

Employees' Consultative Forum (Reconvened) AGENDA

DATE: Monday 3 February 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)

Chairman: Councillor Paul Osborn

Councillors:

Mrs Camilla Bath
Barry Macleod-Cullinane

Bob Currie
Graham Henson
David Perry

Thaya Idaikkadar

Employee Representatives:

Representatives of HTCC: Ms L Snowdon (2 vacancies)

Representatives of UNISON: Mr D Butterfield Mr J Royle
Mr S Compton Mr D Searles
Mr G Martin (VC)

Representatives of GMB: Ms P Belgrave

(Reserve Council Side Members overleaf)

Reserve Council Side Members:

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

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

1. Nizam Ismail

Contact: Una Sullivan, Democratic & Electoral Services Officer
Tel: 020 8424 1785 E-mail: 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. INFORMATION REPORT - PART 2 OF ANNUAL EQUALITY IN EMPLOYMENT REPORT FOR 1 APRIL 2012 - 31 MARCH 2013 (Pages 1 - 64)

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

3. 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 65 - 70)

Report of Unison.

4. 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 71 - 96)

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

5. INFORMATION REPORT - ACTIONS AGREED BY THE EMPLOYEE CONSULTATIVE FORUM - EMPLOYMENT SUB GROUP (Pages 97 - 100)

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

AGENDA - PART II - NIL

*** 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.]

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REPORT FOR: **EMPLOYEE CONSULTATIVE FORUM**

Date of Meeting:	28 January 2014
Subject:	INFORMATION REPORT Part 2 of Annual Equality in Employment Report for 1 April 2012 – 31 March 2013
Responsible Officer:	Jon Turner Divisional Director, HRD and Shared Services
Exempt:	No
Enclosures:	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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RECRUITMENT				
Objective: To increase the proportion of underrepresented groups in the workforce to better reflect the profile of the local community				
Issues (identified from 2012/13 data)	Actions	Resource implications	Timescales for Actions	Measure of Success (CWEO = Corporate Workforce Equality Objective targets for all Directorates)
<p>Ethnicity: Level of BAME applications reflect local community but there is a fall off of BAME success between shortlisting and appointment stage</p> <p>People with a disability: 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"> • Portray positive values for Harrow in straplines on advertisements. • Present positive employee profiles, experiences and 'soundbites' from under represented groups on the Harrow Council website (and wider publications) 	<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>Men: 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>Under 25's: Low level of recruitment of under 25's</p>	<ul style="list-style-type: none"> Promote specific benefits which may attract a broader range of applicants eg career paths, workforce development, rewards, location Ensure recruitment materials clearly set out the skills/ qualifications/ experience necessary for the job role to attract high calibre applications with the appropriate skills Review interview paperwork to encourage applicants to disclose disability and discuss reasonable adjustments at the interview stage <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"> The success of the Xcite project in work experience provision for BAME and younger people and in their gaining permanent employment 	<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"> The scheme in Collections and Benefits to give work experience to those on benefits and the success in appointing to permanent employment <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"> Research what other LAs are doing to attract applications from under represented groups Publicise and continue to meet the “Two Ticks” commitments in relation to disability 	<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>Ethnicity: Representation of BAME employees in the workforce (at 36.08%) is below that in the community</p> <p>Men: Proportion of men in the workforce not representative of local community</p> <p>People with a disability: Under representation of people with disabilities in the workforce</p> <p>Under 25s: 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"> • Re-promote the Council's commitment to inclusion, equality and diversity. 	<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"> • 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). 	<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"> • Ensure succession planning within The People Strategy 2014-2017 embraces diversity and promotes development opportunities for employees from under represented groups. 	<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> <p>Increase the proportion of young employees in the workforce from current figure of 3.34% by March 2015</p>
	<ul style="list-style-type: none"> • Review and revise the Exit Interview Procedure to improve feedback from staff on their experience of working for the Council 	<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"> • Analyse leaver data to determine retention level of those under 25, and investigate reasons for this group leaving (link to exit interview). 	<p>HRD</p>	<p>July 2014</p>	

	<ul style="list-style-type: none"> • Refresh and repromote the coaching and mentoring schemes to all employees but promote particularly to under represented groups 	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"> • Refresh and repromote the work shadowing scheme 	HRD	September 2014	
	<ul style="list-style-type: none"> • Include further questions in April 2014 staff survey regarding disclosure of disability, to try and understand individuals' apparent reluctance to do so. 	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"> • Advertise the HR Advice Line and Employee Assistance Programme 	HRD	December 2013	
	<ul style="list-style-type: none"> • 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" 	HRD / Disability Adviser	June 2014	
	<ul style="list-style-type: none"> • Publicise/celebrate/host diversity events eg Black/LGBT History Month/ United Nations' International Day of Persons with Disabilities 	Equalities Officer	According to timing of events	
	<ul style="list-style-type: none"> • Include questions in April 2014 staff survey to understand gender perceptions of working at Harrow the employment conditions most 	HRD	April 2014	

