

# Employees' Consultative Forum

## AGENDA

**DATE:** Tuesday 23 February 2016

**TIME:** 7.30 pm

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

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

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

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**Chair:** Councillor Kiran Ramchandani

**Councillors:**

Jeff Anderson  
Graham Henson  
David Perry

Paul Osborn  
Ms Mina Parmar  
Pritesh Patel

**Employee Representatives:**

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Representatives of Teaching Unions: (2 vacancies)  
Ms C Winder

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

Representatives of GMB: Ms P Belgrave

**(Reserve Council Side Members overleaf)**

## **Reserve Council Side Members:**

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- |                          |                     |
|--------------------------|---------------------|
| 1. Ms Pamela Fitzpatrick | 1. John Hinkley     |
| 2. Keith Ferry           | 2. Mrs Camilla Bath |
| 3. Sachin Shah           | 3. Susan Hall       |
| 4. Aneka Shah            |                     |

**Contact: Manize Talukdar, Democratic & Electoral Services Officer**  
Tel: 020 8424 1323 E-mail: [manize.talukdar@harrow.gov.uk](mailto:manize.talukdar@harrow.gov.uk)

# AGENDA - PART I

## 1. ATTENDANCE BY RESERVE MEMBERS

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

Reserve Members may attend meetings:-

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

## 2. DECLARATIONS OF INTEREST

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

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

## 3. MINUTES (Pages 5 - 10)

That the minutes of the meeting held on 12 November 2015 be taken as read and signed as a correct record.

## 4. PETITIONS

To receive petitions (if any) submitted by members of the public/Councillors under the provisions of Executive Procedure Rule 47 (Part 4D of the Constitution).

## 5. DEPUTATIONS

To receive deputations (if any) under the provisions of Executive Procedure Rule 48 (Part 4D of the Constitution).

## 6. PUBLIC QUESTIONS \*

To receive any public questions received in accordance with Executive Procedure Rule 49 (Part 4D of the Constitution).

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

**[The deadline for receipt of public questions is 3.00 pm, Thursday 18 February 2016. Questions should be sent to [publicquestions@harrow.gov.uk](mailto:publicquestions@harrow.gov.uk)**

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

**7. APPOINTMENT OF A NEW EMPOLYEEES' SIDE REPRESENTATIVE**

To note the appointment of a new representative from the teachers' constituency.

**8. PART 2 OF ANNUAL EQUALITY IN EMPLOYMENT REPORT FOR 1 APRIL 2014 - 31 MARCH 2015** (Pages 11 - 42)

Report of Divisional Director Human Resources and Organisational Development.

**9. HARROW UNISON LG BRANCH REPORT ON APPALLING EMPLOYMENT PRACTICES IN THE 'LIFT AND SHIFT' OF HARROW COUNCIL STAFF** (Pages 43 - 60)

Report from the Harrow Unison LG Branch.

**10. RESPONSE TO EMPLOYEES' SIDE REPORT ON 'EMPLOYMENT PRACTICES IN THE 'LIFT AND SHIFT' OF HARROW COUNCIL STAFF'** (Pages 61 - 92)

Report of Divisional Director Human Resources & Organisational Development.

**11. ACTIONS AGREED BY THE EMPLOYEES' CONSULTATIVE FORUM - SUB GROUP** (Pages 93 - 100)

Report of Divisional Director Human Resources and Organisational Development.

**AGENDA - PART II - NIL**

**\* DATA PROTECTION ACT NOTICE**

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

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

# EMPLOYEES' CONSULTATIVE FORUM MINUTES

## 12 NOVEMBER 2015

- Chair:** \* Councillor Kiran Ramchandani
- Councillors:** \* Jeff Anderson \* Susan Hall (3)  
\* Keith Ferry (2) \* John Hinkley (1)  
\* Ms Pamela Fitzpatrick (1) \* Pritesh Patel
- Representatives of HTCC:** (3 vacancies)
- Representatives of UNISON:** \* Mr D Butterfield \* Mr J Royle  
\* Mr S Compton \* Mr D Searles  
† Mr G Martin
- Representatives of GMB:** Ms P Belgrave
- In attendance: (Councillors)** Barry Macleod-Cullinane

- \* Denotes Member present  
(1), (2) and (3) Denote category of Reserve Members  
† Denotes apologies received

### 9. Attendance by Reserve Members

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

Ordinary Member

Councillor Graham Henson  
Councillor David Perry

Reserve Member

Councillor Pamela Fitzpatrick  
Councillor Keith Ferry

Councillor Paul Osborn  
Councillor Mina Parmar

Councillor John Hinkley  
Councillor Susan Hall

## 10. Appointment of Vice-Chair

**RESOLVED:** To note that Mr Steve Compton be appointed Vice-Chair for the 2015/16 Municipal Year.

## 11. Declarations of Interest

**RESOLVED:** To note that the following interests were declared:

### All Agenda Items

Councillor Jeff Anderson declared a non-pecuniary interest in that he was a member of Unison trade union. He would remain in the room whilst the matters were considered and voted upon.

Councillor Keith Ferry declared a non-pecuniary interest in that he was a member of the GMB trade union. He would remain in the room whilst the matters were considered and voted upon.

Councillor Pamela Fitzpatrick declared a non-pecuniary interest in that she was a member of the Unite trade union. She would remain in the room whilst the matters were considered and voted upon.

Councillor Susan Hall declared a non-pecuniary interest in that she was on the board of the London Fire and Emergency Planning Authority. She would remain in the room whilst the matters were considered and voted upon.

Councillor Kiran Ramchandani declared a non-pecuniary interest in that she was a member of GMB trade union. She would remain in the room whilst the matters were considered and voted upon.

### Agenda Item 9 – Part 1 of Annual Equality in Employment Monitoring Report (Data and Corporate Equalities Action Plan Update) For 1 April 2014 – 31 March 2015

Councillor Barry Macleod-Cullinane, who was in the public gallery, declared a non-pecuniary interest in that he had been Deputy Leader and Portfolio Holder for Adults and Housing for some of the period covered by the report. He would remain in the room whilst the matter was considered and voted upon.

## 12. Minutes

**RESOLVED:** That the minutes of the meeting held on 13 January 2015 be taken as read and signed as a correct record.

## 13. Petitions, Deputations and Public Questions

**RESOLVED:** To note that none were received.

## RECOMMENDED ITEMS

### 14. Trade Union Bill

The Forum received a report from Harrow Unison LG Branch which set out the Branch's concerns regarding the measures contained in the Trade Union Bill.

A Representative stated that the Bill, which had been widely opposed, would have a detrimental impact on industrial relations both nationally and locally for the following reasons:

- the intention to remove check-off arrangements in the public sector and the control and removal of facility time agreements, which were agreed locally between the Council and its recognised trade unions, would have a negative impact on terms and conditions, productivity, female employees and those on low incomes. It would also undermine civil liberties as it would contravene article 11 of the Human Rights Act;
- the new threshold set for strike ballots would undermine trade unions' collective bargaining ability.

A Member stated that, in her view, the bill would make strike action fairer and that the amount of facility time availed to union representatives should be determined by the Council, be logged and in the interest of transparency and openness, be published because it related to public funds. With regard to check-off arrangements, union subscriptions were currently debited at source by the Council's payroll department. However, online and telephone banking facilities meant that in the future it would be easier for staff to pay their subscriptions direct to the union.

A Representative stated that:

- 75% of Unison members were women, and those on low incomes. The measures contained in the bill would negatively impact the Unions' ability to represent these members;
- unions generally used strike action as a last resort once all other avenues had been exhausted. He added that there had been no strike action at Harrow Council in the past 10 years;
- under the proposed bill, if a union wished to call strike action, this would require an indicative ballot followed by a closed postal ballot process and a yes vote of 80%;
- loss of the current check-off facility would mean loss of income for unions as they would be obliged to devote additional staff and resources to administering this process. The current method was inexpensive, efficient and generated a small amount of additional

income for the Council. He added that many other local authorities did not levy a charge for providing this service.

Members stated that:

- the bill would not help industrial relations in this country, which already had the worst trade union rights in Western Europe;
- in recent years there had been a 75% reduction in the number of employees going to employment tribunals due to the high fees involved;
- facility time availed to Unions was already subject to Freedom of Information requests, had been openly discussed at previous meetings of the Forum and was documented in the minutes of those meetings. Local Authorities should be permitted to make local agreements regarding facility time and this should not be imposed nationally by central government;
- employees should continue to have access to check-off facilities because other payments made directly from employees' salaries, for example, the facility to repay season ticket loans, were not being removed.

Following questions from Members, an officer advised that:

- the removal of check-off arrangements would mean a loss of income of approximately £6k to the Council's payroll section. This was because the Council levied an administration charge of 2.5% per subscription and that this process was cost-neutral;
- under current arrangements, union members were asked to confirm that they wished to continue paying their union subscriptions through the check-off facility at commencement of employment.

#### **Resolved to RECOMMEND:**

That, Cabinet/Full Council enter into an urgent local agreement with the recognised trade unions to continue Harrow Council's self-determination of facility time agreements and the existing check off arrangements.

