

<b>REPORT OF GOVERNANCE AND RESOURCES SCRUTINY COMMISSION</b>		
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<b>A review of Human Resources; focusing on recruitment and retention</b>	<b>Classification Public</b>	<b>Enclosures</b>
	<b>Ward(s) affected All</b>	

**1. FOREWORD BY THE CHAIR OF THE GOVERNANCE AND  
RESOURCES SCRUTINY COMMISSION: COUNCILLOR ROB  
CHAPMAN – NOVEMBER 2008**

The Council's staff are its most important asset. The need to maintain a full complement of staff and the quality of the staff that it employs are the key factors in determining the level and quality of the services the organisation provides.

Getting recruitment and retention right is important for a number of reasons. Staff attitudes and performance are key to residents receiving good quality services and having a positive view of the Council. Along with our fellow local statutory partners, the Council has the potential to influence the local economy through the way it recruits by utilising the skills and enthusiasm of its local population for the benefit of the whole of Hackney. Expenditure on staff is the biggest single item in the Council's budget and it is important that costs are properly managed. The Council relies on the use of agency and contract staff to a greater extent than some of our peers, and we understand that improving recruitment is seen as way of keeping this in control.

We believe that this review is timely. The council is undertaking a review of its recruitment policies, processes and practices with a view to modernising and improving them.

During the course of this review we were impressed by the way that witnesses have been open about the progress that has been made, but also about the areas where there is still much to do. We have received evidence both from the HR professionals within Hackney, and from service departments whose services are dependant on successful recruitment and retention. We have also sought to look at examples of best practice outside of Hackney and received a clear explanation of the issues relating to recruitment and retention. We believe the organisation understands what the main issues are and in what areas it needs to improve.

In the course of this review, we have monitored progress of the development of the recruitment and retention initiative which has made some progress. Work is being undertaken and there have been reviews of systems and procedures, and the planning and implementation of measures has begun. Because this work remains on going it has proved difficult, at this stage, for us to judge the work's success or otherwise. However, we have looked at the planning, monitoring and implementation of the initiative as a whole. We do have some concerns because the main outcomes for the initiative, and key milestones and targets for the implementation do not appear to be clearly set down. We believe that this must in turn pose some risk to the possible success of the initiative, and we have noted this in our recommendations accordingly.

Because of the ongoing nature of this work we have not taken a final overall view of the initiative. We have made a number of recommendations which detail what we hope to see in the conclusions of the work. We have made some recommendations intended to aid the process by which performance of the initiative can be measured, and some on the consistency of approach. We have also set out a number of milestones and expectations on how we expect to be advised of future progress in further reports to the Commission.

In relation to equalities and employment we have asked for further information about the data that the council holds and have asked to receive the council's annual *Equalities in Employment* report. We have also made a recommendation that the council moves expeditiously to achieve the "Two ticks" accreditation regarding our approach to employing people with disabilities.

## 2. INTRODUCTION

Throughout our review we have regularly been told that the Council recognises its most important asset as its staff. In keeping with such sentiment it would be foolish to disagree with a key line from the borough's recruitment and retention strategy which states clearly that without the right people, in the right place, at the right time, even the most comprehensive finance and business plans will be unable to deliver continuing improvement.

Local Government is one the largest employment sectors in England, employing over 2 million people and therefore constituting a significant part of the UK's workforce. However that is not to say that the sector does not face a number of challenges in ensuring that it remains able to provide the best possible services to its residents. The Commission believes that a balance, mixed and representative workforce is more likely to be able to meet the needs and respond to the challenges of residents in a particular locality. However the sector has a number of characteristics, for example, significantly higher numbers of local government employees are women, who tend to work part time, employees within the sector are disproportionately likely to be over 40 an age group who we understand make up over 75 percent of local government employees, all of which represent key considerations for the Commission and indeed the local authority in determining the importance of recruitment and retention.

Further we were advised and are ourselves aware that the U.K. recruitment market has changed dramatically in recent years. The number of people of working age has reduced and skills shortages have continued to grow. This means that the recruitment market has become far more competitive, not least with our own borough's proximity to London's financial centres. Factors which when together considered with advances in e-technology have resulted in significant changes in the way organisations attracting candidates. It has also led to changes in the way candidates find and apply for vacant posts. Such consideration only furthers the impression that we, as Councillors, have of the importance of getting recruitment and retention right - If we recruit and retain well we are more likely to be able to provide excellent, focused and customer centred services

The Commission conducted this review with a number of considerations in mind, we wanted to consider recruitment and retention from a point of view of organisational governance and people management but also because of the financial pressures that arise through heightened use of agency staff, as exhibited through our regular monitoring of the Council's financial position. Agency staffing can be costly but in many circumstances it can also be appropriate and provide much needed flexibility in the provision and staffing of services. The Commission, however, began this review from the base position that a service, a team or manager nor our

residents can be helped by a system where the average length of time to recruit to post is 7 months. The authority, its processes and senior managers must do better as the way we treat and support our staff simply has to have a strong correlation with the way we provide our services.

2.2 Our terms of reference for this review were as set out below (fully appended to the rear of this report – appendix 4)

*An overview and scrutiny review of the HR Best Use of Resources Programme of Work – **Recruitment and Retention** - aims to;*

- *Build wider Member understanding of the key drivers and issues influencing the Council's ability to effectively recruit and retain staff*
- *Develop an increased understanding of the consequences of any failure to meet the challenges of recruitment and retention has on the Council's ability to effectively and efficiently deliver services*
- *As may arise to make proposals for sharing of best practice across the authority and to utilise any available best practice from peer authorities*

*Throughout the review the Commission will endeavour to consider arising issues under the headings of Equalities and Inclusion*

2.3 The facts and figures detailed within this report are detailed as relayed to us at the time they were presented to the Commission. As such the figures may, at the time of reading, be out of date and cannot therefore be assumed to be accurate though the Commission believes them to be broadly indicative of the current situation and the challenges faced by the borough in the area under review. All evidence collated through this review was received from April 2008 through October 2008, with one presentation received in June 2007.

### 3. SUMMARY AND RECOMMENDATIONS

#### *On-going review*

1. In recognising that ongoing nature of the Council's work in relation to recruitment and retention the Commission finds it challenging to draw any definitive conclusions on the success or otherwise of the work programme to date.

We are concerned that the nature of the evidence presented to us does not explain how the Council's management team as a whole will undertake this task. We believe that this presents a consequent risk to the success of the overall project.

The Commission therefore recommends that HR & OD work with the Commission to programme sessions for directorate specific reviews of the successes, implications and implementation of the changes during the 09/10 municipal year. Such a process will allow for Member oversight and engagement to be continued as the project develops.

#### *Performance indicators*

- 2)
  - a) The Commission, while recognising ongoing work in the area of recruitment and retention, recommends that in order for progress to be made in this area a comprehensive list of measurable performance indicators and/or targets needs to be developed and delivered in order to ensure that progress can be measured against milestones. Without the clarity this brings to observed outcomes we are concerned that there must be a risk that the overall project will not remain focussed on it's objectives and may thus in turn not succeed in delivering those objectives

Such information should go beyond the level of detail offered to the Commission in June 2008 and we propose be reported to the Commission by no later than April 2009.

- b) The Commission requests that it receive a report at its 20<sup>th</sup> April 2009 meeting on the first 1/4s performance against the Recruitment and Retention (Best use of Resources Programme) Measures and Targets as were proposed to the Commission in June 2008.

The Commission expects such a report will demonstrate the collation of baseline data and may as a result detail revised measures, targets and timescales. The Commission further recommends that it be provided a report detailing progress on measures and targets in this area by January 2010

### ***Ethnicity data***

3. The Commission has encountered difficulty in obtaining an accurate picture of the Council's workforce, its background and needs, something which has made it hard to assess with confidence the extent to which our workforce represents the local population.

While the Commission acknowledges that such a situation may be further complicated with challenges presented by census information the Commission recommends that a report be presented to its meeting on 20<sup>th</sup> April 2009 demonstrating how the Council can better collate and use information on its workforce (both permanent and temporary) to ensure it is representative of the borough and thus best placed to meet the needs of our residents

### ***Management of agency staff***

4. The Commission believes that efficient, clear and practical systems and processes are key to the successful management and use of agency staff. We have heard how in some local authorities such approaches are supported by appropriate systems which monitor, record, manage and approve use of agency staff in real time.

We did not feel that how these systems and processes work in Hackney were made clear to us during the course of this review, and that the use of agency staff in Hackney is still notably higher than by our peers. The Commission notes that a number of criteria for collection and compilation of data relating to agency staff are set out in the invitation to tender for the LBH contract for the supply of agency staff. The Commission commends the setting of such specifications and recommends that a mechanism for regularly reporting results to Members be developed.

### ***Consistency***

5. The Commission considers the way recruitment and retention is currently supported by HR & OD around the Council should be structured in the same way. Differing needs may, of course, exist for specific recruitment campaigns or vacancies and the authority may determine to use more resource in such circumstances, however the Commission believes that such resource should be allocated by need and not based upon structure, local decision making or locally available resource. It is concerned that this may be the case at present.

### ***On-line recruitment***

6. The Commission is aware of trials of an on-line recruitment process being undertaken within the Children and Young People's Directorate.

The Commission understands further work is being undertaken to develop the systems necessary to support the processing of electronically received or submitted application forms. However it considers that LBH should introduce on-line recruitment as a matter of urgency. We are concerned that the lack of such a system could be an appreciable impediment to effective recruitment and must be considered a major omission in an age when electronic communication is becoming the norm.

While recognising the aspiration of a comprehensive and fully automated system sitting behind an on-line recruitment window the Commission does not believe that such a potential impediment should delay the introduction of a more widely accessible and broadly customer friendly approach to recruitment in the interim.

### ***Image and Reputation***

7. The Commission recognises the importance of image and reputation on recruitment but also acknowledges the fact that a live project being led by the LBH Communications division is at a relatively early stage in its development and accordingly recommends it receive a report by no later than June 2009 detailing the milestones the project is working toward and how Members will know that the project has succeeded.

