order. Not doing so would lead to an increase in health and safety risks and additional costs in replacing assets when they deteriorate too much to repair.

## **Equalities implications**

Was an Equality Impact Assessment carried out? Yes

49. One of the aims of the Capital Strategy is to ensure the responsible allocation of funding in line with the Council's priorities and legislative requirements such as equalities legislation. Equalities implications form part of the way that the projects are prioritised. The officer's initial views are that no protected group is adversely effected by the proposals. A number of the

projects proposed in the programme will require full Equality Impact Assessments before they commence. Following consultation the impact will be further reviewed before the programme is finalised.

50. Decision makers should have due regard to the public sector equality duty in making their decisions. Consideration of the duties should precede the decision. It is important that Cabinet has regard to the statutory grounds in the light of all available material such as material in the press and letters from residents. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

*A public authority must, in the exercise of its functions, have due regard to the need to:*

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

*The relevant protected characteristics are:*

- *Age*
- *Disability*
- *Gender reassignment*
- *Pregnancy and maternity*
- *Race,*
- *Religion or belief*
- *Sex*
- *Sexual orientation*
- *Marriage and Civil partnership*

51. Consultation responses received on this draft programme will be taken into account in drafting the final EIA.

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

Name: Simon George.....	<input checked="" type="checkbox"/>	Chief Financial Officer
Date: ...2 December 2013.....		
Name: Jessica Farmer.....	<input checked="" type="checkbox"/>	on behalf of the* Monitoring Officer
Date: 18 November 2013.....		



## Section 4 – Performance Officer Clearance

Name: Alex Dewsnap.....	<input checked="" type="checkbox"/>	on behalf of the* Divisional Director Strategic Commissioning
Date: ...30 November 2013.....		

## Section 5 – Environmental Impact Officer Clearance

Name: Andrew Baker.....	<input checked="" type="checkbox"/>	on behalf of the* Corporate Director (Environment & Enterprise)
Date: 12 November 2013.....		

## Section 6 - Contact Details and Background Papers

**Contact:** Steve Tingle Email: [steve.tingle@harrow.gov.uk](mailto:steve.tingle@harrow.gov.uk)

**Background Papers:** Capital Strategy – annex 2 to Capital Programme report to Cabinet 9 Feb 2012

### **Call-In Waived by the Chairman of Overview and Scrutiny Committee**

*(for completion by Democratic  
Services staff only)*

### **YES/ NO / NOT APPLICABLE\***

*\* Delete as appropriate.*

*If No, set out why the decision is  
urgent with reference to 4b - Rule  
47 of the Constitution.*

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**Capital Bids 2014/15 to 2017/18**

Project Title	Description	2014/15			2015/16			2016/17			2017/18		
		Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000
<b>ENVIRONMENT AND ENTERPRISE</b> Flood Defence 2014 - 2018	Changing climate trends clearly indicate in an increase in severe rainfall events. It is essential, both from a legislative, safety and business continuity perspective, to invest long-term in renewal of an ageing drainage infrastructure. Failure to do so will increase the likelihood of flooding impact on individuals, properties and business continuity.	300		300	300		300	300		300		300	
Waste & Recycling 2014 - 2018	The Waste Service requires a rolling stock of wheeled bins to replace damaged and lost 240 litre wheeled bins within the current collection scheme. Bins become damaged as they become older and the plastic teeth which ensure the bins remain on the hoist when lifted become weaker due to age deterioration. There is also a requirement to provide bins to new developments within the borough once they are completed.	200		200	200		200	200		200		200	
High 9 Programme 2014 - 2018	With a current gross replacement cost of over £700m, the highway is Harrow's largest asset, with 445 lane based km of non-principal road lengths and 900km of footways. The highway is the critical network that facilitates the functioning of the transport system and ultimately, the community. Its condition affects every resident, business and person living in or passing through the borough.	5,500		5,500	5,500		5,500	5,500		5,500		5,500	
Highways Drainage 2014 - 2018	Coupled with the necessary investment in flood defence works, standard highway drainage at numerous borough-wide locations is also the cause of frequent highway flooding. Harrow's highway drainage network comprises over 20,000 gullies and approximately 100km of below-ground piped drains, most of which was built in the 1930's during the development of London's suburbs.	225		225	225		225	225		225		225	
Capital 14/15-17/18 - TFL Local Implementation Plan Programme (incl CPZ)	To deliver the transport projects and initiatives identified in the Transport Local Implementation Plan (LIP) over the four year period from 2014/15 - 2017/18. TfL provide external grant to fund the delivery of the LIP programme of investment. Harrow contribute to the LIP programme by supporting the delivery of parking management schemes.	2,374	2,074	300	2,374	2,074	300	2,374	2,074	300	2,374	2,074	300

**Capital Bids 2014/15 to 2017/18**

Project Title	Description	2014/15			2015/16			2016/17			2017/18		
		Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000
Parks Buildings 2014 - 2018	Harrow's building assets in parks and open spaces have suffered from under-investment, under-maintenance and under-use for many years. There are serious concerns with the potential safety of a significant number of buildings through failure of electrical systems, water ingress through roofs and asbestos management concerns.	200		200	200		200	200		200		200	
Parks Improvements 2014 - 2018	Harrow's parks and open spaces are an ageing asset that have suffered from under-investment, under-maintenance and consequential under-use for many years. The majority of parks infrastructure is reaching the end of its life. This programme addresses the worst areas of deterioration to protect the park and provide safe access and use of facilities for users. Harrow is already committed to parks renewal through improvement in maintenance standards.	500		500	500		500		500		500	500	
Street Trees 2014 - 2018	Due to the age of the tree population, underlying clay soil geology and restricted root zone in highway situations many trees are high risk both in terms of safety and potential damage to property. In addition, much of our tree stock was planted in the 1930s and trees of this age do not respond well to the stress of an urban environment, placing our tree stock into a higher risk category.	50		50	50		50		50		50	50	
Street Lighting 2014 - 2018	Through Harrow's Highway Asset Management Plan (HAMP), the asset value and lighting investment needs for the future are identified. This helps identify asset age, condition and replacement costs, providing the framework for rational assessment of assets in determining lighting investment needs, based on a set of weighted priority scores.	1,500		1,500	1,500		1,500		1,500		1,500	1,500	
CCTV Crime Reduction cameras 14/15	Cost effective provision of additional cameras on street for crime, disorder and to a lesser extent, enforcement purposes.	575		575	0		0		0		0	0	
Corporate Accommodation 14/15	Ongoing annual planned maintenance for the Civic Centre and other Corporate Business Office Accommodation and Environmental Management.	433		433	246		231		231		155	155	

**Capital Bids 2014/15 to 2017/18**

Project Title	Description	2014/15			2015/16			2016/17			2017/18		
		Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000
High Priority Planned Maintenance 14/15	High Priority Planned Maintenance for Corporate Property (excluding schools and the Civic Centre). The outstanding high priority maintenance requirements for Condition D (life expired and/or serious risk of imminent failure) is over £5m for corporate properties, excluding schools and the civic centre complex. The condition of the corporate property has been identified as part of the stock condition survey.	430		430	570		570	700		700	275		275
Carbon Reduction (Corporate)	Programme to retrofit corporate buildings with energy efficiency measures	300		300	300		300	300		300	300		300
Carbon Reduction (Schools)	Installation of energy saving measures in schools to reduce carbon emissions	1,000	1,000	0	1,000	1,000	0	1,000	1,000	1,000	1,000	1,000	0
Replacement of Parks Litter Bins 2014 - 2015	Waste bins in Parks are quite aged, in very poor condition and are insufficient in numbers, contributing toward debris strewn in park areas. The ideal size would be 165 litres made of cast iron and animal proof, purchased and fixed for approx. £1k each. It is estimated that 400 are required over the four years of the programme.	100		100	100		100	100		100	100		100
Green and Programme - 2014 - 2018	A programme providing an umbrella for cross Council, multi partner engagement in the efficient management of spending to improve Harrows Green infrastructure, as part of the delivery of the spatial vision for the borough set out in the statutory development plan.	343	143	200	343	143	200	343	143	200	343	143	200
Harrow on Hill Station	Collaboration with TfL on a project to enhance quality of and provide step free platform access to Harrow on the Hill station and bus station. The Council contribution levers in £22m of investment by TfL.	100		100	2,000	2,000	0	12,000	12,000	0	11,000	8,000	3,000
Neighbourhood Investment Schemes	Each ward is provided with an equal sum which can be spent by ward members in a variety of ways on asset improvement.	210		210	210		210	210		210	210		210
<b>ENVIRONMENT AND ENTERPRISE TOTAL</b>		<b>14,340</b>	<b>3,217</b>	<b>11,123</b>	<b>15,618</b>	<b>5,217</b>	<b>10,401</b>	<b>25,733</b>	<b>15,217</b>	<b>10,516</b>	<b>24,232</b>	<b>11,217</b>	<b>13,015</b>
<b>CHILDREN AND FAMILIES</b>													

**Capital Bids 2014/15 to 2017/18**

Project Title	Description	2014/15			2015/16			2016/17			2017/18		
		Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000
School Expansion Phase 2 Programme 2014-16	This project is the second phase of the School Expansion Programme and will involve the permanent expansion of 12 primary schools and the associated capital works. Two of the project will be delivered through the Priority Schools Building Programme and will have little or no budget. The remaining 10 are delivered using Basic Need and Targeted Basic Need funding from the EFA. There is a deadline for the delivery of the TBNP-funded schools of September 2015.	13,720	13,720	0	7,450	7,450	0						
School Expansion Programme Phase 1 2014/15	This project is the completion of the first phase of the School Expansion Programme comprising the permanent expansion of 7 primary schools. Three of the schools are part of the Priority School Building Programme which will be delivered by the EFA. Of those, two were developed outside the programme, and continue to have budget against them in order to top up the government funded project if required. Four of the projects are complete, and there are therefore now only three remaining projects.	8,370	8,370	0			0						0
School Expansion Phase 3 Programme 2014/16	The latest round of projections are showing yet another increase in the final expected sustainable peak in primary numbers. There will be further analysis before Phase 3 is taken forward, but based on current projection it would lead to a further 3 expansions being required. These are likely to be expensive solutions as we have already expanded the schools with simpler solutions. Without scoping based on specific schools, an estimate of £2.5m is being allowed for each of 3 expansions.	300	300	0	3,000	3,000	0	3,000	3,000		1,200	1,200	0
SEN Expansion Programme	SEN strategy is still under consideration. However, a number of successful SEB bids were made under TBNP, and these projects are now listed. It is expected currently that this will be the extent of the programme.	6,600	6,600	0	3,600	3,600	0						0

**Capital Bids 2014/15 to 2017/18**

Project Title	Description	2014/15			2015/16			2016/17			2017/18		
		Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000
Secondary School Expansion Programme	Following the significant growth in our primary population, the numbers are expected to filter through to the secondary schools. Secondary expansion strategy is still under development, but we have been successful in two TBNP bids for secondary expansion/new school, and for the purposes of the bids, some basic assumptions have been made to enable a projected requirement for the entire programme. This includes assuming a final additional Primary expansion of 26 forms of entry, with 85% filtering	9,200	9,200	0	4,525	4,525	0	500	500	0	5,000	5,000	0
Children's Capital Maintenance Programme 2014-18	Four years ago a comprehensive survey of all schools revealed an £85m maintenance backlog on our school premises. Since then, the majority of our High Schools have transferred to academy status, and recently the condition of some of our primary schools has led to them being accepted on a national programme for school rebuilds. However, a significant backlog remains in our remaining primary and high schools which needs to be addressed as well as trying to develop an ongoing proactive maintenance	1,300	1,300	0	1,300	1,300	0	1,300	1,300	0	1,300	1,300	0
Bulge Classes 2014-18	The pupil numbers in Harrow have risen rapidly in recent year, particularly at primary intake level. This has given rise to the School Expansion Programme which is covered in other bids. However, until permanently expanded schools are available, the short term measure has been to provide 'bulge classes' in multiple schools across the borough. These are where an additional form of entry are placed in a particular year which then passes through the school without being followed by additional classes.	150	150	0	150	150	0	150	150	0			0
School Amalgamations 2014-16	Harrow has a policy to amalgamate what was previously known as first and middle (now sometimes known as infant and junior) schools in Harrow to become primary schools with one set of governance. When schools amalgamate, it is necessary to physically rearrange parts of the schools to allow item to function (e.g. admin, reception, entrance arrangements etc). These projects are the capital works to the remaining six schools in Harrow which require amalgamation.	700	700	0	700	700	0			0			0

**Capital Bids 2014/15 to 2017/18**

Project Title	Description	2014/15			2015/16			2016/17			2017/18		
		Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000
Feasibility Studies 2014/15	As strategies reveal the areas of work that are needed such as for the school expansion programme or SEN expansions, it is necessary to carry out feasibility studies to establish options and provide outline costs before we can ascertain the funding requirement which allows us to plan and bid accordingly. This funding is for all feasibility studies which are necessary in advance of specific project proposals and business cases.	50	50	0	50	50	0	50	50	0	50	50	0
<b>CHILDREN &amp; FAMILIES TOTAL</b>		<b>40,390</b>	<b>40,390</b>	<b>0</b>	<b>20,775</b>	<b>20,775</b>	<b>0</b>	<b>5,000</b>	<b>5,000</b>	<b>0</b>	<b>7,550</b>	<b>7,550</b>	<b>0</b>
<b>COMMUNITY, HEALTH AND WELLBEING</b>													
Leisure & Libraries Capital Infrastructure 14-18	Capital to be invested in a targeted programme to improve the infrastructure of the Council's leisure and library facilities. There is a high risk, particularly with Harrow Leisure Centre, that failure to maintain the infrastructure will inevitably lead to a building closure if a major fault occurs and be a risk to leisure income. The libraries' self service kiosks will also need to be refreshed by 2016-17.	300		300	300		300	300		300	150		150
Replacement sports pitches at Bannister Stadium	Replacement of sports pitches lost from Kodak site at Bannister Stadium to be funded from s106 from Kodak site development.	1,000	1,000	0									
Reform of Social Care funding	The Capital funding will be used to support the implementation of the Dilnot Commission and build new information system(s) to support the requirements including self-assessment tools to mitigate the large increase in demand for assessment and financial modelling.	250	125	125	575	288	287	475	238	237	125	63	62
Residential Service Personalisation	The Capital Investment is required to develop new and adapt existing Case Management Systems and the online Social Care Marketplace 'My Community ePurse' to accommodate the requirements of Residential Personal Budgets.			0	250		250	250		250			0



**Capital Bids 2014/15 to 2017/18**

Project Title	Description	2014/15			2015/16			2016/17			2017/18		
		Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000
Integrated Health Model	Develop a connection to the Health N3 Secure Network Integrating IT systems (MOAIC and Jade) to develop an integrated care record across health and social care Development of buildings (existing or new) to allow the set up of shared treatment facilities for health and social care IT infrastructure to support a move to 24/7 availability of care	250	125	125	500	250	250	500	250	250	500	250	
Carers Services Changes	The investment will include the development of a Resource Allocation System for Informal Carers and new Information & Advice on-line systems. An On-line self assessment system will also be required to manage the scale of demand likely to approach the Council.	100	50	50	100	50	50	100	50	50	100	50	
Mosaic Implementation 14/15 – Adults and Children's Services	The purpose of this project is to implement Corelogic's next generation case management system, Mosaic, replacing Framework-1. The project will include business process reengineering across both Children's and Adults Directorates as well as implementation of, and migration to, Mosaic. Financial aspects of the system will also be re-designed to take into account changes to statutory returns.	250		250								0	
Empty properties grant and private sector initiatives 2014/15 to 2017/18	This is a project proposal for approval of £800k capital funding over the 4 year 2014/15 to 2017/18 capital programme (£200k per annum). £150k is requested annually to bring approximately 25 private sector empty properties in Harrow back into use by offering renovation grants to landlords (for up to 70% of renovation costs) in exchange for nomination rights to the Council. The properties would be used to house homeless households and those in emergency B & B accommodation. A further £50k p.a. is proposed for private sector initiatives to be developed to prevent homelessness and save on the B & B cost.	200		200	200		200	200		200		200	
DFG 14/15	Delivery of adaptations vulnerable residents of the borough, for owner occupiers, RSL and private tenants.	1,500	510	990	1,500	510	990	1,500	510	990	1,500	510	
Renovation Grants 14/15	To support the delivery of the disabled facilities grant programme	70		70	70		70	70		70		70	