#### **RESOLVED ITEMS**

##### **15. Part 1 of Annual Equality in Employment Monitoring Report (Data and Corporate Equalities Action Plan update) for 1 April 2014 - 31 March 2015**

The Forum received the Annual Equality Monitoring report of the Director of Human Resources and Organisation Development, which set out data



presented by protected characteristics and related to a range of employment matters.

Following a brief overview of the report, Members made the following comments:

- it was useful to see data regarding the Council's workforce profile, however, it was difficult for Members to take a view on raw data presented without analysis or commentary. In the future, it would be more helpful to consider the raw data and commentary together in a single combined report. An officer undertook to ensure this would be done in the future;
- it was of concern that the 'top table' at the Council was currently composed of white, middle-aged men. The Council's senior management team should be more representative and should contain women and BME (black and minority ethnic) staff.

A Member raised a point of order in relation to comments made by another Member with regard to confidential and exempt information relating to a meeting of the Chief Officers' Employment Panel. The point of order was upheld by the Chair.

A Representative stated that it was important to capture data relating to employees' disabilities, religion and sexual orientation in order to identify if there was any discrimination against these groups. He also queried the accuracy of some of the data contained in the report, stating that the option 'prefer not to say' relating to sexual orientation had only be introduced in 2015, whereas this option had been included in the monitoring data for 2014.

An officer undertook to look into the above query from the Representative and made the following points:

- some data had been omitted from the report in order to maintain confidentiality, particularly where the number of responses had been low. For example, if there were 3 dismissals under the capability process, where one of the employees had been identified as Zoroastrian, then this may reveal the individual's identity;
- in completing the monitoring forms, staff may choose not to reveal a disability for different reasons, for example, they may not consider themselves to be disabled or the disability may not impact on the individual's ability to do their job;
- the Council was taking action to encourage as many staff as possible to complete the monitoring forms as fully as possible.

A Member stated that the data showed a discrepancy between the pay grades of BME and white employees and this figure seemed to be more unequal at higher grades. It was important that this issue be fully investigated. In the

future, it would be useful have data regarding the relationship between conduct and capability procedures in relation to pay bands.

An officer advised that the report which would be submitted to the Forum in January 2016 would contain disability data according to departments. The Council was working closely with the Harrow Association of Disabled People to provide disability awareness sessions for staff and working towards a culture change, so that staff would feel comfortable and safe to declare disabilities on the monitoring forms.

A Representative stated that previous equalities monitoring reports had shown pay bands in relation to the use of the Capability procedure. This procedure should provide support to those employees with long-term conditions and the Council should make reasonable adjustments in these employees' working environments to enable them to continue working.

The Chair stated that a number of concerns had been highlighted regarding the lack of female and BME staff at senior levels and this would require further investigation and the implementation of measures to ensure that the Council was more representative.

A Representative stated that at the recent meeting of the Employees Consultative Forum Sub-group it had been agreed to look into mitigation agreement in relation to cases where the Capability procedure should have been initiated but where this had not been done.

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

(Note: The meeting, having commenced at 7.30 pm, closed at 8.44 pm).

(Signed) COUNCILLOR KIRAN RAMCHANDANI  
Chair

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

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**Date of Meeting:** 23<sup>rd</sup> February 2016

**Subject:** **INFORMATION REPORT**  
Part 2 of Annual Equality in Employment  
Report for 1 April 2014 - 31 March 2015

**Responsible Officer:** Jon Turner  
Divisional Director, Human Resources &  
Organisational Development

**Exempt:** No

**Enclosures:** Appendix 1 - Equalities Data

## **Section 1 – Summary**

This report sets out the key issues identified from the analysis of the 2014/15 equalities in employment data, previously presented to ECF in November 2015 and the Forum is requested to consider and comment on the priorities that are recommended to be addressed in the Corporate Equality Action Plan.

**FOR INFORMATION**

## **Section 2 – Report**

### **INTRODUCTION**

2.1 This report sets out the key issues identified from the analysis of the equalities employment data 2014/15 that was previously submitted to the Employees' Consultative Forum in November 2015, in accordance with the Council's statutory duty under the Equalities Act 2010.

2.2 The issues identified and detailed largely reflect those from the 2014/15 data and a number also reflect patterns highlighted over previous years.

2.3 The Corporate Equalities Group (CEG) will consider recommendations to be included in the Corporate Equality Action Plan, arising from the priorities identified from the analysis of the data.

2.4 In determining how to further progress actions, particularly in the context of limited resources, and the major changes currently taking place within Harrow Council, there is a need to be pragmatic about what can be achieved. Therefore, the report identifies three priorities for action, reflecting the key issues identified.

2.5 This year's recruitment data (2014/15) is the first reported under the new Pertemps recruitment contract

### **CONTEXT**

2.6 In agreeing strategies and actions to address these priorities, consideration of the context within which the work is and will be undertaken is important.

2.7 The extensive changes being implemented and planned across all services, the need to achieve further budget reductions, a reducing workforce, the changing role of local government and the different types of working arrangements now being utilised, will all have a significant impact both on the Council's workforce profile and our ability to address the issues identified from the data. Transformation and alternative service delivery models will potentially have the greatest impact on the Council's workforce profile, and in terms of equalities, the influence of other actions the Council may take may be limited. The number of directly employed staff has reduced by over 5% since last year's report (whole Council 5.8% reduction, excluding schools 6.8% reduction). The recent reorganisation of the senior management structure has also impacted on the equalities profile at a senior level.

2.8 In addition, the action being taken to mitigate potential redundancies i.e. recruitment freezes and the redeployment of displaced staff, will mean recruitment of directly employed staff, particularly new staff to the Council, will remain at a relatively low level. Therefore any recruitment initiatives will have a much reduced impact on the overall profile of the directly employed workforce. However, it is important the Council seeks to recruit a more representative workforce for those areas recruiting externally. It is also important that existing staff, particularly BAME staff and staff with disabilities are supported to progress and develop within the organisation. The CEG will consider recommendations to be included in the Corporate Action Plan.

## **ANALYSIS OF EMPLOYMENT DATA – KEY ISSUES IDENTIFIED**

### **WORKFORCE PROFILE/ RECRUITMENT AND RETENTION**

#### **RACE**

##### **i. Representation of BAME Employees in the Workforce**

The Council has an objective to develop a workforce that reflects the diverse communities it serves. This year's data highlights that, as in previous years, the representation of BAME employees in the workforce (40.18%) does not yet match BAME representation in the local community (57.75%).

However, there has been a steady incremental increase in the proportion of BAME employees in the workforce over a number of years and the proportion of BAME employees in the workforce increased by 5.49% in this year's report compared to the previous year.

The proportion of BAME appointments exceeds the current proportion of BAME staff in the workforce, excluding schools, and the data also shows a lower representation of BAME employees leaving the Council's employment, compared to their representation in the workforce. Additionally, the proportion of white staff leaving on grounds of voluntary redundancy is greater than their representation in the workforce. If these trends continue, this would contribute to a continuing increase in the proportion of BAME employees in the workforce over a period of time.

##### **ii. Low proportion of BAME appointments compared to applications**

The proportion of BAME applicants exceeds their profile in the community; however, appointments of BAME applicants do not. Appointments of BAME applicants do, however, exceed the current proportion of BAME staff in the workforce, excluding schools, and therefore gradual progress is being achieved.

The significant improvement we saw last year in the drop off in the proportion of BAME applicants between interview and appointment stage has been sustained and is considerably less than it had been in previous years (this year 59.65% - 57.06%, last year 47.54% - 45.81%, but year ending 31 March 2013 it was 52.50% - 38.30%).

The drop off in the proportion of BAME applicants between application and interview stage remains pronounced at 68.42% – 59.65% (last year 57.93% - 47.54%).

Relying on recruitment alone to redress the imbalance in the representation of BAME employees in the workforce is unlikely to produce significant change, as levels of external recruitment remain relatively low, with a high proportion of post being filled internally by redeployees i.e. staff at risk of redundancy.

##### **iii. Lack of BAME representation at senior levels in the organisation**

Across the Council, the proportion of BAME employees is greatest in the lower paybands and reduces at higher paybands. When the snapshot of the workforce was taken on 31 March 2015, there were no employees who had declared their ethnicity as BAME at payband 6 (Director level and above).

Representation of BAME staff on the leadership programme continues to exceed the representation in the workforce. However, focussing on recruitment and support to improve the representation of BAME staff at senior levels is one of the priorities that CEG will be asked to consider including in the Action Plan.

## **GENDER**

### **i. High proportion of women part time workers**

Women comprise almost all of the workforce working part time (92.26%). There tends to be a higher proportion within schools as a consequence of school opening hours and term time only employees.

## **DISABILITY**

### **i. Under representation of employees with disabilities in the workforce**

The proportion of employees across the whole Council (including schools) who declared they had a disability dropped to 1.44% (a reduction of 0.15% on the previous year) and was again, below the Council's target of 3%. A total of only 70 employees, across the whole Council, declared a disability. The proportion of employees excluding those in schools who declared they had a disability was 2.94% (60 employees).

The overall proportion of employees leaving the Council who have declared a disability is slightly lower than the representation in the workforce.

However, based on the results of the Staff Survey which took place in 2014, there are a higher proportion of staff with disabilities across the workforce who are choosing not to declare their disability (See Workforce Data below)

### **ii. Low proportion of appointments from applicants with disabilities, compared to applications**

Only 2.57% of applications received were from applicants with disabilities, a drop from 3.42% in last year's report. However, the proportion of applicants with disabilities who were shortlisted and appointed were both higher than the proportion of applications received from applicants with disabilities.