### ***Opportunities for all***

8. The Commission endorses the principles set out by the Two Ticks accreditation scheme, an approach which allows employers to provide five commitments in relation to employing disabled people. The Commission recommends that the Council make the necessary arrangements to ensure LBH is fully compliant with the Two Ticks principles and requests it receive a report by no later April 2009 setting out how this may be achieved
9. The Commission understands that LBH has previously trialled an initiative entitled Valuing People, a scheme, which aims to ensure opportunities for employment exist for individuals with, for example, mental health or learning difficulties.

The Commission recommends that such a scheme be taken forward but that first an analysis of the work done to date be undertaken, a clear corporate owner be identified and proposals be put to Members which detail how a scheme will be progressed. The Commission requests a report by no later than June 2009.

## ***Equalities and Diversity***

10. The Commission understands that the newly formed Hackney Diversity and Employment forum will consider a report annually entitled *Equalities in Employment*. The Commission recommends that this report be sent to the Governance and Resources Scrutiny Commission following its consideration at this forum in order to develop and ensure a wide level of Member oversight exists.
11. The Commission recommends that it be offered regular reports on the progress toward local implementation of the new Equalities Framework for Local Government.

### **4. COMMENTS OF INTERIM CORPORATE DIRECTOR OF LEGAL AND DEMOCRATIC SERVICES**

The report is of an interim nature and the recommendations largely relate to the gathering of further and more precise information to assist in the ongoing review. It is implicit in the terms of reference that the Commission is empowered to make these recommendations.

The recommendations relating to equalities should assist in ensuring that the Council is compliant with its duties and responsibilities under equality and anti-discrimination legislation. The pending harmonisation of this legislation under the Single Equality Bill is likely to be better served by this kind of joined-up working between separate fora.

### **5. FINANCIAL COMMENTS**

- 5.1 In implementing any of the recommendations contained within the report the Council will need to work within the resources allocated to the relevant services and remain within the revenue cash limit, capital programme or other external funding that is available.
- 5.2 Specific projects will need to be financially appraised and go through the Council procedures for approval and procurement.
- 5.3 A number of areas that have been considered by the review such as on line recruitment, procurement of agency staff and recruitment advertising are currently at various stages within the procurement process. These tenders involve significant sums that impact on the Councils budget.

## 6. FINDINGS

### 6.1 *Context to recruitment and retention*

When the Commission started its review it was aware that in the recent past the Council had principally focussed on two key workforce issues. The first a reduction in sickness and the second a reduction in agency spend both are clearly important issues as, if well managed, focus on these issues will result in a more efficient and value for money orientated Council. Further it is likely that limiting the amount of sickness occurring and agency usage within LBH would ensure that the Council encounters less external expenditure meaning it is correspondingly more likely to be better placed to direct resources toward our priorities.

During the period of time when attention was directed to the above detailed areas we understand LBH saw significant improvement in sickness absence levels across the Council. However agency spend was found to continue at a level well above the London average. This meant that the reduction of agency spend and usage across the Council has remained a priority for the Council - A task that was to be progressed by the newly organised Division for Human Resources and Organisational Development (HR & OD).

When visiting Camden the Commission heard that their organisational focus on issues related to recruitment and retention had principally been on pay, more recently shifting toward reviewing the need for market supplements and/or other incentives.

#### 6.1.1 At the time of starting our review we were advised of the following key statistics in relation to the Borough's workforce:

Established posts:	4100
Permanent Staff:	2643
Current Vacancies:	1457 (36%)
Turnover:	11.1 (14.4% London average)
Sickness:	10 days (8.68 London average)
Agency:	36%
Spend	£40m
Recruitment advertising & response handling	£1.4m
Total recruitment spend	£2m

The following additional information was also provided to us relating to the borough's workforce;

- 55% women
- 54% BME

- 37% in their 40s
- 74% under 50
- Turnover 11.5% (14.4% London average)
- Sickness 10.7 days year end projection (10.6 London average)

In recognising the diversity of the borough the Commission was mindful to explore how representative of the borough the workforce is. However in recognising the scale of agency staff used in LBH the Commission was also keen to understand the extent to which LBH is aware of its composition and how such a profile might assist or detract from achieving a representative workforce for the borough in its entirety.

- 6.1.2 In order for the borough to begin determining its needs for and responsibilities to its workforce it was important for the Commission to understand the context within which the issues of recruitment and retention sit, we were therefore briefed upon the development of a Workforce Strategy for the borough. Such a strategy should establish the organisational context for HR deliverables and allow the Council to fulfil its obligations by ensuring that each area of Human Resources management and Organisational Development are aligned and interlinked.

In Hackney's case we established that our Workforce Strategy would support the Council's ability to meet corporate and service priorities through its staff, build capacity to meet new challenges and changing priorities in addition to helping the Council plan for the future.

When fully developed and implemented we were advised that an LBH workforce strategy would include; workforce planning, recruitment and retention, organisational and cultural change, leadership and management and building organisational capacity.

However in developing such a strategy it is necessary for LBH to consider broader issues of workforce planning in order to ensure that as an organisation LBH understands the shape and nature of our current workforce which, if successfully completed, will allow the borough to match the skills and abilities of our workforce to new and changing service needs. Such knowledge of our situation, external drivers and the market, in addition to our current and future needs, should also allow the authority to be better placed to recruit, train and develop our workforce to meet our service requirements.

- 6.1.3 Considering the scale and scope of the areas of work about to be undertaken in relation to HR and OD the Commission had a difficult choice to make as to where, from a variety of initiatives and potential areas of work, it might chose to focus a review and where Member's interest might be put to most effective use. The Commission, in its financial oversight role, has considered the issues associated with

agency staff expenditure for a number of years and indeed reviewed the issue during a different administration (*see section 6.4 of report*).

Therefore following a period of deliberation and considering the importance of the issues to the Council, in addition to its historical interest in the matter, the Commission chose to continue pursuing its interest in the issues of agency expenditure though focussing on the broader issue of recruitment and retention, shadowing an already in train officer process, to be the most effective way of contributing toward and ensuring that LBH is tackling agency spend and meeting its recruitment and retention needs.

The Commission chose to focus its attention in the areas where it felt it could make greatest impact. Its choices were guided by the view expressed by OSB that the Commission should consider aspects of equalities related work as part of its review (*see section 6.9 of report*) and so the Commission received information on access routes to employment and other Equalities and Diversity related areas of work. Members also chose to explore internal recruitment and approaches toward on-line recruitment through a number of internal interviews and external visits. Finally the Commission also consider the potential of the work being planned in relation to Image and Reputation to be of such potential importance as to be included within our oversight of this project.

If delivered the Commission considers that the delivery of an improved image and reputation for the borough coupled with improved HR processes should support improved support and management for the workforce, deliver financial savings and also improved customer satisfaction which in itself would help deliver improved image and reputation.

## 6.2 *Recruitment and retention – consolidation of the permanent workforce*

Of 4095 posts within LBH the Commission was advised of the following facts;

- 1,416 currently vacant (34.4%) [1,249 in June 07]
- Vacancy highest among front line managers (39%)
- Lowest among Chief Officers (20%)
- Highest vacancy rate is in CYPs (45.7%) [44% in June 07]
- Lowest vacancy rate is in F&R (25.8%) [CS (22%) in June 07]
- Estimate 31.4% of all staff from agencies (London average 18%) [36.9% in June 07]
- Agency spend £37m (18% decrease on previous years)

The officer led review of recruitment and retention issues (Best Use of Resources Review) was explained to the Commission to be considering; existing workforce issues, current recruitment

arrangement and processes, the role of partner organisations and contractors, benchmark against best practice and a review of costs and other delivery options

The Commission established that the overall aim of the programme is to deliver consistent processes supported by technology to streamline the process and automate areas of the process with the aim being to fully implement a recruitment and retention strategy (adopted in November 2007).

6.2.1 The Commission found that the best use of resources programme will cover five inter-related projects as follows;

6.2.1.1 *Access Routes into Employment*; with the aim being to establish a co-ordinating function which promotes and facilitates increased routes into employment for young people and disadvantaged groups through the provision of Traineeships and Work Experience.

The objective is to increase the number of modern Apprentices to 100 by 2011 (see section 6.7 of report).

6.2.1.2 *Internal Recruitment and Roll-out of On-Line Recruitment*; to develop LBH approaches to these aspects of HR. The Commission found that due to the dependencies between the two previously separately defined projects they will be managed as one project but consisting of two work streams (see section 6.6 of report).

- *Internal Recruitment*; which aims to review and make recommendations to improve the recruitment processes and establish them to reduce HR, recruiting manager and candidate time, reduce cost, maximise efficiencies, keep all parties engaged and reduce candidate attrition.
- *On-Line Recruitment* ; which aims to rollout a single e-recruitment system across the council to provide greater efficiency to the recruitment process in terms of time, cost and quality, reducing total spend of recruitment by 20% per year.

6.2.1.3 *Procurement of the Agency Contact*; which will result in the procurement of a new contract for the supply of Agency staff to Hackney. The objective is to have a managed service to provide a minimum of 75% of Agency staff. The remaining 25% will be provided by niche providers. It is expected this 25% will have agreed terms and conditions and will have a planned migration to also operate under a single managed service. It will also include the development and roll-out of e-requests, e-timesheets and e-invoicing which officers anticipate will make the process simpler, more transparent and improve the quality of management information.

6.2.1.4 *Contract Review*; resulting in the review of all existing recruitment support contracts. This project is dependent on the outputs of the previously defined projects and will require a future scope.

6.2.1.5 *Image and Reputation and Recruitment Attraction Strategy*; aims to deliver a compelling 'story' that communicates Hackney well to the world, and positively changes the reputation and perception of Hackney the place and the Council. It will result in the creation of a 'Brand Bible' for the Council which will set the look and feel of recruitment advertising as well as drive the content.