**Capital Bids 2014/15 to 2017/18**

Project Title	Description	2014/15			2015/16			2016/17			2017/18		
		Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000
Quality Outcomes for People with Dementia	Building on the innovative work started at Milmans the project aims to develop dementia-friendly solutions to be interoperable with existing services and technologies, such as connectivity between informal and existing 'formal' care networks, such as telecare.	150		150	50		50	50		50		50	
In-house Residential Establishments	Investment to maintain the infrastructure of the Council's internal residential and day care facilities.	100		100	100		100	100		100		100	
<b>COMMUNITY, HEALTH AND WELLBEING TOTAL</b>		<b>4,170</b>	<b>1,810</b>	<b>2,360</b>	<b>3,645</b>	<b>1,098</b>	<b>2,547</b>	<b>3,545</b>	<b>1,048</b>	<b>2,497</b>	<b>823</b>	<b>1,872</b>	
<b>RESOURCES</b>													
IT Corporate systems refresh	Refresh of Corporate IT Systems, SAP CRM replacement £500k, 16-17 Exchange to SaaS £750k, Sharepoint to SaaS £250k. Every Year Business IT Systems £500k	1,300		1,300	500		500	1,500		1,500		500	
IT End User Hardware Refresh	Replacement of remaining desktops with thin clients where possible - £129k in 14-15 then rolling replacement of assets £475k pa.	125		125	475		475	475		475		475	
IT Infrastructure Refresh	Refresh of communications infrastructure: 15-16 WAN and Telephony, 16-17 LAN			0	1,100		1,100	1,300		1,300		0	
IT Hardware Refresh	Refresh of hardware for past BTP projects as included in original project cost models. Ongoing benefits realised through original implementation are dependent upon systems continuing to function.	213		213			0	300		300		0	
Minerva Transition Costs	Project Minerva is investigating options for transforming business processes for Resources. Estimated £500k on exit from the Capita contract to acquire assets at their book value. Costs of new systems have been included in the IT Corporate Systems proposal.			0	500		500	0		0		0	
IT improvement projects	Ongoing additions and enhancements to the IT services as required by changing business requirements. In previous years this has funded security improvements, iPad infrastructure, Member's email solution, additional wife etc. Evolving requirements for future years include further security improvements around protective marking, system monitoring and system segregation, and improvements to conferencing facilities and mobile telephony to support new ways of working.	750		750	500		500	500		500		500	

**Capital Bids 2014/15 to 2017/18**

Project Title	Description	2014/15			2015/16			2016/17			2017/18		
		Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000
IT Mobile and Flex	Mobile and Flex provides collaboration software and paperless working solutions in support of mobile and flexible working along with change management training and consultancy. The systems will have been delivered in 2013-14. This bid is for the continuation of the roll out of those system and training to users in the following two years. The priority and importance of this project has increased as a result of increased accommodation pressures	401		401	316		316					0	
<b>RESOURCES TOTAL</b>		<b>2,789</b>	<b>0</b>	<b>2,789</b>	<b>3,391</b>	<b>0</b>	<b>3,391</b>	<b>4,075</b>	<b>0</b>	<b>4,075</b>	<b>1,475</b>	<b>0</b>	
<b>GENERAL FUND CAPITAL BIDS TOTAL</b>		<b>61,689</b>	<b>45,417</b>	<b>16,272</b>	<b>43,429</b>	<b>27,090</b>	<b>16,339</b>	<b>38,353</b>	<b>21,265</b>	<b>17,088</b>	<b>35,952</b>	<b>19,590</b>	
<b>HOUSING REVENUE ACCOUNT</b>													
HRA 14/15-17/18	The figures are taken from the 30 year HRA business plan which was approved by cabinet on 20 June 2013. This demonstrated that the HRA is in a sound financial position following the introduction of self financing, and has sufficiently strong revenue streams to support both a significant investment programme in the stock and the commencement of a programme of building new affordable housing. The programme is based on information from the stock condition and ensures the programme continues	7,527		7,527	7,827		7,827	8,412		8,412	9,139	9,139	
Affordable Housing		2,000		2,000	4,400		4,400					0	
<b>HRA TOTAL</b>		<b>9,527</b>	<b>0</b>	<b>9,527</b>	<b>12,227</b>	<b>0</b>	<b>12,227</b>	<b>8,412</b>	<b>0</b>	<b>8,412</b>	<b>9,139</b>	<b>9,139</b>	
<b>TOTAL PROGRAMME</b>		<b>71,216</b>	<b>45,417</b>	<b>35,326</b>	<b>67,883</b>	<b>27,090</b>	<b>40,793</b>	<b>55,177</b>	<b>21,265</b>	<b>33,912</b>	<b>54,230</b>	<b>34,640</b>	

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# **REPORT FOR: EMPLOYEE CONSULTATIVE FORUM**

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<b>Date of Meeting:</b>	28 January 2014
<b>Subject:</b>	<b>INFORMATION REPORT</b> Part 2 of Annual Equality in Employment Report for 1 April 2012 – 31 March 2013
<b>Responsible Officer:</b>	Jon Turner Divisional Director, HRD and Shared Services
<b>Exempt:</b>	No
<b>Enclosures:</b>	Appendix 1 - Corporate Action Plan Appendix 2 - Equalities Data

## **Section 1 – Summary**

This report sets out analysis of equalities employment data, previously presented to ECF in October 2013, together with an Action Plan to address the priority issues highlighted by the data.

**FOR INFORMATION**

## **Section 2 – Report**

### **2.1 INTRODUCTION**

This report sets out analysis of the key issues highlighted in the equalities employment data previously submitted to the Employees' Consultative Forum in October 2013, in accordance with the Council's statutory duty under the Equalities Act 2010. Following analysis of the data, an Action Plan has been developed aimed at addressing the issues identified as priorities, which is attached to this report as Appendix 1.

The actions reflected in the Plan include suggestions made by the employee "Making a Difference" Group and aim to address the Corporate Equality Objective to "Develop a workforce that feels valued, respected and is reflective of the diverse communities we serve".

## 2.2 ANALYSIS OF EMPLOYMENT DATA

The employment data detailed in Part 1 of the Annual Equality In Employment Report (Appendix 2) was presented by protected characteristic in relation to a range of employment matters.

The analysis in this report is set out under the same headings and in the order of the original data. The analysis identifies the key issues and trends which the Council needs to address or investigate further. Where there does not appear to be any significant equalities issue from the data, no analysis or comment is included.

In some areas, the number of employees is so small, statistically valid analysis is not possible. In these cases, we have looked at whether the same pattern is reflected in previous years.

It should be noted that where comparisons are made with the local community, the figures presented in the report from the census reflect all persons in the community, not just those of working age, who are available to work.

It should also be noted that the Action Plan to address issues raised by the equalities data is unlikely to have an immediate significant effect. This is partly because of low levels of external recruitment reducing the ability to quickly effect change but also because it may take some years before the effects of the actions are evident and can be measured.

Actions to address the issues considered in the analysis are reflected in the Action Plan at Appendix 1.

## 2.3 WORKFORCE PROFILE

- **Race - Under Representation of BAME Employees in the Workforce**  
The Council has an objective to develop a workforce that reflects the diverse communities it serves. The data highlights that, as in previous years, the representation of BAME employees in the workforce does not reflect the local community. The proportion of BAME employees in the workforce (36.08%) dropped by 0.42% compared to the previous year's figure (2011/12).

Investigation showed that the proportion of BAME employees leaving the Council was not disproportionate to the representation in the workforce. Therefore, to improve the proportion of BAME employees, steps need to be taken to improve the proportion of appointments from BAME groups.

In considering the Council's objective to reflect the local community it should be noted that the ability to effect significant change in the short term is limited by the low level of employee turnover and the very limited number of posts being filled, particularly externally. In the current climate, the Council's policy is to actively pursue redeployment, and consider internal applicants before externally advertising vacancies. Over 50% of our vacancies are filled by internal appointments.

Actions focusing on both the recruitment and retention of BAME employees are set out in the Action Plan.

- **Sex - Under Representation of Men in the Workforce**

The proportion of females in the Council's workforce is increasing year-on-year, (77.64% as at 31 March 2014 compared with 76.66% at 31 March 2014).

Traditionally, and as a general statement, many of the roles in local authorities were attractive to women as they were in caring professions and schools, often part time and close to home, although predominantly at a low level. Whilst this is a changing pattern nationally, it is very gradual eg Environment and Enterprise, where much of the work is of a manual nature, has a predominantly male workforce and Children & Families, where much of the work relates to caring, is predominantly female. The predominance of women in the workforce is a feature across local government.

Further investigation, which will be initially undertaken through the next staff survey, is needed to determine whether working for Harrow Council is attractive to women, who may have childcare responsibilities, for example, because of good conditions (eg availability of part time work, professional roles available on a part time basis, flexible working, annual leave) or because it is unattractive to men, who, may be motivated by different conditions.

- **Disability - Under Representation of Employees with Disabilities in the Workforce**

The proportion of employees who declared that they had a disability is (at 1.81%) below the Council's target of 3%. In the anonymous staff survey which took place in March 2011, over 8% of employees declared they had a disability. There appears to be a concern that employees may be reluctant to disclose their disability for fear of negative consequence.

The representation of employees with disabilities is low at all levels of the organisation with only 1 employee above payband 3 (ie at middle managers grades and above) declaring a disability.

Specific questions will be included in the next Staff Survey, to try to ascertain what factors deter employees from declaring a disability. Employees need reassurance that in doing so, any issues will be dealt with positively and sensitively, confidentiality will be maintained wherever possible, support will be given where required and any reasonable adjustments made without undue fuss or delay.

Increasing the number of applications to work for Harrow Council from applicants with disabilities could result in higher success rates. The two tick scheme which Harrow applies, does guarantee an interview for any applicant with a disability, who meets the minimum criteria.

Both Unison and HAD have advised us that, in some cases, there are delays in obtaining effective aids and adaptations, and accessing training to use these, which further delays employees returning to work from sick leave. Reviewing and re-promoting guidance to managers including their responsibility in arranging reasonable adjustments will better support employees with disabilities.

- **Age - Under representation of Employees aged under 25 years in the Workforce**

The Council has very few employees aged under 25 years, a picture which remains largely unchanged from previous years. This was considered by ECF at its meeting on 31 January 2013.

The Council has an aging workforce, (over 53% aged between 45 and 64 years), and therefore, the recruitment and development of younger employees is vital in order for the organisation to continue to deliver quality services.

Investigation will be undertaken, as part of the Action Plan, into retention levels of employees aged under 25 years who are recruited, and of leaver data to understand the reasons why young people leave the Council.

The Council needs to find ways to attract and retain young workers into the workforce.

- **Age - Under representation of Employees aged over 65 years in the workforce**

The Council has relatively few employees aged over 65 years.

The Council has determined that in view of the low levels of recruitment and the aim to recruit more young employees, action to try and attract and appoint more employees aged over 65 is not a priority for action at this time. Clearly existing employees will be supported to continue working beyond 65 years as appropriate.

- **Lack of available data on Protected Characteristics of Religion or Belief and Sexual Orientation**

The levels of “unknowns” for these protected characteristics is extremely high (75-80%) which means it is not possible to carry out meaningful analysis.

- **Race - Lack of BAME representation at senior levels in the organisation**

The proportion of BAME employees reduces at higher paybands. During the period covered by the data there were no BAME employees at Payband 6, Director level and above.

The review of the recruitment procedure and advertising materials will include identifying proactive measures to attract, retain and develop talented, high calibre BAME employees and support them to seek more senior roles in the organisation.

- **Sex - Representation of women at senior levels in the organisation**

Although not reflective of the ratio of women in the workforce, it is important to note that over 50% of posts at senior level are held by women.

The Corporate Equalities Target to increase the proportion of female employees in the workforce who are in the top 5% of earners to 50% by March 2014 has been met and therefore no further actions are included in the Action Plan at this stage.



- **Disability – Low Representation of employees with disabilities at senior levels in the organisation**

The proportion of employees with disabilities is low in the higher paybands, non-existent at Paybands 4 and 6, and lower than the representation in the workforce at all paybands from Payband 3 upward.

The review of the recruitment procedure and advertising materials will include identifying proactive measures to attract, retain and develop talented, high calibre disabled employees and support them to seek more senior roles in the organisations.

- **Accuracy and completeness of workforce profile data**

The percentage of unknown social identity has increased to over 10%. There was a technical difficulty in updating schools' data following the reclassification exercise carried out, which accounted for part of this increase, however, not all. The high level of unknowns is concerning because it could indicate that employees are reluctant to declare their equalities profile, and means that a full corporate picture cannot be established.

Workforce data is highlighted as a priority through the action plan, with actions to encourage disclosure of social identity from employees and applicants.

## 2.4 RECRUITMENT

- **Race - Low proportion of BAME appointments compared to applications**

The proportion of appointments of BAME applicants does not reflect the local community. There is a significant drop off in the proportion of BAME applicants between interview (52.50%) and appointment stage (38.30%). This is more relevant for particular BAME groups ie historically this was particularly marked for Asian applicants (prompting the Asian Applicant Review Group work in 2004) but this year's data indicates that the drop is most significant for Black/Black British applicants (applications 23%, shortlisted 20.2%, appointed 11.3%), despite Black/Black British employees being well represented in the workforce – 9% compared to 8.24% in the community).

This matter needs further investigation to determine the reasons for this drop off. It may be that past disadvantage within society more widely means that some BAME applicants have not had the opportunity to gain as much experience as other applicants for posts within the Council.

As previously indicated, the difficulty in trying to redress the imbalance in the representation of BAME employees in the workforce is restricted by very low levels of recruitment, increasing numbers of staff seeking redeployment to avoid redundancy and the Council's decision to advertise all posts internally first, as an efficiency measure.

- **Sex - Low proportion of Male Appointments compared to Applications**

The proportion of applications received from men is below their representation in the local community and, at each stage of the recruitment process, the proportion of men who are successful reduces.

The proportion of applications received from women, however, exceeds their representation in the local community and at each stage in the recruitment process they are more likely to be successful.

The proportion of men seeking promotion within the Council is greater than their representation in the workforce. There is a slight reduction in the proportion of men appointed compared to applications.

- **Disability - Low proportion of appointments from applicants with disabilities, compared to applications**

Only 4% of applications were received from applicants with disabilities.

Although the majority of applicants were shortlisted there was a significant drop off at appointment stage (only one person with a disability was appointed during the timeframe). This requires further investigation but could be due in part to the Council's commitment to offer an interview to all applicants with disabilities who meet the minimum criteria in accordance with the 'two tick' symbol. It may be some managers are misunderstanding the commitment, and shortlisting all applicants with disabilities without assessment against the criteria.

- **Age - Low level of recruitment of young people**

Although the Council attracts applications from young people proportionate to their representation in the local community (11.1%), only 5.5% of shortlisted candidates are aged below 25 years.

- **Age - Low level of recruitment of Over 65 years**

Although the original data presented indicated that there were no applications, more detailed analysis showed that, in fact, there were 7 applications from those aged over 65 years. However, generally the number of applications received from over 65 year olds was very low.

This is not considered a key area for action at this stage, in view of the low levels of recruitment and the identified need to recruit more people under 25 years.

## **2.5 EMPLOYMENT PROCEDURES**

- **Over representation of BAME Employees in Conduct Procedure**

The data for the Conduct Procedure shows 63% of cases involved BAME employees compared to their representation in the workforce at only 36%, whereas 28% of cases involved White employees compared to their representation in the workforce of 52%.

It is important to note that the number of cases is very small given the size of the workforce, however, this over representation has been a trend over a number of years.

The disproportionate representation needs further investigation to determine what the reasons might be for the difference. A sample of cases will be reviewed in detail to identify whether social identity was considered or may have influenced the decision.

Employment procedures need to give clear guidance on issues to consider when determining whether it is appropriate to instigate the formal procedure, to manage the potential for inconsistencies in the way issues are approached by different managers.

In cases where a warning or dismissal is a possible outcome, HRD need to ensure that any potential social identity considerations are recognised.

The pattern is different for the Capability Procedure where the cases predominantly involve White employees (60.87%).

A higher proportion of BAME employees than represented in the workforce, took out Dignity at Work cases, however, a slightly higher proportion of White employees appealed against the outcome.

- **Disproportionate representation of Employees with Disabilities in Employment Procedures**

The figures for representation of employees with disabilities involved in employment procedures should be used with care as the actual number of employees involved is low. Although the figure of 7.14% of Conduct dismissals involved employees with disabilities appears initially high (compared to their representation in the workforce at 1.81%), this actually equates to only one person.

In respect of Warnings under the Capability Procedure, almost 10% involved staff with disabilities (3 warnings).

The Capability Procedure will be reviewed to provide a clear framework for Managers to support employee attendance at work and particularly those with disabilities.