	<p>valued by men and women individually</p> <ul style="list-style-type: none">• Establish a “Quiet” room	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>BAME employees: Under representation of BAME employees at senior level in the workforce</p> <p>Staff with a Disability: 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>	<p>HRD</p>	<p>December 2014</p>	<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>	<p>HRD</p>	<p>April 2014 (Dependent on launch of these programmes)</p>	<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>	<p>HRD</p>	<p>April 2014 (Dependent on launch of these programmes)</p>	<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
<p>Ethnicity: Disproportionate representation of BAME employees in employment procedures</p> <p>Men: Disproportionate representation of men in employment procedures</p> <p>Staff with a Disability: Disproportionate representation of employees with disabilities in employment procedures</p>	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 through 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
Women: Proportion of women applying for promotion is lower than their representation in the workforce Ethnicity: Low proportion of senior positions held by BAME employees Staff with Disabilities: 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	Increase the proportion of the top 5% of earners who are Disabled to 3% by March 2014 (CWEO)
	Improve the systematic identification of individual training needs through the new appraisal scheme	Managers	March 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 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	To increase the proportion of BAME employees in the workforce who are in the top 5% of earners to 20% by March 2014 (CWEO)
	Revise probationary process to include mandatory training	HRD	April 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)
	Continue to provide equalities training for the workforce and embed equalities	HR / Equalities	Ongoing	To increase the proportion of BAME employees in the workforce who are in the top 5% of earners to 20% by March 2014 (CWEO)

	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

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: <ul style="list-style-type: none">• 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 14th January 2014, which will include actions the Council will take in response to issues identified in this report.

Section 4 – Financial Implications

There are no financial implications relating to this report.

Section 5 - Equalities implications

None. This information report sets out information captured on equalities in employment.

Section 6 – Corporate Priorities

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

Name: Divya Assani



on behalf of the
Chief Financial Officer

Date: 19 September 2013

Section 7 - Contact Details and Background Papers

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

Background Papers:

Previous Annual Equality in Employment Reports

Annual Equality in Employment Monitoring Report

Employment Data

1. How information is presented
2. Workforce Profile as at 31 March 2013 analysed by:
 - 2.1 Race (ethnicity)
 - 2.2 Sex
 - 2.3 Disability
 - 2.4 Age
 - 2.5 Religion or Belief
 - 2.6 Sexual Orientation
 - 2.7 Pregnancy and Maternity
 - 2.8 Gender Reassignment
 - 2.9 Workforce by Payband and Protected Characteristic
 - 2.10 Workforce by Part-time and Protected Characteristic
3. Recruitment Monitoring by Protected Characteristic
4. Employment Procedures by Protected Characteristic
5. Redeployments by Protected Characteristic
6. Maternity Leave - Return to Work rates - by Protected Characteristic
7. Leavers by Protected Characteristic
8. Take Up of Training Opportunities by Protected Characteristic
9. 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%
Total BAME	34.92%	36.49%	36.08%	37.79%	37.99%	38.40%	35.67%	57.75%
White	56.36%	54.46%	52.08%	56.16%	55.06%	54.44%	64.33%	42.25%
Unknown/Unclassified	8.71%	9.05%	11.84%	6.05%	6.95%	7.16%	8.03%	0.00%

2.2 Sex

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

2.3 Disability

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

*Not the same definition - in the 2011 census, 16.4% of Harrow residents self classified their health to be **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)	
Ethnicity	BAME	41.88%	36.31%	31.22%	23.31%	10.99%	-	36.08%
	White	43.87%	53.20%	58.80%	66.22%	81.32%	76.47%	52.08%
	Unknown	14.24%	10.49%	9.98%	10.47%	7.69%	23.53%	11.84%
Sex	Male	16.98%	26.82%	22.23%	28.38%	39.56%	47.06%	22.36%
	Female	83.02%	73.18%	77.77%	71.62%	60.44%	52.94%	77.64%
Disability	Yes	1.54%	2.73%	1.54%	-	1.10%	-	1.81%
	No	91.43%	93.67%	96.10%	98.65%	96.70%	94.12%	93.66%
	Not stated	7.02%	3.60%	2.36%	1.35%	2.20%	5.88%	4.53%
Age	16 to 24	4.88%	4.53%	-	-	-	-	3.34%
	25 to 34	11.01%	23.34%	23.68%	10.81%	1.10%	-	17.39%
	35 to 44	22.86%	19.49%	24.95%	31.42%	19.78%	17.65%	22.67%
	45 to 54	34.71%	31.22%	30.58%	31.42%	45.05%	47.06%	32.76%
	55 to 64	22.51%	19.06%	19.51%	25.34%	31.87%	35.29%	21.15%
	65+	4.03%	2.36%	1.27%	1.01%	2.20%	-	2.69%
Religion or Belief	Christianity	8.57%	11.98%	13.43%	13.85%	7.69%	17.65%	11.00%
	Hinduism	5.88%	3.66%	2.36%	2.36%	1.10%	-	4.12%
	Islam	1.79%	1.37%	1.09%	1.35%	-	-	1.44%
	Judaism	0.30%	0.50%	0.82%	1.01%	3.30%	-	0.57%
	Jainism	0.60%	0.74%	0.18%	-	-	-	0.51%
	Sikh	0.30%	0.43%	0.27%	1.01%	1.10%	-	0.39%
	Buddhism	0.10%	0.19%	0.36%	-	1.10%	-	0.20%
	Zoroastrian	-	0.06%	-	-	-	-	0.02%
	Other	0.85%	0.87%	1.00%	0.34%	1.10%	-	0.86%
	No Religion/ Atheist	1.00%	2.30%	2.63%	5.07%	5.49%	5.88%	2.09%
Unknown	80.63%	77.90%	77.86%	75.00%	79.12%	76.47%	78.81%	
Sexual Orientation	Heterosexual	13.25%	16.95%	17.79%	20.27%	19.78%	17.65%	15.92%
	Gay Woman/ Lesbian	-	0.12%	0.09%	-	-	-	0.06%
	Gay Man	0.05%	0.06%	0.09%	0.34%	-	-	0.08%
	Bi-sexual	0.20%	0.06%	-	0.68%	-	-	0.14%
	Prefer not to say	0.95%	1.12%	1.27%	1.35%	-	-	1.07%
	Other	0.10%	-	-	-	-	-	0.04%
	Unknown	85.46%	81.69%	80.76%	77.36%	80.22%	82.35%	82.69%
Pregnancy/ maternity in last 2 years?	Yes	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%
Same gender assigned at birth?	Yes	92.98%	96.40%	97.64%	98.65%	97.80%	94.12%	95.47%
	No	-	-	-	-	-	-	-
	Unknown	7.02%	3.60%	2.36%	1.35%	2.20%	5.88%	4.53%