The Commission was informed that this project is felt to be critical to the success of the programme and is managed by the Corporate Communications and Consultation division within the Chief Executive Directorate (*see section 6.8 of report*).

6.2.1.6 *Establishment Management*; which officers advised is a project which does not directly impact on the individual programme benefits but acts as an 'enabler' in ensuring the base information to be able to manage the other projects is correct and well managed. It is therefore critical to the overall programme and will be reported upon as part of the overall programme (see appendix 1).

6.2.3 A series of scenarios presented to the Commission suggested that the completion of such a project would result it;

- Improved promotional attraction techniques
- Candidate focused approach
- Reduction in time to hire
- Improve calibre of staff we recruit

Coupled with a reduction in the amount of;

- Cost of advertising and processes
- Time to recruit
- Spend on agency
- Repeat adverts

6.3 *Targets, milestones and timescales for the project*

For Members to be able to assess the effectiveness of such apparently logical and laudable aims we were keen to see the production of baseline information by which the project could be assessed including measurable targets, and timescales. Unfortunately only a limited amount of such information was available to the Commission at the time of concluding its short review, this made it difficult for us to draw definitive conclusions in many areas. As a result many of our recommendations detail the way in which we expect to be updated on the progress of the projects. Following such updates we will make any concerns or successes known to OSB, Cabinet and Council through the production of References.

Timescales and milestones;

<b>Related Project</b>	<b>Milestone</b>	<b>Date</b>
Agency Contract	Agreement of the Agency contract RP2	May 2008
Access Routes	Publish adverts for Modern apprentices	May 2008
Recruit Process	Proposal of the new recruitment processes	July/August 2008
Access Routes	Selection process for modern apprentices	July 2008
Recruit Process	Pilot of the new recruitment process	September 2008
Access Routes	Modern Apprentices commence employment	September 2008
On Line	Commence pilot of On Line Recruitment	October 2008
Agency Contract	Agreement of the Agency contract RP4	December 2008
Recruit Process	Roll out of the new recruitment processes	January 2009
Agency Contract	Commencement of the new Agency Contract	April 2009

*Targets;*

1	Recruit	Reduction in vacancies	Reduce the current vacancies from 33% to 25% by June 2009
2	Recruit	Reduction in agency staff	Data available is spend and not number of Agency staff. Target will be based on spend and is to be agreed following the Recruitment Audit.
3	Agency	Reduce the Administration cost of recruiting agency staff	No data available on the cost of administration. Target will be to reduce the number of invoices per annum from 40,000 to 15,000 starting December 2009.
4	Recruit	Improve speed of recruitment from vacancy to offer letter	No base line data currently available. Target and means to measure to be agreed after the recruitment audit stage of the Recruitment

			Process project.
5	On-line	Reduction in cost of recruitment advertising and response handling.	Reduction of the cost of recruitment advertising and response handling by a third by end 2009. Financial data to be collated as a benchmark.
6	Recruit	Reduce the number of candidates lost from the recruitment process.	No base line statistics available. To be reviewed after the Recruitment Audit has been completed.
7	Recruit	Reduction in the percentage of re-advertised posts	No base line statistics available. To be reviewed after the Recruitment Audit has been completed.
8	Recruit	Implementation of a consistent council wide permanent and agency staff recruitment process	Standard, measurable recruitment process implemented by March 2009 across all directorates.
9	Access	Increase the number of Modern Apprentices and trainees.	Increase the number of modern Apprentices from 5 to 100 by 2011
10	Recruit/Access	Maintenance of the current balance of diversity in the workforce.	To be measured using Establishment data. Baseline to be established after Recruitment Audit is completed.
11	Recruit/Online	Improved satisfaction of managers using recruitment processes.	Base line survey being undertaken by the Audit Commission in June/July 2008. Further survey to be undertaken in March 2009.
12	Agency	75% of agency staff being managed by a single Managed Service	75% of agency staff, by value, to be managed through the new Agency contract by December 2009.
13	Agency	Implementation of e-requests, e-timesheets and e-invoicing to better manage Agency staff.	Implemented as part of new contract and in use for 75% of agency requests by December 2009.

### 6.3.1 Recommendations

#### ***On-going review***

1. In recognising that ongoing nature of the Council's work in relation to recruitment and retention the Commission finds it challenging to draw any definitive conclusions on the success or otherwise of the work programme to date.

We are concerned that the nature of the evidence presented to us does not explain how the Council's management team as a whole will undertake this task. We believe that this presents a consequent risk to the success of the overall project.

The Commission therefore recommends that HR & OD work with the Commission to programme sessions for directorate specific reviews of the successes, implications and implementation of the changes during the 09/10 municipal year. Such a process will allow for Member oversight and engagement to be continued as the project develops.

### ***Performance indicators***

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- a) The Commission, while recognising ongoing work in the area of recruitment and retention, recommends that in order for progress to be made in this area a comprehensive list of measurable performance indicators and/or targets needs to be developed and delivered in order to ensure that progress can be measured against milestones. Without the clarity this brings to observed outcomes we are concerned that there must be a risk that the overall project will not remain focussed on its objectives and may thus in turn not succeed in delivering those objectives

Such information should go beyond the level of detail offered to the Commission in June 2008 and we propose be reported to the Commission by no later than April 2008.

- b) The Commission requests that it receive a report at its 20<sup>th</sup> April 2009 meeting on the first 1/4s performance against the Recruitment and Retention (Best use of Resources Programme) Measures and Targets as were proposed to the Commission in June 2008.

The Commission expects such a report will demonstrate the collation of baseline data and may as a result detail revised measures, targets and timescales. The Commission further recommends that it be provided a report detailing progress on measures and targets in this area by January 2010

### ***Ethnicity data***

3. The Commission has encountered difficulty in obtaining an accurate picture of the borough's workforce, its background and needs, something which has made it hard to assess with confidence the extent to which our workforce represents the local population.

While the Commission acknowledges that such a situation may be further complicated with challenges presented by census information the Commission recommends that a report be presented to its meeting on 20<sup>th</sup> April 2009 demonstrating how the borough can better collate and use information on its workforce (both permanent and temporary) to ensure it is representative of the borough and thus best placed to meet the needs of our residents

#### 6.4 *Agency staff usage*

The Commission was briefed at the start of its review on the issues and factors in relation to the Council's management of its agency staff needs.

During a number of initial briefings we were advised that officers believed it to be apparent that agency spend is driven by:

- High vacancy levels which average 36% across the Council.
- Recruitment processes which are old-fashioned and inefficient
- A culture which promotes the use of agencies as a first resort.
- Image and reputation of Hackney that is lagging behind the reality.

Select Appointments are responsible for all categories of temporary staff. All staff are supplied under the contract, if Select Appointments cannot meet a managers business needs then they will meet a managers staffing requirements through the relevant category specialist. At the time of receiving our briefing the Commission established that an additional 30 suppliers support the contract. All contracted suppliers have gone through extensive vetting process to ensure compliance to the contract. Ensuring that managers all use and select staff through the Council's chosen agency staff provider ensures that LBH has a greater amount of control of the levels of expenditure, expectations and standards and that data can be collated allowing for the development of improved monitoring.

The Commission was informed that progress had been made toward reducing agency spend prior to the start of the Best Use of Resources project agency. In 2005/06 total LBH agency spend of £39m, in 2006/07 total LBH agency spend of £35m. In 2006/07 198 different Agencies were used (down from 237 in the previous year).

However the Select 'share' has stayed at approximately 60% since 05/06 with the second highest supplier accounting for 4% of spend meaning that a significant percentage of agency spend remains outside of the contract. Members were informed that this meant LBH have 100s of suppliers providing staff with little control.

The Commission is aware that a tendering process for a new LBH agency contract remains ongoing but is encouraged by reviewing the indicative specification which appears to require potential providers to

both compile and provide increased levels of data relating to a significant part of the borough's workforce.

Agency use by directorate was relayed to us as follows;

<b>Directorate</b>	<b>Spend 06/07</b>	<b>Agencies used in 06/07</b>
<b>CYPS</b>	£6.6m	105
<b>CS</b>	£8.9m	61
<b>CCS</b>	£3.5m	21
<b>F&amp;R</b>	£4.9m	24
<b>N&amp;R</b>	£11m	57

When visiting Camden (LBC) we heard how they had recently focussed on actively managing agency staff usage which had resulted in a significant reduction the introduction of staff in traditionally hard to recruit to areas such as in social work and engineering.

One of the approaches referred to us included a deliberate attempt to shift organisational culture away from agency staff usage being perceived as a problem but rather something that should be embraced and used to LBC's advantage, for example, through allowing for peaks in demands for services to be better managed and providing for greater flexibility. The Commission also established that systems had been introduced which provide clear processes and choices to line managers while also making it harder for agency staff to be used to fill admin or general vacancies which LBC believe they should be able to recruit locally or recruited via corporate schemes. Managers are only able to order agency staff via an on-line system, which allows for wage rates to be set centrally and rules and procedures to be followed. Such an approach also ensures that authorisation processes are adhered to.

#### 6.4.1 *Recommendations*

##### ***Management of agency staff***

4. The Commission believes that efficient, clear and practical systems and processes are key to the successful management and use of agency staff. We have heard how in some local authorities such approaches are supported by appropriate systems which monitor, record, manage and approve use of agency staff in real time.

We did not feel that how these systems and processes work in Hackney were made clear to us during the course of this review, and that the use of agency staff in Hackney is still notably higher than by our peers. The Commission notes that a number of criteria for collection and compilation of data relating to agency

staff are set out in the invitation to tender for the LBH contract for the supply of agency staff. The Commission commends the setting of such specifications and recommends that a mechanism for regularly reporting results to Members be developed.

## 6.5 Permanent recruitment

At the time of undertaking our review the Council had three recruitment contracts:

<b>TMP</b>	Recruitment Advertising & response handling	£1,495K
<b>TRIBAL</b>	Executive Search and Selection	£370K
<b>CAPITA</b>	Occupational and psychometric testing	£96K
<b>TOTAL</b>		<b><u>£1.9m</u></b>

The Commission found that the average annual spend for Local Authorities in London is £1m making LBH poor performing by a common peer benchmark.