There was a slight increase in the proportion of applicants with disabilities who were appointed compared to the proportion at the shortlisting stage. This may indicate that the Council's commitment to offer an interview to all applicants with disabilities who meet the minimum criteria in accordance with the 'two tick' symbol, is having an effect.

As in previous years the numbers involved are very small e.g. only 6 applicants with disabilities were appointed, so care should be taken when interpreting the data.

Applicants and employees assess and classify themselves as to whether they have a disability and/or whether they wish it to be recorded. The Council application form references the definition of disability as contained in the Equality Act 2010, but it is clear that different individuals may have different views about what constitutes disability. The SAP system, where current employees can record whether they are disabled, does not provide any definition.

### **iii. Representation of disabled employees at senior levels in the organisation**

The representation of employees who have declared a disability remains low at all levels of the organisation.

As with BAME staff, focussing on recruitment and support to enable staff with disabilities to progress is one of the priorities that CEG will be asked to consider including in the Action Plan.

## **AGE**

### **i. Under representation of employees aged under 25 years in the Workforce**

Over 55% of the workforce across the whole Council is aged 45 years and over, and over 63% excluding schools. The proportion of over 65s employed has increased slightly year on year.

The proportion of Harrow Council employees aged under 25 years remains low at 3.83%, however, this year, there has been a slight increase from the previous year.

The data shows that the proportion of employees leaving the Council aged under 25 years, is higher than their representation in the workforce. It is important that the reasons for this pattern are understood to address any issues and support improved retention.

### **ii. Low level of recruitment of young people**

The Council attracted 11.4% of its applications from young people aged under 25 years and 12.27% of Council appointments were of candidates aged under 25 years (very different from last year when only 5.16% of appointments were candidates aged under 25 years). This exceeds the representation of under 25 year olds in the workforce (1.37%), but is still at a low level to impact on the aging workforce.

Addressing this aging workforce is one of the highest priorities of the Council's resourcing strategy in order to secure a workforce to meet the future needs of the Council. This is in addition to the Administration's commitment to support apprenticeships; so focussing on the recruitment, support and retention of young people is one of the priorities that CEG will be asked to consider including in the Action Plan.

## **EMPLOYMENT PROCEDURES**

### **i. Disproportionate representation of BAME employees in Disciplinary Procedures and initiating Grievance Procedure**

This year the proportion of BAME employees involved in the Disciplinary Procedure was 37.21% compared to their representation in the workforce at 40.18%, an improvement compared to last year when they were over represented in disciplinary cases i.e. (46.51% of cases involved BAME employees compared to their representation in the workforce at only 34.69%). This will continue to be monitored.

The number of disciplinary cases is very small given the size of the workforce.

BAME staff are over represented in performance and sickness absence cases (62%) compared to representation in the workforce (40.18%). This is completely different to the previous year where the cases predominantly involved White employees (61.22%).

Whilst the data shows that proportionately, BAME employees are more likely to be dismissed under the Performance and Sickness Absence Procedures than white staff, care should be taken when interpreting the data as the numbers are so low they are not meaningful.

This year, again, the proportion of cases under the Grievance Procedure taken out by BAME employees (47.62%) was higher than the representation in the workforce (40.18%), however, the difference is much less than last year (68.18% of cases involving BAME employees compared to 34.69% BAME employees in workforce) .

The overrepresentation in disciplinary cases was highlighted as a major concern in the 2012/13 Annual Equalities in Employment Report and, as a consequence, an independent review was undertaken of all performance, sickness absence and grievance cases. The review, which was commissioned through the CEG concluded that, based on the case information, there was no evidence of direct or indirect discrimination. However, a number of recommendations were made regarding the consistency in application of procedures across the workforce.

## **WORKFORCE DATA**

### **i. Accuracy and completeness of workforce profile data**

The previously high percentage of “Unknowns” on the Protected Characteristics of Religion or Belief and Sexual Orientation increased again this year (83.74% and 84.39%), which means that a full Corporate picture cannot be established and it is not possible to carry out meaningful analysis.

Under reporting of equalities data continues to be an issue for the Council, specifically in relation to certain protected characteristics i.e. disability, sexual orientation and religion or belief.

In the staff survey (non-schools) in June 2014, 6.5% of those who responded (94 employees), declared they had a disability. This year’s data shows that only 1.44% (70 employees) across the whole Council declared a disability. Information from the staff survey indicated that in a significant proportion of cases, staff did not believe there was any reason to disclose their social identity information and therefore choose not to. In addition, it may be, in some cases at least, that employees are reluctant to declare their equalities profile because they believe it may affect how they are treated at work.

In order for the Council to monitor performance on equalities and meet the individual needs of the workforce as part of the development of an inclusive culture, it is essential a full picture of the workforce is established. The Council wants to enable and encourage staff to declare against all protected characteristics, and create a climate in which staff feel comfortable to disclose this information.

Achieving a more comprehensive profile of the workforce by encouraging staff to declare their protected characteristics has been identified as one of the key priorities for CEG to consider including in the Action Plan.

## **TRAINING**

A broad range of training and development activity has continued over the past year, to develop understanding on equalities and support the development of all staff, including those from underrepresented groups.



New joiners continue to complete the mandatory 'Equality Matters' module within 8 weeks of starting and existing staff undertake a refresher every 2 years. In addition, the 'Equitable and Fair Recruitment and Selection' Programme which includes "unconscious bias" and Disability Awareness training continues to support the development of an inclusive approach.

Proportionately more BAME staff are undertaking all three Leadership programmes, for future leaders, middle managers and first line managers, than the representation in the workforce, developing their skills to progress within the organisation.

In addition, most directorates carry out their own specific training to meet their particular needs e.g. dementia training, which is not recorded centrally. However, in future it is anticipated that all training will be recorded centrally on the new learning management system "Learning POD (Place of Development)".

## **THE CORPORATE EQUALITY ACTION PLAN**

Recommendations to address the key issues highlighted by the analysis of the data will be considered by the Corporate Equalities Group for inclusion in the Corporate Equality Action Plan.

## **CONSULTATION**

This report and the comments of the Forum will be considered at the Corporate Equalities Group, which includes representation from external partners including Harrow Association of Disabled people, Age Concern and Harrow Equalities Centre, recognised trade unions and employees from the Making A Difference Group.

## **MONITORING AND REVIEW**

Equalities in employment monitoring information and delivery of the Equalities Action plan will be monitored by the Corporate Equalities Group.

## **SUMMARY**

The priorities that have been identified are:

- Achieving a more comprehensive profile of the workforce by improving the reporting and recording of protected characteristics, particularly disability.
- Improving the proportion of BAME and disabled staff at senior paybands, and continue to work on leadership development to improve opportunities for BAME and other under-represented staff groups
- Improving the recruitment, support and retention of young people

The Corporate Equalities Group will be recommend to consider actions relating to these priorities for inclusion within the Equality Action Plan

## **Section 3 – Further Information**

None.

## Section 4 – Financial Implications

There are no direct financial implications arising from this report. Any expenditure related to the delivery of actions agreed by the Corporate Equality Group e.g. training will be funded from existing budget provision.

## Section 5 - Equalities implications

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

## Section 6 – Corporate Priorities

The Council’s vision:

### Working Together to Make a Difference for Harrow

The Council wants to be a modern, efficient Council, able to meet the challenges ahead. It aims to protect frontline services by delivering support functions in the most cost effective way, including collaborating with other local authorities on shared services and in doing so contribute to the effective delivery of all the Council’s priorities.

- Making a difference for the vulnerable
- Making a difference for communities
- Making a difference for local businesses
- Making a difference for families

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

Name: Sharon Daniels	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 15 February 2016		

## Section 7 - Contact Details and Background Papers

**Contact:** Tish Tunnacliffe, Snr HR Case Management and Policy Adviser  
Email: [tish.tunnacliffe@harrow.gov.uk](mailto:tish.tunnacliffe@harrow.gov.uk)  
DD: 020 8901 2655

**Background Papers:** Appended

**REPORT  
FOR:**

**EMPLOYEES' CONSULTATIVE  
FORUM**

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**Date of  
Meeting:**

12 November 2015

**Subject:**

**INFORMATION REPORT (amended)**

Part 1 of Annual Equality in Employment  
Monitoring Report (Data and Corporate Equalities  
Action Plan update) for 1 April 2014 - 31 March  
2015 (Amended following meeting)

**Responsible  
Officer:**

Jon Turner  
Director of Human Resources and Organisation  
Development

**Exempt:**

No

**Enclosures:**

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

Workforce Profile  
Recruitment  
Employment Procedures  
Redeployment  
Maternity - Return to Work rates  
Leavers  
Take Up of Training Opportunities  
Directorate Workforce Profiles  
Agency Workers Workforce Profile  
(Pertemps)

**Appendix 2 - Council Paybands**

## **Section 1 – Summary**

This report sets out data, presented by protected characteristic, related to a range of employment matters as listed above. A further report to be submitted to January 2016 ECF, will include analysis of the data (and by directorate) and actions to address any issues arising.