2.10 Workforce by - Part time and Protected Characteristic

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

3. Recruitment Monitoring by Protected Characteristic

3.1 Recruitment (Schools not included)

		Applications 3,132	Shortlisted 579	Appointed 133	Whole Council Workforce 5,125	Harrow Community Data 2011 Census
Ethnicity	BAME	59.70%	52.50%	38.30%	36.08%	57.75%
	White	27.90%	37.50%	50.40%	52.08%	42.25%
	Unknown	12.50%	10.00%	11.30%	11.84%	-
Sex	Male	42.40%	38.50%	34.60%	22.36%	49.40%
	Female	56.50%	60.80%	65.40%	77.64%	50.60%
	Not stated	1.00%	0.70%	-	-	-
Disability	Yes	4.00%	3.50%	0.80%	1.81%	16.4%
	No	93.90%	93.40%	96.20%	93.66%	83.6%
	Not stated	2.00%	3.10%	3.00%	4.53%	-
Age	16 to 24	11.10%	5.50%	4.50%	3.34%	11.7%
	25 to 34	37.70%	32.00%	30.10%	17.39%	30.4%
	35 to 44	22.10%	27.10%	24.80%	22.67%	
	45 to 54	20.10%	23.00%	27.10%	32.76%	23.6%
	55 to 64	6.30%	8.50%	6.80%	21.15%	
	65+	0.3%	0.3%	-	2.69%	14.1%
	Unknown	2.50%	3.6.00%	6.80%	-	-
Religion or Belief	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%	
Sexual Orientation	Heterosexual	73.00%	67.00%	68.40%	15.92%	No category
	Gay Woman/ Lesbian	0.40%	0.30%	-	0.06%	
	Gay Man	1.10%	0.70%	0.80%	0.08%	
	Bi-sexual	1.90%	0.70%	1.50%	0.14%	
	Prefer not to say	-	-	-	1.07%	
	Other	-	-	-	0.04%	
	Unknown	23.70%	31.30%	29.30%	82.69%	
Pregnancy/ maternity in last 2 years?	Yes	1.60%	1.20%	1.50%	4.02%	No category
	No	53.00%	42.00%	39.80%	95.58%	
	Unknown	45.40%	56.80%	58.60%	-	
Same gender assigned at birth?	Yes	51.90%	40.20%	40.60%	95.47%	No category
	No	2.90%	1.90%	0.80%	-	
	Unknown	45.20%	57.90%	58.60%	4.53%	

3.2 Recruitment – internal only (Schools not included)

		Applications 512	Shortlisted 240	Appointed 74	Whole Council Workforce 5,125	Harrow Community Data 2011 Census
Ethnicity	BAME	57.2%	50.8%	36.5%	36.08%	57.75%
	White	37.5%	43.8%	56.8%	52.08%	42.25%
	Unknown	5.3%	5.4%	6.8%	11.84%	0.0%
Sex	Male	39.6%	39.6%	37.8%	22.36%	49.40%
	Female	59.0%	59.6%	62.2%	77.64%	50.60%
	Not stated	1.4%	0.8%	0.0%	0.0%	0.0%
Disability	Yes	2.5%	1.7%	1.4%	1.81%	16.4%
	No	96.1%	96.7%	95.9%	93.66%	83.6%
	Not stated	1.4%	1.7%	2.7%	4.53%	0.0%
Age	16 to 24	7.4%	7.1%	6.8%	3.34%	11.7%
	25 to 34	34.2%	31.7%	27.0%	17.39%	30.4%
	35 to 44	21.7%	25.4%	23.0%	22.67%	
	45 to 54	22.9%	22.9%	32.4%	32.76%	23.6%
	55 to 64	10.0%	8.3%	4.1%	21.15%	
	65+	0.2%	0.4%	1.4%	2.69%	14.1%
	Unknown	3.7%	4.2%	5.4%	0.0%	0.0%
Religion or Belief	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%
Sexual Orientation	Heterosexual	60.0%	61.7%	63.5%	15.92%	No category
	Gay Woman/ Lesbian	0.0%	0.0%	0.0%	0.06%	
	Gay Man	0.4%	0.4%	1.4%	0.08%	
	Bi-sexual	0.6%	0.4%	0.0%	0.14%	
	Prefer not to say	0.0%	0.0%	0.0%	1.07%	
	Other	0.0%	0.0%	0.0%	0.04%	
	Unknown	39.1%	37.5%	35.1%	82.69%	
Pregnancy/ maternity in last 2 years?	Yes	1.2%	0.8%	2.7%	4.02%	No category
	No	43.4%	40.4%	36.5%	95.58%	
	Unknown	55.5%	58.8%	60.8%	0.0%	
Same gender assigned at birth?	Yes	42.0%	39.2%	37.8%	95.47%	No category
	No	2.9%	1.3%	1.4%	0.0%	
	Unknown	55.1%	59.6%	60.8%	4.53%	