The Commission was advised that a review of current recruitment process identified the recruitment processes currently being used within LBH have changed little in 20 years. An average recruitment processes takes 7 months, with many adverts felt to be poorly written and inconsistent. Ineffective monitoring of processes and outcomes means that it has been difficult to establish what is going wrong and what works better and to put in place any different measures, a common result is that managers would rather go through an agency, thus filling a vacancy more quickly but also frequently at higher cost and without any long term solution being explored.

- 6.5.1 We were informed about a piece of work being undertaken to review internal systems and presentations. The project includes a recruitment audit, a review of internal processes. A move toward centralisation of recruitment processes/policy and a review of redeployment process.

It is anticipated that the completion of such work and implementation of findings or recommendations to change the way that LBH recruits will result in consistent implementation, the establishment of fast track processes, introduction of simplified and efficient processes, clarify roles and responsibilities and a review of Job Descriptions and Person Specifications to ensure that job details accurately describe a role but also meet the Councils requirements.

When visiting Camden we established that they view the success of recruitment as closely linked to the ability to manage the perception of candidates of the borough but also of the recruitment process. To this end the borough's HR team regularly review recruitment systems

in order to ensure they remain modern, facilitative and non obstructive in order to ensure that agency staff are not seen as an easier option. Further we established, unlike in LBH that the whole HR administration process is supported by one comprehensive enterprise resource system, Oracle ERP, which they believe has realised a number of efficiencies. The system was introduced as an invest to save initiative, which has to date realised £1m in savings.

#### 6.5.2 *Recommendations*

##### ***Consistency***

5. The Commission considers the way recruitment and retention is currently supported by HR & OD around the Council should be structured in the same way. Differing needs may, of course, exist for specific recruitment campaigns or vacancies and the authority may determine to use more resource in such circumstances, however the Commission believes that such resource should be allocated by need and not based upon structure, local decision making or locally available resource. It is concerned that this may be the case at present.

#### 6.6 *On-line recruitment*

E-recruitment links both internal and external procedures and processes by providing an interface for candidates to apply for jobs with the Council on an ever more popular and accessible format.

The Commission was advised that the delivery of e-recruitment or on-line recruitment processes increases the efficiency and speed of the process as compared with traditional means of recruitment. In addition it can also reduce significantly the cost in advertising and response handling. The existence of a borough wide system would increase the ease with which a potential applicant may apply for a vacancy within the Council while also creating a modern, efficient image of the Council.

An on-line recruitment system has the potential to help structure and remove currently manual administrative processes. It will also form the basis for the monitoring and tracking to ensure the process undertaken is meeting its objectives in terms of the timeliness and quality of the recruitment.

When visiting Camden we established that they operate what they believe to be a fully comprehensive on-line recruitment system which they introduced in order to improve the candidate experience from interview through to a candidate starting in his/her post. One example cited of improvements resulting from the introduction of such a system included the posting of adverts to take place on the occasion be posted on the same day as they decision to recruit is made.

Up to 80% of Camden's jobs are now handled and posted via the on-line recruitment system in this way. The Commission also established that the numbers of posts on Camden's establishment are controlled through the budget process. If the budget doesn't exist agency staff cannot be used. This means that the approach adopted in relation to recruitment is increasingly a risk based approach.

- 6.6.1 The Commission was informed that each part of the end to end recruitment process will be identified to understand where technology can be used in conjunction with understanding where technology can be used to improve the process both within each stage and overall.

The Commission was advised of a number of steps that officers believe to be necessary before the introduction of any such initiative in order to ensure that it is properly supported; as follows

- i) Map out the recruitment process from end to end.
- ii) Against each stage identify the 'trigger' to move from stage to stage i.e. what identifies the end of one stage and the commencement of the next.
- iii) Identify the expected time of each stage of the process from start to end.
- iv) Identify what forward planning has to be undertaken for a stage to commence (i.e. booking time and other resources)
- v) Identify the owner of each stage and for the overall process.
- vi) Identify the measurement against each stage for it to be completed to time and quality.
- vii) Against each stage, it will also be necessary to identify the requirements for; policies, templates, guidance notes, internal support process and, external support process (for example advertising etc.)

- 6.6.2 Financial savings should ensue from the roll out of on-line recruitment to replace more expensive traditional advertising and the reduction in the use of the outsourced service for response handling.

The Commission established that on-line recruitment should reduce use of more expensive traditional recruitment channels. The potential savings, based on market testing, is expected to be a reduction of 25% in current costs which equates to an annual saving of £400K. These savings will be confirmed as the project progresses.

The initiative is currently being piloted in the Children and Young People's Directorate (CYP). The Commission was informed that plans exist for a borough wide roll out over the coming year. Based on this pilot, the savings from reducing the amount of response handling by a third party are estimated to be 75% of the current cost. This would equate to an annual saving of £200K. Such savings will

be confirmed as the project progresses.

When the Commission met with representatives of the CYP Directorate they were advised that it felt fortunate to be the first directorate within LBH to trial e-recruitment. The project is funded directly by the directorate and is estimated to cost approximately £19.5k per annum for the use of the application and user privileges etc (i.e excluding the costs of active management by a designated HR team). The system is externally hosted (with a high level of technical support) but mirrors the LBH website meaning applicants are unlikely to be aware that they have left LBH pages. 85% of jobs for the reclaiming social work posts are received on-line though the approach continues to allow for receipt of paper based applications.

Throughout this trial managers are supported by a recruitment manager and a team of three who ensure that a candidate is contacted after their application is received, kept informed of progress which the team find, anecdotally, delivers a higher level candidate retention. The recruitment team anticipate that over time front line managers will become more involved in the process though the process requires only regular updating rather than active management if used appropriately and properly supported.

### 6.6.3 *Recommendations*

#### ***On-line recruitment***

6. The Commission is aware of trials of an on-line recruitment process being undertaken within the Children and Young People's Directorate.

The Commission understands further work is being undertaken to develop the systems necessary to support the processing of electronically received or submitted application forms. However it considers that LBH should introduce on-line recruitment as a matter of urgency. We are concerned that the lack of such a system could be an appreciable impediment to effective recruitment and must be considered a major omission in an age when electronic communication is becoming the norm.

While recognising the aspiration of a comprehensive and fully automated system sitting behind an on-line recruitment window the Commission does not believe that such a potential impediment should delay the introduction of a more widely accessible and broadly customer friendly approach to recruitment in the interim.

## 6.7 *Access routes to employment*

This project details the name given to the Council's programme of work to increase the number of staff recruited to work for the Council through what once might have been described as a trainee route. A limited trial has taken place to date focusing on the Finance and Resources Directorate. The objective of the programme now is to increase the number of Modern Apprentices from 5 to 100 by 2011. The short term objective is to recruit 16 Modern Apprentices by September 2008.

The Commission heard how 16 vacancies have been selected to be Apprentice positions in the following directorates.

<b>Directorate</b>	<b>Number of apprenticeships</b>
Community Services	6
Customer and Corporate Services	2
Children and Young People	6
Neighbourhood and Regeneration	1
Team Hackney	1

We heard how training providers have been identified and partnership arrangements established to enable apprentices to undertake studies. Discussions are also being held with the Learning and Skills Council (LSC) to find qualification and training providers for other areas to use them as traineeship positions. Further the Commission was advised that a website, [www.hackney.gov.uk/apprenticeships](http://www.hackney.gov.uk/apprenticeships), has been established.

The Commission also heard how LBH continues to provide work experience placements to year 10 students, college and university students. We were also informed that LBH supports short and long-term voluntary work placements for residents to allow them to up-skill or improve on their existing skills. In addition two graduates from the National Graduate Development Programme are due to start by October 2008 on two year contracts.

## 6.8 *Image and reputation*

HR & OD advised the Commission that they believed a number of barriers to working in Hackney existed specifically linked to external perceptions and including poor perceptions of the Council often based upon outdated and untrue opinions. The current brand and image of LBH does little to reflect a forward thinking and innovative organisation an unrepresentative image which is supported and reinforced through the deliver of inadequate processes.

The Commission was mindful of such issues when receiving a briefing from the Communications and Consultation Division on the Image and Reputation project. Members were advised that the aim of the project is to understand more clearly the reputation of 'Hackney',

in order for that reputation to be developed in ways that are both achievable and measurable. The aim is to create a compelling 'story' that allows a range of activity to be projected which communicates Hackney well, to itself and to the wider world, shifting the reputation and perception of the borough, as well as the Council.

*a) The Borough;* Hackney, the place, is widely acknowledged to have significant and often historical reputational challenges. The Borough has considerable cultural and social richness and significant further potential, mixed with extreme demographic, geographic and economic contrasts. We were advised there is an interplay of difficult narratives with outdated perceptions (such as those around crime and safety).

*b) The Council;* the Council has achieved a considerable turnaround in its performance over recent years. After a period of visible turbulence, it has achieved political, financial and managerial stability. Performance is improving markedly and the Council has now been officially rated as a 3\* Authority.

6.8.1 The project itself contains a number of phases. The first, an information gathering, analysis and audit stage, has been scoped, executed and is at the delivery and reporting back stage. This stage of the project includes work undertaken by Ipsos MORI on behalf of the Council which considers the views of a sample of Londoners, a series of in-depth interviews with key Whitehall and Westminster stakeholders and opinion formers and is supported by desk-top analysis of existing key data and reports.

Further work is also being undertaken in partnership with an organisation called 'The Team' who we heard are conducting a visual audit of the borough, a Communications audit of Council communications output and a series of internal interviews.

A second phase will be concerned with developing a Hackney 'story' and the creation of comprehensive brand guidelines. These will include a set of policies and protocols covering all areas of communications & consultation activity, along with detailed guidelines around the Council's corporate identity. Phase 2 is currently at the proposal and scoping phase. We heard how it is proposed phase 3 will then concentrate on the implementation and embedding

The Commission was informed of a number benefits are projected to arise from this project;

- A base-line understanding of Hackney's current reputation and a better understanding of the current perceptions that people have, both inside and outside the borough, of Hackney Council and borough and as an organisation and employer. This will be our

grounding for positive improvements to the Hackney's image and reputation.

