

# Appendix 1a

## Chief Executive's Department Summary Assessing functions or policies for their relevance to general duty

Division	Functions & policies			Relevance to general duty	Degree of relevance to particular functions/policies		Prioritisation
	Existing/proposed functions	Existing/proposed policies related to function	Carried out by external contractor?	Part of general duty which is related to function/policy* (see note below)	Amount of evidence/reason to believe that different racial groups are/could be adversely affected	Level of public concern that functions/policies are operated in a discriminatory manner	Level of priority for 3 year plan
P	Equalities	Equal Opportunities Policy	No	1, 2, 3	Some	Some	2002/03
C & IT	Development of the Local Strategic Partnership	LSP	No	1, 2, 3	Some	A little	2002/03
C & IT	Co-ordination & performance management of crime & disorder reduction strategy	Crime Reduction Strategy	No	1, 2, 3	Some	Some	2002/03
P	Recruitment & selection	R&S Policy & Guidance	No	1, 2, 3	Some	A little	2003/04
C & IT	Supporting the Harrow voluntary sector	Terms of Reference of Grants Panel	No	1, 2, 3	A little	Some	2003/04
C & IT	Proposed Community Strategy	Community Strategy	No	1, 2, 3	None	None	2003/04
C & IT	Mainstreaming of Crime & Disorder implications across service areas	Crime & Disorder Act s17 & Best Value Review	No	1, 2, 3	None	None	2003/04
P	Payroll		No	2	None	None	2004/05
P	Pensions		No	2	None	None	2004/05
P	Health & Safety	Health & Safety Policy	No	2	None	None	2004/05
P	Occupational Health	Service Agreement	Yes	1, 2	A little	None	2004/05
P	Departmental personnel advice & guidance	Harrow Scheme for Pay & Conds. NJC conditions	No	1, 2, 3	None	A little	2004/05
P	Corporate policy development	Harrow Scheme for Pay & Conds. NJC, GLPC, JNC conditions	No	1, 2, 3	None	A little	2004/05
P	Training and development	Training Strategy	No	1, 2, 3	A little	None	2004/05
C & IT	Co-ordination, support & evaluation of the council's Best Value programme	Local Govt Act 2000 & Central Govt's 'Modernising Local Government Agenda'	No	1, 2	None	None	2004/05
C & IT	Responding properly to a major emergency incident	Home Office and Cabinet Office Regulations and Guidance	No	2	None	None	2004/05
C & IT	Ensuring that insurable risk exposures are properly identified & managed	Financial Standing Orders	No	1, 2	A little	None	2004/05
C & IT	To inform the public & media about Council policies and actions	Service Plan/Customs and actions	No	1, 2	None	None	2004/05
C & IT	Develop or advise on IT Policy	IT Strategy E-Government - IEG Statement No.	No	2	A little	None	2004/05

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# Appendix 1a continued

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C & IT	Develop/procure, implement & support IT systems	Web site - Harrow Live	No	2	A little	None	2004/05
C & IT	Develop/procure, implement & support IT systems	IT systems to support service delivery	Yes and No	2	None	None	2004/05
C & IT	Develop/procure, implement & support IT systems	Public access to IT	Yes and No	2	Some	None	2004/05
C & IT	Community Legal Services Partnership	CLSP Plan	No	1, 2, 3	None	A little	2004/05
C & IT	Providing support for the council's car leasing & car loans programmes	Personnel policies & CITS Service Plan	No	1, 2	None	None	2004/05
C & IT	Providing support for the Chief Exec's dept. postal services	CITS Service Plan	No	2	None	None	2004/05
C & IT	Provision of internal audit	Service Plan & Accounts & Audit Regs 1996	No	1, 3	None	None	2004/05
F & E	Quality systems		No	2	None	None	2004/05
F & E	Project work		No	2	None	None	2004/05
F & E	Systems support & training		Part	2	None	None	2004/05
F & E	Payment of benefit to Council tenants, private tenants & Council Tax payers		No	2	None	None	2004/05
F & E	Prevention & detection of fraud	Prosecutions Policy	No	2	None	None	2004/05
F & E	Recovery of overpayments		No	2	None	None	2004/05
F & E	Dealing with enquiries and providing advice		No	2	None	None	2004/05
F & E	Collecting Council Tax from Harrow residents	Code of Collection	Part	2	None	None	2004/05
F & E	Collecting Business Rates from Harrow businesses		No	2	None	None	2004/05
F & E	Dealing with enquiries & providing advice		No	2	None	None	2004/05
F & E	Counter payments		No	2	None	None	2004/05
F & E	Payment by phone		No	2	None	None	2004/05
F & E	Postal remittances		No	2	None	None	2004/05
F & E	Payments made via banks, post offices, building societies, department bankings & DSO's		No	2	None	None	2004/05
F & E	Parking enforcement (car parks, pay & display, penalty notices)		No	2	None	None	2004/05