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

**FOR INFORMATION**

## **Section 2 - Report**

### **2.1. Introduction and format**

This report sets out information on Harrow Council's performance on equalities and the impact of its policies and practices on its employees, to comply with the requirements of the Public Sector Equality Duty set out in the Equality Act 2010 and the Equality Act 2010 (Specific Duties) Regulations 2011.

This first report comprises of the equalities data for the year ending 31 March 2015, for consideration. The data is presented in a similar format to 2014/15.

In accordance with the approach taken in the previous year, it will be followed by a second report to ECF in January 2016. This report will contain a further analysis of the data (and by directorate) and any issues arising, update on progress against the Corporate Equalities Plan, and set out any new actions identified from the 2013/14 data.

Further analysis of the data relating to maternity is necessary and as a result is not shown in this report. The data relating to maternity will therefore be published in the second report.

### **2.2. Content**

Appendix 1 of this report contains an overview of the workforce profile as at 31 March 2015 across the whole Council and the available information from Pertemps, as our key partner organisation in hiring workers to fill Council positions, analysed by protected characteristic. Comparisons of the workforce profile against previous years and the local community are made where available and appropriate.

In addition, data is supplied for the complete year ending 31 March 2015 on recruitment, employment procedures, redeployment rates, leavers and take up of training opportunities.

As in last year's report although this is the third year that data on the protected characteristics of Religion or Belief, Sexual Orientation, Pregnancy and Maternity and Gender Reassignment is available, much of this data continues to be very limited, reflecting a continued pattern of employees choosing not to state or declare their religion or belief and sexual orientation. This year again, in relation to gender reassignment, the numbers are very low that it might be possible to identify individuals who have provided information, and therefore, the decision has been taken not to report on this protected characteristic.

### **2.3. Corporate Equalities Action Plan for January 2016**

We have made progress to address some of the issues in the last Corporate Equalities Action Plan. The Council still faces challenges in addressing these issues given the limited resources available. The Council's equalities agenda is best addressed through perhaps a

smaller number of objectives to achieve good, outcome focused actions for the benefit of its staff. Recommendations were also made in April 2014 following the external investigation into allegations of institutional racism, and additional actions agreed, which need to be progressed and continuously monitored.

As reported in last year's report the Corporate Equalities Group (CEG) is considering how the Council can approach equalities more widely, and a revised single Corporate Action Plan will be developed for 2015/16. Any issues identified from the analysis of the 2014/15 data, to be presented in the January 2016 report to ECF, will be highlighted to CEG and incorporated into the revised Action Plan moving forward.

This report has been provided to the Corporate Equality Group for information.

ECF members are asked to consider and comment on the data and provide any feedback on issues to prioritise for action from January 2016.

### **Section 3 - Further Information**

A further analysis report, as part of the Annual Equality in Employment Report, is to be considered by ECF in January 2016, which will include actions the Council will take in response to issues highlighted by the data in this report.

### **Section 4 - Financial Implications**

There are no financial implications relating to this report.

### **Section 5 - Equalities implications**

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

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

**Contact:** Nicholas Toko, Interim Employee Relations Manager

# Annual Equality in Employment Monitoring Report

## Employment Data

### Appendix 1

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### Appendix 2

Agency Worker Workforce Profile (Pertemps)

Council Paybands 2014/15

## 1. How information is presented



### Workforce Profile Data

The Workforce Profile is a snapshot of the workforce as at 31 March 2015, broken down by 7 of the 9 protected characteristics, and by Payband and whether Full or Part-time. There is no requirement to report on Marital Status and the decision has been taken not to report on Gender Reassignment in this report as the figures are so low that it may be possible to identify individuals.

The report is based on headcount, therefore, an employee who holds jobs in more than one directorate will be counted only once in the whole council report but will appear in each of the Directorate reports. In determining which job to count for the whole council report, the job with the highest number of working hours is used.

### Data Sources and Comparison with the Community

Data used for comparison with the community was obtained from 2011 Census Briefing Note 11: May 2013 - Gender, Age, Religion and Health, by Ethnic Group 2011 Census Third Release (3.1). Gender and Age data has been updated in line with 2014 Mid Year Estimates.

### Recruitment

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



## 2. Workforce Profile as at 31 March 2015

### 2.1 Race (Ethnicity)

	Whole Council			Excluding Schools			Harrow Community Data 2011 Census
	2013	2014	2015	2013	2014	2015	
	5,125	5,093	4,798	2,375	2,192	2,042	
Asian	24.08%	23.44%	27.34%	21.60%	21.58%	22.33%	42.59%
Black	9.00%	8.50%	9.44%	14.11%	14.37%	15.03%	8.24%
Mixed	2.15%	2.02%	2.33%	1.89%	2.05%	2.06%	3.97%
Any other ethnic group	0.86%	0.73%	1.06%	0.80%	0.68%	0.73%	2.95%
<b>Total BAME</b>	<b>36.08%</b>	<b>34.69%</b>	<b>40.18%</b>	<b>38.40%</b>	<b>38.69%</b>	<b>40.16%</b>	<b>57.75%</b>
<b>White</b>	<b>52.08%</b>	<b>47.52%</b>	<b>52.17%</b>	<b>54.44%</b>	<b>52.14%</b>	<b>51.42%</b>	<b>42.25%</b>
Unknown/Unclassified	11.84%	17.79%	7.65%	7.16%	9.17%	8.42%	0.00%

### 2.2 Sex

	Whole Council			Excluding Schools			Harrow Community Data 2014 Mid Year Estimates (ONS)
	2013	2014	2015	2013	2014	2015	
	5,125	5,093	4,798	2,375	2,192	2,042	
Male	22.36%	21.58%	21.72%	37.68%	38.28%	38.05%	49.70%
Female	77.64%	78.42%	78.28%	62.32%	61.72%	61.51%	50.30%

### 2.3 Disability

	Whole Council			Excluding Schools			Harrow Community Data 2011 Census
	2013	2014	2015	2013	2014	2015	
	5,125	5,093	4,798	2,375	2,192	2,042	
Yes	1.81%	1.59%	1.44%	3.33%	3.10%	2.94%	*Not collected in this format

\*In the 2011 census, 16.4% of Harrow residents self classified their health to be "not good", which is not the same definition as the definition for disability.

## 2.4 Age

	Whole Council			Excluding Schools		
	2013	2014	2015	2013	2014	2015
	5,125	5,093	4,798	2,375	2,192	
16 to 24	3.34%	3.49%	3.83%	1.47%	1.19%	1.37%
25 to 34	17.39%	17.26%	17.22%	14.15%	13.46%	12.93%
35 to 44	22.67%	22.76%	23.59%	21.68%	21.44%	21.89%
45 to 54	32.76%	31.73%	31.20%	33.14%	32.53%	32.62%
55 to 64	21.15%	21.66%	21.05%	25.81%	26.69%	26.25%
65+	2.69%	3.10%	3.11%	3.75%	4.70%	4.95%

## 2.5 Religion or Belief

	Whole Council			Excluding Schools			Harrow Community Data 2011 Census
	2013	2014	2015	2013	2014	2015	
	5,125	5,093	4,798	2,375	2,192	2,042	
Christianity	9.17%	11.00%	8.13%	13.09%	12.09%	11.41%	37.30%
Hinduism	3.83%	4.12%	3.48%	4.00%	4.11%	4.31%	25.30%
Islam	1.16%	1.44%	0.90%	1.64%	1.46%	1.37%	12.50%
Judaism	0.47%	0.57%	0.35%	0.59%	0.50%	0.49%	4.40%
Jainism	0.47%	0.51%	0.42%	0.42%	0.41%	0.44%	2.17%
Sikh	0.37%	0.39%	0.35%	0.51%	0.50%	0.49%	1.20%
Buddhism	0.20%	0.20%	0.17%	0.25%	0.27%	0.24%	1.10%
Zoroastrian	0.02%	0.02%	0.02%	0%	0%	0.00%	0.07%
Other	0.75%	0.86%	0.73%	0.97%	1.00%	0.98%	0.26%
No Religion /Atheist	1.81%	2.09%	1.71%	2.78%	2.78%	2.89%	9.60%
Unknown	81.76%	78.81%	83.74%	75.75%	76.87%	77.38%	6.20%

## 2.6 Sexual Orientation

	Whole Council			Excluding Schools		
	2013	2014	2015	2013	2014	2015
	5,125	5,093	4,798	2,375	2,192	2,042
Heterosexual	15.92%	14.55%	14.17%	18.11%	18.57%	20.47%
Gay Woman/ Lesbian	0.06%	0.06%	0.06%	0.08%	0.09%	0.10%
Gay Man	0.08%	0.08%	0.17%	0.08%	0.14%	0.34%
Bi-sexual	0.14%	0.14%	0.17%	0.21%	0.27%	0.34%
Prefer not to say	1.07%	0.92%	1.00%	1.18%	1.14%	1.52%
Other	0.04%	0.04%	0.04%	0%	0%	0%
Unknown	82.69%	84.21%	84.39%	80.34%	79.79%	77.23%

## 2.7 Pregnancy and Maternity

	Whole Council			Excluding Schools		
	2013	2014	2015	2013	2014	2015
Year	5,125	5,093	4,798	2,375	2,192	2,042
Total Workforce	4.02% (206)	3.83% (195)	3.69% (177)	4.13% (98)	4.01% (88)	4.01% (82)

## 2.8 Gender Reassignment

The decision has been taken not to report on this protected characteristic as the low level of data available may identify individuals.