- An understanding of how the Council's activity, achievements and vision for the future should be best communicated to the full spectrum of a complex set of audiences, within a coherent overall 'story' or narrative, clearly related to its core values, key objectives and planned future direction.
- A defined set of strategic key themes – the top 5 or 6 things we need to say about Hackney – underpinned by an appropriate hierarchy of messaging for an organisation and place of Hackney's complexity.
- A uniform and consistent set of policies, procedures and brand guidelines – enabling continuity in communications throughout the Council in all core service areas and corporate services, including employer branding, 2012 branding, partnership and co-branding etc.
- A set of high-level Key Reputational Performance Indicators

#### 6.8.2 *Recommendations*

##### ***Image and Reputation***

7. The Commission recognises the importance of image and reputation on recruitment but also acknowledges the fact that a live project being led by the LBH Communications division is at a relatively early stage in its development and accordingly recommends it receive a report by no later than June 2009 detailing the milestones the project is working toward and how Members will know that the project has succeeded.

#### 6.9 *Equalities*

The London Borough of Hackney values diversity within the community and in employment and strives towards promoting equal access to services, facilities and employment opportunities.

As part of the Council's commitment towards mainstreaming equality and diversity, the Council has produced three statutory Equality Schemes, setting out how Hackney intends to meet its legal obligations with regard to race, gender and disability.

However, equality law has since been extended to include age, gender, identity, religion or belief and sexual orientation to ensure that equality legislation reflects the diverse needs of current society and the community at large. The new Equality Bill will bring in a single positive equality duty. Hackney Council needs to ensure that these additional strands are reflected within the current employment monitoring framework to meet regulatory requirements and promote best practice.

- 6.9.1 The Commission has identified that LBH intends to establish a new Hackney Diversity in Employment Forum (HDEF) with terms of reference that explicitly deal with all equality strands i.e. age, race, gender, disability, gender identity, religion or belief and sexual orientation

The Group will also have a role in overseeing major employment equality projects such as issues arising from the monitoring of the Employee Assistance Programme and the possible accreditation of the Disability Two-Ticks award.

- 6.9.2 In December 2006, LBH published the Disability Equality Scheme, which included an action to pilot the Workright scheme (now known as the Valuing People initiative) through a phased implementation by October 2007.

The Commission understands Valuing People to be an initiative to improve the employment opportunities for people with learning disabilities and people with mental health problems.

There are different ways in which this type of programme might be implemented, for example;

- Using existing vacant posts, particularly post that involve repetitive work (which may be suitable for a person with learning disabilities). These posts could be examined to establish if they are roles that could be appropriate for someone with learning disabilities or mental health problems.
- Current vacancies could be examined to identify whether particular elements of the post could be suitable for people with learning disabilities or mental health problems. Posts are then 'carved out' of existing roles. This process of 'job carving' can be beneficial for all team members because it allows the more repetitive tasks (e.g., faxing, photocopying) to be taken out of jobs and given to someone as an opportunity.

Similar to the Workright scheme developed by Mencap, the Commission understands the aims of the project are to; create better access to employment opportunities within the Council for people with learning disabilities and/or mental health concerns; mainstream the employment of people with learning disabilities and mental health concern through adapting the Council's HR Framework. Raise awareness around learning disabilities and mental problem to help promoted, disability equality and show the Council's commitment to promote disability equality and improve its image. In addition to helping obtain a representative and diverse workforce, increasing the opportunities for existing staff to gain experience and skills in management and mentoring and helping fulfil the Council's objectives under its Disability Equality Scheme

The Commission understands from reviews conducted by other Scrutiny Commissions that the Customer and Corporate Services Directorate agreed to pilot the Valuing People initiative and nominated Customer Services and Property Services to provide the initial work placements with the idea being that overtime the initiative would be mainstreamed within the Council's Recruitment Policy.

The Commission believes that the initiative has now lapsed and has been unable to receive a briefing on progress, successes or otherwise

- 6.9.3 The Commission is aware of an initiative termed 'two ticks' accreditation. The accreditation is awarded to employers who demonstrate to the Department of Work and Pensions (Job Centre Plus) that they have achieved, and are committed to, continually achieving 5 commitments relating to the employment of disabled people.

The 5 commitments are to;

- Interview all disabled applicants who meet the minimum criteria for the job
- Ensure a mechanism is in place to discuss, at any time, but at least once a year, with disabled employees what can be done to ensure that they can develop and use their full abilities
- Make every effort to ensure that when employees become disabled, they stay in employment
- Take action to ensure that all employees develop the appropriate level of disability awareness needed to make these commitments work
- Conduct an annual review on what has been achieved and plan ways to improve on them. This is reported to the Department of Work and Pensions
- The award of the accreditation is reviewed annually when the employer has to demonstrate to Job Centre Plus what action it has taken to meet the 5 commitments - this has to be an ongoing commitment.

The Commission understands that the award of the accreditation is reviewed annually when the employer has to demonstrate to Job Centre Plus what action it has taken to meet the 5 commitments - this has to be an ongoing commitment.

6.9.4 *Recommendations*

***Opportunities for all***

8. The Commission endorses the principles set out by the Two Ticks accreditation scheme, an approach which allows employers to

provide five commitments in relation to employing disabled people. The Commission recommends that the Council make the necessary arrangements to ensure LBH is fully compliant with the Two Ticks principles and requests it receive a report by no later April 2009 setting out how this may be achieved

9. The Commission understands that LBH has previously trialed an initiative entitled Valuing People, a scheme, which aims to ensure opportunities for employment exist for individuals with, for example, mental health or learning difficulties.

The Commission recommends that such a scheme be taken forward but that first and analysis of the work done to date be undertaken, a clear corporate owner be identified and proposals be put to Members which detail how a scheme will be progressed. The Commission requests a report by no later than June 2009.

### ***Equalities and Diversity***

10. The Commission understands that the newly formed Hackney Diversity and Employment forum will consider a report annually entitled *Equalities in Employment*. The Commission recommends that this report be sent to the Governance and Resources Scrutiny Commission following its consideration at this forum in order to develop and ensure a wide level of Member oversight exists.
11. The Commission recommends that it be offered regular reports on the progress toward local implementation of the new Equalities Framework for Local Government.

## **7. CONCLUSIONS**

- 7.1 This has been the fourth investigation conducted by the Governance and Resources Scrutiny Commission. The review has aimed not only to identify and understand the service delivered but also the effects the present systems, processes and capacity have on services and the users of those services. The Commission's perception of the challenges currently being faced has increased and the recommendations have been made bearing these in mind.
- 7.2 Recruitment and retention needs to improve if the borough is to continue on its upward trajectory and we are to have fully optimal services, staffed by the best possible candidates. Systems and processes must work for and support managers and staff and not be seen as barriers to getting the job done. In some cases systematic challenges may need to be resolved in others areas management culture may need to be changed. However many positive examples also exist which should not be forgotten and include recent staff surveys which show satisfaction rates 20% above the London

average, improving residents satisfaction rates up 50% points since 2000, resecuring Council wide IIP.

- 7.3 The Commission considers that areas which may benefit from further attention and development as the recruitment and retention processes are embedded and rolled out will include a greater focus on succession planning, exploration of how we will work better with our partners and across agencies to develop shared responses to what in many cases may be shared staffing challenges and finally how LBH might most effectively integrate our human resources and organisational development initiatives with customer services and thus improve our ability to meet our customers expectations

**Lead Councillor:** Cllr Rob Chapman

Scrutiny Officer: Ben Vinter, 📞 020-8356 3441

## **8. CONTRIBUTORS**

The following people attended the Scrutiny Commission's meetings and gave evidence or spoke with Members of the Commission in ways that helped shape the review. The Scrutiny Commission owes a great deal to them not only for what they contributed to the investigation but also for the enthusiasm and commitment they brought to the task.