4. Employment Procedures by Protected Characteristic

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

5. Redeployment by Protected Characteristics

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

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

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

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
Ethnicity	BAME	41%	36.08%
	White	51%	52.08%
	Unknown	8%	11.84%
Sex	Male	29%	22.36%
	Female	71%	77.64%
Disability	Yes	4%	1.81%
	No	96%	93.66%
	Not stated	0%	4.53%
Age	16 to 24	1%	3.34%
	25 to 34	14%	17.39%
	35 to 44	25%	22.67%
	45 to 54	34%	32.76%
	55 to 64	24%	21.15%
	65+	2%	14.1%

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

9. Directorate Reports

9.1 Resources Directorate

Resources Directorate - Workforce Profile

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

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

Resources Directorate –Workforce Profile by Part-time

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

Resources Directorate – Recruitment

		Applications 837 applicants	Shortlisted 171 applicants	Appointments 36 applicants	Whole Council Workforce 5,125	Harrow Community Data 2011 Census
Ethnicity	BAME	63.2%	56.1%	36.1%	36.08%	57.75%
	White	24.0%	34.5%	52.8%	52.08%	42.25%
	Unknown	12.8%	9.4%	11.1%	11.84%	0.00%
Sex	Male	43.4%	39.2%	33.3%	22.36%	49.40%
	Female	55.9%	60.2%	66.7%	77.64%	50.60%
	Not stated	0.7%	0.6%	0.0%	0.00%	0.00%
Disability	Yes	3.9%	2.9%	0.0%	1.81%	16.4%*
	No	93.7%	94.2%	97.2%	93.66%	83.6%*
	Not stated	2.4%	2.9%	2.8%	4.53%	0.00%
Age	16 to 24	14.0%	8.2%	8.3%	3.34%	11.7%
	25 to 34	40.5%	38.0%	36.1%	17.39%	30.4%
	35 to 44	20.9%	28.1%	25.0%	22.67%	
	45 to 54	17.1%	17.5%	16.7%	32.76%	23.6%
	55 to 64	5.7%	6.4%	11.1%	21.15%	
	65+	0.0%	0.0%	0.0%	2.69%	14.1%
	Unknown	1.8%	1.8%	2.8%	0.00%	0.00%
Religion or Belief	Christianity	33.3%	29.8%	27.8%	11.00%	37.30%
	Hinduism	1.2%	1.8%	0.0%	4.12%	25.30%
	Islam	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%
Sexual Orientation	Heterosexual	74.6%	71.3%	63.9%	15.92%	No category
	Gay Woman/ Lesbian	0.1%	0.0%	0.0%	0.06%	
	Gay Man	1.0%	1.8%	2.8%	0.08%	
	Bi-sexual	1.9%	0.0%	0.0%	0.14%	
	Prefer not to say	0.0%	0.0%	0.0%	1.07%	
	Other	0.0%	0.0%	0.0%	0.04%	
	Unknown	22.5%	26.9%	33.3%	82.69%	
Pregnancy/ maternity in last 2 years?	Yes	0.6%	0.6%	2.8%	4.02%	No category
	No	43.2%	40.4%	36.1%	95.58%	
	Unknown	56.2%	59.1%	61.1%	0.00%	
Same gender assigned at birth?	Yes	40.9%	38.6%	38.9%	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	
Ethnicity	BAME	80%	100%	100%	60%	66.67%	0%	16.67%		36.08%
	White	0%	0%	0%	20%	0.00%	100%	66.67%		52.08%
	Unknown	20%	0%	0%	20%	33.33%	0%	16.67%		11.84%
Sex	Male	80%	100%	100%	20%	0%	0%	17%		22.36%
	Female	20%	0%	0%	80%	100%	100%	83%		77.64%
Disability	Yes	-	-	-	20%	33%	0%	-		1.81%
	No	100%	100%	100%	80%	67%	100%	100%		93.66%
	Not stated	-	-	-	-	-	-	-		4.53%
Age	16 to 24	10%	0%	50%	-	-	-	-		3.34%
	25 to 34	70%	100%	0%	-	-	-	-		17.39%
	35 to 44	-	-	-	-	-	-	17%		22.67%
	45 to 54	20%	0%	50%	80%	100%	0%	50%		32.76%
	55 to 64	-	-	-	-	-	-	33%		21.15%
	65+	-	-	-	20%	0%	100%	-		2.69%
Religion or Belief	Christianity	10%	0%	50%	20%	0%	0%	-		11.00%
	Hinduism	-	-	-	-	-	-	-		4.12%
	Islam	-	-	-	-	-	-	-		1.44%
	Judaism	-	-	-	-	-	-	-		0.57%
	Jainism	-	-	-	-	-	-	-		0.51%
	Sikh	-	-	-	-	-	-	-		0.39%
	Buddhism	-	-	-	-	-	-	-		0.20%
	Zoroastrian	-	-	-	-	-	-	-		0.02%
	Other	-	-	-	-	-	-	-		0.86%
	No Religion/ Atheist	-	-	-	-	-	-	-		2.09%
Unknown	90%	100%	50%	80%	100%	100%	100%		78.81%	
Sexual Orientation	Heterosexual	10%	0%	50%	20%	0%	0%	-		15.92%
	Gay Woman/ Lesbian	-	-	-	-	-	-	-		0.06%
	Gay Man	-	-	-	-	-	-	-		0.08%
	Bi-sexual	-	-	-	-	-	-	-		0.14%
	Prefer not to say	-	-	-	-	-	-	-		1.07%
	Other	-	-	-	-	-	-	-		0.04%
	Unknown	90%	100%	50%	80%	100%	100%	100%		82.69%
Pregnancy/ maternity in last 2 years?	Yes	-	-	-	-	-	-	-		4.02%
	No	100%	100%	100%	100%	100%	100%	100%		95.58%
Same gender assigned at birth?	Yes	100%	100%	100%	100%	100%	100%	100%		95.47%
	No	-	-	-	-	-	-	-		-
	Unknown	-	-	-	-	-	-	-		4.53%