- **Disproportionate representation of Men in Employment Procedures**

Compared to their representation in the workforce, the proportion of men involved in Conduct and Capability procedures and taking out Dignity at Work cases is higher. This is the same pattern as the previous year's report.

Further investigation is required to determine whether the concentration of male employees in certain jobs is a factor, together with management style and supervision.

Employment procedures need to give clear guidance on issues to consider when determining whether it is appropriate to instigate the formal procedure, to manage the potential for inconsistencies in the way issues are approached by different managers.

In cases where a warning or dismissal is a possible outcome, HRD need to ensure that any potential equalities considerations are recognised.

## **2.6 DIFFERENCES IN LEVELS OF REDEPLOYMENT FOR BAME EMPLOYEES, MEN AND EMPLOYEES WITH DISABILITIES**

The proportion of BAME employees for whom redeployment was sought was higher compared with their representation in the workforce. The proportion of BAME employees for whom redeployment was successful was higher than their

representation in the workforce but not proportionate to those seeking redeployment.

However, due to the low numbers involved, it is not possible to make any meaningful analysis.

Since May 2013, a designated HRD Officer has been tasked with finding redeployment for those at risk of redundancy. The role is to encourage and support Managers and redeployees through the process as numbers are expected to increase (in the first 6 months 2013/14, 78 people were at risk of redundancy compared to 50 for the twelve months of 2012/13).

## **2.7 LEAVERS**

In this year's report, the proportion of BAME employees leaving the Council (32.3%) is slightly lower than their representation in the workforce (36.08%). Therefore, we can determine that to significantly increase the representation of BAME employees in the workforce we would need to focus on recruiting a higher proportion of BAME employees (at a time when there is minimal recruitment activity taking place) as well as measures to encourage our BAME staff to stay with Harrow Council.

## **2.8 LOW TAKE UP OF TRAINING OPPORTUNITIES**

Only 21% of employees across the whole Council took up training opportunities on the Corporate Programme, although, as schools access only a few corporate courses, it may be more appropriate to compare the take up with that of the Council workforce excluding schools. This more accurately demonstrates that the take up of training opportunities under the Corporate Programme was over 45%. It should be noted that there is a wider range of training carried out within Directorates (e.g. Safeguarding) than is reflected in the data.

Of those who did access the training the proportion of BAME, Men and Disabled employees was in excess of their representation in the workforce.

When looking to analyse the training opportunities accessed, (accepting that one employee may access any number of times), the proportion of training applications not approved (approx 26%) is an issue of concern. However, investigation showed that many of those not approved were for administrative type reasons eg employee couldn't make the date, attended a later course, etc. In next year's report, data will be available on the reasons for non approval.

## **2.9 THE CORPORATE EQUALITIES ACTION PLAN**

The Action Plan attached at Appendix 1 incorporates the Corporate Equalities Objective and Targets for the workforce, agreed and published as part of the Council's Public Sector Equality Duty, and also includes proposed actions from the employee Making A Difference Group, to provide the organisation with a single, coherent plan to implement and monitor.

It is recognised that this Action Plan must be fully integrated into the launch of the new People Strategy and integral to the training and briefings on the new

appraisal process, to ensure equalities are fully embedded into management, leadership and organisational development across the Council.

In view of limited resources, the Action Plan focuses on the priority issues identified from the analysis of the equalities employment data. The approach adopted is to concentrate resources in key areas, in order to achieve some positive change. Some areas which are identified as issues, for example the pattern that white employees are more likely to be involved in Capability cases, are not incorporated into this Action Plan. Priority, out of necessity, must focus on the most prominent concerns, which in this area, is the overrepresentation of BAME staff and men in Conduct procedures.

Many of the actions set out in the Plan are relevant to all or a number of the equalities strands, for example promoting positive experiences of working in Harrow as part of our advertising approach. Some of the issues identified require further research and investigation, before appropriate actions and timescales are clear.

In addition to the Corporate Action Plan, work is being undertaken with Directorate Equality Task Groups to develop Directorate Action Plans, to both address specific Directorate issues identified through further analysis of the data, and incorporate the Directorate role in implementing the Corporate action priorities.

## **2.10 CONSULTATION**

The Corporate Action Plan has been developed in consultation with the Corporate Equalities Group, the recognised trade unions, employees through the Making A Difference Group, HAD and Harrow Equalities Centre.

Key issues highlighted during the consultation process on the analysis of the employment data and the Action Plan included:

- A strong view expressed by Unison that the Capability Procedure should be reviewed to ensure it is fully compliant with the Equalities Act. Specifically Unison raised concern about the recording of absence due to disability. A review of the Capability Procedure is already scheduled and managing absence and supporting attendance will be incorporated into this review.
- HAD highlighted the need to encourage individuals to declare they have a disability at the point of application and to support and skill managers/ interview panels to proactively and positively discuss how the applicant could fulfil the role and any support required, at the interview stage.

Reviewing recruitment paperwork and training for managers are incorporated into the Action Plan.

- HAD also raised the need to focus on retaining and supporting employees with disabilities, to ensure skills are fully utilised, again through improving managers understanding and confidence to address issues. Specific concerns were highlighted that reasonable adjustments are not made quickly enough, and managers need to deal with issues

more proactively. These concerns have also been raised strongly by Unison.

Re-promoting managers responsibilities and the help and support available is included in the Action Plan.

- Harrow Equalities Centre suggested the Council consider the use of positive action, under the Equality Act, in the Action Plan, both in terms of internal recruitment and in relation to development programmes.
- Harrow Equalities Centre also commented that it would be helpful to include data on retention levels by protected characteristic, and grade, in future years, as a way of monitoring progress. The way retention and leaver data is represented will be reviewed as part of the preparation of a template for data in future years.
- All groups raised a concern, as detailed in the analysis above, about the high level of non-disclosure of social identity, and a number of potential reasons were given, including individuals feeling it is private information, concern that it may have a negative impact, or in the case of disability, not seeing themselves as having a disability. Clear actions aimed at improving disclosure levels are set out.
- A number of comments were made that percentages alone can be misleading, especially when numbers are small, and it would be helpful to also include numbers. This will be considered as part of the preparation of a template for data in future years.
- Overall, the approach of a single Corporate Action Plan, as set out, was positively received as a helpful framework to action and monitor progress

## **2.11 MONITORING AND REVIEW**

The Corporate Action Plan sets the agenda for actions on equalities, with proposed timescales up to March 2015, at this stage. It may be that some of the actions need further review and work beyond this date, as it will be some time before any impact of actions taken is clear. The Corporate Equalities Targets set the clear measures of success, with additional measures included in other key areas. It is proposed that progress against the Corporate Action Plan will be reviewed by the Corporate Equalities Group, and an update report will be presented to ECF annually. The Action Plan will be managed as an ongoing, working document. Any issues identified in the analysis of the 2013/14 data, following presentation to ECF in October 2014, will be incorporated into the Action Plan.

## **Section 3 – Further Information**

None.

## **Section 4 – Financial Implications**

The only financial implications relating to this report will be where funding for specific training is required which, unless otherwise stated, will be sourced from existing budgets.

## **Section 5 - Equalities implications**

This information report sets out information on actions to improve the Council's performance on equalities in employment.

## **Section 6 – Corporate Priorities**

The report relates to employment for Council employees and as such supports delivery of all corporate priorities.

Name: Steve Tingle	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 15 January 2014		

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

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

### **Background Papers:**

Employee Consultative Forum, 9 October 2013. Annual Equality in Employment Monitoring report 2012/13 (Item 8)  
<http://modern.gov:8080/ieListDocuments.aspx?CIId=265&MIId=61454&Ver=4>

## Corporate Equalities Action Plan

This Action Plan has been developed following analysis of the 2012/13 employment equalities data. It should be read in conjunction with the main report to the Employees' Consultative Forum of 28 January 2014.

The Action Plan reflects the overall Corporate Workforce Equality Objective:  
**“Develop a Workforce that feels valued, respected and is reflective of the diverse communities we serve”**

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<b>RECRUITMENT</b>				
<b>Objective: To increase the proportion of underrepresented groups in the workforce to better reflect the profile of the local community</b>				
<b>Issues (identified from 2012/13 data)</b>	<b>Actions</b>	<b>Resource implications</b>	<b>Timescales for Actions</b>	<b>Measure of Success (CWEO = Corporate Workforce Equality Objective targets for all Directorates)</b>
<p><b>Ethnicity:</b> Level of BAME applications reflect local community but there is a fall off of BAME success between shortlisting and appointment stage</p> <p><b>People with a disability:</b> There was a significant reduction in the proportion of applications where a disability had been declared at the appointment stage, compared to the shortlisting stage</p>	<p>Review recruitment and advertising materials to positively promote and demonstrate the benefits of working at Harrow to attract high quality applicants:</p> <ul style="list-style-type: none"> <li>• Portray positive values for Harrow in straplines on advertisements.</li> <li>• Present positive employee profiles, experiences and 'soundbites' from under represented groups on the Harrow Council website (and wider publications)</li> </ul>	<p>HRD to review current recruitment and selection policy, process, materials and marketing including online jobs pages, for use by Managers</p>	<p>June 2014</p>	<p>Increase the proportion of BAME employees in the workforce to 42% by March 2014 (CWEO)</p> <p>Increase the proportion of disabled employees in the workforce to 3% by March 2014 (CWEO)</p> <p>Increase the proportion of male employees in the workforce to more closely reflect the local community figure of 49.4% by March</p>



<p><b>Men:</b> Proportion of applications from men was below their representation in the local community and the proportion who were successful drops off at each stage of the recruitment and selection process</p> <p><b>Under 25's:</b> Low level of recruitment of under 25's</p>	<ul style="list-style-type: none"> <li>Promote specific benefits which may attract a broader range of applicants eg career paths, workforce development, rewards, location</li> <li>Ensure recruitment materials clearly set out the skills/ qualifications/ experience necessary for the job role to attract high calibre applications with the appropriate skills</li> <li>Review interview paperwork to encourage applicants to disclose disability and discuss reasonable adjustments at the interview stage</li> </ul> <p>Review recruitment and selection methods to use competency testing to determine abilities, where appropriate, rather than rely on interview alone.</p> <p>Consider the use of positive action under the Equality Act (seek CEG advice).</p> <p>Learn from the experience of the Xcite team in:</p> <ul style="list-style-type: none"> <li>The success of the Xcite project in work experience provision for BAME and younger people and in their gaining permanent employment</li> </ul>	<p>HRD</p> <p>HRD / Xcite team</p>	<p>September 2014</p> <p>September 2014</p> <p>September 2014</p>	<p>2015</p> <p>Increase the proportion of people under the age of 25 in the workforce from current figure of 3.34% by March 2015.</p>
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	<ul style="list-style-type: none"> <li>The scheme in Collections and Benefits to give work experience to those on benefits and the success in appointing to permanent employment</li> </ul> <p>Viability of setting up directly employed apprenticeship scheme – with central funding</p> <p>Work with Directorates to understand and learn from different interest groups and their perceptions of Harrow Council as an employer</p> <ul style="list-style-type: none"> <li>Research what other LAs are doing to attract applications from under represented groups</li> <li>Publicise and continue to meet the “Two Ticks” commitments in relation to disability</li> </ul>	<p>HRD / Xcite Team</p> <p>HRD/Xcite Team Scheme funding would be required</p> <p>HRD/Directorates</p> <p>HRD</p> <p>HRD</p>	<p>September 2014 for potential implementation in April 15</p> <p>March 2015</p> <p>June 2014</p> <p>Ongoing</p>	
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## RETENTION

**Objective: To establish and retain an effective workforce which better reflects the profile of the local community**

Issue	Actions	Resource implications	Timescales for Actions	Measure of Success
<p><b>Ethnicity:</b> Representation of BAME employees in the workforce (at 36.08%) is below that in the community</p> <p><b>Men:</b> Proportion of men in the workforce not representative of local community</p> <p><b>People with a disability:</b> Under representation of people with disabilities in the workforce</p> <p><b>Under 25s:</b> Under representation of employees aged under 25 years in the workforce</p>	<p>Create an environment in which employees want to stay and are enabled to reach their potential:</p> <ul style="list-style-type: none"> <li>Re-promote the Council's commitment to inclusion, equality and diversity.</li> </ul>	<p>Corporate Equalities Group</p>	<p>April 2014</p>	<p>To increase the proportion of employees from Black, Asian and Minority Ethnic groups in the workforce to 42% by March 2014 (CWEO)</p>
	<ul style="list-style-type: none"> <li>Continue the establishment and support of a single support group for employees – for mutual support and consultation on employment policies and issues affecting staff (Making a Difference Group).</li> </ul>	<p>Equalities Officer to establish, co-ordinate and support one single support group</p>	<p>Ongoing</p>	<p>Increase the proportion of male employees in the workforce to closer reflect the local community figure of 49.4% by March 2015.</p>
	<ul style="list-style-type: none"> <li>Ensure succession planning within The People Strategy 2014-2017 embraces diversity and promotes development opportunities for employees from under represented groups.</li> </ul>	<p>HRD</p>	<p>February 2014</p>	<p>To increase the proportion of employees in the workforce who declare a disability to 3% by March 2014 (CWEO)</p>
	<ul style="list-style-type: none"> <li>Review and revise the Exit Interview Procedure to improve feedback from staff on their experience of working for the Council</li> </ul>	<p>HRD to develop procedure for use by Managers</p>	<p>April 2014</p>	<p>To increase the proportion of staff who feel they are 'treated with fairness and respect at Harrow' by 10% by March 2016 (Staff Survey 2011 – 62%) and reduce the differences between staff with protected characteristics (CWEO)</p>
	<ul style="list-style-type: none"> <li>Analyse leaver data to determine retention level of those under 25, and investigate reasons for this group leaving (link to exit interview).</li> </ul>	<p>HRD</p>	<p>July 2014</p>	

	<ul style="list-style-type: none"> <li>• Refresh and repromote the coaching and mentoring schemes to all employees but promote particularly to under represented groups</li> </ul>	HRD	September 2014	Increase the proportion of staff who feel that 'systems for reward and recognition in Harrow are fair and transparent' by 10% by March 2016 (staff survey 2011 - 30%) and reduce the differences between protected characteristics (CWEO)
	<ul style="list-style-type: none"> <li>• Refresh and repromote the work shadowing scheme</li> </ul>	HRD	September 2014	
	<ul style="list-style-type: none"> <li>• Include further questions in April 2014 staff survey regarding disclosure of disability, to try and understand individuals' apparent reluctance to do so.</li> </ul>	HRD	April 2014	To increase the proportion of staff who feel "Harrow demonstrates though its actions that it is committed to being an equal opportunities employer' by 10% by March 2016 (Staff Survey 2011 – 59%) and reduce differences between protected characteristics (CWEO).
	<ul style="list-style-type: none"> <li>• Advertise the HR Advice Line and Employee Assistance Programme</li> </ul>	HRD	December 2013	
	<ul style="list-style-type: none"> <li>• Review and re-promote the guidance for managers on supporting staff with disabilities including responsibility for implementing reasonable adjustments, and publicising the role of the "Disability Adviser"</li> </ul>	HRD / Disability Adviser	June 2014	
	<ul style="list-style-type: none"> <li>• Publicise/celebrate/host diversity events eg Black/LGBT History Month/ United Nations' International Day of Persons with Disabilities</li> </ul>	Equalities Officer	According to timing of events	
	<ul style="list-style-type: none"> <li>• Include questions in April 2014 staff survey to understand gender perceptions of working at Harrow the employment conditions most</li> </ul>	HRD	April 2014	

	<p>valued by men and women individually</p> <ul style="list-style-type: none"><li>• Establish a “Quiet” room</li></ul>	Facilities	tba	
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## SENIOR LEVEL POSTS

**Objective: To increase the proportion of BAME, women, and employees with a disability at senior level**

Issue	Actions	Resource implications	Timescales for Actions	Measure of Success
<p><b>BAME employees:</b> Under representation of BAME employees at senior level in the workforce</p> <p><b>Staff with a Disability:</b> Under representation of Disabled people at senior level in the workforce</p>	<p>Research level at which BAME/Females/Disabled employees enter employment with Harrow to focus recruitment</p>	HRD	December 2014	<p>Increase in the top 5% of earners who are BAME by March 2014 (CWEO)</p>
	<p>Encourage participation by BAME/Female/Disabled employees in development opportunities eg Future Leaders' Programme and Leadership and Management Development Programme and report profile of participants and monitor their ongoing progression.</p>	HRD	April 2014 (Dependent on launch of these programmes)	<p>To increase the proportion of female employees in the workforce who are in the top 5% of earners to 50% by March 2014 (CWEO)</p> <p>Increase the proportion of the top 5% of earners who are Disabled to 20% by March 2014 (CWEO)</p>
	<p>Reserve a number of places on the above courses specifically for BAME/Disabled employees</p>	HRD	April 2014 (Dependent on launch of these programmes)	<p>To increase the proportion of BAME employees in the workforce who are in the top 5% of earners to 20% by March 2014 (CWEO)</p> <p>Increase the proportion of staff who feel that 'systems for reward and recognition in Harrow are fair and transparent' by 10% by March 2016 (staff survey 2011- 30%) and reduce the differences between protected characteristics. (CWEO)</p>