**2.9 Workforce Profile by Payband and Protected Characteristic**  
(see Appendix 2 for information on the Council Paybands)



		Paybands						Whole Council 4,798	Harrow Community Data 2011 Census
		1 1819	2 1565	3 1020	4 299	5 84	6 11		
Ethnicity	BAME	44.77%	39.17%	34.51%	27.42%	14.29%	0.00%	40.18%	57.75%
	White	44.75%	54.31%	56.18%	63.55%	79.76%	81.82%	52.17%	42.25%
	Unknown	7.48%	6.52%	9.31%	9.03%	5.95%	18.18%	7.65%	0.00%
Sex	Male	15.94%	26.84%	21.27%	25.75%	38.10%	54.55%	21.72%	49.70%
	Female	84.06%	73.16%	78.73%	74.25%	61.90%	45.45%	78.28%	50.30%
Disability	Yes	1.26%	1.79%	1.67%	0.00%	1.19%	0.00%	1.44%	Not collected
Age	16 to 24	4.67%	6.20%	0.20%	0.00%	0.00%	0.00%	3.83%	not relevant
	25 to 34	11.21%	23.26%	22.45%	9.36%	1.19%	0.00%	17.22%	
	35 to 44	24.57%	18.15%	28.14%	30.77%	23.81%	18.18%	23.59%	
	45 to 54	32.88%	30.48%	26.76%	35.45%	45.24%	45.45%	31.20%	
	55 to 64	22.43%	18.85%	20.98%	22.07%	27.38%	36.36%	21.05%	
	65+	4.23%	3.07%	1.47%	2.34%	2.38%	0.00%	3.11%	
Religion or Belief	Christianity	5.99%	8.95%	9.22%	12.71%	7.14%	27.27%	8.13%	37.30%
	Hinduism	4.34%	3.77%	1.96%	3.01%	0.00%	0.00%	3.48%	25.30%
	Islam	0.93%	1.15%	0.69%	0.33%	0.00%	0.00%	0.90%	12.50%
	Judaism	0.05%	0.38%	0.69%	0.67%	1.19%	0.00%	0.35%	4.40%
	Jainism	0.38%	0.51%	0.49%	0.00%	0.00%	0.00%	0.42%	2.17%
	Sikh	0.22%	0.26%	0.39%	1.34%	1.19%	0.00%	0.35%	1.20%
	Buddhism	0.11%	0.13%	0.29%	0.00%	1.19%	0.00%	0.17%	1.10%
	Zoroastrian	0.00%	0.06%	0.00%	0.00%	0.00%	0.00%	0.02%	0.07%
	Other	0.77%	0.70%	0.88%	0.33%	0.00%	0.00%	0.73%	0.26%
	No Religion/ Atheist	0.93%	1.73%	2.06%	4.35%	4.76%	0.00%	1.71%	9.60%
Unknown	86.26%	82.36%	83.33%	77.26%	84.52%	72.73%	83.74%	6.20%	
Sexual Orientation	Heterosexual	9.51%	15.78%	16.76%	20.40%	27.38%	45.45%	14.17%	Not available
	Gay Woman/ Lesbian	0.00%	0.06%	0.20%	0.00%	0.00%	0.00%	0.06%	
	Gay Man	0.00%	0.19%	0.20%	1.00%	0.00%	0.00%	0.17%	
	Bi-sexual	0.16%	0.13%	0.10%	0.67%	0.00%	0.00%	0.17%	
	Prefer not to say	0.77%	1.15%	0.98%	2.01%	0.00%	0.00%	1.00%	
	Other	0.11%	0.00%	0.00%	0.00%	0.00%	0.00%	0.04%	
	Unknown	89.44%	82.68%	81.76%	75.92%	72.62%	54.55%	84.39%	
Pregnancy/ Maternity in last 2 yrs	Yes	1.48%	3.26%	7.84%	6.35%	0	0	0	

## 2.10 Workforce Profile - Full and Part time

		Full Time	Part Time	Whole Council
		2,396	2,402	4,798
<b>Ethnicity</b>	BAME	37.23%	43.13%	40.18%
	White	54.80%	49.54%	52.17%
	Unknown	7.97%	7.33%	7.65%
<b>Sex</b>	Male	35.73%	7.74%	21.72%
	Female	64.27%	92.26%	78.28%
<b>Disability</b>	Yes	1.71%	1.17%	1.44%
<b>Age</b>	16 to 24	4.76%	2.91%	3.83%
	25 to 34	24.67%	9.78%	17.22%
	35 to 44	22.33%	24.85%	23.59%
	45 to 54	28.21%	34.18%	31.20%
	55 to 64	18.16%	23.94%	21.05%
	65+	1.88%	4.33%	3.11%
<b>Religion Or Belief</b>	Christianity	8.47%	7.79%	8.13%
	Hinduism	2.46%	4.50%	3.48%
	Islam	0.90%	0.92%	0.90%
	Judaism	0.46%	0.25%	0.35%
	Jainism	0.29%	0.54%	0.42%
	Sikh	0.42%	0.29%	0.35%
	Buddhism	0.25%	0.08%	0.17%
	Zoroastrian	0.00%	0.04%	0.02%
	Other	0.71%	0.75%	0.73%
	No Religion/Atheist	2.29%	1.12%	1.71%
Unknown	83.76%	83.72%	83.74%	
<b>Sexual Orientation</b>	Heterosexual	15.98%	12.36%	14.17%
	Gay Woman/ Lesbian	0.04%	0.08%	0.06%
	Gay Man	0.25%	0.08%	0.17%
	Bi-sexual	0.17%	0.17%	0.17%
	Prefer not to say	1.13%	0.87%	1.00%
	Other	0.00%	0.08%	0.04%
	Unknown	82.43%	86.34%	84.39%
<b>Pregnancy/mat in last 2 years</b>	Yes	3.55%	3.87%	3.79%
	No	96.45%	96.13%	96.21%

### 3. Recruitment Whole Council (Schools not included)

This data relates only to recruitment carried out through Pertemps

		Applied	Shortlisted	Appointed	Council excluding Schools	Whole Council
		2378	482	163	2,042	4,798
<b>Ethnicity</b>	BAME	68.42%	59.65%	57.06%	40.16%	40.18%
	White	27.96%	36.65%	41.1%	51.42%	52.17%
	Unknown	3.62%	3.7%	1.84%	8.42%	7.65%
<b>Sex</b>	Male	48.86%	43.47%	48.16%	38.05%	21.72%
	Female	51.13%	56.54%	51.84%	61.51%	78.28%
<b>Disability</b>	Yes	2.57%	3.53%	3.68%	2.94%	1.44%
<b>Age</b>	16 to 24	11.40%	9.96%	12.27%	1.37%	3.83%
	25 to 44	56.31%	53.94%	58.90%	12.93%	40.81%
	45 to 64	28.64%	33.61%	26.38%	21.89%	52.25%
	65+	0.84%	0.62%	1.23%	32.62%	3.11%
	Unknown	2.82%	1.87%	1.23%	26.25%	0.00%
<b>Religion Or Belief</b>	Christianity	42.09%	45.85%	46.01%	11.41%	8.13%
	Hinduism	15.05%	12.24%	14.72%	4.31%	3.48%
	Islam	11.69%	6.02%	5.52%	1.37%	0.90%
	Judaism	0.71%	1.04%	1.23%	0.49%	0.35%
	Jainism	0.76%	0.21%	-	0.44%	0.42%
	Sikh	2.31%	2.49%	3.07%	0.49%	0.35%
	Buddhism	1.77%	1.66%	-	0.24%	0.17%
	Zoroastrian	-	-	-	0.00%	0.02%
	Other	2.1%	2.90%	-	0.98%	0.73%
	No Religion/ Atheist	15.52%	19.71%	23.93%	2.89%	1.71%
Unknown	7.99%	7.88%	5.52%	77.38%	83.74%	
<b>Sexual Orientation</b>	Heterosexual	86.59%	89.00%	92.02%	20.47%	14.17%
	Gay Woman/ Lesbian	0.05%	0.62%	-	0.10%	0.06%
	Gay Man	1.05%	1.24%	1.84%	0.34%	0.17%
	Bi-sexual	2.69%	2.28%	1.23%	0.34%	0.17%
	Prefer not to say	-	-	-	1.52%	1.00%
	Other	1.51%	0.21%	-	0.00%	0.04%
Unknown	7.65%	6.64%	4.91%	77.23%	84.39%	
<b>Pregnancy/ Maternity in last 2 years</b>	Yes	2.90%	2.70%	2.45%	4.01%	3.79%