9.2 Children and Families

Children and Families - Workforce Profile

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

Children and Families - Workforce Profile by Payband

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

Children and Families - Workforce Profile by Part-time

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

Children and Families - Recruitment

		Applications 773 received	Shortlisted 181 applicants	Appointed 39 candidates	Whole Council Workforce 5,125 employees	Harrow Community Data 2011 Census
Ethnicity	BAME	61.2%	53.6%	41.0%	36.08%	57.75%
	White	26.1%	34.8%	48.7%	52.08%	42.25%
	Unknown	12.7%	11.6%	10.3%	11.84%	0.00%
Sex	Male	29.1%	25.4%	17.9%	22.36%	49.40%
	Female	69.3%	72.9%	82.1%	77.64%	50.60%
	Not stated	1.6%	1.7%	0.0%	0.00%	0.00%
Disability	Yes	4.9%	4.4%	0.0%	1.81%	16.4%*
	No	92.8%	92.8%	97.4%	93.66%	83.6%*
	Not stated	2.3%	2.8%	2.6%	4.53%	0.00%
Age	16 to 24	10.3%	3.9%	2.6%	3.34%	11.7%
	25 to 34	33.6%	24.9%	25.6%	17.39%	30.4%
	35 to 44	27.3%	29.3%	28.2%	22.67%	
	45 to 54	20.8%	27.1%	33.3%	32.76%	23.6%
	55 to 64	4.8%	9.4%	5.1%	21.15%	
	65+	0.0%	0.0%	0.0%	2.69%	14.1
	Unknown	3.1%	5.5%	5.1%	0.00%	0.00%
Religion or Belief	Christianity	35.4%	36.5%	43.6%	11.00%	37.30%
	Hinduism	10.7%	8.3%	5.1%	4.12%	25.30%
	Islam	11.4%	6.1%	5.1%	1.44%	12.50%
	Judaism	0.6%	1.1%	0.0%	0.57%	4.40%
	Jainism	0.5%	0.0%	0.0%	0.51%	No category
	Sikh	0.9%	0.0%	0.0%	0.39%	1.20%
	Buddhism	1.0%	1.7%	2.6%	0.20%	1.10%
	Zoroastrian	0.0%	0.0%	0.0%	0.02%	No category
	Other	2.7%	1.7%	0.0%	0.86%	2.50%
	No Religion/Atheist	10.7%	11.0%	15.4%	2.09%	9.60%
	Unknown	25.9%	33.7%	28.2%	78.81%	6.20%
Sexual Orientation	Heterosexual	69.6%	62.4%	71.8%	15.92%	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%	
Pregnancy/ maternity in last 2 years?	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%	
Same gender assigned at birth?	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	
Ethnicity	BAME	61.54%	100%	40.00%	33.33%	37.50%		100%	100%	36.08%
	White	30.77%	-	40.00%	66.67%	62.50%		-	-	52.08%
	Unknown	7.69%	-	20.00%	-	-		-	-	11.84%
Sex	Male	15.38%	-	20.00%	11.11%	12.50%		-	-	22.36%
	Female	84.62%	100%	80.00%	88.89%	87.50%		100%	100%	77.64%
Disability	Yes	15.38%	50.00%	20.00%	11.11%	12.50%		-	-	1.81%
	No	84.62%	50.00%	80.00%	88.89%	87.50%		100%	100%	93.66%
	Not stated	-	-	-	-	-		-	-	4.53%
Age	16 to 24	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%
Religion or Belief	Christianity	-	-	-	44.44%	50.00%		-	-	11.00%
	Hinduism	-	-	-	-	-		-	-	4.12%
	Islam	-	-	-	-	-		-	-	1.44%
	Judaism	-	-	-	-	-		-	-	0.57%
	Jainism	-	-	-	-	-		-	-	0.51%
	Sikh	-	-	-	-	-		-	-	0.39%
	Buddhism	-	-	-	-	-		-	-	0.20%
	Zoroastrian	-	-	-	-	-		-	-	0.02%
	Other	-	-	-	11.11%	12.50%		-	-	0.86%
	No Religion/ Atheist	-	-	-	-	-		-	-	2.09%
Unknown	100%	100%	100%	44.44%	37.50%		100%	100%	78.81%	
Sexual Orientation	Heterosexual	-	-	-	33.33%	37.50%		-	-	15.92%
	Gay Woman/ Lesbian	-	-	-	-	-		-	-	0.06%
	Gay Man	-	-	-	-	-		-	-	0.08%
	Bi-sexual	-	-	-	-	-		-	-	0.14%
	Prefer not to say	-	-	-	11.11%	12.50%		-	-	1.07%
	Other	-	-	-	-	-		-	-	0.04%
	Unknown	100%	100%	100%	55.56%	50.00%		100%	100%	82.69%
Pregnancy/ maternity in last 2 years?	Yes	-	-	-	-	-		-	-	4.02%
	No	100%	100%	100%	100%	100%		100%	100%	95.58%
Same gender assigned at birth?	Yes	100%	100%	100%	100%	100%		100%	100%	95.47%
	No	-	-	-	-	-		-	-	-
	Unknown	-	-	-	-	-		-	-	4.53%