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F & E	Provide an outside collection service & a petty cash reimbursement facility		No	2	None	None	2004/05
F & E	Make up wage packets for manual staff, asylum seekers & Social Services Day Centres project members		No	2	A little	None	2004/05
F & E	Envelope & despatch housing benefit, creditors & student award cheques		No	2	None	None	2004/05
F & E	Sell stamps & phonecards		No	2	None	None	2004/05
F & E	Collection of fees & charges for a variety of Council services including: Home Care, Allotments, Trade Refuse, Helpline Services		No	2	None	None	2004/05
F & E	Management of the mortgage system		No	2	None	None	2004/05
F & E	Carry out financial assessments for social services clients in residential accommodation		No	2	None	None	2004/05
F & E	Payment of the council's suppliers of goods & services & payments to staff in respect of car allowances		No	2	None	None	2004/05
F & E	Administration of the construction industry scheme for construction industry creditors		No	2	None	None	2004/05
F & E	Provision of counter enquiry service for Council Tax & Housing Benefits		No	2	None	None	2004/05
F & E	Scanning & indexing for the Revenues & Benefits DIP/Workflow system		No	2	None	None	2004/05
F & E	General support such as printing, mailing, cash balancing, stock control, stationery ordering, invoicing & budget monitoring for the rest of the service		No	2	None	None	2004/05
F & E	Advising elected members & client depts on the strategy & preparation of revenue & capital budgets		No	2	None	None	2004/05
F & E	Maintaining client accounts		No	2	None	None	2004/05
F & E	Maintaining & developing the General Ledger Financial Information systems		No	2	None	None	2004/05
F & E	Co-ordinating the revenue & capital budgets & final accounts		No	2	None	None	2004/05
F & E	Managing the Council's Treasury Management function		No	2	None	None	2004/05
F & E	Administration & monitoring of the investments of the Pension Fund		No	2	None	None	2004/05

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F & E	Taxation advisory services		No	2	None	None	2004/05
F & E	Providing a technical advice service on financial issues		No	2	None	None	2004/05
BS	Property Services		Part	2	None	None	2004/05
BS	Litigation & Contract Services		Part	2	None	None	2004/05
BS	Provide administrative support for the Council & its Committees & Sub-Committees	Constitution	No	2	None	None	2004/05
BS	Give advice on local govt law & procedure & the Council's Standing Orders to Members, Committees & Depts of the Council	Constitution	No	2	None	None	2004/05
BS	Provide support services for the Members' Secretariats		No	2	None	None	2004/05
BS	Administer the letting of the committee rooms & council chamber		No	2	None	None	2004/05
BS	Annual production of the Register of Electors		No	2	None	None	2004/05
BS	Organisation of elections (local, UK Parliamentary & EU) & referenda		No	2	None	None	2004/05
BS	Registration of local land charges & completion of local searches		No	2	None	None	2004/05
BS	Providing financial & administrative support services for the rest of the division		No	2	None	None	2004/05
BS	Council-wide printing & reprographic needs		No	2	None	None	2004/05
BS	Register Office for Births, Deaths & Marriages		No	2	A little	None	2004/05