Caroline Anderson – Assistant Director HR&OD

Sue Primmer – Assistant Chief Executive, Communications and Consultation

Rosalind Hardie Ejiohuo – Head of Equalities and Diversity

Stuart Thorn – Directorate HR Manager

Pam White – Directorate HR Manager

Lorraine Robinson – Directorate HR Manager

Jon Forster – Project manager – HR Delivery

Directorate of Organisation Development – LB Camden

## **9. MEMBERSHIP OF THE SCRUTINY COMMISSION**

### **9.1 Contributing Members of the Scrutiny Commission**

Councillor Rob Chapman, Chair

Councillor Simche Steinberger, Vice-Chair

Councillor Luke Akehurst

Councillor Michael Desmond

Councillor Emma Plouviez

Councillor Angus Mulready - Jones

Councillor Mischa Borris<sup>1</sup>

Scrutiny Officer Ben Vinter

<sup>1</sup> from May 2008 AGM replaced by Cllr Chris McShane

## **Background Papers**

LBH Workforce strategy

Recruitment Strategy to Consolidate the Permanent Workforce

Best Use of Resources Programme Definition Document – Review of  
Recruitment

Recruitment process and online roll out - Programme Definition Document

Equalities standard for local government – Self Assessment

People and organisational development strategy 2008 - 11

Hackney diversity in employment forum report

ITT for the Contract for The Supply of Agency Staff

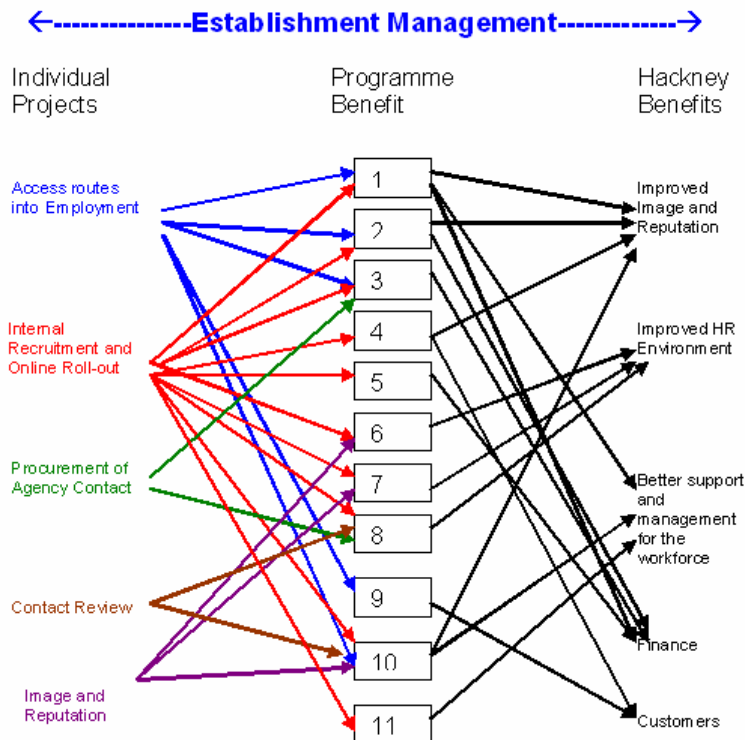
LBH ethnicity profile

Estimating and profiling the population of Hackney – Mayhew Associates

2. PROGRAMME BENEFITS AND THE BENEFITS TO HACKNEY

The following benefits will be delivered by the individual projects which constitute the programme. Establishment Management is an enabler to establish targets and measure against results. As the programme progresses, the benefits will be further defined to supply information on numbers, costs and timescales.

1. Reduction in vacancies.
2. Reduction in agency staff.
3. Reduce the Administration cost of recruiting agency staff.
4. Improve speed of recruitment from vacancy to offer letter.
5. Reduction in cost of recruitment advertising and response handling.
6. Reduction in the number of candidates lost from the process.
7. Reduce the percentage of re-advertised posts.
8. Implementation of a consistent council wide process.
9. Increase the number of Modern Apprentices and trainees from 5 to 100 by 2011.
10. Maintenance of the current balance of diversity in the workforce.
11. Improved satisfaction of managers using the recruitment processes.



## Appendix 2

### Equalities targets

#### BVPI data

Reference	PI	02/03	03/04	04/05	05/06	06/07	07/08	London Top Quartile (based on 06/07 data)
	<b>Equalities Standard</b>							
BV2a	Equality Standard for Local Government: Level met by Authority	1	1	1	1	2	2	N/a
BV2b	Duty to promote race equality: % checklist score	N/A	47%	42%	58%	68%	84%	89%
	<b>Staffing</b>							
BV11a	Top 5% of earners: Women	32%	36%	36.36%	39.10%	41.42%	46.39%	47.70%
BV11b	Top 5% of earners: Ethnic minorities	30.10%	%	25.12%	28.60%	30.02%	27.68%	15.28%
BV11c	Top 5% of earners: with a disability				4.17%	4.16%	3.60%	4.30%
BV12	Days lost to sickness	10.59	10.4	8.68	9.49	9.86	9.79	7.92
	Not breakdown by gender or ethnic grouping							
BV16a	% of employees with a disability	0.50%	1.50%	2.78%	3.25%	2.56%	2.57%	4.23%
BV16b	% of economically active people who have a disability	17.08%						N/a
BV17a	Ethnic Minority representation in the workforce - employees	47.50%	46.20%	45.50%	44.80%	41.20%	47.40%	35.40%
BV17b	% of economically active ethnic minority population (aged 18-65)	37.70%						N/a
	<b>Buildings</b>							
BV156	% of buildings open to the public accessible to people with a disability	12.10%	21.40%	22.58%	64.52%	84.38%	90.6%	N/a
	<b>Road Crossings</b>							
BV165	Pedestrian crossings with facilities for disabled people	87%	87%	96%	100%	100%	100%	100%
	<b>Racial incidents /Domestic violence</b>							
BV174	Racial incidents recorded per 100,000 population	47.69	125	115.64	76.79	101.59	96.92	N/a
BV175	% of racial incidents resulting in further action	80%	82%	90.04%	99.37%	100%	100%	100%
BV176	Number of domestic refuge places per 10,000 population	1.92	2.1	2.1	See BV225			
BV225	Actions against domestic violence: % score against checklist	N/A			63.60%	91%	91%	N/a

	<b>Adult Social care</b>							
BV58	% of people receiving a statement of how their needs will be met	88.7%	94%	84.00%	Deleted PI			
BV54	Older people (age 65 or over) helped to live at home – per 1,000 population	76.00	83.10	94.10	102.68	100.8	100.8	
	<b>BV Survey Results</b>	BV Surveys undertaken every 3 years (2001/2 - 2003/4-2006/7)						
BV74a	Local authority tenants' satisfaction with landlord services		54%			59%		72%
BV74b	Satisfaction of council tenants with the overall service provided - Black and minority ethnic tenants		48%			56%		70%
BV74c	Satisfaction of council tenants with the overall service provided - non black and minority ethnic tenants		60%			59%		74%
BV75a	Tenant satisfaction with participation (All)		47%			53%		62%
BV75b	Tenant satisfaction with participation (Ethnic minority tenants)		42%			54%		64%
BV75c	Tenant satisfaction with participation (Non-ethnic minority tenants)		53%			53%		62%
	<b>Code of practice</b>							
BV164	Does authority follow Commission for Racial Equality code & good practice standards for social landlords?	No	Yes	Yes	Yes	Yes	Deleted PI	N/a
	<b>Equality in Education</b>							
BV50	Educational qualifications of looked after children: % of care leavers with at least one GCSE A*-G or GVNQ	42%	47%	56%	45%	50%	58%	56%

## Survey different background

Ref	Base number	BVPI survey	06/07 Definitely agree/Tend to agree	06/07 Definitely Disagree/tend to disagree	06.07 other /too few
Q5	1141	To what extent do you agree or disagree that this local area is a place where people from different backgrounds get on well together	76%	21%	2%

## BME educational targets (stretch)

Ref	PI	2006/07	2007/08
CYP 1a LAA	% of pupils achieving Level 5+ at KS3 in English, Maths and Science (stretch)	51%	57.10%
CYP 1b LAA	% of pupils of Turkish/Kurdish/Turkish Cypriot heritage achieving Level 5+ in English, Maths and Science at KS3 (stretch)	33%	39.10%
CYP 1c LAA	% of Caribbean heritage pupils achieving Level 5+ in English, Maths and Science at KS3 (stretch)	39%	48%
CYP 2a LAA	% of pupils achieving Level 2+ in KS1 Reading (excluding Turkish/Kurdish/Turkish Cypriot/Caribbean heritage pupils) (stretch)	77%	79%
CYP 2b LAA	% of Turkish/Kurdish/Turkish Cypriot pupils achieving Level 2+ at KS1 reading (stretch)	66%	66%
CYP 2c LAA	% of Caribbean heritage pupils achieving Level 2+ in KS1 Reading (stretch)	76%	81%

## Relevant LAA indicators

Ref	LAA NIs	Identified Council lead directorate	Baseline 2007/08	Target 2008/09	Target 2009/10	Target 2010/11
NI 1	% of people who believe people from different backgrounds get on well together in their area	CE	78% BVPI 2006	80%	No survey (every 2 years)	80%
NI 5	Overall/general satisfaction with local area	CE	60% BVPI 2006	64%	No survey (every 2 years)	68%
NI 13	Migrants English language skills and knowledge	CYP/TLT	TBC	Deferred as agreed by GoL	TBC	TBC
NI 19	Rate of proven re-offending by young offenders	CYP	TBC	<5%	<5%	<5%
NI 30	Re-offending rate of prolific and priority offenders HO DSO	N&R	3.31	2.82	2.40	2.04
NI 51	Effectiveness of child and adolescent mental health services (CAMHs)	CYP/CAMHs	15	16	16	16
NI 54	Services for disabled children PSA 12	CYP	TBC	Deferred as agreed by GoL	TBC	TBC
NI 116	Proportion of children in poverty.	N&R	37%	34.10%	32.60%	31.20%
NI 117	16-18 year olds who are not in education, training and employment (NEET)	CYP	11.7%	10.0%	10.0%	9.5%
NI 139	People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently	CS	N/A	55%	60%	65%
NI 141	Number of vulnerable people achieving independent living	CS	N/a	65%	70%	75%

NI 149	Adults in contact with secondary mental health services in settled accommodation	CS/CAMHS	98.1%	98.3%	98.5%	98.7%
NI 150	Adults in contact with secondary mental health services in employment	CS/CAMHS	22.4%	22.9%	23.4%	23.9%
NI 153	Working age people claiming out of work benefits in the worst performing neighbourhoods	N&R	28.3%	26.6%	24.9%	23.0%

Governance and Resources Scrutiny Commission  
Review Proposal

*To be completed prior to the start of the review*

**1. Proposed review**

To review the arrangements proposed and steps being taken to meet the challenges facing the borough in relation to recruitment and retention of Council staff.

Our short review will allow Members to gain an understanding of the current situation and where LBH aims to be at the culmination of its proposed Human Resources (HR) programme of improvement. We propose to conduct our review by assessing internal examples from service areas where some of the challenges have already been faced and others where work is yet to start. We expect to review the experiences of at least one of our peers and establish what, if any, lessons may be learnt from both internal and external experiences.

Moreover we aim to provide constructive Member oversight to a programme of work that is critical for the provision of services within the borough.

It should be noted that the timing of this review is proposed to span parts of two municipal years (though evidence collation will conclude before the August 2008 recess – reporting Autumn 2008). This situation has arisen because of the work programme of the Commission but also to ensure that any area of Member led work compliments and does not hinder officer led work streams.

**2. Origin of proposal**

The involvement of Overview and Scrutiny in the development of a new Human Resources Strategy for the borough was first proposed to this Scrutiny Commission in our 2007/8 Work Programme Discussion.