9.3 Environment and Enterprise Directorate

Environment and Enterprise Directorate - Workforce Profile

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

Environment and Enterprise Directorate - Workforce Profile by Payband

	Payband						Env and Enterprise Directorate 514 employees	Whole Council Workforce 5,125 employees	Harrow Comm Data 2011 Census
	1 (204)	2 (194)	3 (74)	4 (31)	5 (8)	6 (3)			
BAME	27.45%	26.29%	14.86%	16.13%	0.00%	0.00%	23.93%	36.08%	57.75%
White	68.63%	65.98%	78.38%	80.65%	75.00%	66.67%	69.84%	52.08%	42.25%
Unknown	3.92%	7.73%	6.76%	3.23%	25.00%	33.33%	6.23%	11.84%	-
Male	89.22%	73.71%	72.97%	77.42%	100.00%	66.67%	80.35%	22.36%	49.40%
Female	10.78%	26.29%	27.03%	22.58%	0.00%	33.33%	19.65%	77.64%	50.60%
Yes	2.45%	2.58%	4.05%	0.00%	12.50%	0.00%	2.72%	1.81%	16.40%
No	97.55%	95.88%	95.95%	100.00%	87.50%	100.00%	96.69%	93.66%	83.60%
Not stated	0.00%	1.55%	0.00%	0.00%	0.00%	0.00%	0.58%	4.53%	-
16 to 24	3.92%	1.55%	0.00%	0.00%	0.00%	0.00%	2.14%	3.34%	11.7%
25 to 34	14.22%	17.01%	9.46%	6.45%	0.00%	0.00%	13.81%	17.39%	30.4%
35 to 44	18.63%	20.10%	17.57%	9.68%	0.00%	0.00%	18.09%	22.67%	23.6%
45 to 54	30.39%	35.57%	37.84%	48.39%	50.00%	33.33%	34.82%	32.76%	23.6%
55 to 64	28.92%	22.68%	31.08%	35.48%	50.00%	66.67%	27.82%	21.15%	14.1%
65+	3.92%	3.09%	4.05%	0.00%	0.00%	0.00%	3.31%	2.69%	14.1%
Christianity	8.33%	8.76%	18.92%	25.81%	12.50%	0.00%	11.09%	11.00%	37.30%
Hinduism	1.47%	4.64%	0.00%	0.00%	0.00%	0.00%	2.33%	4.12%	25.30%
Islam	0.98%	1.03%	0.00%	6.45%	0.00%	0.00%	1.17%	1.44%	12.50%
Judaism	0.00%	1.03%	1.35%	0.00%	0.00%	0.00%	0.58%	0.57%	4.40%
Jainism	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.51%	No category
Sikh	0.00%	0.52%	0.00%	0.00%	0.00%	0.00%	0.19%	0.39%	1.20%
Buddhism	0.49%	0.52%	0.00%	0.00%	0.00%	0.00%	0.39%	0.20%	1.10%
Zoroastrian	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.02%	No category
Other	0.00%	0.52%	0.00%	0.00%	0.00%	0.00%	0.19%	0.86%	2.50%
No Religion/ Atheist	0.49%	1.55%	4.05%	6.45%	0.00%	0.00%	1.75%	2.09%	9.60%
Unknown	88.24%	81.44%	75.68%	61.29%	87.50%	100.00%	82.30%	78.81%	6.20%
Heterosexual	10.29%	14.43%	17.57%	29.03%	12.50%	0.00%	14.01%	0.00%	No category
Gay 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)
Ethnicity	BAME	23.59%	28.57%	23.93%	36.08%
	White	70.77%	57.14%	69.84%	52.08%
	Unknown	5.64%	14.29%	6.23%	11.84%
Sex	Male	84.34%	25.71%	80.35%	22.36%
	Female	15.66%	74.29%	19.65%	77.64%
Disability	Yes	2.92%	0.00%	2.72%	1.81%
	No	96.45%	100.00%	96.69%	93.66%
	Not stated	0.63%	0.00%	0.58%	4.53%
Age	16 to 24	2.30%	0.00%	2.14%	3.34%
	25 to 34	14.20%	8.57%	13.81%	17.39%
	35 to 44	18.58%	11.43%	18.09%	22.67%
	45 to 54	34.86%	34.29%	34.82%	32.76%
	55 to 64	27.77%	28.57%	27.82%	21.15%
	65+	2.30%	17.14%	3.31%	2.69%
Religion or Belief	Christianity	10.23%	22.86%	11.09%	11.00%
	Hinduism	2.09%	5.71%	2.33%	4.12%
	Islam	1.04%	2.86%	1.17%	1.44%
	Judaism	0.63%	0.00%	0.58%	0.57%
	Jainism				0.51%
	Sikh	0.00%	2.86%	0.19%	0.39%
	Buddhism	0.42%	0.00%	0.39%	0.20%
	Zoroastrian				0.02%
	Other	0.21%	0.00%	0.19%	0.86%
	No Religion/ Atheist	1.88%	0.00%	1.75%	2.09%
Unknown	83.51%	65.71%	82.30%	78.81%	
Sexual Orientation	Heterosexual	13.57%	20.00%	14.01%	15.92%
	Gay Woman/ Lesbian				0.06%
	Gay Man				0.08%
	Bi-sexual	0.21%	0.00%	0.19%	0.14%
	Prefer not to say	0.84%	8.57%	1.36%	1.07%
	Other				0.04%
	Unknown	85.39%	71.43%	84.44%	82.69%
Pregnancy/ maternity in last 2 years?	Yes	0.84%	5.71%	1.17%	4.02%
	No	99.16%	94.29%	98.83%	95.58%
Same gender assigned at birth?	Yes	99.37%	100.00%	99.42%	95.47%
	No				
	Unknown	0.63%	0.00%	0.58%	4.53%