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# Appendix 1b

## Education Department Summary Assessing functions or policies for their relevance to general duty

Division	Functions & policies			Relevance to general duty	Degree of relevance to particular functions/policies		Prioritisation
	Existing/proposed functions	Existing/proposed policies related to function	Carried out by external contractor?	Part of general duty which is related to function/policy* (see note below)	Amount of evidence/reason to believe that different racial groups are/could be adversely affected	Level of public concern that functions/policies are operated in a discriminatory manner	Level of priority for 3 year plan
SDS	Advisory Team	Education Development Plan	No	2, 3	Some	A little	2002/03
SDS	Ethnic Minority Achievement & Traveller Service	Education Development Plan	No	1, 2, 3	Some	A little	2002/03
SDS	Access & Development Service	Education Development Plan Behaviour Support Plan	No	2, 3	Some	A little	2002/03
SDS	Schools' Race Equality Policies	Advice & guidance based on Commission for Racial Equality documents	No	1, 2, 3	Some	A little	2002/03
C & Y	Education lettings service	Lettings Policy	No	2, 3	A little	A little	2003/04
C & Y	Youth Service	Youth Strategy	No	1, 2, 3	A little	None	2003/04
C & Y	Lifelong Learning	Adult Learning Plan	Yes	2	A little	None	2003/04
A & L	Promotion of arts, sport & leisure activities	Cultural Strategy	Yes/No	2, 3	A little	A little	2003/04
CS	Education Social Work Service	Attendance Policy/Behaviour Support Plan	No	1, 2, 3	A little	None	2003/04
EY & C	Foundation Stage Education	Early Years Development & Childcare Strategy	Yes/No	2	A little	None	2003/04
SDS	Harrow Tuition Service	Education Development Plan Behaviour Support Plan	No	1, 2, 3	Some	A little	2003/04
SDS	Governor Support		No	1, 2, 3	A little	A little	2003/04
SDS	Work Experience consortium with Brent	Consortium's policies	No	2	A little	None	2003/04
C & Y	Harrow Teachers' Centre	Teachers' Centre Policies	No	2, 3	None	None	2004/05
C & Y	NW London On-Line	Adult Learning Plan	Yes/No	2	None	None	2004/05
A & L	Holiday playschemes	Playschemes Policy	No	2	None	None	2004/05
Lib	Public Library Service	Annual Library Plan	No	2, 3	None	None	2004/05
Lib	Schools Library Service	Service Level Agreement	No	2, 3	None	None	2004/05
CS	Educational Psychology Service/Early Years Team	SEN Strategy	No	1, 2	None	None	2004/05
CS	Sensory & Communication Team	SEN Strategy	No	2	None	None	2004/05
CS	Assessment & Provision Team	SEN Strategy	No	2	None	None	2004/05
EY & C	Childcare provision	Early Years Development & Childcare Strategy	Yes	2	None	None	2004/05
EY & C	Nursery Centres	Centres' Policies	No	1, 2, 3	None	None	2004/05
SDS	Arts for Schools	Service Policies	No	2, 3	None	None	2004/05

DIVISION ABBREVIATIONS: SDS = School Development Services; C & Y = Community & Youth Services; A & L = Arts & Leisure Services; CS = Childrens Services; Lib = Library Services; EY & C = Early Years & Childcare Services  
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# Appendix 1c