## EMPLOYMENT POLICIES AND PROCEDURES

**Objective: Ensure the Council has a clear set of policies and procedures to provide a consistent framework for the management and development of all staff to ensure every individual is treated with fairness and respect**

Issue	Actions	Resource implications	Timescales for Actions	Measure of Success
<b>Ethnicity:</b> Disproportionate representation of BAME employees in employment procedures  <b>Men:</b> Disproportionate representation of men in employment procedures  <b>Staff with a Disability:</b> Disproportionate representation of employees with disabilities in employment procedures	Ensure equalities issues are integrated into the new appraisal scheme, and promote the focus on behaviour and approach within the new scheme.	HRD	April 2014	To increase the proportion of staff who feel "Harrow demonstrates though its actions that it is committed to being an equal opportunities employer' by 10% by March 2016 (Staff Survey 2011 – 59%) and reduce differences between protected characteristics (CWEO)
	Review Fair Treatment Suite to ensure complies with best practice and provides clear guidance for consistent management.	HRD	July 2014	
	Explore establishing an external mediation provider for call-off by managers to resolve conflict and address issues more positively at an early stage in grievances.	Managers	March 2015	Increase the proportion of staff who feel they are 'treated with fairness and respect by Harrow' by 10% by March 2016 (Staff Survey 2011 – 62%) and reduce the differences between staff with protected characteristics (CWEO)
	Review sample of past cases and continue monitoring on-going cases and carry out further investigation where data gives cause for concern.	Directorate ETGs/HRD	May 2014	
	Re-promote the Council's training course for Managers on cultural difference	HRD	March 2014	Increase the proportion of staff who feel that 'systems for reward and recognition in Harrow are fair and transparent' by 10% by March 2016 (staff survey 2011 - 30%) and reduce
	Review Conduct/Capability policies and procedures to include guidance on when cases should be dealt with formally/informally.	HRD	October 2014	

	<p>Review Capability Procedure and introduce a separate procedure relating to absence and attendance for staff, with specific guidance for Managers on recording and managing absence related to disability.</p>	HRD	October 2014	the differences between protected characteristics (CWE0)
	<p>Engage staff through the re-launch of the CREATE values to restate the Council's approach to diversity</p>	HRD	March 2014	
	<p>Strengthen the Induction process to ensure staff are fully supported on joining the Council and clear on expectations and acceptable behaviour at work</p>	HRD	March 2014	



## TRAINING AND DEVELOPMENT

**Objective: To develop the understanding of all Managers and Employees of diversity and equalities to promote a positive culture in which issues can be addressed**

Issue	Actions	Resource implications	Timescale for Actions	Measure of Success
<b>Women:</b> Proportion of women applying for promotion is lower than their representation in the workforce  <b>Ethnicity:</b> Low proportion of senior positions held by BAME employees  <b>Staff with Disabilities:</b> Low proportion of senior positions held by employees with a disability	Embed equalities and diversity into all aspects of management development to strengthen understanding and a positive management approach	HRD	April 2014 (Dependent on launch of these programmes)	To increase the proportion of female employees in the workforce who are in the top 5% of earners to 50% by March 2014 (CWEO)
	Consider the use of positive action under the Equality Act (seek CEG advice).	HRD	September 2014	All new Starters have completed the mandatory Equality and Diversity E Learning Module within the first 6 months of their employment
	Promote equalities values as an integral part of training on the new appraisal scheme	HRD	March 2014	
	Improve the systematic identification of individual training needs through the new appraisal scheme	Managers	March 2014	Increase the proportion of the top 5% of earners who are Disabled to 3% by March 2014 (CWEO)
	Strengthen Recruitment and Selection Training to include positively managing disability issues	HRD	June 2014	To increase the proportion of BAME employees in the workforce who are in the top 5% of earners to 20% by March 2014 (CWEO)
	Strengthen induction process/review checklist	HRD	March 2014	
	Revise probationary process to include mandatory training	HRD	April 2014	
	Continue to provide equalities training for the workforce and embed equalities	HR / Equalities	Ongoing	

	into all training and development activity. Examine what other authorities are doing to mainstream equalities and adopt their good practices	Officer HRD	June 2014	
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**WORKFORCE DATA**

**Objective: To Improve the capture, quality and presentation of Equalities Data to establish a clear picture across the organisation and monitor trends and progress.**

Issue	Actions	Resource implications	Timescales for Action	Measure of Success
Incomplete equalities data from applicants	Prepare a template for use in future years when preparing equalities data report.	HRD	April 2014	Increase in the proportion of applications which provide social identity data
Incomplete equalities data for workforce	Include retention data by protected characteristics in 2013/14 report.	HRD	April 2014 for reporting October 2014	Increase in the proportion of employees who have supplied their social identity data on SAP system
Incomplete equalities data for posts at senior level	Senior Managers to be requested to record their equalities data on SAP.	HRD	December 2013	Less errors detected in data in the Annual Equalities in Employment Monitoring Report
	Strengthen wording in application pack to encourage disclosure of equalities data.	HRD	April 2014	
	Provide clarity for applicants about why the equalities data is important, what is done with it and confirm that it is separated from their application until after the shortlisting stage (especially relevant to on-line applications).	HRD	April 2014	
	Conduct regular campaigns to encourage employees to supply their			

	<p>social identity data by explaining why Harrow collects this data and promoting Harrow's positive approach to diversity. Undertake an updating exercise for all employees every three years.</p> <p>Allow time to double check information from a range of sources prior to including in the Annual Equalities in Employment Monitoring Report.</p> <p>Review SAP categories for Leavers and adopt consistent protocol for recording data.</p> <p>Programme of action to automate the presentation of this data (dependent on timescales and cost).</p>	<p>HRD/Equalities Officer</p> <p>HRD</p> <p>HRD / Shared Services</p> <p>HRD</p>	<p>October 2014</p> <p>August 2014</p> <p>March 2014</p> <p>Start in May 2014</p>	<p>Reduce the time/opportunity cost of producing the data</p>
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**REPORT FOR: EMPLOYEE CONSULTATIVE FORUM**

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**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**

### **2.3 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 14<sup>th</sup> 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	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
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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. Directorate **Reports**
10. Workforce Profiles for Partner Organisations



## **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%
<b>Total BAME</b>	<b>34.92%</b>	<b>36.49%</b>	<b>36.08%</b>	<b>37.79%</b>	<b>37.99%</b>	<b>38.40%</b>	<b>35.67%</b>	<b>57.75%</b>
<b>White</b>	<b>56.36%</b>	<b>54.46%</b>	<b>52.08%</b>	<b>56.16%</b>	<b>55.06%</b>	<b>54.44%</b>	<b>64.33%</b>	<b>42.25%</b>
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 **not** 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 2,375
	%	%
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)	
<b>Ethnicity</b>	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%
<b>Sex</b>	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%
<b>Disability</b>	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%
<b>Age</b>	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%
<b>Religion or Belief</b>	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%	
<b>Sexual Orientation</b>	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%
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	2.09%	3.72%	7.8%	5.74%	1.1%	0.00%	4.02%
	No	97.9%	96.28%	92.2%	94.26%	98.9%	100%	95.58%
<b>Same gender assigned at birth?</b>	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**

		<b>Full time 2,614 employees</b>	<b>Part time 2,511 employees</b>	<b>Whole Council Workforce 5,125 employees</b>
<b>Ethnicity</b>	BAME	33.89%	38.35%	36.08%
	White	55.93%	48.07%	52.08%
	Unknown	10.18%	13.58%	11.84%
<b>Sex</b>	Male	36.15%	8.00%	22.36%
	Female	63.85%	92.00%	77.64%
<b>Disability</b>	Yes	2.26%	1.35%	1.81%
	No	94.99%	92.27%	93.66%
	Not stated	2.75%	6.37%	4.53%
<b>Age</b>	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%
<b>Religion or Belief</b>	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%	
<b>Sexual Orientation</b>	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%
<b>Pregnancy/ maternity in last 2 years</b>	Yes	3.40%	4.66%	4.02%
	No	96.60%	95.34%	95.98%
<b>Same gender assigned at birth?</b>	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
<b>Ethnicity</b>	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%	-
<b>Sex</b>	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%	-	-	-
<b>Disability</b>	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%	-
<b>Age</b>	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+	0.3%	0.3%	-	2.69%	14.1%
	Unknown	2.50%	3.6.00%	6.80%	-	-
<b>Religion or Belief</b>	Christianity	36.90%	33.70%	36.80%	11.00%	37.30%
	Hinduism	13.10%	10.20%	7.50%	4.12%	25.30%
	Islam	10.20%	5.50%	3.80%	1.44%	12.50%
	Judaism	0.50%	0.70%	-	0.57%	4.40%
	Jainism	0.40%	0.30%	0.0%	0.51%	No category
	Sikh	1.90%	2.60%	3.00%	0.39%	1.20%
	Buddhism	0.9%	1.4%	0.8%	0.20%	1.10%
	Zoroastrian	0.10%	0.00%	0.00%	0.02%	No category
	Other	2.10%	1.20%	2.30%	0.86%	2.50%
	No Religion/Atheist	11.9%	13.8%	15.8%	2.09%	9.60%
Unknown	22.10%	30.60%	30.10%	78.81%	6.20%	
<b>Sexual Orientation</b>	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%	
<b>Pregnancy/ maternity in last 2 years?</b>	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%	-	
<b>Same gender assigned at birth?</b>	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
<b>Ethnicity</b>	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%
<b>Sex</b>	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%
<b>Disability</b>	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%
<b>Age</b>	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+	0.2%	0.4%	1.4%	2.69%	14.1%
	Unknown	3.7%	4.2%	5.4%	0.0%	0.0%
<b>Religion or Belief</b>	Christianity	26.8%	28.8%	27.0%	11.00%	37.30%
	Hinduism	14.5%	11.7%	9.5%	4.12%	25.30%
	Islam	5.3%	3.8%	4.1%	1.44%	12.50%
	Judaism	0.4%	0.4%	0.0%	0.57%	4.40%
	Jainism	0.0%	0.0%	0.0%	0.51%	No category
	Sikh	1.2%	1.7%	2.7%	0.39%	1.20%
	Buddhism	1.8%	2.5%	1.4%	0.20%	1.10%
	Zoroastrian	0.0%	0.0%	0.0%	0.02%	No category
	Other	1.2%	2.1%	4.1%	0.86%	2.50%
	No Religion/Atheist	14.5%	15.8%	16.2%	2.09%	9.60%
	Unknown	34.6%	33.3%	35.1%	78.81%	6.20%
<b>Sexual Orientation</b>	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%	
<b>Pregnancy/ maternity in last 2 years?</b>	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%	
<b>Same gender assigned at birth?</b>	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
<b>Ethnicity</b>	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%
<b>Sex</b>	Male	36.00%	12.50%	40.48%	22.36%
	Female	64.00%	87.50%	59.52%	77.64%
<b>Disability</b>	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%
<b>Age</b>	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%)
<b>Ethnicity</b>	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%
<b>Disability</b>	Yes	-	-	-	-
	No	100.00%	100.00%	100.00%	100.00%
	Not stated	-	-	-	-
<b>Age</b>	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+	-	-	-	-
<b>Religion or Belief</b>	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%
<b>Sexual Orientation</b>	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%

## 7. Leavers by Protected Characteristic

The total number of employees who left the Council in the period 1 April 2012 – 31 March 2013 was 613, the remainder of 548 were voluntary resignations, 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%	
	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%	No category
Pregnancy/ maternity in last 2 years	Yes	0.00%	0.00%	0.00%	4.02%	
	No	100.00%	100.00%	100.00%	95.98%	No category
Same gender assigned at birth?	Yes	100.00%	100.00%	100.00%	95.47%	
	No	0.00%	0.00%	0.00%	0.00%	No category
	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
<b>Ethnicity</b>	BAME	41%	36.08%
	White	51%	52.08%
	Unknown	8%	11.84%
<b>Sex</b>	Male	29%	22.36%
	Female	71%	77.64%
<b>Disability</b>	Yes	4%	1.81%
	No	96%	93.66%
	Not stated	0%	4.53%
<b>Age</b>	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)
<b>Ethnicity</b>	BAME	45.88%	46.03%	45.45%
	White	46.67%	47.69%	43.77%
	Unknown	7.45%	6.28%	10.77%
<b>Sex</b>	Male	29.05%	27.07%	34.68%
	Female	70.95%	72.93%	65.32%
<b>Disability</b>	Yes	3.59%	3.61%	3.54%
	No	96.41%	96.39%	96.46%
<b>Age</b>	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

		<b>Resources Directorate 468 employees</b>	<b>Whole Council Workforce 5,125 employees</b>	<b>Harrow Community Data 2011 Census</b>
<b>Ethnicity</b>	BAME	40.60%	36.08%	57.75%
	White	46.37%	52.08%	42.25%
	Unknown	13.03%	11.84%	0.00%
<b>Sex</b>	Male	25.85%	22.36%	49.40%
	Female	74.15%	77.64%	50.60%
<b>Disability</b>	Yes	2.14%	1.81%	16.40%
	No	97.44%	93.66%	83.60%
	Unknown	0.43%	4.53%	0.00%
<b>Age</b>	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%
<b>Religion or Belief</b>	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%
<b>Sexual Orientation</b>	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%	
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	6.62%	4.02%	No category
	No	93.38%	95.98%	
<b>Same gender assigned at birth?</b>	Yes	0.00%	95.47%	No category
	No	99.57%	0.00%	
	Unknown	0.43%	4.53%	

Resources Directorate – Workforce Profile by Payband

		Payband						Resources Directorate (468)	Whole Council Workforce (5,125)
		1 (15)	2 (245)	3 (113)	4 (83)	5 (8)	6 (4)		
<b>Ethnicity</b>	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%
<b>Sex</b>	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%
<b>Disability</b>	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%
<b>Age</b>	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%
<b>Religion or Belief</b>	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%	
<b>Sexual Orientation</b>	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%	
<b>Pregnancy/ maternity in last 2 years?</b>	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%
<b>Same gender assigned at birth?</b>	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)
<b>Ethnicity</b>	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%
<b>Sex</b>	Male	31.75%	6.42%	25.85%	22.36%
	Female	68.25%	93.58%	74.15%	77.64%
<b>Disability</b>	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%
<b>Age</b>	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%
<b>Religion or Belief</b>	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%
<b>Sexual Orientation</b>	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%	
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	5.85%	9.17%	6.62%	4.02%
	No	94.15%	90.83%	93.38%	95.58%
<b>Same gender assigned at birth?</b>	Yes	99.44%	100.00%	99.57%	95.47%
	No	-	-	-	-
	Unknown	0.56%	0.00%	0.43%	4.53%

Resources Directorate – Recruitment

		<b>Applications 837 applicants</b>	<b>Shortlisted 171 applicants</b>	<b>Appointments 36 applicants</b>	<b>Whole Council Workforce 5,125</b>	<b>Harrow Community Data 2011 Census</b>
<b>Ethnicity</b>	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%
<b>Sex</b>	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%
<b>Disability</b>	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%
<b>Age</b>	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%
<b>Religion or Belief</b>	Christianity	33.3%	29.8%	27.8%	11.00%	37.30%
	Hinduism	1.2%	1.8%	0.0%	4.12%	25.30%
	Islam	11.9%	8.2%	2.8%	1.44%	12.50%
	Judaism	0.4%	0.6%	0.0%	0.57%	4.40%
	Jainism	0.2%	0.6%	0.0%	0.51%	No category
	Sikh	2.7%	4.1%	5.6%	0.39%	1.20%
	Buddhism	1.2%	1.8%	0.0%	0.20%	1.10%
	Zoroastrian	0.1%	0.0%	0.0%	0.02%	No category
	Other	1.6%	0.6%	0.0%	0.86%	2.50%
	No Religion/Atheist	10.6%	12.9%	16.7%	2.09%	9.60%
	Unknown	20.8%	28.1%	36.1%	78.81%	6.20%
<b>Sexual Orientation</b>	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%	
<b>Pregnancy/ maternity in last 2 years?</b>	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%	
<b>Same gender assigned at birth?</b>	Yes	40.9%	38.6%	38.9%	95.47%	No category
	No	2.3%	0.0%	0.0%	0.0%	
	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	
<b>Ethnicity</b>	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%
<b>Sex</b>	Male	80%	100%	100%	20%	0%	0%	17%		22.36%
	Female	20%	0%	0%	80%	100%	100%	83%		77.64%
<b>Disability</b>	Yes	-	-	-	20%	33%	0%	-		1.81%
	No	100%	100%	100%	80%	67%	100%	100%		93.66%
	Not stated	-	-	-	-	-	-	-		4.53%
<b>Age</b>	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%
<b>Religion or Belief</b>	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%	
<b>Sexual Orientation</b>	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%
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	-	-	-	-	-	-	-		4.02%
	No	100%	100%	100%	100%	100%	100%	100%		95.58%
<b>Same gender assigned at birth?</b>	Yes	100%	100%	100%	100%	100%	100%	100%		95.47%
	No	-	-	-	-	-	-	-		-
	Unknown	-	-	-	-	-	-	-		4.53%