Environment and Enterprise Directorate – Recruitment

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

Environment and Enterprise Directorate - Employment Procedures

		Conduct			Capability			DAW		Whole Council Workforce 5,125	Harrow Comm Data 2011 Census
		14 Cases	6 Warnings	3 Dismissals	20 Cases	14 Warnings	2 Dismissals	6 Cases	1 Appeal		
Ethnicity	BAME	50.00%	50.00%	66.67%	20.00%	21.43%	-	66.67%		36.08%	57.75%
	White	42.86%	50.00%	33.33%	70.00%	64.29%	100%	33.33%		52.08%	42.25%
	Unknown	7.14%	-	-	10.00%	14.29%	-	-		11.84%	0.00%
Sex	Male	92.86%	83.33%	100.00%	100%	100%	100%	83.33%		22.36%	49.40%
	Female	7.14%	16.67%	-	-	-	-	16.67%		77.64%	50.60%
Disability	Yes	-	-	-	5.00%	7.14%	-	-		1.81%	16.4%*
	No	100%	100%	100%	95.00%	92.86%	100%	100%		93.66%	83.6%*
	Not stated	-	-	-	-	-	-	-		4.53%	0.00%
Age	16 to 24	-	-	-	10.00%	14.29%	-	-		3.34%	11.7%
	25 to 34	7.14%	16.67%	-	15.00%	7.14%	50.00%	-		17.39%	30.4%
	35 to 44	28.57%	16.67%	33.33%	20.00%	14.29%	50.00%	33.33%		22.67%	
	45 to 54	28.57%	33.33%	33.33%	45.00%	57.14%	-	66.67%		32.76%	23.6%
	55 to 64	35.71%	33.33%	33.33%	10.00%	7.14%	-	-		21.15%	
	65+	-	-	-	-	-	-	-		2.69%	14.1%
Religion or Belief	Christianity	7.14%	-	-	-	-	-	16.67%		11.00%	37.30%
	Hinduism	7.14%	-	-	-	-	-	-		4.12%	25.30%
	Islam	7.14%	16.67%	-	-	-	-	-		1.44%	12.50%
	Judaism	-	-	-	-	-	-	-		0.57%	4.40%
	Jainism	-	-	-	-	-	-	-		-	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%
Sexual Orientation	Heterosexual	-	-	-	-	-	-	16.67%		15.92%	
	Gay Woman/ Lesbian	-	-	-	-	-	-	-		0.06%	
	Gay Man	-	-	-	-	-	-	-		0.08%	No category
	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%	
Pregnancy/ maternity in last 2 years?	Yes	-	-	-	-	-	-	-		4.02%	No category
	No	100%	100%	100%	100%	100%	100%	100%		95.58%	
Same gender assigned at birth?	Yes	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
Ethnicity	BAME	43.22%	36.08%	57.75%
	White	51.21%	52.08%	42.25%
	Unknown	5.56%	11.84%	0.00%
Sex	Male	27.82%	22.36%	49.40%
	Female	72.18%	77.64%	50.60%
Disability	Yes	4.99%	1.81%	16.4%*
	No	94.72%	93.66%	83.6%*
	Unknown	0.29%	4.53%	0.00%
Age	16 to 24	2.00%	3.34%	11.7%
	25 to 34	10.84%	17.39%	30.4%
	35 to 44	21.83%	22.67%	
	45 to 54	36.23%	32.76%	23.6%
	55 to 64	25.11%	21.15%	
	65+	3.99%	2.69%	14.1%
Religion or Belief	Christianity	14.55%	11.00%	37.30%
	Hinduism	3.85%	4.12%	25.30%
	Islam	2.00%	1.44%	12.50%
	Judaism	0.71%	0.57%	4.40%
	Jainism	0.86%	0.51%	No category
	Sikh	0.29%	0.39%	1.20%
	Buddhism	0.14%	0.20%	1.10%
	Zoroastrian	0.00%	0.02%	No category
	Other	1.28%	0.86%	2.50%
	No Religion/Atheist	2.71%	2.09%	9.60%
	Unknown	73.61%	78.81%	6.20%
Sexual Orientation	Heterosexual	21.68%	15.92%	No category
	Gay Woman/ Lesbian	0.00%	0.06%	
	Gay Man	0.14%	0.08%	
	Bi-sexual	0.00%	0.14%	
	Prefer not to say	0.86%	1.07%	
	Other	0.00%	0.04%	
	Unknown	77.32%	82.69%	
Pregnancy/ maternity in last 2 years?	Yes	3.42%	4.02%	No category
	No	96.58%	95.98%	
Same gender assigned at birth?	Yes	99.71%	95.47%	No category
	No	0.00%	0.00%	
	Unknown	0.29%	4.53%	