#### 4. Employment Procedures

		Conduct			Capability			Dignity at Work		Whole Council
		Cases	Warnings	Dismissals	Cases	Warnings	Dismissals	Cases	Appeals	
		43	9	4	50	3	4	21	2	4,798
<b>Ethnicity</b>	BAME	37.21%	33.33%	25.00%	62.00%	33.33%	50.00%	47.62%	50.00%	40.18%
	White	51.16%	55.56%	50.00%	34.00%	66.67%	25.00%	47.62%	50.00%	52.17%
	Unknown	11.63%	11.11%	25.00%	4.00%	0.00%	0.00%	4.76%	0.00%	7.65%
<b>Sex</b>	Male	58.14%	66.67%	75.00%	50.00%	33.33%	75.00%	33.33%	50.00%	21.72%
	Female	41.86%	33.33%	25.00%	36.00%	66.67%	25.00%	66.67%	50.00%	78.28%
<b>Disability</b>	Disabled	4.65%	0.00%	0.00%	4.00%	0.00%	0.00%	4.76%	50.00%	1.44%
	16 to 24	9.30%	11.11%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	3.83%
	25 to 34	18.60%	22.22%	0.00%	14.00%	0.00%	0.00%	4.76%	0.00%	17.22%
	35 to 44	9.30%	0.00%	0.00%	22.00%	33.33%	25.00%	23.81%	0.00%	23.59%
	44 to 54	23.26%	33.33%	25.00%	24.00%	33.33%	0.00%	38.10%	50.00%	31.20%
	55 to 64	27.91%	22.22%	0.00%	38.00%	33.33%	75.00%	33.33%	50.00%	21.05%
	65+	11.63%	11.11%	25.00%	2.00%	0.00%	0.00%	0.00%	0.00%	3.11%
<b>31 Religion or Belief</b>	Christianity	6.98%	0.00%	0.00%	12.00%	0.00%	0.00%	9.52%	50.00%	8.13%
	Hinduism	2.33%	11.11%	0.00%	2.00%	0.00%	0.00%	0.00%	0.00%	3.48%
	Islam	0.00%	0.00%	0.00%	2.00%	33.33%	0.00%	0.00%	0.00%	0.90%
	Judaism	2.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.35%
	Jainism	0.00%	0.00%	0.00%	2.00%	0.00%	0.00%	0.00%	0.00%	0.42%
	Sikh	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.35%
	Buddism	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.17%
	Zoroastrian	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.02%
	Other	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.73%
	No Religion/ Athiest	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.71%
	Unknown	88.37%	88.89%	100.00%	82.00%	66.67%	100.00%	90.48%	50.00%	83.74%
<b>Sexual Orientation</b>	Heterosexual	13.95%	122.22%	0.00%	16.00%	33.33%	0.00%	4.76%	50.00%	14.17%
	Gay Woman/ Lesbian	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.06%
	Gay Man	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.17%
	Bisexual	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.17%
	Prefer not to say	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.00%
	Other	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.04%
	Unknown	86.05%	88.89%	100.00%	84.00%	66.67%	100.00%	90.48%	50.00%	84.39%
<b>Pre/mat in last 2 yrs</b>	Yes	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	3.69%

Ongoing cases as at 31 March 2015:

Capability 8  
 Conduct 6  
 DaW 11

Notes:

- The Grievance Procedure was previously known as Dignity At Work until 31<sup>st</sup> March 2015.
- No percentage figures have been calculated for data relating to fewer than 10 instances. This is to preserve confidentiality (i.e. avoid the identification of the one or two employees who have a particular characteristic) and prevent the reader from forming the illusion of the data having any statistical significance (the lack of statistical significance had been highlighted in previous versions of this report, but the presence of percentage figures led to queries which resulted in discussions about individual cases, essentially compromising the anonymity of the report and the privacy of the employees in question).



## 5. Redeployments 2014/15 (administered through Pertemps)

		Redeployment sought (all reasons) 73 employees	Successful Redeployments 19 employees	Not Redeployed 54 employees	Whole Council
<b>Ethnicity</b>	BAME	41.10%	42.11%	40.74%	40.18%
	White	53.42%	52.63%	53.70%	52.17%
	Unknown	5.48%	5.26%	5.56%	7.65%
<b>Sex</b>	Male	38.36%	36.84%	38.89%	21.72%
	Female	61.64%	63.16%	61.11%	78.28%
<b>Disability</b>	Yes	5.48%	5.26%	5.56%	1.44%
<b>Age</b>	16 to 24	0%	0.00%	0.00%	3.83%
	25 to 34	2.94%	5.56%	2.00%	17.22%
	35 to 44	17.65%	16.67%	18.00%	23.59%
	45 to 54	36.76%	55.56%	30.00%	31.20%
	55 to 64	36.76%	22.22%	42.00%	21.05%
	65+	5.88%	0.00%	8.00%	3.11%
	Unknown	0%	0.00%	0.00%	8.13%
<b>Religion or Belief</b>	Christianity	12.50%	21.05%	9.43%	3.48%
	Hinduism	11.11%	5.26%	13.21%	0.90%
	Islam	2.78%	0.00%	3.77%	0.35%
	Judaism	0.00%	0.00%	0.00%	0.42%
	Jainism	0.00%	0.00%	0.00%	0.35%
	Sikh	0.00%	0.00%	0.00%	0.17%
	Buddhism	0.00%	0.00%	0.00%	0.02%
	Zoroastrian	0.00%	0.00%	0.00%	0.73%
	Other	0.00%	0.00%	0.00%	1.71%
	No Religion/Atheist	4.17%	5.26%	3.77%	83.74%
Unknown	69.44%	68.42%	69.81%		
<b>Sexual Orientation</b>	Heterosexual	22.22%	11.11%	25.93%	14.17%
	Gay Woman/ Lesbian	0.00%	0.00%	0.00%	0.06%
	Gay Man	0.00%	0.00%	0.00%	0.17%
	Bi-sexual	0.00%	0.00%	0.00%	0.17%
	Prefer not to say	0.00%	0.00%	0.00%	1.00%
	Other	0.00%	0.00%	0.00%	0.04%
	Unknown	77.78%	88.89%	74.07%	84.39%
<b>Pregnancy/ Maternity in last 2 years</b>	Yes	1.37%	0.00%	1.85%	3.79%

## 6. Maternity - Return to Work Rates - by Protected Characteristics

		Women due to return between 1 April 2013 - 31 March 2014	Women who returned to work for longer than 4 months	Women who returned to work but left within 4 months	Non returners following maternity leave
Number and Percentage		71 (100%)	56 (78.87%)	3 (4.23%)	12 (16.9%)
<b>Ethnicity</b>	BAME	42.25%	42.86%	0.00%	50.00%
	White	46.48%	44.64%	100.00%	41.67%
	Unknown	11.26%	12.50%	0.00%	8.33%
<b>Disability</b>	Yes	0.00%	0.00%	0.00%	0.00%
<b>Age</b>	25 to 34	60.56%	58.92%	33.33%	75.00%
	35 to 44	39.44%	41.07%	66.66%	25.00%
<b>Religion or Belief</b>	Christianity	7.05%	8.93%	0.00%	0.00%
	Hinduism	1.41%	1.79%	0.00%	0.00%
	Islam	2.82%	1.79%	0.00%	8.33%
	Judaism	0.00%	0.00%	0.00%	0.00%
	Jainism	0.00%	0.00%	0.00%	0.00%
	Sikh	1.41%	1.79%	0.00%	0.00%
	Buddhism	0.00%	0.00%	0.00%	0.00%
	Zoroastrian	0.00%	0.00%	0.00%	0.00%
	Other	2.82%	3.57%	0.00%	0.00%
	No Religion/Atheist	2.82%	0.00%	33.33%	8.33%
Unknown	81.69%	82.14%	66.66%	83.33%	
<b>Sexual Orientation</b>	Heterosexual	12.68%	12.50%	0.00%	16.67%
	Gay Woman/ Lesbian	0.00%	0.00%	0.00%	0.00%
	Bi-sexual	0.00%	0.00%	0.00%	0.00%
	Prefer not to say	1.41%	0.00%	33.33%	0.00%
	Other	0.00%	0.00%	0.00%	0.00%
	Unknown	85.92%	87.50%	66.66%	83.33%