## 9.2 Children and Families

## Children and Families - Workforce Profile

		<b>Children and Families Directorate including Schools 3,444 employees</b>	<b>Whole Council Workforce 5,125 employees</b>	<b>Harrow Community Data 2011 Census</b>
<b>Ethnicity</b>	BAME	36.18%	36.08%	57.75%
	White	50.09%	11.84%	42.25%
	Unknown	13.73%	52.08%	0.00%
<b>Sex</b>	Male	12.22%	22.36%	49.40%
	Female	87.78%	77.64%	50.60%
<b>Disability</b>	Yes	1.02%	1.81%	16.40%
	No	92.51%	93.66%	83.60%
	Unknown	6.48%	4.53%	0.00%
<b>Age</b>	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%
<b>Religion or Belief</b>	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%
<b>Sexual Orientation</b>	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%	
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	4.18%	4.02%	No category
	No	95.82%	95.98%	
<b>Same gender assigned at birth?</b>	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)		
<b>Ethnicity</b>	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%
<b>Sex</b>	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%
<b>Disability</b>	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%
<b>Age</b>	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%
<b>Religion or Belief</b>	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%	
<b>Sexual Orientation</b>	Heterosexual	12.82%	20.02%	17.57%	20.00%	23.19%	33.33%	16.17%	0.00%
	Gay Woman/ Lesbian	0.00%	0.24%	0.13%	0.00%	0.00%	0.00%	0.09%	0.00%
	Gay Man	0.06%	0.00%	0.00%	0.67%	0.00%	0.00%	0.06%	0.00%
	Bi-sexual	0.25%	0.00%	0.00%	1.33%	0.00%	0.00%	0.17%	0.00%
	Prefer not to say	1.17%	1.19%	1.32%	2.00%	0.00%	0.00%	1.22%	0.00%
	Other	0.12%	0.00%	0.00%	0.00%	0.00%	0.00%	0.06%	0.00%
	Unknown	85.58%	78.55%	80.98%	76.00%	76.81%	66.67%	82.23%	100.00%
<b>Pregnancy/ maternity in last 2 years?</b>	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%
<b>Same gender assigned at birth?</b>	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

		<b>Full time 1,331 employees</b>	<b>Part time 2,113 employees</b>	<b>Childrens and Families Directorate Workforce Profile including Schools 3,444 employees</b>	<b>Whole Council Workforce 5,125 employees</b>
<b>Ethnicity</b>	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%
<b>Sex</b>	Male	19.91%	7.38%	12.22%	22.36%
	Female	80.09%	92.62%	87.78%	77.64%
<b>Disability</b>	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%
<b>Age</b>	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%
<b>Religion or Belief</b>	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%	
<b>Sexual Orientation</b>	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%
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	3.98%	4.31%	4.18%	4.02%
	No	96.02%	95.69%	95.58%	95.58%
<b>Same gender assigned at birth?</b>	Yes	95.19%	92.48%	93.52%	95.47%
	No	-	-	-	-
	Unknown	4.81%	7.52%	6.48%	4.53%

Children and Families - Recruitment

		<b>Applications 773 received</b>	<b>Shortlisted 181 applicants</b>	<b>Appointed 39 candidates</b>	<b>Whole Council Workforce 5,125 employees</b>	<b>Harrow Community Data 2011 Census</b>
<b>Ethnicity</b>	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%
<b>Sex</b>	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%
<b>Disability</b>	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%
<b>Age</b>	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%
<b>Religion or Belief</b>	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%
<b>Sexual Orientation</b>	Heterosexual	69.6%	62.4%	71.8%	15.92%	No category
	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%	
	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%	
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	2.3%	1.1%	2.6%	4.02%	No category
	No	54.3%	38.1%	30.8%	95.58%	
	Unknown	43.3%	60.8%	66.7%	0.00%	
<b>Same gender assigned at birth?</b>	Yes	53.4%	36.5%	33.3%	0.00%	No category
	No	3.4%	2.2%	0.0%	95.47%	
	Unknown	43.2%	61.3%	66.7%	4.53%	

Children and Families - Employment Procedures

		Conduct			Capability			DAW		Whole Council Workforce 5,125
		13 Cases	2 Warnings	5 Dismissals	9 Cases	8 Warnings	1 Dismissals	2 Cases	1 Appeal	
<b>Ethnicity</b>	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%
<b>Sex</b>	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%
<b>Disability</b>	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%
<b>Age</b>	16 to 24	7.69%	50.00%	-	-	-		-	-	3.34%
	25 to 34	-	-	-	-	-		-	-	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%
<b>Religion or Belief</b>	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%	
<b>Sexual Orientation</b>	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%
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	-	-	-	-	-		-	-	4.02%
	No	100%	100%	100%	100%	100%		100%	100%	95.58%
<b>Same gender assigned at birth?</b>	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

		<b>Enterprise and Environment Directorate 514 employees</b>	<b>Whole Council Workforce 5,125 employees</b>	<b>Harrow Community Data 2011 Census</b>
<b>Ethnicity</b>	BAME	23.93%	36.08%	57.75%
	White	69.84%	11.84%	42.25%
	Unknown	6.23%	52.08%	0.00%
<b>Sex</b>	Male	80.35%	22.36%	49.40%
	Female	19.65%	77.64%	50.60%
<b>Disability</b>	Yes	2.72%	1.81%	16.40%
	No	96.69%	93.66%	83.60%
	Unknown	0.58%	4.53%	0.00%
<b>Age</b>	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%
<b>Religion or Belief</b>	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%	
<b>Sexual Orientation</b>	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%	
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	1.17%	4.02%	No category
	No	98.83%	95.98%	
<b>Same gender assigned at birth?</b>	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 Woman/ Lesbian	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	No category
Gay Man	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	No category
Bi-sexual	0.00%	0.52%	0.00%	0.00%	0.00%	0.00%	0.19%	0.00%	No category
Prefer not to say	0.49%	2.06%	2.70%	0.00%	0.00%	0.00%	1.36%	0.00%	No category
Other	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	No category
Unknown	89.22%	82.99%	79.73%	70.97%	87.50%	100.00%	84.44%	100%	No category
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%	No category
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%	No category
Unknown	0.00%	1.55%	0.00%	0.00%	0.00%	0.00%	0.58%	4.53%	No category



Environment and Enterprise Directorate - Workforce Profile Part Time

		Full time (479)	Part time (35)	Env and Enterprise Directorate (514)	Whole Council Workforce ( 5,125)
<b>Ethnicity</b>	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%
<b>Sex</b>	Male	84.34%	25.71%	80.35%	22.36%
	Female	15.66%	74.29%	19.65%	77.64%
<b>Disability</b>	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%
<b>Age</b>	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%
<b>Religion or Belief</b>	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%	
<b>Sexual Orientation</b>	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%
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	0.84%	5.71%	1.17%	4.02%
	No	99.16%	94.29%	98.83%	95.58%
<b>Same gender assigned at birth?</b>	Yes	99.37%	100.00%	99.42%	95.47%
	No				
	Unknown	0.63%	0.00%	0.58%	4.53%

Environment and Enterprise Directorate – Recruitment

		<b>Applications</b> 233 applicants	<b>Shortlisted</b> 38 applicants	<b>Appointments</b> 12 applicants	<b>Whole Council Workforce</b> 5,125 employees	<b>Harrow Community Data 2011 Census</b>
<b>Ethnicity</b>	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%
<b>Sex</b>	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%
<b>Disability</b>	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%
<b>Age</b>	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%
<b>Religion or Belief</b>	Christianity	38.2%	39.5%	33.3%	11.00%	37.30%
	Hinduism	9.4%	2.6%	0.0%	4.12%	25.30%
	Islam	6.9%	2.6%	0.0%	1.44%	12.50%
	Judaism	0.9%	0.0%	0.0%	0.57%	4.40%
	Jainism	0.0%	0.0%	0.0%	0.51%	No category
	Sikh	1.7%	7.9%	16.7%	0.39%	1.20%
	Buddhism	0.4%	0.0%	0.0%	0.20%	1.10%
	Zoroastrian	0.0%	0.0%	0.0%	0.02%	No category
	Other	0.9%	0.0%	0.0%	0.86%	2.50%
	No Religion/Atheist	20.6%	26.3%	27.8%	2.09%	9.60%
	Unknown	21.0%	21.1%	25.0%	78.81%	6.20%
<b>Sexual Orientation</b>	Heterosexual	73.8%	76.3%	75.0%	15.92%	
	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%	No category
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	0.4%	0.0%	0.0%	4.02%	
	No	47.2%	60.5%	58.3%	95.58%	No category
	Unknown	52.4%	39.5%	41.7%	0.00%	
<b>Same gender assigned at birth?</b>	Yes	46.4%	57.9%	58.3%	0.00%	
	No	1.3%	2.6%	0.0%	95.47%	No category
	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		
<b>Ethnicity</b>	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%
<b>Sex</b>	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%
<b>Disability</b>	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%
<b>Age</b>	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%
<b>Religion or Belief</b>	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	-	-	-	-	-	-	-		-	No category
	Sikh	-	-	-	-	-	-	-		0.51%	1.20%
	Buddhism	-	-	-	-	-	-	-		0.39%	1.10%
	Zoroastrian	-	-	-	-	-	-	-		0.20%	1.10%
	Other	-	-	-	-	-	-	-		0.02%	No category
	No Religion/ Atheist	-	-	-	-	-	-	-		0.86%	2.50%
	Unknown	78.57%	83.33%	100%	100%	100%	-	83.33%		2.09%	9.60%
<b>Sexual Orientation</b>	Heterosexual	-	-	-	-	-	-	16.67%		15.92%	
	Gay Woman/ Lesbian	-	-	-	-	-	-	-		0.06%	
	Gay Man	-	-	-	-	-	-	-		0.08%	
	Bi-sexual	7.14%	-	-	-	-	-	-		0.14%	No category
	Prefer not to say	-	-	-	-	-	-	-		1.07%	
	Other	-	-	-	-	-	-	-		0.04%	
	Unknown	92.86%	100%	100%	100%	100%	100%	83.33%		82.69%	
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	-	-	-	-	-	-	-		4.02%	No category
	No	100%	100%	100%	100%	100%	100%	100%		95.58%	
<b>Same gender assigned at birth?</b>	Yes	100%	100%	100%	100%	100%	100%	100%		95.47%	
	No	-	-	-	-	-	-	-		-	No category
	Unknown	-	-	-	-	-	-	-		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
<b>Ethnicity</b>	BAME	43.22%	36.08%	57.75%
	White	51.21%	52.08%	42.25%
	Unknown	5.56%	11.84%	0.00%
<b>Sex</b>	Male	27.82%	22.36%	49.40%
	Female	72.18%	77.64%	50.60%
<b>Disability</b>	Yes	4.99%	1.81%	16.4%*
	No	94.72%	93.66%	83.6%*
	Unknown	0.29%	4.53%	0.00%
<b>Age</b>	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%
<b>Religion or Belief</b>	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%
<b>Sexual Orientation</b>	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%	
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	3.42%	4.02%	No category
	No	96.58%	95.98%	
<b>Same gender assigned at birth?</b>	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)
<b>Ethnicity</b>	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%
<b>Sex</b>	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%
<b>Disability</b>	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%
<b>Age</b>	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%
<b>Religion or Belief</b>	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%	
<b>Sexual Orientation</b>	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%
<b>Pregnancy/ maternity in last 2 years?</b>	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%
<b>Same gender assigned at birth?</b>	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)
<b>Ethnicity</b>	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%
<b>Sex</b>	Male	36.34%	13.18%	27.82%	22.36%
	Female	63.66%	86.82%	72.18%	77.64%
<b>Disability</b>	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%
<b>Age</b>	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%
<b>Religion or Belief</b>	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%	
<b>Sexual Orientation</b>	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%
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	2.48%	5.04%	3.42%	4.02%
	No	97.52%	94.96%	96.58%	95.58%
<b>Same gender assigned at birth?</b>	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

		<b>Applications 1,289 applicants</b>	<b>Shortlisted 189 applicants</b>	<b>Appointments 46 applicants</b>	<b>Whole Council Workforce 5,125 employees</b>	<b>Harrow Community Data 2011 Census</b>
<b>Ethnicity</b>	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%
<b>Sex</b>	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%
<b>Disability</b>	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%
<b>Age</b>	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%
<b>Religion or Belief</b>	Christianity	40.0%	33.3%	39.1%	11.00%	37.30%
	Hinduism	12.6%	10.6%	8.7%	4.12%	25.30%
	Islam	9.0%	3.2%	4.3%	1.44%	12.50%
	Judaism	0.4%	0.5%	0.0%	0.57%	4.40%
	Jainism	0.4%	0.5%	0.0%	0.51%	No category
	Sikh	1.9%	2.6%	0.0%	0.39%	1.20%
	Buddhism	0.7%	1.1%	0.0%	0.20%	1.10%
	Zoroastrian	0.1%	0.0%	0.0%	0.02%	No category
	Other	2.2%	1.6%	6.5%	0.86%	2.50%
	No Religion/ Atheist	11.9%	14.8%	13.0%	2.09%	9.60%
Unknown	20.8%	31.7%	28.3%	78.81%	6.20%	
<b>Sexual Orientation</b>	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%	
<b>Pregnancy/ maternity in last 2 years?</b>	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%	
<b>Same gender assigned at birth?</b>	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		
<b>Ethnicity</b>	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%
<b>Sex</b>	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%
<b>Disability</b>	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%
<b>Age</b>	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%
<b>Religion or Belief</b>	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%
<b>Sexual Orient- ation</b>	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%
<b>Preg/ maternity in last 2 years?</b>	Yes	-	-	-	-	-		-	-	3.42%	4.02%
	No	100%	100%	100%	100%	100%		100%	100%	96.58%	95.58%
<b>Same gender assigned at birth?</b>	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 (agency workers engaged by 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		17.39%
	35 to 44	33.67%	22.67%
	45 to 54		32.76%
	55 to 64	31.50%	21.15%
	65+	2.17%	2.69%
	Prefer not to say	9.50%	-
Religion or Belief	Incomplete	14.83%	-
	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	0.67%	0.20%
	Zoroastrian	0.17%	0.02%
	Other	-	0.86%
	No Religion/Atheist	7.00%	2.09%
Sexual Orientation	Prefer not to say	36.83%	-
	Incomplete	15.83%	78.81%
	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%
Pregnancy/ maternity in last 2 years	Other	-	0.04%
	Incomplete	12.50%	82.69%
	Yes	1.33%	4.02
	No	60.67%	95.98
Same gender assigned at birth?	Prefer Not To Say	25.33%	-
	Incomplete	12.67%	-
	Yes	67.33%	95.47%
	No	1.17%	-
Same gender assigned at birth?	Prefer Not To Say	19%	-
	Incomplete	12.5%	4.53%

**10.2 Capita Workforce Profile as at 31<sup>st</sup> 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 employed by Capita on contracted out services.