We have received two briefings on the proposed HR work programme during the 07/08 municipal year in June and November. A number of work streams were referred to us; as follows

- Workforce planning
- Recruitment and retention
- Organisational and cultural change
- Leadership and Management
- Building organisation capacity

At the time of our second update we considered how and over what timescales we might play a role in the process supporting and strengthening, but not hindering, programmes of work in many cases already being planned or underway. Member preference lent toward a review of processes associated with recruitment and retention; for which the following work streams have been identified;

- LBH Agency Supply Contract
- Access Routes to Employment
- On-line Recruitment
- Review of External Providers (response handling, advertising, testing assessment)
  - Recruitment attraction strategy
  - Image and reputation review
- Review of internal recruitment processes
  - Recruitment audit
  - Redeployment review

### **3. Scope and terms of reference**

An overview and scrutiny review of the HR Best Use of Resources Programme of Work – ***Recruitment and Retention*** - aims to;

- Build wider Member understanding of the key drivers and issues influencing the Council's ability to effectively recruit and retain staff
- Develop an increased understanding of the consequences of any failure to meet the challenges of recruitment and retention has on the Council's ability to effectively and efficiently deliver services
- As may arise to make proposals for sharing of best practice across the authority and to utilise any available best practice from peer authorities

Throughout the review the Commission will endeavour to consider arising issues under the headings of Equalities and Inclusion

### **4. Timescales and methods (including details of formal meetings, public engagement, site visits and other sources of evidence)**

This review will commence in March 2008 with a series of informal meetings with services users and providers of the recruitment and retention process as exists currently within LBH. We will also identify at least one local authority to visit in order to hear how they have responded to some of the identified recruitment and retention challenges. We will use the evidence we have already gathered through our regular updates to support our questioning during this process.

Our timescales and proposed evidence sources will therefore include;

**March / April**

Discussion with service users and providers of services through informal Member led meetings

Possible external visits

*Meeting Dates for 08/09 Municipal year have not yet been set*

**June**

HR to provide detailed number and targets for each of the 'measures of success' enabling Members to track progress

*Suggested contributor* – Caroline Anderson / Barry Waller /  
David Smith

Briefing on Access routes to employment

*Suggested contributor* – Cynthia Johnson & Ali Amasyali

**July**

Briefings on Image and reputation and a recruitment attraction strategy

*Suggested contributor* – Sue Primmer

Briefing on on-line recruitment process

*Suggested contributor* – Barry Waller

**September**

Report

**5. Objectives and likely outcomes**

The review aims to;

- Increase Member awareness of issues associated with recruitment and retention
- Provide constructive Member oversight and input of an evolving Recruitment and Retention Process
- To proactively identify and propose ways in which any areas of the recruitment and retention proposals may be improved

**6. Lead Member**

Cllr Rob Chapman – Chair of Governance and Resources Scrutiny Commission.

## 7. Details of how the review and its outcomes will be publicised

Each year the scrutiny work programme is promoted through Hackney Today and other appropriate publications via the LBH Communications team.

Evidence contributions will be sought on the basis of professional advice from within the Council as this review focuses on the internal process of the Council

Outcomes and conclusions of this scrutiny exercise will be reported to all appropriate decision making forums.

The overview and scrutiny function will usually work with the LBH communications team to ensure appropriate publicity is associated with the conclusion of an overview and scrutiny review.

## 8. Key contributors to the review

Contributor	How have they been consulted on proposal
<i>Council Lead Officer</i> Caroline Anderson (on behalf of Chris Hudson)	A number of meetings have been held
<i>Council Officers</i> Director of Customer and Corporate Services, Barry Waller & David Smith facilitating meetings with those identified under section 4.	A number of meetings have been held prior to initial scoping.  Suggestions have been made by HR officers as to possible LBH and external contacts for informal March / April meetings.  Possible Internal Contributors; <input type="checkbox"/> Children Services <input type="checkbox"/> Revs and Bens and <input type="checkbox"/> Health and Safety
Team Hackney Partnership	This review will deal primarily with internal Council processes however should any consideration for Team Hackney or partners arise then these will be raised either with the Board or the relevant Cabinet Member for onward referral
Partners Organisations	See above
Voluntary Sector	N/A

*To be considered during the course of the review*

**9. Scale of recommendations and parties requested to implement**

Service/organisation	Timescales and method for response

**10. Details of how outcomes will be monitored**

Any final report will detail how the recommendations will be monitored, which may include reports back to the Governance and Resources Scrutiny Commission or OSB from the parties asked to implement the recommendations.

## Appendix 4

Extract from the ITT for the Contract For The Supply of Agency Staff Related To Management Information.

Reference: Jon Forster  
Telephone (020 8356) 4296  
Mobile 07803 668635

Extract from ITT version dated 28/7/08. The final ITT will be published on 8<sup>th</sup> August 2008.

Enclosed are details from the ITT (Invitation To Tender) related to 'Management Information'.  
The ITT is made up of various sections. I have extracted the Management Information (MI) section and also parts of other sections which refer to the required Management Information required.

1. Management Information Section.
2. Contract management (subset)
3. Technology (subset)

(The numbering in the left hand column refers to the ITT as at 28/7/08.).

82	The Service Provider must be able to provide a file, in CSV format, of Agency Workers with the following information on a minimum monthly basis.
	Forename Free text, truncated to 20 characters.
	Surname Free text, truncated to 20 characters.
	NI number Format AANNNNNNA
	Emp. Number Format AANNNNNN (See below)
	Post ID Post number
	Job title Free text (25 characters)
	Directorate Directorate name
	Division 25 characters.
	Cost centre Format AANN
	Line manager Free text, (25 characters)
	Start date Format dd/mm/yyyy.
	Leave date Format dd/mm/yyyy.
	Category Category of Agency Worker

	<p>Supplier name 25 characters.</p> <p>The employee number will be a unique identifier for an individual Agency Worker. The code is to be 2 alpha and 6 numeric. The first two alpha characters are to represent the Supplier. If the Service Provider uses third party providers then it is the code to represent the actual supplier. The 6 numeric characters are to be managed by the Service Provider but the combination of the alpha and numeric suffix is to be unique to each Agency Worker.</p>
83	<p>The Service Provider will implement and maintain up-to-date electronic management information (MI) capability. The Service Provider is to explain how the provision of Management Information will operate including, but not limited to, the following areas.</p> <ul style="list-style-type: none"> <li>• Technologies utilised</li> <li>• Whether on-line or data warehouse</li> <li>• If a data warehouse, how often it is updated and whether this is an overnight process.</li> <li>• Number of standard reports with examples of reports.</li> <li>• Ability to schedule reports</li> <li>• Ability to create own reports</li> <li>• Any specific licensing requirements (any licensing costs are to be managed by the Service Provider and there is not expected to be any costs charged to The Council).</li> <li>• Format(s) available for exporting data</li> <li>• Ability to schedule the export of data.</li> <li>• Ability to use any 3rd party reporting tools</li> <li>• Security of reporting (i.e. are you restricted to areas in a directorate, division etc.) and how this operates.</li> </ul>
84	<p>The Service Provider shall provide the relevant departments/ Authorised Officers/ HR department with the ability to run reports to produce the following MI on an 'as required' basis:</p> <ul style="list-style-type: none"> <li>• Total actual expenditure by directorate/division/cost code on the basis of invoices paid to the Service Provider (within user defined periods.)</li> <li>• Total non-invoiced expenditure - total cost of staff that has been incurred but not been invoiced by directorate/division/cost code.</li> <li>• Total forecast expenditure – total expected cost of outstanding purchase orders (full or partial) that have been placed by directorate/division/cost code</li> </ul>
85	<p>The Service Provider shall provide the relevant departments/Authorised Officers/HR department with the ability to run reports to produce the following MI on an 'as required' basis:</p> <ul style="list-style-type: none"> <li>• Turnover of Agency Workers by directorate/division/cost code (within user defined periods.)</li> <li>• Success rate of staff supplied measured by ability to supply staff in the required time period by directorate/division/cost code (within user defined periods).</li> <li>• Race/Gender profile by directorate/division/cost code (within user defined periods.)</li> <li>• Number of temporary staff Workers by category by directorate/division/cost code (within user defined periods.)</li> </ul>

	<ul style="list-style-type: none"> <li>• Expenditure by job category by directorate/division/cost code (within user defined periods.)</li> <li>• Number of requests taken by directorate/division/cost code (within user defined periods.)</li> <li>• Number of requests filled with response times by directorate/division/cost code (within user defined periods.)</li> <li>• Number of unfilled posts based on request placed but not satisfied by directorate/division/cost code (within user defined periods.)</li> </ul>
86	<p>The Service Provider shall provide the relevant departments/Authorised Officers/HR department with the ability to run reports to produce the following MI on an 'as required' basis:</p> <ul style="list-style-type: none"> <li>• Race/Gender profile by directorate/division/cost code (within user defined periods.)</li> <li>• Ethnicity and/or gender and/or age (with age bands), and/or disability of Workers placed by directorate/division/cost code (within user defined periods.)</li> <li>• Number of Agency Workers from the Local area - defined as within a Hackney Borough postcode by directorate/division/cost code (within user defined periods.)</li> <li>• Details of staff with more than 3 months continuous service and assignment history by directorate/division/cost code</li> <li>• Success rate by supplier by directorate/division/cost code (within user defined periods.)</li> </ul>
87	<p>In addition to 'system driven' MI, the Service Provider is also to provide the following reporting.</p> <ul style="list-style-type: none"> <li>• Agency Workers' satisfaction with the Service Provider and their Agency by directorate/division/cost code (annual)</li> <li>• Ratio of staff engaged compared to requested posts by supplier and division.</li> <li>• Number of staff by division transferred from temporary to permanent by directorate/division/cost code (quarterly)</li> <li>• Number of manual requests for staff by directorate/division/cost code (monthly).</li> </ul>
88	<p>In addition to 'system driven' MI, the Service Provider is also to provide the following reporting.</p> <ul style="list-style-type: none"> <li>• Number of complaints by reason broken down by Agencies by directorate/division/cost code (monthly)</li> <li>• Number of complaints by Hackney Business Units by directorate/division/cost code (quarterly)</li> <li>• Number of complaints and reason resolved by directorate/division/cost code (quarterly)</li> <li>• Number of complaints and reason unresolved by directorate/division/cost code (quarterly)</li> </ul>