## Environmental Services Department Summary

Assessing functions or policies for their relevance to general duty

Division	Functions & policies			Relevance to general duty	Degree of relevance to particular functions/policies		Prioritisation
	Existing/proposed functions	Existing/proposed policies related to function	Carried out by external contractor?	Part of general duty which is related to function/policy* (see note below)	Amount of evidence/reason to believe that different racial groups are/could be adversely affected	Level of public concern that functions/policies are operated in a discriminatory manner	Level of priority for 3 year plan
E & T	CCTV	Crime & Disorder Strategy; CCTV guidance note & national guidance	No	1, 2, 3	Some	None	2002/03
E & T	Provision of a burial service	Committee reports, bylaws, legislation	Part	1, 2, 3	A lot	Some	2002/03
E & T	Managing parks & countryside areas & allotments	UDP; bylaws	Part	1, 2, 3	A little	None	2003/04
P & D	To provide the proper management & stewardship of all Council resources & Services Plan	Corporate Priority No 19	No	2	A little	None	2003/04
P	U.D.P and research	Unitary Development Plan & Best Value Improvement Plan	No	1, 2, 3	A little	None	2003/04
HCS	Parking enforcement operations	Service specification	No	2	A little	None	2003/04
HCS	Catering schools	Service specification	No	2, 3	None	None	2003/04
HCS	Catering staff		No	2, 3	None	None	2003/04
E & T	Parking enforcement	Draft Transport Strategy/Best Value Review	No	2	A little	None	2004/05
E & T	Car Parks	Draft Transport Strategy	No	2	None	None	2004/05
E & T	Highway enforcement	Legislation & bylaws	No	2, 3	None	None	2004/05
E & T	Highways maintenance	Annual condition assessment. Borough Transportation Spending Plan bid	Part	1, 2	None	None	2004/05
E & T	Street lighting	Service specification	Yes	1, 2	None	None	2004/05
E & T	Transportation schemes	Draft Transport Strategy; Mayor's Transport Strategy	Part	2	None	None	2004/05
E & T	Road safety	Draft Transport Strategy; Mayor's Transport Strategy	No	2, 3	None	None	2004/05
E & T	Waste policy	Recycling Plan; Best Value Review	No	1, 2	None	None	2004/05
E & T	Reception		No	2, 3	A little	None	2004/05
E & T	LA21	LA21 Action Plan	No	1, 2, 3	None	None	2004/05
P & D	Design solutions to engineering problems	National/Gov Legislation Service Plan	No	2	None	None	2004/05
P & D	Implementing maintenance & repair to highways and footpaths	Gov legislation, Council budget prioritisation, Service Plan	Yes	1, 2	None	None	2004/05
P & D	Constructing new & refurbishing existing highway structures	Gov/National Legislation Service Plan	Yes	2	None	None	2004/05

DIVISION ABBREVIATIONS: E & T = Environment & Transportation; P = Planning; P & D = Property & Development; HCS = Harrow Contract Services

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# Appendix 1c continued

## Environmental Services Department Summary

Assessing functions or policies for their relevance to general duty

Division	Functions & policies			Relevance to general duty	Degree of relevance to particular functions/policies		Prioritisation
	Existing/proposed functions	Existing/proposed policies related to function	Carried out by external contractor?	Part of general duty which is related to function/policy* (see note below)	Amount of evidence/reason to believe that different racial groups are/could be adversely affected	Level of public concern that functions/policies are operated in a discriminatory manner	Level of priority for 3 year plan
P & D	Managing the engineering contract process	Standing Orders	No	1, 2, 3	None	None	2004/05
P & D	Council's drainage functions	Land Drainage Act, Statutory Guidance	Yes	2	None	None	2004/05
P & D	Design solutions to building problems	Current legislation building regulations, planning law	No	1, 2, 3	A little	None	2004/05
P & D	Implementing repair & maintenance of buildings	B.S. codes of practice	Yes	1, 2, 3	None	A little	2004/05
P & D	Constructing new & extending/refurbishing existing buildings	B.S. codes of practice	Yes	1, 2, 3	None	A little	2004/05
P & D	Managing the building contract process	Generally jct forms of contract	No	1	None	None	2004/05
P & D	Providing, extending, repairing service within buildings	B.S. codes of practice, Harrow standards	Yes	1, 2, 3	A little	None	2004/05
P & D	Repair & replace existing building components to protect the value of the council's corporate building stock	Maintenance service to corporate building	Yes – works No – surveys, orders etc	1	None	None	2004/05
P & D	Enable the continued provision of services in sound and safe buildings	Maintenance service to corporate building	No	1	None	None	2004/05
P & D	Management of the Civic Centre & communications within it	Efficient management service	No	1, 2, 3	None	None	2004/05
P & D	Administration of contracts for external supply of services to the council	Management of cleaning, catering security & management of leisure contracts	Yes - services are admin contracts internal	1, 2, 3	None	None	2004/05
P & D	Survey of the council's building stock	Monitor all corporate buildings & produce a plan for maintenance & repair	No	2	None	None	2004/05
P & D	Preparation of asset management information and maintenance schedules	Monitor all corporate buildings & produce a plan for maintenance & repair	No	2	None	None	2004/05
P & D	Financial management & advice	Contract, Standing Orders, financial standards & regulations	No	1	None	None	2004/05
P & D	Financial management & finance advice to the dept		No	1, 2, 3	A little	None	2004/05
P & D	Procurement	Contract Standing Orders & finance regs & standards	No	1, 2, 3	A little	None	2004/05
P & D	Administrative support	Contract Standing Orders & finance regs & standards	No	2	None	None	2004/05