		<b>Capita 97 employees</b>	<b>Whole Council Workforce 5,125 employees</b>
<b>Ethnicity</b>	BAME*	43.30%	36.08%
	White	50.50%	52.08%
	Unknown	6.20%	11.84%
<b>Sex</b>	Male	83.51%	22.36%
	Female	16.49%	77.64%
<b>Disability</b>	Yes	-	1.81%
	No	-	93.66%
	Unknown	100.00%	4.53%
<b>Age</b>	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**

<b>Payband</b>	<b>Salary in £s</b>	<b>Broadly equivalent to and will include</b>
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*



**EMPLOYEES' CONSULTATIVE FORUM: 28 JANUARY 2014**

**UNISON REPORT ON NEGOTIATING AN AMENDMENT TO THE MODERNISING COLLECTIVE AGREEMENT REDUNDANCY PAYMENTS SECTION IN THE PROTRACTION OF PROCESSING VOLUNTARY REDUNDANCY REQUESTS AND INCONSISTENT TREATMENT OF STAFF**

**SUMMARY AND DECISION REQUESTED**

UNISON have demonstrated with evidence that directorates are protracting Voluntary Redundancy requests and processes in order to seek the financial benefit of inactive clauses contained within the Modernising Collective Agreement. UNISON have requested an immediate suspension and renegotiation of section 7.3.2 (Redundancy Payments) of the Collective Agreement to mitigate the impact and redress the balance but the employer has refused this request despite examples of a lack of consistency in the application of council procedures and preferential treatment in favour of senior graded staff. UNISON formally request that in accordance with section 6 (Variations to this Agreement) that paragraphs 3 and 4 of section 7.3.2 are suspended immediately and re-negotiated until such time that no staff are disadvantaged or are treated unfavourably within Redundancy and change processes. This situation has spiralled to recent outsource companies i.e. the library staff who transferred to Carillion who are also protracting redundancy processes in order to gain financial advantage over this inactive clause.

**CHRONOLOGY**

DATE	ACTION	OUTCOME
18 <sup>th</sup> December 2013	Corporate Joint Committee (CJC) convened following UNISON request to amend the Redundancy Payments section (7.3.2) of the Modernising Terms and Conditions of Employment Collective Agreement for reasons relating to the employer's attempts to protract Voluntary Redundancy requests in order to seek financial advantage using inactive clauses contained in the collective agreement that reduce the cost of redundancy to the Council.	In correspondence dated 23 December 2013 (Appendix 1) from the Organisational Development Manager, the Council refused UNISON'S written request to suspend and immediately negotiate a reasonable alternative to remedy the deliberate protraction of Voluntary Redundancy requests made before the Council's Redundancy payments to staff dismissed reduces on 1 April 2014.



## REPORT

On the 18<sup>th</sup> December 2013 UNISON called a special Corporate Joint Committee to request an immediate suspension of Section 7.3.2 of the Modernising Terms and Conditions Collective Agreement. This section refers to the staged reductions of existing redundancy payments to staff that are due to take place from 1 April 2014 and 2015 respectively.

A suspension was called with the hope of negotiating an immediate remedy to vary the agreement in order to prevent the clear and deliberate attempts to protract Voluntary Redundancy requests which, in our opinion, are being lengthened unnecessarily to coincide with future reductions of redundancy pay as contained in the Modernising Collective Agreement designed to reduce the financial cost of future redundancies to the employer.

Several cross-directorate examples were conveyed to HR representatives to demonstrate and support our claims that attempts have been made to “run down the clock” so that Voluntary Redundancy requests and subsequent payments are delayed until after reductions payment reductions become active.

In a letter received from HR’s Organisational Development Manager dated the 23 December 2013 (Appendix 1), HR flatly refused to consider negotiating a variance to remedy this situation. In further correspondence dated 3<sup>rd</sup> January 2014, the Organisational Development Manager refuses again to negotiate, declaring that this issue is not a corporate one or council wide matter but that it is directorate only and therefore should be referred back to the relevant Directorate Joint Committees.

Having failed to resolve the above issue at the CJC forum Harrow UNISON bring to the attention of ECF serious concerns that we have regarding the employer’s interpretation and application of section 139 of the Employment Rights Act 1996 (Redundancy Act), an act that has primary significance over any local terms contained in the Collective Agreement.

We directly refer to the former PRISM project and now ‘Towards Excellence’ Programme restructure. We firmly believe the employer has knowingly protracted the restructure processes in what appears to be an attempt to gain financial advantage over employees who now find themselves at risk of redundancy.

We point to the ‘unnatural pause’ of the PRISM process and its suspension for several months during the summer of 2013 and the failure to comply with the original PRISM implementation date of 8<sup>th</sup> July 2013. It would seem that the employer is intent on recovering the additional costs of this ‘unnatural pause’ incurred at the expense of the majority of employees now at risk through reduced redundancy payments on their final day of service after the 1<sup>st</sup> April 2014.

Staff now find themselves in the perverse situation through which the employer’s attempt to ‘run down the clock’ has resulted in less favourable terms and less favourable treatment than those who were not served ‘at risk’ notices but were afforded the opportunity to take voluntary redundancy at an enhanced rate.



The fact that this lack of consistency in treatment of staff proceeded throughout the PRISM 'pause' is further evidence that the employer is wilfully manipulating the process to benefit select employees. For example we refer to one of the examples given to HR which saw a member of staff who was not at risk of redundancy but yet had approached HRD to request a 'bumped' redundancy status. This unnecessary request was agreed by HR.

Had it not been for the timely interjection of Harrow UNISON this arrangement would have resulted in further unnecessary cost to the Council and certain less favourable treatment to other employees in the same predicament. A further example cited to HR is that of a senior officer who was unsuccessful in gaining a role in the new structure but amazingly a role materialised after late September 2013, effectively gifting this individual an unknown role at an additional cost of £130,000 per annum.

It would appear that these benefits are only available to staff at a certain level because when you get to lower graded frontline staff that are at risk of redundancy even though the work they undertake still exists, they find themselves without the opportunity of assimilation or ring-fencing but were not given the opportunity to access Voluntary Redundancy before 31<sup>st</sup> December 2013. Again the lower graded staff will be disadvantaged due the actions of the employer. This cannot be considered the actions of an employer conducting fair, transparent and robust employment practices and UNISON do not believe this behaviour is reasonable or appropriate.

Harrow UNISON LG formally request that in accordance with section 6 (Variations to this Agreement) that paragraphs 3 and 4 of section 7.3.2 are suspended and immediately re-negotiated until such time that no staff are disadvantaged by this protracted process.

**AUTHOR: HARROW UNISON LG BRANCH**

**CONTACT DETAILS:**

*Harrow L.G. Branch  
The UNISON Office  
Central Depot, Forward Drive  
Harrow, Middlesex  
HA3 8NT*

Tel: 020 8424 1795  
Fax: 020 8424 1835  
Email: [info@harrow-unison.org.uk](mailto:info@harrow-unison.org.uk)



Lesley Clarke,  
Organisational Development Manager,  
HRD Department, 3<sup>rd</sup> Floor South Wing,  
Civic 1, Civic Centre,  
Station Road,  
Harrow,  
Middlesex,

2<sup>nd</sup> January 2014

Dear Lesley,

**Re: Modernisation of Terms and Conditions-Collective Agreement**

Harrow Unison LG formally responds to your reply dated 23<sup>rd</sup> December 2013, which is factually inaccurate.

The first case which you briefly refer to is not the case, allow this union to elaborate. The individual in question was as you state not at risk, however the HRD department attempted to provide this individual with a 'bumped' status, which of course was progressed to such a position that his role was openly advertised to PRS supervisors who were unsuccessful in their interview process. This was advertised by Environmental service managers in order that the said individual would leave Harrow by reasons of a bumped redundancy. Unison directly intervened to stop this unnecessary cost being levied against the Council; this of course identifies a benefit not available to any other employee in this project. The question this Union poses is why an HRD business partner progressed and supported this process to the benefit of one person?

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**Harrow UNISON:**



The second case, which has not factored into your reply is even-more concerning. The said employee was not in receipt of an 'at risk' notice yet was able to gain VR and has now duly left the council. Unison has to question why employees are acting up into the deleted position of Operations Manager PRS and receiving salaries for this deleted post at G10, this situation suggests that the early release of a post holder simply cannot be justified. The other factor was that this redundancy application was progressed throughout the pause enacted by the CEO.

Let's turn our attention to the sub-group of the Early Retirement sub- committee; this group should be consistent in their application of process which is farcical when viewing previous applications. Let's look at the ORG review 2006 which saw an employee leave this council on an agreed application of redundancy by this group, at the cost of approximately £63,000 only to return to the councils employ 31 days later in a permanent position. This is in total contravention of employment policy Ref:3.39 section 2.1.3. Do you not think this is highly suspicious when considering that all employment practices should be robust?

The attempted diversion to debate this at DJC which factors in your reply simply cannot be reasonably justified. Especially when considering that redundancy applications are council wide and not solely a directorate issue. Redundancy is a primary function and not as the HRD department stipulate a secondary function which factored highly in Ms Jerath's response of following the PMOC which as you are fully aware is the secondary function.

The challenge under section 6, by this Union supported by the GMB is both reasonable and justified when considering the evidence presented in Unisons submission. The council cannot continue to dictate whether a challenge is reasonable when processes are seemingly manipulated to benefit select employees. It is also evident that consistent and robust processes are non-existent within this council; Unison can provide many examples of poor practice, this is further supported and identifiable within the councils equalities report.

Finally, and akin to the same theme is the previous Head of Public Realm services, who failed to secure a new role within the Councils employ, but surprisingly a new role suddenly manifested itself to which this individual was matched. This new role never factored in the new structure nor was it advertised to any other council employee. It just appeared miraculously at the same time that this individual was due to go. What a strange coincidence. Employed on the same remuneration package and in a new role that nobody seems to know much about??? Robust and fair employment practices we think not. It is evident by this one example alone that the council is making up the rules as they go along.

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What do you think that any external independent body would make of these unusual and grossly unfair practices that do not even come close to the employment laws identified on all council employment policies.

A further strange aspect to your reply is who actually authored the response?

On Page 2 it is signed off by both you and Jon Turner?

Perhaps this somewhat unique double signoff process is designed reduce responsibility for some of the worst employment practices that exist within the UK?

It is now evident that a balanced, fair and proportionate relationship with the Trade Unions does not exist, due to the fact that the employer seeks to gain or have an advantage over a body that fully complies with the Law. Or may I quote Stanley Baldwin **"If employers had acted fairly at the start then Trade Unions would cease to exist"** How true this is.

Yours sincerely,



Gary Martin.

Branch Secretary

Harrow Unison LG Branch

C.C. John Noblemunn, Regional Officer Unison

C.C. Steve Sweeney, Regional Officer GMB

C.C. Cllr Susan Hall, Leader of the Council

C.C. Cllr Paul Osborn, Portfolio Holder

C.C. David Perry, Labour Group Leader

C.C. Chris Noyce, Leader of the Liberal Democrats

C.C. James Bond, Leader of the Independent Group

C.C. Thaya Idaikkadar, Leader of the ILG

C.C. Paul Najsarek, Acting Head of Paid Services

C.C. Tom Whiting, Corporate Director Resources

C.C. Jon Turner, Divisional Director of HRD & Shared Services

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**REPORT FOR: EMPLOYEES'  
CONSULTATIVE FORUM**

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**Date:** 28 January 2014

**Subject:** **INFORMATION REPORT –**  
Response to Employees' Side Report on  
'Negotiating an Amendment to the  
Modernising Collective Agreement  
Redundancy Payments Section...'

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

**Exempt:** NO

**Enclosures:** Appendix 1 - Draft Minutes of Special  
Corporate Joint Committee 18.12.13

Appendix 2, 3, 4 & 5 – Relevant  
correspondence between UNISON and the  
Organisational Development Manager

Appendix 6 - Extract from Employment  
Rights Act 1996

**Section 1 – Summary**

This report sets out the officer response to the employees' side report on 'Negotiating an Amendment to the Modernising Collective Agreement Redundancy Payments Section...' submitted to this meeting of the Forum.

**FOR INFORMATION**

## **Section 2 – Report**

### **BACKGROUND**

The collective agreement 'Modernising Terms and Conditions of Employment' (the Agreement) was agreed between Unison and GMB and the Council on 1 November 2012. The terms of that agreement include:

#### **6. VARIATIONS TO THIS AGREEMENT**

This Collective Agreement may be amended at any time, by agreement in writing between the Council and the recognised trade unions, at least one month prior to the effective date of any amendment.

and

#### **7.3.2 Redundancy Payments**

The Council's power to make redundancy payments over and above the statutory redundancy payments scheme derives from the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006.

Subject to those Regulations, the Council will apply the following payments:

For employees made redundant on or after 1 April 2014, Harrow Council will apply the statutory 30 week table to calculate redundancy payments using a multiplier of 2 x actual weekly pay.

For employees made redundant on or after 1 April 2015, Harrow Council will apply the statutory 30 week table to calculate redundancy payments using a multiplier of 1.5 x actual weekly pay.

Unison is seeking to exercise Section 6 of the Agreement in order to re-negotiate Section 7.3.2.

Unison's request has previously been considered and responded to in correspondence and at a special meeting of the Corporate Joint Committee (CJC) on 18<sup>th</sup> December 2014.

Their report, submitted this Forum, does not include the draft notes of that meeting, nor all the related correspondence, including the Officer's detailed response. They are therefore appended to this report for completeness as follows:

- Appendix 1 Draft Minutes of the Special Corporate Joint Committee held on 18 December 2013 circulated 20 December 2013.
- Appendix 2 Unison's letter to Organisational Development Manager dated 18 December 2013, seeking agreement to amend the collective agreement.
- Appendix 3 Organisational Development Manager's letter dated 23 December 2013, responding to Unison's letter dated 18 December and confirming the outcome of the Special CJC.
- Appendix 4 Unison's letter to Organisational Development Manager dated 2 January 2014, raising further points.
- Appendix 5 Organisational Development Manager's letter to Unison dated 3 January 2014, responding to Unison's further points.

## **OFFICER RESPONSE TO UNISON'S REPORT**

The following response addresses separately, each of the main issues within Unison's report and, where appropriate, references extracts from relevant council documents (shown in *italics*).

### **1. Requests for Voluntary Redundancy**

The Council's policy is to seek volunteers in order to avoid compulsory redundancy. This also meets the statutory requirement to consider ways to avoid compulsory redundancies.

Extract from the Council's Protocol for Managing Organisational Change (PMOC):

*'Before commencing steps to identify individual redundancies, the staff group affected by the changes should be consulted and volunteers for redundancy invited. Pension benefits will be in line with the council's policy at that time.*

*Acceptance of volunteers is at the discretion of the council, which retains the right to determine whether to release an individual. Such a decision will be based on: -*

*The need retain an appropriate balance of skills and experience in the workforce to ensure that services are maintained and delivered effectively;*

*The financial implications of releasing an individual. Redundancy/early retirement will only be considered where there is an identifiable saving; and*

*The viability of suitable alternative employment.*

*Discussions on the use of voluntary redundancy/early retirements will take place with the trade unions as part of the consultation process.*

*Employees whose requests for early retirement or redundancy are not agreed will be given a written explanation of the reason for the refusal.'*

In any invitation for volunteers for redundancy, each individual employee must decide whether they wish to volunteer. To assist their decision making, prior to volunteering potential volunteers may request an estimate of the redundancy compensation payments they would receive. The estimate will be provided based on the proposed last day of service and the compensation payments that will be payable at that date.

The changes to redundancy compensation payments in the Agreement would be reflected in the estimate provided to any potential volunteer based on their proposed last day of service i.e. their estimate will be based on the payments applicable on the date of their last day of service

Acceptance of volunteers is at the discretion of the council, and any decision will take into account the criteria set out in the PMOC (see above). In complex situations e.g. where potential redundancies affect more than one service area, or there are significant number of employees affected, or a large number of volunteers, the decision making process may take some time and volunteers may not get an immediate response to their request. However, the employee will always be aware of the redundancy compensation payment that would be applicable on their proposed last day of service i.e. the information on which they base their decision to volunteer will not be affected by the timing of the potential redundancy, unless the proposed last day of service subsequently changes.

There are a range of operational and service circumstances which could cause a change in the proposed last day of service, but if the change in date adversely affected the employee's redundancy compensation payment the employee would be informed and be able to reconsider their decision. In such circumstances there may be alternatives to avoid a change in their redundancy compensation payment e.g. waiving notice or accepting pay in lieu of notice or they may choose to withdraw their offer to volunteer.

## **2. Individual Examples**

The Terms of Reference for the Employees Consultative Forum do not allow the consideration of individual employee issues (see below).

The two individual examples that were presented for consideration by Officers at the Special CJC and which Unison reference in its report are both within the Environment & Enterprise Directorate. At the Special CJC Unison also cited a review of a service area in Community, Health and Wellbeing as an example of

the Council protracting a redundancy process. However at the same meeting Unison also confirmed that management were progressing that review as quickly as they could.