## 7. Leavers - by Protected Characteristic

		Ill Health Dismissal 14	Redundancy – compulsory 29	Redundancy – voluntary 29	Dismissals (including probation) 8	Resignat ions and other leavers 681	All leavers 761	Whole Council 4798
Ethnicity	BAME	42.86%	48.28%	20.69%	25.00%	31.57%	31.93%	40.18%
	White	50.00%	41.38%	68.97%	50.00%	58.00%	57.56%	52.17%
	Unknown	7.14%	10.34%	10.34%	25.00%	10.43%	10.51%	7.65%
Sex	Male	42.86%	37.93%	34.48%	50.00%	23.20%	24.84%	21.72%
	Female	57.14%	62.07%	65.52%	50.00%	76.80%	75.16%	78.28%
Disability	Yes	7.14%	3.45%	3.45%	0.00%	0.88%	1.18%	1.44%
Age	16-24	0.00%	0.00%	0.00%	25.00%	4.55%	4.34%	3.83%
	25-34	14.29%	0.00%	0.00%	12.50%	23.94%	21.81%	17.22%
	35-44	7.14%	20.69%	17.24%	0.00%	20.12%	19.58%	23.59%
	45-54	0.00%	31.03%	17.24%	37.50%	21.59%	21.55%	31.20%
	54-64	57.14%	44.83%	55.17%	12.50%	19.82%	22.73%	21.05%
	65+	21.43%	3.45%	10.34%	12.50%	9.99%	9.99%	3.11%
Religion or Belief	Christianity	0.00%	0.00%	20.69%	0.00%	7.64%	7.62%	8.13%
	Hinduism	0.00%	3.45%	3.45%	0.00%	2.94%	2.89%	3.48%
	Islam	0.00%	6.90%	0.00%	0.00%	1.47%	1.58%	0.90%
	Judaism	0.00%	0.00%	0.00%	0.00%	0.44%	0.39%	0.35%
	Jainism	0.00%	0.00%	0.00%	0.00%	0.15%	0.13%	0.42%
	Sikh	0.00%	0.00%	0.00%	0.00%	0.29%	0.26%	0.35%
	Buddhism	0.00%	0.00%	0.00%	0.00%	0.29%	0.26%	0.17%
	Zoroastrian	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.02%
	Other	0.00%	0.00%	0.00%	0.00%	0.44%	0.39%	0.73%
	No religion/ Atheism	0.00%	0.00%	3.45%	0.00%	1.91%	1.84%	1.71%
Unknown	100.00%	89.66%	72.41%	100.00%	84.43%	84.63%	83.74%	
Sexual Orientation	Heterosexual	0.00%	3.45%	24.14%	12.50%	14.68%	14.32%	14.17%
	Gay Woman/ Lesbian	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.06%
	Gay Man	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.17%
	Bi-sexual	0.00%	0.00%	0.00%	0.00%	0.29%	0.26%	0.17%
	Prefer not to say	0.00%	0.00%	0.00%	0.00%	0.44%	0.39%	1.00%
	Other	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.04%
	Unknown	100.00%	96.55%	75.86%	87.50%	84.58%	85.02%	84.39%
Pregnancy and Maternity	Yes							3.79%

## 8. Take Up of Training Opportunities 2014/15

### Attendance on Learning and Development Programme recorded on “My Learning” management system, by Headcount, 2015/15.

Training comprises of core skills training eg health and safety, IT, customer care, assertiveness, coaching, project management, recruitment and selection, and also includes equalities and diversity training. All Adults’ safeguarding training is also included.

Schools do not access training via “My Learning” and therefore are not included.

		Attendance on Learning & Development Programme	Council Workforce excluding Schools
		994 delegates	2,042
<b>Ethnicity</b>	BAME	42.45%	40.16%
	White	45.37%	51.42%
	Unknown	12.17%	8.42%
<b>Sex</b>	Male	30.68%	38.05%
	Female	69.32%	61.51%
<b>Disability</b>	Yes	3.32%	2.94%
<b>Age</b>	16 to 24	1.31%	1.37%
	25 to 34	13.08%	12.93%
	35 to 44	21.43%	21.89%
	45 to 54	34.10%	32.62%
	55 to 64	24.45%	26.25%
	65+	2.52%	4.95%
	Unknown	3.12%	1.37%

## 9. Directorate Workforce Profiles

### 9.1 Resources Directorate

		Resources Directorate	Whole Council
		441	4,798
<b>Ethnicity</b>	BAME	43.54%	40.18%
	White	43.31%	52.17%
	Unknown	13.15%	7.65%
<b>Sex</b>	Male	74.15%	21.72%
	Female	25.85%	78.28%
<b>Disability</b>	Yes	1.81%	1.44%
<b>Age</b>	16 to 24	2.04%	3.83%
	25 to 34	17.23%	17.22%
	35 to 44	29.48%	23.59%
	45 to 54	28.57%	31.20%
	55 to 64	20.86%	21.05%
	65+	1.81%	3.11%
<b>Religion or Belief</b>	Christianity	7.48%	8.13%
	Hinduism	4.31%	3.48%
	Islam	0.91%	0.90%
	Judaism	0.00%	0.35%
	Jainism	0.45%	0.42%
	Sikh	0.91%	0.35%
	Buddhism	0.00%	0.17%
	Zoroastrian	0.00%	0.02%
	Other	0.45%	0.73%
	No Religion/Atheist	2.95%	1.71%
Unknown	82.54%	83.74%	
<b>Sexual Orientation</b>	Heterosexual	13.38%	14.17%
	Gay Woman/Lesbian	0.00%	0.06%
	Gay Man	0.45%	0.17%
	Bi-sexual	0.00%	0.17%
	Prefer not to say	0.68%	1.00%
	Other	0.00%	0.04%
	Unknown	85.49%	84.39%
<b>Pregnancy/ Maternity</b>	Yes	7.92%	3.69%

## 9.2 Children & Families Directorate

		C&F Directorate	Whole Council
		3,243	4,798
<b>Ethnicity</b>	BAME	40.89%	40.18%
	White	52.08%	52.17%
	Unknown	7.03%	7.65%
<b>Sex</b>	Male	12.06%	21.72%
	Female	87.94%	78.28%
<b>Disability</b>	Yes	0.49%	1.44%
<b>Age</b>	16 to 24	4.90%	3.83%
	25 to 34	19.24%	17.22%
	35 to 44	23.90%	23.59%
	45 to 54	30.34%	31.20%
	55 to 64	19.30%	21.05%
	65+	2.19%	3.11%
<b>Religion or Belief</b>	Christianity	7.34%	8.13%
	Hinduism	3.40%	3.48%
	Islam	0.59%	0.90%
	Judaism	0.31%	0.35%
	Jainism	0.40%	0.42%
	Sikh	0.28%	0.35%
	Buddhism	0.12%	0.17%
	Zoroastrian	0.03%	0.02%
	Other	0.71%	0.73%
	No Religion/ Atheist	1.26%	1.71%
Unknown	85.57%	83.74%	
<b>Sexual Orientation</b>	Heterosexual	12.09%	14.17%
	Gay Woman/ Lesbian	0.09%	0.06%
	Gay Man	0.06%	0.17%
	Bi-sexual	0.15%	0.17%
	Prefer not to say	0.89%	1.00%
	Other	0.06%	0.04%
	Unknown	86.65%	84.39%
	<b>Pregnancy/ Maternity</b>	Yes	3.22%

### 9.3 Environment and Enterprise Directorate

		Environment & Enterprise 452	Whole Council 4,798
Ethnicity	BAME	26.33%	40.18%
	White	66.37%	52.17%
	Unknown	7.30%	7.65%
Sex	Male	77.88%	21.72%
	Female	22.12%	78.28%
Disability	Yes	1.99%	1.44%
Age	16 to 24	2.21%	3.83%
	25 to 34	13.72%	17.22%
	35 to 44	19.91%	23.59%
	45 to 54	33.41%	31.20%
	55 to 64	25.22%	21.05%
	65+	5.53%	3.11%
Religion or Belief	Christianity	10.18%	8.13%
	Hinduism	2.21%	3.48%
	Islam	1.11%	0.90%
	Judaism	0.88%	0.35%
	Jainism	0.00%	0.42%
	Sikh	0.22%	0.35%
	Buddhism	0.44%	0.17%
	Zoroastrian	0.00%	0.02%
	Other	0.22%	0.73%
	No Religion/Atheist	1.77%	1.71%
Unknown	82.96%	83.74%	
Sexual Orientation	Heterosexual	16.59%	14.17%
	Gay Woman/Lesbian	0.00%	0.06%
	Gay Man	0.22%	0.17%
	Bi-sexual	0.66%	0.17%
	Prefer not to say	1.55%	1.00%
	Other	0.00%	0.04%
	Unknown	80.97%	84.39%
Pregnancy/ Maternity	Yes	1.55%	3.69%
	No		

#### 9.4 Community Health and Well Being Directorate

		CHWB Directorate	Whole Council
		679	4,798
<b>Ethnicity</b>	BAME	45.07%	40.18%
	White	47.72%	52.17%
	Unknown	7.22%	7.65%
<b>Sex</b>	Male	27.54%	21.72%
	Female	72.46%	78.28%
<b>Disability</b>	Yes	5.30%	1.44%
<b>Age</b>	16 to 24	0.89%	3.83%
	25 to 34	9.43%	17.22%
	35 to 44	20.77%	23.59%
	45 to 54	35.94%	31.20%
	55 to 64	26.95%	21.05%
	65+	6.04%	3.11%
<b>Religion or Belief</b>	Christianity	11.05%	8.13%
	Hinduism	4.86%	3.48%
	Islam	2.21%	0.90%
	Judaism	0.44%	0.35%
	Jainism	0.74%	0.42%
	Sikh	0.44%	0.35%
	Buddhism	0.29%	0.17%
	Zoroastrian	0.00%	0.02%
	Other	1.33%	0.73%
	No Religion/Atheist	2.95%	1.71%
	Unknown	75.70%	83.74%
<b>Sexual Orientation</b>	Heterosexual	23.27%	14.17%
	Gay Woman/Lesbian	0.00%	0.06%
	Gay Man	0.44%	0.17%
	Bi-sexual	0.00%	0.17%
	Prefer not to say	1.47%	1.00%
	Other	0.00%	0.04%
	Unknown	74.82%	84.39%
<b>Pregnancy/ Maternity</b>	Yes	3.78%	3.69%
	No		