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P & D	Processing of all invoices for the Environmental Services Department		No	2	None	None	2004/05
P & D	Maintaining the Standing Approved list of Contractors		No	2	None	None	2004/05
P & D	Tender dispatch, receipt & processing		No	2	None	None	2004/05
P	Planning applications	Best Value Improvement Plan	No	2	A little	None	2004/05
P	Appeals	Best Value Improvement Plan	No	1, 2	None	None	2004/05
P	Enforcement	Best Value Improvement Plan	No	2	None	None	2004/05
P	Advice	Best Value Improvement Plan	No	2	None	None	2004/05
P	Building Regulations applications	Best Value Improvement Plan	No	2	A little	None	2004/05
P	Enforcement	Best Value Improvement Plan	No	2	None	None	2004/05
P	Local Planning	Best Value Improvement Plan	No	2	None	None	2004/05
P	Landscape	Best Value Improvement Plan	No	2	None	None	2004/05
P	Conservation	Best Value Improvement Plan	No	2	None	None	2004/05
HCS	Refuse collection & recycling	Service Specification / Waste Management Strategy	Part	2	None	None	2004/05
HCS	Street cleansing & public conveniences	Service Specification / Waste Management Strategy	Part	2	None	None	2004/05
HCS	Civic Amenity Site	Waste Management Strategy	No	2	None	None	2004/05
HCS	Grounds maintenance	Service Specification	Part	2	None	None	2004/05
HCS	Building maintenance out of hours service	Service Specification	No	2	None	None	2004/05
HCS	Special needs transport	Service level agreement	Part	2	None	None	2004/05
HCS	Security Patrol Service	Service Specification	No	2	None	None	2004/05
HCS	Civic Centre Facilities Management		Part	2	None	None	2004/05
HCS	School Crossing Patrol		No	2	None	None	2004/05
HCS	Catering & Meals On Wheels	Service Specification	No	2	None	None	2004/05

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# Appendix 1d

## Social Services Department Summary Assessing functions or policies for their relevance to general duty

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CC	Services for older people	NSF for Older People	Yes & No	1, 2	A little	A little	2002/03
CF	Children in Need services to children and their families in need of support or safeguarding	MAP 4 & Children's Strategic Plan	No	1, 2	A little	None	2002/03
H	Housing management	Housing Strategy; Racial Harassment Policy	No	1, 2, 3	A lot	A little	2002/03
H	Leasehold management	Housing Strategy; Racial Harassment Policy	No	1, 2, 3	A lot	A little	2002/03
H	Homelessness	Housing Strategy; Homelessness Strategy	Yes & No	1, 2, 3	A lot	Some	2002/03
H	Applications – Housing Register	Housing Strategy	No	1, 2, 3	A lot	Some	2002/03
H	Allocations	Housing Strategy; LOCATA (Choice based lettings)	Yes & No	1, 2, 3	A lot	Some	2002/03
EH	Food safety	Framework agreement for food law Enforcement / Enforcement Policy / Service Plan	No	1, 2, 3	A lot	A little	2003/04
EH	Private sector housing	Enforcement Policy / Service Plan / Housing Strategy / Empty Homes Strategy	No	1, 2, 3	A lot	A little	2003/04
EH	Environmental protection	Enforcement Policy / Service Plan / Contaminated Land Strategy / Review & Assessment of Air Quality	No	1, 2, 3	A lot	A little	2003/04
EH	Renovation grants	Housing Strategy / Service Plan	No	1, 2, 3	A lot	Some	2003/04
EH	Staying Put	Housing Strategy; Supporting People Strategy Service Plan	No	1, 2, 3	A lot	A little	2003/04
EH	Trading Standards	Framework agreement for food law Enforcement / Enforcement Policy / Service Plan	Yes	1, 2, 3	A lot	A little	2003/04
CC	Learning Disabilities service	Valuing People Strategy	Yes & No	1, 2	A little	A little	2003/04
CF	Children Looked After	MAP 4 & Children's Strategic Plan	No	1, 2	None	None	2003/04
CF	Leaving Care	MAP 4 & Children's Strategic Plan	No	1, 2	None	None	2003/04
CF	Area Child Protection Committee	MAP 4 & Children's Strategic Plan	No	1, 2, 3	A little	None	2003/04