In her letter dated 23 December 2013, the Organisational Development Manager correctly advised that Unison's concerns relating to individuals should be referred to the relevant Directorate Joint Committee (DJC) to consider. In her subsequent letter to Unison, dated 3 January 2014 the Organisational Development Manager further advised that if there were cases in other Directorates, then provided those have also been considered by the relevant DJC's, they could be considered by the Corporate Joint Committee as a council wide policy or application of policy issue.

At the time of writing, Unison has not presented anything further for consideration at a future CJC.

### **3. Attempts to Resolve the Issue**

#### **CJC**

On 12 December 2013, Unison requested a Special DJC to consider the issues they raise in their report. The meeting was convened on 18 December 2013 and Officers from Unison were able to present their concerns and their request to re-negotiate Section 7.3.2 of the Agreement to the Organisational Development Manager.

The draft notes of that meeting record that Organisational Development Manager would consider the points that Unison had raised. The Organisational Development Manager's letter to Unison dated 23 December sets out the reasons why she did not consider the Council should agree to Unison's request.

#### **ECF Employment Sub-Group**

Unison has not presented the issues raised in their report for consideration by the Forum's Sub-Group.

Extract from the draft Terms of Reference for the Employment Sub Group:

##### **Scope**

*The employment sub-group will consider and reach decisions for recommendation on:*

- a. Items referred by either management or the trade unions following failure to agree at the Corporate Joint Committee (CJC)*
- b. Items referred by either management or the trade unions following failure to agree at a Departmental Joint Committee (DJC)*

~

*f. The general application of Council employment policies and procedures*

*The group shall not consider individual employee issues or those which fall under the scope of existing procedures, e.g. disciplinary appeals, individual grievances and individual grading appeals.*

The ECF Sub-Group meeting scheduled for 16 December 2013 was cancelled as there had been no items received from the unions for consideration (Reported elsewhere on this Agenda).

The next meeting of the ECF Sub-Group will be in February 2014

**4. Compliance with Section 139 of the Employment Rights Act 1996**

A copy of Section 139 of the ERA 1996 (the Act), which deals with redundancy, is attached at Appendix 4

In their report Unison state they wish to bring to the attention of the Forum 'serious concerns' they have regarding the council's 'interpretation and application of section 139 of the Employment Rights Act' and 'directly refer to the former PRISM project'. However, Unison is not explicit about their concerns and why they believe the Council may not be compliant.

Officers consider the Council's policies, procedures and practices are fully compliant with this Act and all other relevant statutory requirements. Therefore, in the absence of any further information, it is not possible to provide a fuller response.

**5. PRISM and Towards Excellence Programme**

As stated in 4. above, Unison's report 'directly refers to the former PRISM project' and 'the 'unnatural pause' of the PRISM process'. The pause in PRISM and its renewal as the 'Towards Excellence Programme is widely considered to have improved engagement with staff affected and result in better outcomes for the programme.

The pause did delay the process for making appointments to posts in the new staff structure. However, resources were focussed and with the support of the trade unions the processes have been completed within a timescale so that, with the exception of a small number of employees, it is expected that the last day of service for all staff who volunteered for redundancy will be before the 1 April 2014. In these exceptional cases the employees' service will continue beyond 31 March 2014 for operational reasons, which are not related to the pause.



## 6. Consistency of Approach

Unison's report refers to some staff being in the situation of having 'less favourable terms and less favourable treatment' than others. The inevitable consequence of implementing the agreed change in redundancy compensations payments is that staff would be treated differently depending on whether their last day of service was before or after the implementation date.

This would have been known and understood by all parties at the time of the Agreement and it can be assumed that it was acceptable to all parties. So it cannot therefore now be considered reasonable grounds to reverse the Agreement.

## 7. Avoidance of Redundancies

Unison's report makes reference to individuals who have been the subject of 'bumped' redundancy and redeployment.

As stated in 1 above, there is a statutory requirement to consider ways to avoid compulsory redundancies. Pursuant to this, in addition to inviting volunteers for redundancy, the Council's policy (PMOC) identifies a range of other measure that should be considered, including 'bumped' redundancies and redeployment.

Extract from the Council's Protocol for Managing Organisational Change (PMOC):

### **MEASURES TO AVOID REDUNDANCIES**

*Where redundancies are possible, the relevant Senior Officer should discuss with the Director of HRD & Shared Services (or his/her nominee) whether there are other means of reducing requirements for employees, such as:*

- *Phasing-in the reduction through natural wastage (i.e. not recruiting to vacancies as they arise);*
- *Reducing the use of agency staff;*
- *Not extending fixed term contracts after the stated contract end date;*
- *Discontinuing any secondments;*
- *Limiting recruitment;*
- *Reducing overtime;*
- *Considering alternative working arrangements e.g. part-time, job sharing;*
- *Seeking voluntary reduction in hours;*
- *Transferring staff to other jobs;*
- *Seeking volunteers for redundancy/early retirement;*
- *Considering 'bumped' redundancies; and*

- *Considering redeployment elsewhere in the council*

It is disappointing that Unison's report does not recognise the Council's successes in avoiding compulsory redundancies but instead goes on to imply that 'lower graded staff' are disadvantaged by the Council's application of this policy.

The table below identifies, by grade, the numbers of staff who have been made redundant and been redeployed since 1 April 2013 and illustrates that redeployments and redundancies are spread across the pay grades.

<b>Grade</b>	<b>Redeployment</b>	<b>Voluntary Redundancy</b>	<b>Compulsory Redundancy</b>
<b>Barnet</b>			4
<b>G1</b>			7
<b>G2</b>			
<b>G3</b>			1
<b>G4</b>	5	1	
<b>G5</b>			1
<b>G6</b>	2		1
<b>G7</b>	9	2	5
<b>G8</b>	1	1	
<b>G9</b>	6	2	2
<b>G10</b>	1	2	2
<b>G11</b>	1	1	1
<b>MG1</b>	5		2
<b>MG2</b>	9		
<b>MG3</b>			2
<b>MG4</b>	1	1	
<b>D1</b>	1	1	
<b>Totals</b>	<b>41</b>	<b>11</b>	<b>28</b>

**Note** Barnet Grades apply to Legal staff who transferred to Harrow from Barnet

## **8. Carillion Outsource**

Unison's report includes an unsubstantiated statement that following the libraries outsourcing, Carillion, the libraries contractor, are 'protracting redundancy processes in order to gain a financial advantage' from the redundancy changes in the Agreement.

Under the Transfer of Undertaking Protection of Employment (TUPE) Regulations 2006, employees' terms and conditions of employment including relevant collective agreements are protected at the point of transfer. This means that the Agreement continued to apply to Council employees who transferred to Carillion as a result of the Libraries outsourcing. However, the July 2013 ECJ

decision in *Alemo-Herron and others v Parkwood Leisure Ltd*, means that Carillion will not be bound by changes the Council may make to that collective agreements after the transfer.

Therefore, even if the Council accepted Unison’s unsubstantiated statement that Carillion are protracting redundancy processes and, as a consequence, the Council wanted to consider agreeing to re-negotiate the Agreement, any changes would not apply to employees who had transferred to Carillion.

## CONCLUSION

Officers do not consider that Unison’s report presents any information that has not previously been considered, nor does it present a more compelling case to agree to their request. Accordingly Officers consider the Council should not agree the Employees Side’s request.

## Section 3 – Further Information

The changes in the redundancy compensation scheme in the Agreement will bring the council’s redundancy compensation into line with those payable in other London Boroughs. The table below demonstrates that Harrow currently pays amongst the highest levels of compensation in London. The payments are being reduced on a staged basis from 1 April 2014 and finally from 1 April 2015. At that time, the Council will still be applying a reasonable level of redundancy payment to staff as the table below demonstrates.

The Council’s intention was to give staff as much notice as possible about the future changes to redundancy payments. These changes were therefore not brought into effect on 1 January 2012 when most other changes took place.

**London Councils - Redundancy Payments at June 2012**

B&Dagenham	30 weeks pay up to £380 weekly max
Barnet	30 weeks actual pay
Bromley	30 weeks
Croydon	30 weeks actual pay. From 2011 based on 50% of difference between statutory cap and actual pay
Ealing	30 weeks actual pay
Enfield	30 weeks actual pay
H&Fulham	30 weeks actual pay
Havering	30 weeks actual pay
Islington	30 weeks based on statutory table but pay actual salary and not statutory limits
K&Chelsea	30 weeks actual pay
Lambeth	30 weeks actual pay

Richmond	30 weeks at actual pay. Plus compensation payment as per LGPS discretionary rules.
Southwark	30 weeks actual pay
Waltham Forest	30 weeks actual pay
Kingston	40 weeks actual pay but 20 weeks if 55 or over
Camden	42 weeks actual pay
Brent	45 weeks actual pay
Hounslow	45 weeks actual pay
<b>Harrow scheme to apply from 1/4/15</b>	<b>Up to 45 weeks actual pay, i.e. 1.5 times up to the statutory maximum of 30 weeks pay. The Council will continue to apply actual pay in the calculation of redundancy payments rather than the statutory maximum of £450 per week. For those who earn below £450 per week, payment will be based on actual pay.</b>
Sutton	45 weeks actual pay
Westminster	45 weeks actual pay
Redbridge	Actual pay limited to £50,000 where no immediate pension. Statutory maximum pay where there is immediate pension. Redundancy weeks limited to 45.
Haringey	50 weeks actual pay
Greenwich	51 weeks actual pay
Merton	45 weeks actual pay with protection for lower paid via min salary for calculation being scp 20
Tower Hamlets	66 weeks actual pay
Hillingdon	66 weeks actual pay
<b>Harrow current</b>	<b>66 weeks actual pay</b>
Lewisham	75 weeks actual pay
Wandsworth	90 weeks actual pay
Newham	104 weeks actual pay

## Section 4 – Financial Implications

The future financial challenges are likely to result in further reductions in the Council's workforce and increased numbers of redundancies. The changes in the redundancy compensation scheme in the Agreement will reduce the Council's cost of redundancies and any reversal or delay in implementation will have an adverse impact on the MTFs.

## Section 5 – Corporate Priorities

N/A

Name: Steve Tingle	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 13 January 2013		

## Section 6 - Contact Details and Background Papers

**Contact:** Jon Turner, Divisional Director Human Resources & Development

Email: [jon.turner@harrow.gov.uk](mailto:jon.turner@harrow.gov.uk)

DD 0208 424 1225

### Background Papers:

Cabinet Report 19 January 2012 - Modernising Terms and Conditions of Employment:

<http://modern.gov:8080/ieListDocuments.aspx?CId=249&MId=60644&Ver=4>

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**Notes of Corporate Joint Committee**

**18 December 2013**

**Present:** Lesley Clarke (LAC) (Chair)  
 Lesley Bates (LB) Workforce Performance & Productivity Manager  
 Gary Martin (GM) Unison  
 Steve Compton Unison  
 Darren Butterfield Unison

**Apologies:** Steve Sweeney GMB

		<b>ACTION</b>
1.	<p><b>Notice of amendment by Unison of suspension of paragraphs 3 and 4 of section 7.3.2 of Terms &amp; Conditions of Collective Agreement</b></p> <p>Unison had requested an emergency CJC meeting regarding “voluntary redundancy requests” being deliberately protracted in attempts to reduce the financial cost of redundancy.</p> <p>Although GMB were not able to attend, the Regional Organiser had confirmed GMB supported Unison’s position.</p> <p>The Unison Branch Secretary read through the unions report to CJC. In summary Unison stated that employment legislation requires employers to consider voluntary redundancies where this avoids the need to make compulsory redundancies and the associated selection and interviewing processes that would require.</p> <p>GM referred to two cases of requests for Voluntary Redundancy (VR). One who he stated was not at risk of redundancy but where the request had been agreed; and the other where a request for VR had not been agreed.</p> <p>GM said that the introduction of the Officer Sub-Group further delayed consideration of cases.</p> <p>Finally, GM made reference to a change process within CHWB which appeared to be protracted in order to avoid issuing notice of redundancy so that affected staff benefited from the redundancy pay provisions currently in force. However, he also added that managers were working hard to address all that was needed from the change process.</p> <p>Unison (with the support of GMB) are seeking suspension of the provisions within the Collective Agreement on changes to redundancy payments from 1/4/14 and from 1/4/15.</p> <p>LAC commented:</p> <p>1. That requests for VR are subject to agreement by officers dependent on the circumstances applying;</p>	

	<ol style="list-style-type: none"><li>2. The Officer Sub-Group is a long-standing sub-group which considers swiftly those business cases for redundancy submitted by managers. If a VR request could not be supported by a manager, the officer sub-group would not be requested to consider it;</li><li>3. That she struggled to understand the relationship between whether a voluntary redundancy request was agreed or not and the request by the unions to agree to suspending redundancy pay provisions;</li><li>4. That she would consider the points raised but it was unlikely that she would make a recommendation that the Council agree with the unions request. She would respond as quickly as she could.</li></ol>	
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Harrow L.G. Branch  
The UNISON Office  
Central Depot, Forward Drive  
Harrow, Middlesex  
UK  
HA3 8NT  
Tel: 020 8424 1795  
Fax: 020 8424 1835

Email: [info@harrow-unison.org.uk](mailto:info@harrow-unison.org.uk)  
Web: [www.harrow-unison.org.uk](http://www.harrow-unison.org.uk)

Branch Secretary: Gary Martin

**Private & Confidential**

Lesley Clarke  
Organisation Development Manager  
Human Resources and Development  
3<sup>rd</sup> Floor, Civic Centre  
Harrow Council  
Station Road  
Harrow  
HA1 1XF

Wednesday 18<sup>th</sup> December 2013

**Modernising Terms and Conditions of Employment Collective Agreement:**  
'Variations to this Agreement' (section 6) - one month notice to amend 'Redundancy Payments'  
(section 7.3.2)

Dear Lesley

In recognition of the above collective agreement signed 1<sup>st</sup> November 2012, and in accordance with section 6 (Variations to this Agreement), UNISON formally notify our intention to amend section 7.3.2 of the Redundancy Payments section (7.3.2) with the following amendments;

***That paragraphs 3 and 4 of section 7.3.2 are suspended until negotiations commence regarding the unilateral actions of the employer in seeking to gain financial advantage over inactive clauses.***

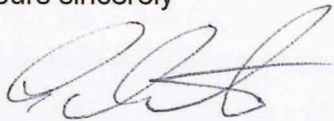
The reason for this request follows the content of the verbal submission relayed to you by UNISON representatives at today's Corporate Joint Committee namely that Voluntary Redundancy requests made to the employer this year in our opinion are being deliberately protracted in attempts to reduce the financial cost of redundancy through inactive clauses within the Modernising Terms and Conditions of Employment collective agreement.

UNISON believes the employer has acted outside the stipulations of good faith implied in our members' contracts of employment and we refer to formal correspondence from the employer which infers that the PMOC takes precedence over the primary function which is statute i.e. section 139 ERA 1996 demonstrating the intent on the employer's part to "run the clock down".

We seek agreement to amend the collective agreement and request an urgent written response as soon as possible.



Yours sincerely



Gary Martin  
Branch Secretary

CC John Noblemunn, Regional Organisor, UNISON  
Steve Sweeney, Regional Officer, GMB  
Cllr Susan Hall, Leader of the Council  
Cllr Paul Osborn, Portfolio Holder  
Cllr David Perry, Labour Group Leader  
Paul Najsarek, Acting Head of Paid Services  
Tom Whiting, Corporate Director Resources  
Jon Turner, HRD Divisional Director

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2

Resources Directorate

Mr G Martin  
Branch Secretary  
Harrow L.G. Branch  
The Unison Office  
Central Depot  
Forward Drive  
Harrow  
Middx  
HA3 8NT.

23 December 2013

Dear Gary

**Modernising Terms and Conditions of Employment Collective Agreement:  
'Variations to this Agreement' (section 6) – one month notice to amend  
'Redundancy Payments' (section 7.3.2)**

I refer to the Emergency CJC meeting held on 18 December 2013 and to your letter of the same date.

**Voluntary or 'Bumped' Redundancy**

At our meeting you referred to the requirement under legislation for consideration of requests for Voluntary Redundancy in order to avoid or minimise the numbers of compulsory redundancies. You explained that in one case a request for Voluntary Redundancy had been agreed albeit that the employee was not at risk of redundancy; you referred to another case where the employee is at risk and has requested Voluntary Redundancy or a 'bumped' redundancy.