#### Contract Management Section (subset)

49	<p>The Service Provider and The Council will meet every month to review the performance of the contract. The Service Provider is to have Management Information (MI) per directorate and overall for the council to include:-</p> <ul style="list-style-type: none"> <li>• Monthly spend</li> <li>• Spend year to date</li> <li>• Spend by category</li> </ul>
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	<ul style="list-style-type: none"> <li>• Number of agency Workers supplied in the month and year to date</li> <li>• Outstanding debt</li> <li>• Success rate per directorate in supplying staff.</li> <li>• Number of posts filled by the agency out of the total no. of posts that needed filling</li> <li>• Additional meetings can be arranged ad-hoc as required.</li> </ul>
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Technology Section (subset)

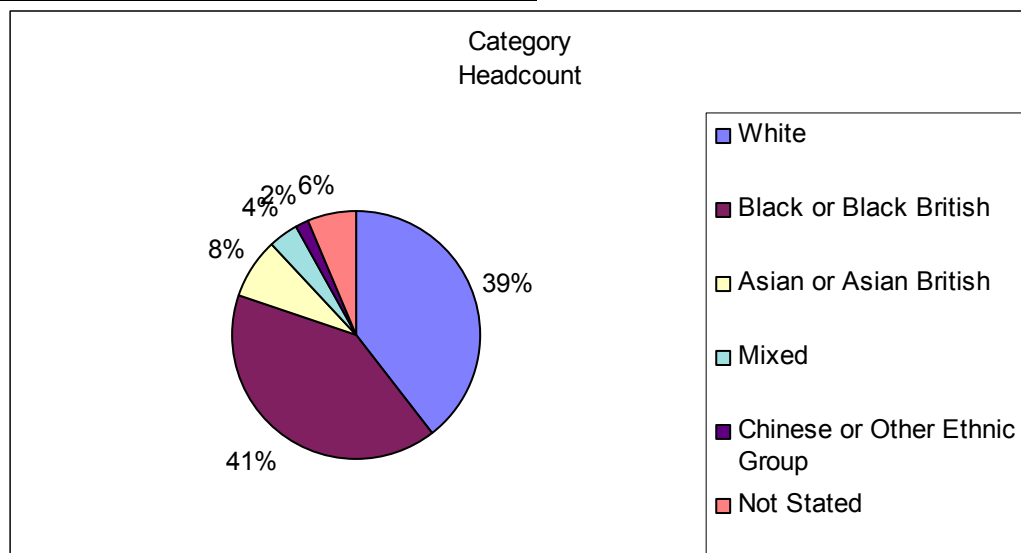
70	<p>The Service Provider to advise if the e-request, e-timesheet and e-invoicing functionalities are part of an integrated system and not subject to re-keying of data from one system to another. There is to be a clear distinction between ‘integrated’ and ‘interfaced’ systems.</p>
71	<p>The Service Provider must provide (but not limited to) the following key functionality:</p> <ul style="list-style-type: none"> <li>• Online Requisition/Booking forms for temporary requests</li> <li>• Online approval functionality for managers and authorised Council personnel hiring temporary staff workers across the Council.</li> <li>• Online time sheet functionality to enable any member of temporary staff workers to record their hours worked to be reviewed/ approved/ rejected/ amended by the hiring managers.</li> <li>• Access to the management information reports about temporary staff activity as mentioned in the Management Information section.</li> <li>• The ability to create ad-hoc reports, customised to the individual’s requirements.</li> </ul> <p>The Council has a scheme of Delegation. The Scheme of Delegation is currently held in the CedAr financial system, and this is envisaged will continue as part of this contract.</p> <p>The details at the end of Section 8.6 outline the process to explain the approach that The Council is looking to undertake in order to maintain its required level of control. The primary aspect is that the authorisation of requisitions is to be undertaken using the agreed scheme of delegation within the Council’s finance system (CedAr). The Provider’s system can and may include other functions that will enhance this process.</p>
74	<p>The Council will place an official request for Workers via the online automated requisition system. Please explain in simple terms the functionality of the requisition system. The system is envisaged to have the following functionality.</p> <ul style="list-style-type: none"> <li>• A Unique Reference number for each assignment that can be cross referenced at all times</li> <li>• The name of the Officer placing the request</li> <li>• Date of the request</li> <li>• The job title of the Worker</li> </ul>

	<ul style="list-style-type: none"> <li>• Details of the work to be carried out</li> <li>• Rate of pay to include all margins as per pricing schedule, which cannot be changed without agreement from the Hiring Line manager.</li> <li>• Name of Worker.</li> <li>• Start date of assignment</li> <li>• End date of assignment</li> <li>• The duration of the assignment</li> <li>• Date and time at which the Worker is required to start</li> <li>• Hours of work and start and finish times</li> <li>• Name of The Council Officer to whom the Worker is required to report for the assignment</li> <li>• Fully inclusive hourly charge rate and breakdown</li> <li>• Tick box if safety footwear is required</li> <li>• Tick box if an extra confidentiality agreement is required</li> <li>• Declaration of points on driving licence where applicable to the assignment.</li> <li>• Tick box to agree working over 48 hours (Working Time Directive).</li> <li>• To show the authoriser the cost of engaging the Worker on a daily and weekly basis.</li> <li>• An approval mechanism that allows the request to be routed to the Council’s HR Teams in conjunction to the requesting manager before the request is researched by the Service Provider</li> <li>• Name of the approving Officer</li> <li>• The Department and Business Unit title</li> <li>• Any relevant qualifications and experience that the Workers required to have (auto linked to the post and able to be manually amended)</li> <li>• Any Health, safety and security requirements of The Council</li> </ul>
75	<p>Each online time-sheet is expected to have as a minimum the following information. Please explain in simple terms the functionality of the timesheet system. The system is envisaged to have the following functionality.</p> <p>The Provider may add other elements that would enhance the gathering of Management Information data:</p> <ul style="list-style-type: none"> <li>• Name of Worker</li> <li>• Job title</li> <li>• Date/Period claims relate to</li> <li>• Department and address to which the Worker is Assigned</li> <li>• Daily start and finish time for each working day</li> <li>• AM hours PM hours</li> <li>• A default function of 30 minutes deduction for lunch</li> </ul>

- |   |
|---|
| <ul style="list-style-type: none"><li>• Total hours worked each day</li><li>• Total hours worked each week</li><li>• Total pay for the week based on hours worked</li><li>• The Council's unique reference number</li><li>• A unique timesheet reference number which subsequently appears on the Service Provider invoice</li><li>• Authorised Officer approval</li><li>• Space for the Temporary Staff Worker's approval</li><li>• Total Break Periods (number and period(s) of time each day</li></ul> |
|---|

**Appendix 5 - Population and workforce data**  
Matters Arising presented to OSB March 2008

Ethnic Category	Category Headcount
White	1155
Black or Black British	1203
Asian or Asian British	229
Mixed	112
Chinese or Other Ethnic Group	46
Not Stated	190
	<b>2935</b>



Ethnic Category	Ethnic Origin
White	BRITISH
White	IRISH
White	TURKISH/TURKISH CYPRIOT
White	GREEK/GREEK CYPRIOT
White	KURDISH
White	ORTHODOX JEWISH/CHAREDI
White	OTHER JEWISH
White	EASTERN EUROPEAN
White	OTHER EUROPEAN
White	OTHER WHITE
Black or Black British	CARIBBEAN
Black or Black British	CONGOLESE
Black or Black British	NIGERIAN
Black or Black British	SOMALI
Black or Black British	GHANAIAN
Black or Black British	OTHER AFRICAN
Black or Black British	OTHER BLACK
Asian or Asian British	INDIAN
Asian or Asian British	PAKISTANI
Asian or Asian British	BANGLADESHI
Asian or Asian British	OTHER ASIAN
Mixed	WHITE & BLACK CARRIBBEAN
Mixed	WHITE & BLACK AFRICAN
Mixed	WHITE & ANY ASIAN
Mixed	OTHER MIXED HERITAGE
Chinese or Other Ethnic Group	CHINESE
Chinese or Other Ethnic Group	VIETNAMESE
Chinese or Other Ethnic Group	OTHER ETHNIC HERITAGE
Not Stated	NOT STATED

	ALL PEOPLE	Percentage
ALL PEOPLE	202,820	100.0%
White: British	89,490	44.1%
White: Irish	6,118	3.0%
White Other: White	24,861	12.3%
<b>White</b>	<b>120,469</b>	<b>59.4%</b>
Mixed: White and Black Caribbean	3,078	1.5%
Mixed: White and Black African	1,595	0.8%
Mixed: White and Asian	1,574	0.8%
Mixed: Other Mixed	2,250	1.1%
<b>Mixed</b>	<b>8,497</b>	<b>4.2%</b>
Asian or Asian British: Indian	7,624	3.8%
Asian or Asian British: Pakistani	2,165	1.1%
Asian or Asian British: Bangladeshi	5,969	2.9%
Asian or Asian British: Other Asian	1,657	0.8%
<b>Asian or Asian British</b>	<b>17,415</b>	<b>8.6%</b>
Black or Black British: Black Caribbean	20,879	10.3%
Black or Black British: Black African	24,290	12.0%
Black or Black British: Other Black	4,840	2.4%
<b>Black or Black British</b>	<b>50,009</b>	<b>24.7%</b>
Chinese or Other Ethnic Group: Chinese	2,377	1.2%
Chinese or Other Ethnic Group: Other Ethnic Group	4,053	2.0%
<b>Chinese or Other Ethnic Group</b>	<b>6,430</b>	<b>3.2%</b>

Source: Census 2001