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# Appendix 1d continued

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H	Repairs	Housing Strategy Business Plan	Yes	2, 3	A little	None	2003/04
H	Temporary Accommodation	Housing Strategy; Homelessness Strategy	Yes & No	1, 2, 3	Some	Some	2003/04
H	Development	Housing Strategy Business Plan Asset Management Strategy	Yes & No	1, 2, 3	A little	None	2003/04
CF	Services are also provided to children & young people with disability & health needs	MAP 4 & Children's Strategic Plan	No	1, 2	None	None	2004/05
CF	Family & Residential Placements Service	MAP 4 & Children's Strategic Plan	Yes & No	1, 2	None	None	2004/05
CC	Physical disability or sensory impairment services	Community Care Business Plan	Yes & No	1, 2	None	None	2004/05
CC	Asylum seekers service	Community Care Business Plan	No	1, 2, 3	None	None	2004/05
CC	Mental Health Services	NSF for Mental Health	Yes & No	1, 2	None	None	2004/05
H	Estate Services	Housing Strategy	No	2, 3	None	None	2004/05
H	Voids		No	2	None	None	2004/05
H	Empty houses	Housing Strategy	Yes & No	2	None	None	2004/05
H	Strategy & research	Housing Strategy	No	2	None	None	2004/05
EH	Health, safety & licencing	Enforcement Policy / Service Plan	No	1, 2, 3	A little	None	2004/05
EH	Pest Control	Enforcement Policy / Service Plan	Partially up to 07/02	1, 2, 3	A little	None	2004/05
EH	Mortuary	Charter for the Bereaved	Yes	1, 2, 3	A little	A little	2004/05
EH	Brakespear Crematorium		Yes	1, 2, 3	A little	A little	2004/05

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# Appendix 2

## Summary Action Plan and Timetable

Action	Target	Who is responsible	Progress
<b>Year 1: May 2002 – April 2003</b>			
Initial listing and assessment of functions/policies for relevance to general duty	May 02	HOSE	Assessment completed
Consultation on the Race Equality Scheme	May 02	CPO	Meeting planned for April 02 postponed by HCRE. Further dates to be arranged
Report on the Race Equality Scheme to Cabinet	June 02	CPO	
Publication of Race Equality Scheme in Harrow People, on Council website, intranet and in Harrow Update	July 02	CPO/CPRO	
Dissemination of Scheme to Harrow Partnership and Community Organisations	July 02	Partnership Unit	
Development of detailed Race Equality Action Plan as part of generic equality plan	March 03	HOSE	
Review of systems and procedures in relation to ethnic monitoring	March 03	HOSE	
Development of a training plan for Council employees	September 02	CPO	
Training of Council members and senior staff with responsibility for RES	September 02	CPO	
Equality impact assessments of policies	Ongoing	Directors/HOS	
Publication of the results of equality impact assessments. Including consultation and any resultant action	Ongoing	Directors/HOS	
Publication of employment monitoring information	June 03	CPO	
Annual report on progress to date in achieving RES targets	June 03	CE	
Publication of Annual report on Council's website	June 03	CPRO	
<b>Year 2: May 2003 – April 2004</b>			
Report on Council's performance against BV and local Equality Performance Indicators including Generic Equality Standards	June 03	HOS	
Equality impact assessments on policies	Ongoing	Directors/HOS	
Publication of the results of equality impact assessments including consultation and any relevant action	Ongoing	Directors/HOS	
Development of systems and procedures in relation to ethnic monitoring	Ongoing	Directors/HOS	
Training of Council staff to include promotion of racial equality and to address under-representation of black and ethnic minority staff in all areas of the workforce	Ongoing		