My understanding is that in the first case, the employee was at risk of redundancy and had been formally notified of that; in the second case, there is no case to agree a 'bumped' redundancy as there is no requirement for the service to make any redundancies with the number of vacancies that are available. In any event, whilst the council will consider any requests for Voluntary Redundancy in order to avoid compulsory redundancies, agreement will be dependent on the circumstances applying and is not a right set out in legislation. On this basis I cannot see that there are issues here. However, if you feel that there are, you should refer them to the relevant Directorate Joint Committee to consider.

**Claim of delays to avoid redundancy payments being made on the current basis**

You also referred to requests for Voluntary Redundancy and consideration by the Officer Sub-Group being protracted in a deliberate attempt to avoid redundancy taking effect in this financial year so that redundancy pay to individuals is at the reduced level that would apply in 2014/15. The Officer Sub-Group is a long-standing sub-group which considers swiftly those business cases for redundancy submitted by managers. If a Voluntary Redundancy request could not be supported by a manager, the officer sub-group would not be requested to consider it.



You further mentioned that in one current change process, management were delaying progressing the change for the same reason, or in any event, with the same outcome. However, at our meeting you also mentioned that management are working hard to progress all that was required in this change process.

You gave notice that Unison was seeking that, under Section 6 of the Collective Agreement, the Council agree to the suspension of paragraphs 3 and 4 of section 7.3.2 (redundancy pay changes from 2014 and 2015).

After consideration of the points you have raised I cannot see that there is any reason for the Council to agree to your request.

Yours sincerely,

Lesley Clarke  
Organisational Development Manager

Cc:

John Noblemunn, Regional Officer, Unison  
Steve Sweeney, Regional Officer, GMB  
Cllr Susan Hall, Leader of the Council  
Cllr Paul Osborn, Portfolio Holder  
Cllr David Perry, Labour Group Leader  
Paul Najsarek, Acting Head of Paid Service  
Tom Whiting, Corporate Director Resources  
Jon Turner, Divisional Director of HRD & Shared Services

Yours sincerely

Jon Turner  
Divisional Director

CC Emma Stabler, Chair of Governors

Lesley Clarke,  
Organisational Development Manager,  
HRD Department, 3<sup>rd</sup> Floor South Wing,  
Civic 1, Civic Centre,  
Station Road,  
Harrow,  
Middlesex,

2<sup>nd</sup> January 2014

Dear Lesley,

**Re: Modernisation of Terms and Conditions-Collective Agreement**

Harrow Unison LG formally responds to your reply dated 23<sup>rd</sup> December 2013, which is factually inaccurate.

The first case which you briefly refer to is not the case, allow this union to elaborate. The individual in question was as you state not at risk, however the HRD department attempted to provide this individual with a 'bumped' status, which of course was progressed to such a position that his role was openly advertised to PRS supervisors who were unsuccessful in their interview process. This was advertised by Environmental service managers in order that the said individual would leave Harrow by reasons of a bumped redundancy. Unison directly intervened to stop this unnecessary cost being levied against the Council; this of course identifies a benefit not available to any other employee in this project. The question this Union poses is why an HRD business partner progressed and supported this process to the benefit of one person?

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**Harrow UNISON:**



The second case, which has not factored into your reply is even-more concerning. The said employee was not in receipt of an 'at risk' notice yet was able to gain VR and has now duly left the council. Unison has to question why employees are acting up into the deleted position of Operations Manager PRS and receiving salaries for this deleted post at G10, this situation suggests that the early release of a post holder simply cannot be justified. The other factor was that this redundancy application was progressed throughout the pause enacted by the CEO.

Let's turn our attention to the sub-group of the Early Retirement sub- committee; this group should be consistent in their application of process which is farcical when viewing previous applications. Let's look at the ORG review 2006 which saw an employee leave this council on an agreed application of redundancy by this group, at the cost of approximately £63,000 only to return to the councils employ 31 days later in a permanent position. This is in total contravention of employment policy Ref:3.39 section 2.1.3. Do you not think this is highly suspicious when considering that all employment practices should be robust?

The attempted diversion to debate this at DJC which factors in your reply simply cannot be reasonably justified. Especially when considering that redundancy applications are council wide and not solely a directorate issue. Redundancy is a primary function and not as the HRD department stipulate a secondary function which factored highly in Ms Jerath's response of following the PMOC which as you are fully aware is the secondary function.

The challenge under section 6, by this Union supported by the GMB is both reasonable and justified when considering the evidence presented in Unisons submission. The council cannot continue to dictate whether a challenge is reasonable when processes are seemingly manipulated to benefit select employees. It is also evident that consistent and robust processes are non-existent within this council; Unison can provide many examples of poor practice, this is further supported and identifiable within the councils equalities report.

Finally, and akin to the same theme is the previous Head of Public Realm services, who failed to secure a new role within the Councils employ, but surprisingly a new role suddenly manifested itself to which this individual was matched. This new role never factored in the new structure nor was it advertised to any other council employee. It just appeared miraculously at the same time that this individual was due to go. What a strange coincidence. Employed on the same remuneration package and in a new role that nobody seems to know much about??? Robust and fair employment practices we think not. It is evident by this one example alone that the council is making up the rules as they go along.

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What do you think that any external independent body would make of these unusual and grossly unfair practices that do not even come close to the employment laws identified on all council employment policies.

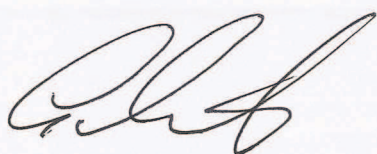
A further strange aspect to your reply is who actually authored the response?

On Page 2 it is signed off by both you and Jon Turner?

Perhaps this somewhat unique double signoff process is designed reduce responsibility for some of the worst employment practices that exist within the UK?

It is now evident that a balanced, fair and proportionate relationship with the Trade Unions does not exist, due to the fact that the employer seeks to gain or have an advantage over a body that fully complies with the Law. Or may I quote Stanley Baldwin **"If employers had acted fairly at the start then Trade Unions would cease to exist"** How true this is.

Yours sincerely,



Gary Martin.  
Branch Secretary  
Harrow Unison LG Branch

C.C. John Noblemunn, Regional Officer Unison  
C.C. Steve Sweeney, Regional Officer GMB  
C.C. Cllr Susan Hall, Leader of the Council  
C.C. Cllr Paul Osborn, Portfolio Holder  
C.C. David Perry, Labour Group Leader  
C.C. Chris Noyce, Leader of the Liberal Democrats  
C.C. James Bond, Leader of the Independent Group  
C.C. Thaya Idaikkadar, Leader of the ILG  
C.C. Paul Najsarek, Acting Head of Paid Services  
C.C. Tom Whiting, Corporate Director Resources  
C.C. Jon Turner, Divisional Director of HRD & Shared Services

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Resources Directorate

Mr G Martin  
Branch Secretary  
Harrow L.G. Branch  
The Unison Office  
Central Depot  
Forward Drive  
Harrow  
Middx  
HA3 8NT.

3 January 2014

Dear Gary

**Modernising Terms and Conditions of Employment Collective Agreement:  
'Variations to this Agreement' (section 6) – one month notice to amend  
'Redundancy Payments' (section 7.3.2)**

I refer to your letter of 2 January 2014 in response to mine of 23 December 2013 regarding Unison's request that the proposed changes to redundancy pay effective from 1 April 2014 and 1 April 2015 are suspended to allow for renegotiation of those elements of the collective agreement.

You refer to my letter as being factually inaccurate in the context of the two cases referred to in one Directorate (transposed in your letter – my understanding is that the first case was at risk and left the Council; the second case requested redundancy and this was declined as there are vacancies available). I do not believe that my explanation was inaccurate but as you have raised issues, I would suggest you refer these two cases together with the third you refer to later in your letter (all within the same Directorate) to the Directorate Joint Committee (DJC) as advised in my last letter. If there are cases in other Directorates then provided those have also been considered by the relevant DJC's then, as a council wide policy or application of policy issue, I can consider it under Corporate Joint Committee as a policy issue. My role is not to 'police' activity in individual directorates nor to look at individual cases. My role in this context is to consider council wide issues relating to policy / application of employment policy.

At the heart of what Unison (and GMB) is seeking is a request for the Council to agree to suspend changes in the collective agreement on redundancy pay. Currently, the Council carries the second most expensive redundancy pay costs across all London Boroughs. As agreed with Unison and GMB on 1 November 2012, there is a small change to redundancy pay in 2014 with the main change taking place in 2015. By 2015, this will put Harrow Council into a more reasonable position in terms of cost – not, as some Councils are doing, by applying only the statutory scheme but still retaining a level of enhancement.

Although I accept that you have concerns about the practice on who is accepted for voluntary redundancy or bumped redundancy or who is redeployed, either temporarily or

permanently, this bears no relationship to the changes to redundancy pay taking effect in 2014 and 2015.

I am happy to consider policy / application of policy issues across the Council at CJC once these have been considered by the relevant DJC's.

On your point regarding signatories, I used a previous letter template to provide my last response and omitted to delete all previous content.

Finally, I am not inclined to respond in future to letters which I believe are not consistent with the Council's CREATE values and Code of Conduct for Employees. Although I have received far worse letters and e-mails from Unison, I would want correspondence in 2014 and beyond to be in keeping with the courteous approach when we meet face to face. I took mild offence at a number of references in your letter but particularly found offensive your phrase "double signoff is designed" to "reduce responsibility". I am also concerned that individual employees are identifiable by their job titles in a letter which has such a wide audience in breach of their rights. We are (myself and local trade union representatives) employees of the Council and we are therefore equally subject to the Council's Code of Conduct.

Yours sincerely,

Lesley Clarke  
Organisational Development Manager

Cc:

John Noblemunn, Regional Officer, Unison  
Steve Sweeney, Regional Officer, GMB  
Cllr Susan Hall, Leader of the Council  
Cllr Paul Osborn, Portfolio Holder  
Cllr David Perry, Labour Group Leader  
Cllr Chris Noyce, Leader of the Liberal Democrats  
Cllr James Bond, Leader of the Independent Group  
Cllr thaya Idaikkadar, Leader of the ILG  
Paul Najsarek, Acting Head of Paid Service  
Tom Whiting, Corporate Director Resources  
Jon Turner, Divisional Director of HRD & Shared Services

**EXTRACT FROM EMPLOYMENT RIGHTS ACT 1996**

(Taken from the National Archives Government Web-Site)

**139 Redundancy.**

(1) For the purposes of this Act an employee who is dismissed shall be taken to be dismissed by reason of redundancy if the dismissal is wholly or mainly attributable to—

(a) the fact that his employer has ceased or intends to cease—

(i) to carry on the business for the purposes of which the employee was employed by him, or

(ii) to carry on that business in the place where the employee was so employed, or

(b) the fact that the requirements of that business—

(i) for employees to carry out work of a particular kind, or

(ii) for employees to carry out work of a particular kind in the place where the employee was employed by the employer,

have ceased or diminished or are expected to cease or diminish.

(2) For the purposes of subsection (1) the business of the employer together with the business or businesses of his associated employers shall be treated as one (unless either of the conditions specified in paragraphs (a) and (b) of that subsection would be satisfied without so treating them).

(3) For the purposes of subsection (1) the activities carried on by a **[F1local authority]****F1** with respect to the schools maintained by it, and the activities carried on by the **[F2governing bodies]****F2** of those schools, shall be treated as one business (unless either of the conditions specified in paragraphs (a) and (b) of that subsection would be satisfied without so treating them).

(4) Where—

(a) the contract under which a person is employed is treated by section 136(5) as terminated by his employer by reason of an act or event, and

(b) the employee's contract is not renewed and he is not re-engaged under a new contract of employment,


he shall be taken for the purposes of this Act to be dismissed by reason of redundancy if the circumstances in which his contract is not renewed, and he is not re-engaged, are wholly or mainly attributable to either of the facts stated in paragraphs (a) and (b) of subsection (1).

(5) In its application to a case within subsection (4), paragraph (a)(i) of subsection (1) has effect as if the reference in that subsection to the employer included a reference to any person to whom, in consequence of the act or event, power to dispose of the business has passed.

(6) In subsection (1) "cease" and "diminish" mean cease and diminish either permanently or temporarily and for whatever reason.

**[F3(7)** In subsection (3) "local authority" has the meaning given by section 579(1) of the Education Act 1996.**F3]**

**Annotations:** 

 Amendments (Textual)

**F1**Words in s. 139(3) substituted (5.5.2010) by The Local Education Authorities and Children's Services Authorities (Integration of Functions) Order 2010 (S.I. 2010/1158), art. 1, **Sch. 2 para. 41(4)(a)**

**F2**Words in s. 139(3) substituted (1.10.2002 except in relation to W. and otherwise 19.12.2002) by Education Act 2002 (c. 32), s. 215(1), **Sch. 21 para. 31** (with ss. 210(8), 214(4)); S.I. 2002/2439, **art. 3**; S.I. 2002/3185, **art. 4**, Sch. Pt. 1

**F3S.** 139(7) inserted (5.5.2010) by The Local Education Authorities and Children's Services Authorities (Integration of Functions) Order 2010 (S.I. 2010/1158), art. 1, **Sch. 2 para. 41(4)(b)**

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Modifications etc. (not altering text)

**C1S.** 139 applied (1.4.1999) by 1998 c. 31, **s. 57(6)(7)**; S.I. 1999/1016, art. 2(1), **Sch. 1**

**S.** 139 applied (21.5.2001) by S.I. 2001/1185, arts. 2, 3, **Sch. para. 129(i)**

**C2S.** 139 applied (1.10.2002 except in relation to W.) by Education Act 2002 (c. 32), **s. 37(6)** (with ss. 210(8), 214(4)); S.I. 2002/2439, **art. 3**

**C3S.** 139(3) extended (temp. from 1.4.1999 to 1.9.1999) by S.I. 1999/638, **reg. 4**

**REPORT FOR: EMPLOYEES'  
CONSULTATIVE FORUM**

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<b>Date of Meeting:</b>	28 January 2014
<b>Subject:</b>	<b>INFORMATION REPORT –</b> Actions Agreed by the Employee Consultative Forum – Employment Sub Group
<b>Key Decision</b>	N/A
<b>Responsible Officer:</b>	Jon Turner – Divisional Director Human Resources and Development and Shared Services
<b>Exempt:</b>	No
<b>Decision Subject to call-in</b>	N/A
<b>Enclosures:</b>	Actions agreed at Employment Sub Group meetings on the following dates: 24 October 2013 13 November 2013 16 December 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 actions agreed by the Sub-Group since the last report to the ECF are attached as an appendix to this report.

## **Section 3 – Further Information**

None.

## **Section 4 – Financial Implications**

There are no financial implications relating to this specific report

Name: Steve Tingle	<input checked="" type="checkbox"/>	On behalf of the Chief Financial Officer
Date: 3 January 2014		

## **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.

## **Employee Consultative Forum Sub-Group**

**24 October 2013**

### **AGREED ACTIONS**

The actions from 19 August 2013 meeting were both on the agenda.

#### **1. Waste Service Reductions**

Director of Finance & Assurance will arrange for a review of budget allocation and any changes made to the budget for this service between 2009/10 to-date. This is to address the concern expressed by the unions that reductions in posts had been made by the service but without consequent savings.

G Martin for Unison agreed to provide SG with any information he felt would be helpful.

The aim is to complete this work by 8 November; to be shared with G Alderson and union colleagues. This to then be discussed at an Environment & Enterprise DJC meeting.

It was noted that consultation on waste service reductions had not started. It was agreed that the start of consultation is an officer decision, but that this will not commence until conclusion of the Director of Finance & Assurance review. The consultation would start from an assumption of 124 posts in this service, although the service will not recruit to this level. The actual number required to run the service will be determined by the route optimisation process which will be subject to a specific and separate consultation.

However, it would be useful to consider the budget information from Finance in the consultation process.

#### **2. Library and Leisure Contract**

##### **(a) Lessons Learned review**

It was agreed:

- i. That P Najsarek would arrange for S Brooks from GMB to make any additional contributions he would wish to make to the lessons learned document.
- ii. That the Lessons Learned document would be further reviewed to ensure that the TU comments were fully represented.

The meeting had to close due to an Extraordinary Council meeting and therefore a further sub-group would be arranged to consider the remaining actions / agenda items:

**(b) Review of JLIS submission**

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.

Proposed changes to ECF and ECF sub-group terms of reference

**Employee Consultative Forum Sub-Group**

**13 November 2013**

This was a supplementary meeting arranged to consider the remaining actions / agenda items from the 24 October 2013. The meeting was abandoned as the trade union did not attend.

**Employee Consultative Forum Sub-Group**

**16 December 2013**

This meeting was cancelled at the request of Cllr Osborn as there had been no items received from the unions for consideration.