Community, Health and Wellbeing Directorate - By Payband

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

Community, Health and Wellbeing Directorate – Part time

		Full time (443)	Part time (258)	CH&WB (701)	Whole Council Workforce (5,125)
Ethnicity	BAME	43.57%	42.64%	43.22%	36.08%
	White	51.47%	50.78%	51.21%	52.08%
	Unknown	4.97%	6.59%	5.56%	11.84%
Sex	Male	36.34%	13.18%	27.82%	22.36%
	Female	63.66%	86.82%	72.18%	77.64%
Disability	Yes	5.19%	4.65%	4.99%	1.81%
	No	94.36%	95.35%	94.72%	93.66%
	Not stated	0.45%	0.00%	0.29%	4.53%
Age	16 to 24	0.68%	4.26%	2.00%	3.34%
	25 to 34	11.06%	10.47%	10.84%	17.39%
	35 to 44	24.60%	17.05%	21.83%	22.67%
	45 to 54	37.47%	34.11%	36.23%	32.76%
	55 to 64	23.70%	27.52%	25.11%	21.15%
	65+	2.48%	6.59%	3.99%	2.69%
Religion or Belief	Christianity	15.35%	13.18%	14.55%	11.00%
	Hinduism	3.84%	3.88%	3.85%	4.12%
	Islam	2.03%	1.94%	2.00%	1.44%
	Judaism	0.68%	0.78%	0.71%	0.57%
	Jainism	0.68%	1.16%	0.86%	0.51%
	Sikh	0.23%	0.39%	0.29%	0.39%
	Buddhism	0.23%	0.00%	0.14%	0.20%
	Zoroastrian			0.00%	0.02%
	Other	1.81%	0.39%	1.28%	0.86%
	No Religion/Atheist	2.48%	3.10%	2.71%	2.09%
Unknown	72.69%	75.19%	73.61%	78.81%	
Sexual Orientation	Heterosexual	21.44%	22.09%	21.68%	15.92%
	Gay Woman/ Lesbian			0.00%	0.06%
	Gay Man	0.23%	0.00%	0.14%	0.08%
	Bi-sexual			0.00%	0.14%
	Prefer not to say	1.13%	0.39%	0.86%	1.07%
	Other			0.00%	0.04%
	Unknown	77.20%	77.52%	77.32%	82.69%
Pregnancy/ maternity in last 2 years?	Yes	2.48%	5.04%	3.42%	4.02%
	No	97.52%	94.96%	96.58%	95.58%
Same gender assigned at birth?	Yes	99.55%	100.00%	99.71%	95.47%
	No	-	-	-	-
	Unknown	0.45%	0.00%	0.29%	4.53%

Community, Health and Wellbeing Directorate – Recruitment

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

Community, Health and Wellbeing Directorate - Employment Procedures

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

10. Workforce Profiles for Partner Organisations

10.1 Pertemps (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 31st March 2013

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

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

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

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

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

Annual Equality in Employment Monitoring Report

Council Paybands 2012/13

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

H grades - Harrow pay spine

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 th 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 18th 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 3rd 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 8th 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 1st 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 31st 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

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Branch Secretary: Gary Martin

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

2nd January 2014

Dear Lesley,

Re: Modernisation of Terms and Conditions-Collective Agreement

Harrow Unison LG formally responds to your reply dated 23rd 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:



**INVESTORS
IN PEOPLE** | Bronze



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.

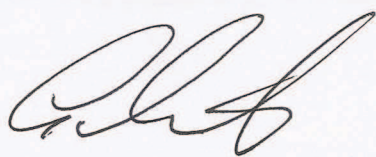
A further strange aspect to your reply is who actually authored the response?

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**

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 18th 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.

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

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
Harrow scheme to apply from 1/4/15	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.
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
Harrow current	66 weeks actual pay
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

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

		ACTION
1.	<p>Notice of amendment by Unison of suspension of paragraphs 3 and 4 of section 7.3.2 of Terms & Conditions of Collective Agreement</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 data-bbox="231 183 1300 331">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 data-bbox="231 369 1300 481">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 data-bbox="231 515 1300 627">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.	
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Branch Secretary: Gary Martin

Private & Confidential

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

Wednesday 18th 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 1st 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.



INVESTORS
IN PEOPLE

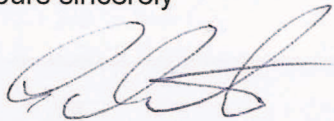
Bronze



Highfield
awarding body for compliance

Approved HABC Centre

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, 3rd Floor South Wing,
Civic 1, Civic Centre,
Station Road,
Harrow,
Middlesex,

2nd January 2014

Dear Lesley,

Re: Modernisation of Terms and Conditions-Collective Agreement

Harrow Unison LG formally responds to your reply dated 23rd 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.

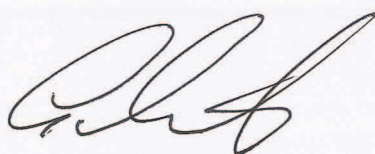
A further strange aspect to your reply is who actually authored the response?

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)

F1Words 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)**

F2Words 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)**

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**

Date of Meeting:	28 January 2014
Subject:	INFORMATION REPORT – Actions Agreed by the Employee Consultative Forum – Employment Sub Group
Key Decision	N/A
Responsible Officer:	Jon Turner – Divisional Director Human Resources and Development and Shared Services
Exempt:	No
Decision Subject to call-in	N/A
Enclosures:	Actions agreed at Employment Sub Group meetings on the following dates: 24 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.