Action	Target	Who is responsible	Progress
<b>Year 2: May 2003 – April 2004</b>			
Consultation with HCRE, Trade Unions and Black Workers Groups and Community organisations on implementing the Race Equality Scheme to Cabinet	February 04	CPO/HCIIS	
Publication of employment monitoring information	June 04	CPO	
Annual report on progress on implementing the Race Equality Scheme to Cabinet	June 04	CE	
Publication of Annual report on the Council's website	June 04	CPRO	
<b>Year 3: May 2004 – April 2005</b>			
Report on progress of Council's performance against BV and local equality performance indicators including generic equality standards	June 04	HOS	
Equality impact assessments of policies	Ongoing	Directors/HOS	
Publication of the results of equality impact assessments including consultation and any relevant action	Ongoing	Directors/HOS	
Training of Council staff to include promotion of racial equality and address black and ethnic minority under-representation in the workforce	Ongoing	CPO	
Publication of employment monitoring information	June 05	CPO	
Comprehensive review of RES including consultation with employees, HCRE, Community organisations, Trade Unions, Harrow Partnership and other stakeholders	March 05	HOSE	
Submission of comprehensive review of Harrow's RES to CRE	April 05	CE	
Comprehensive review of RES reported to Cabinet	April 05	CE	
Publication of comprehensive Review of RES on Council's website, Harrow People, Intranet and Harrow Update	May 05	CPRO	

# Appendix 3

## Employment Action Plan

Employment Data	Current Monitoring		Proposed Monitoring in Years 1, 2, & 3
	Corporate	Departmental	
Staff in Post	Yes	Yes	Annually
Staff in Post fulltime and parttime	Yes	Yes	Annually
Applicants for jobs	Yes	Yes	Quarterly/Annually
Applicants for jobs distinguish between external and internal candidates	No	No	Year 1
Success ratio	Yes	Yes	Quarterly/Annually
Applicants for promotion	No	No	Year 2
Applicants for training	No	No	Year 2
Employees who receive formal corporate internal training, professional qualification training	Yes	Yes	Annually
Employees who receive professional qualification training	No	No	Year 2
Acting Ups	No	No	Year 2
Secondments	No	No	Year 2
Work shadowing	No	No	Year 2
Mentoring	No	No	Year 2
Performance assessment	No	No	Performance assessment scheme not currently in place
Grievances	Yes	Yes	Annually
Types of grievance	No	No	Year 1
Disciplinary investigations	Yes	Yes	Annually
Disciplinary hearings	Yes	Yes	Annually
Disciplinary outcomes	Yes	Yes	Annually
Harassment complaints	Yes	Yes	Annually
Types of harassment complaints	No	No	Year 1

Employment Data	Current Monitoring		Proposed Monitoring in Years 1, 2, & 3
	Corporate	Departmental	
Length of time it takes to hear complaints	No	No	Year 1
Severity of sanctions	No	No	Year 1
Voluntary employees who leave the Council's employment	Yes	No	Quarterly/Annually Year 1
All leavers and reasons	No	No	Year 1
Dismissals	Yes	Yes	Annually
Redundancy	Yes	Yes	Annually
Early retirements	Yes	Yes	Annually
Reasons for leaving	No	No	Year 1
Analyse the information obtained from exit interviews	No	No	Year 2