## 10. Workforce Profile - Agency Workers engaged through Pertemps

		<b>Pertemps Headcount during March 2015 624 placements</b>	<b>Council excluding Schools 2,402</b>
<b>Ethnicity</b>	BAME	36.76%	40.16%
	White	32.26%	51.42%
	Prefer not to say	23.92%	8.42%
	Incomplete/Unknown	7.06%	0
<b>Sex</b>	Male	38.52%	38.05%
	Female	46.55%	61.51%
	Prefer not to say	7.87%	0
	Incomplete/Unknown	7.06%	0
<b>Disability</b>	Yes	1.13%	2.94%
	No	78.39%	0
	Prefer not to say	13.39%	0
	Incomplete/Unknown	7.10%	0
<b>Age</b>	16 to 24	8.41%	1.37%
	25 to 34	23.36%	12.93%
	35 to 44	19.78%	21.89%
	45 to 54	26.01%	32.62%
	55 to 64	18.54%	26.25%
	65+	3.89%	4.95%
	Unknown	0	0
	Prefer not to say	0	0
<b>Religion or Belief</b>	Christianity	31.25%	11.41%
	Hinduism	7.47%	4.31%
	Islam	-	1.37%
	Judaism	1.04%	0.49%
	Jainism	0.87%	0.44%
	Sikh	0.52%	0.49%
	Buddhism	0.52%	0.24%
	Zoroastrian	0.17%	0.00%
	Other	-	0.98%
	No Religion/Atheist	9.90%	2.98%
	Prefer not to say	40.63%	0
Incomplete/Unknown	7.64%	77.38%	
<b>Sexual Orientation</b>	Heterosexual	64.40%	20.47%
	Gay Woman/ Lesbian	0.16%	0.10%
	Gay Man	0.32%	0.34%
	Bi-sexual	0.32%	0.34%
	Prefer not to say	27.67%	1.52%
	Other	-	0
	Incomplete/Unknown	7.12%	77.23%
<b>Pregnancy/mat in last 2 years</b>	Yes	1.93%	4.01%
	No	64.85%	
	Prefer not to say	26.16	
	Incomplete/Unknown	7.06	

## Appendix 2

### 2014/15 Paybands

Payband	Salary in £s	Broadly equivalent to and will include
Band 1	Up to 19,182	G1 to G3
Band 2	19,183 - 31,059	G4 to G8
Band 3	31,060 - 42,525	G9 to G11
Band 4	42,526 - 61,377	MG1 - MG3
Band 5	61,378 - 94,929	MG4 and D1
Band 6	94,930 and above	D2 and above

*G grades - Harrow pay spine*

**EMPLOYEES' CONSULTATIVE FORUM: FEBRUARY 2016**

**HARROW UNISON LG BRANCH REPORT ON APPALLING EMPLOYMENT PRACTICES IN THE 'LIFT AND SHIFT' OF HARROW COUNCIL STAFF**

**SUMMARY AND DECISION REQUESTED**

The Harrow UNISON LG Branch report (UNISON) outlines the appalling and disrespectful treatment of staff that have a combined service period exceeding 90 years in a 'lift and shift' arrangement from one directorate to another. UNISON is extremely disappointed with the approach adopted by officers in relation to compliance with the Council's employment practices, corporate governance arrangements and of the scornful and impudent attitudes demonstrated towards our members who are long serving public servants of Harrow as demonstrated in the financially irresponsible 'lift and shift' debacle occurring in 2015. UNISON is seeking not only accountability for those officers responsible but urgent redeployment for those employees implicated and a vast improvement to the Council's human resources employment function that has been sadly holding back the organisation for many years.

**CHRONOLOGY**

<b>DATE</b>	<b>ACTION</b>	<b>OUTCOME</b>
23 <sup>rd</sup> November 2015	Transformation Management Support Team Restructure consultation commences.	Consultation closes 11 <sup>th</sup> December 2015.
15 <sup>th</sup> December 2015	UNISON wrote to Head of Customer Services & Business Support requesting an explanation as to why funding of posts did not 'lift and shift' with staff after 1 <sup>st</sup> April 2015, the background information of the agreement and questioned the lack of financial responsibility on behalf of those officers responsible for the decision/arrangement (see appendix 1)	Head of Customer Services & Business Support responded on 18 <sup>th</sup> December 2015 and confirmed that posts were transferred to Business Support without any corresponding budget but had no further information to explain why this was the case.
21 <sup>st</sup> December 2015	UNISON wrote to Corporate Director of Resources requesting the scheduling of a Directorate Joint Committee (DJC) meeting to discuss the matter (appendix 2).	Meeting scheduled for 5 <sup>th</sup> January 2016.
5 <sup>th</sup> January 2016	Resources DJC takes place (appendix 3).	UNISON convey concerns regarding the 'lift and shift' arrangement officers made, the lack of financial responsibility, poor treatment of staff

		(combined service of 93 years), pre-selection of redundancy concerns and requested that posts return to point of origin (Peoples directorate) as the work still remains. Management did not agree to slow the process down. Management agreed to attend a special DJC meeting in Peoples directorate (agreed that it would be the Head of Customer Services and Business Support) and would look for alternative employment. Management also agreed to provide a list of agency filled posts in Business Support ( <b>NB- this has still not been received</b> ) and remained silent on a UNISON request to initiate a 'check and balance' to prevent this appalling situation occurring again.
6 <sup>th</sup> January 2016	UNISON wrote to Corporate Director of Peoples directorate requesting the scheduling of a Directorate Joint Committee (DJC) meeting to discuss the matter.	Meeting scheduled for 12 <sup>th</sup> January 2016.
12 <sup>th</sup> January 2016	Peoples DJC takes place (appendix 4)	UNISON reiterated the points made at the Resources DJC convened on 5 <sup>th</sup> January 2016. UNISON questioned the nature of the redundancy exercise, why this department was not proactive in notifying Resources that they no longer required the work and the apparent false assumption made in terms of funding posts after 1 <sup>st</sup> April 2015. The directorate did not provide adequate responses to these concerns and committed to looking at all similar vacancies under redeployment. UNISON referred the matter to ECF on 8 <sup>th</sup> February 2016.

## REPORT

### Background – Transformation Management Support Team 'Lift and Shift' – 1<sup>st</sup> April 2015

The Transformation Management Support Team staffing cohort was part of the former Community Health & Wellbeing directorate (now Peoples directorate) up until 31<sup>st</sup> March 2015. At some point before the 1<sup>st</sup> April 2015, officers had made an agreement (the lack of information and governance arrangements surrounding this agreement were effectively offline) that this team would be transferred in a 'lift and

shift' process to the Business Support Service, now part of the Resources directorate. The Community Health & Wellbeing directorate consulted with staff prior to the 'lift and shift' to inform that, as from 1<sup>st</sup> April 2015, they would be part of the Business Support Service with new reporting arrangements in place.

Some 9 months later in November 2015 the Resources directorate commenced consultation with staff and proposed to delete all posts. The reason for the post deletions, as outlined in the consultation paper and as was consulted with the recognised trade unions, is because the Transformation Management Support Team transferred to Business Support without a budget and that the host department had not been able to fund the team, resulting as a 'cost to the existing service' that could not be sustained. The consultation closed before the end of 2015 and the cohort of staff have been issued notices of redundancy.

### **'Lift and shift' and Directorate Joint Committee (DJC) 'hand-wringing'**

UNISON representatives were rightly shocked to hear from their members about this appalling situation and of the disrespectful treatment that they had received at the hands of officers who have shown no regard for their loyalty, service or of years of devotion to Harrow public service. ECF Members should note that this cohort of staff have a combined service history of 93 years.

Acting on members concerns, UNISON requested a Resources DJC in a letter addressed to the Corporate Director of Resources, dated 21<sup>st</sup> December 2015 (appendix 2). In this meeting (see minutes appendix 3) UNISON representatives questioned how a team could be 'lifted and shifted' without any budget, the lack of financial accountability by officers responsible for the agreement (an agreement which occurred outside of financial governance arrangements as no documentation exists to confirm what was agreed), and why staff had not been informed earlier that their posts were effectively time limited and were at risk of redundancy.

The Resources DJC could offer no answers in respect of how this situation was allowed to occur and were quick to 'hand-wring' the issue stating that the questions UNISON were raising had been raised by Resources officers previously but remained unanswered. This was in the presence of the Human Resources Divisional Director. Members will note from the minutes of the meeting (appendix 3) that UNISON requested a check and balance to prevent similar situations occurring when officers undertake other 'lift and shift' processes in future. Disappointingly, the Corporate Director did not feel the issue warranted any action and so the minutes remain silent. ECF members should also note that, at time of writing and after requesting a list of agency filled posts in the Business Support Service to support the identification of suitable roles, the information and list has still not been provided.

Without a reasonable resolution, the matter was referred (with the agreement of the Resources DJC in which they agreed to send the Head of Business Support) to the Peoples DJC. The meeting took place on the 12<sup>th</sup> January 2016 (see minutes appendix 4) and again UNISON reiterated their concerns about the lack of sufficient governance arrangements in respect of the 'lift and shift' and questioned the original host departments' decision to move staff without a budget and their belated acknowledgement, after being prompted by officers in Resources, that the work that had been undertaken by post holders on their behalf, was no longer required. Here

again officers of the Peoples directorate could offer no reasonable explanation as to why this situation was allowed to occur or provide answers surrounding what we believe to be a sham redundancy when the directorate was, up until consultation commenced in November 2015, relying on staff to undertake work in their service area effectively free of charge.

Furthermore, at Peoples DJC UNISON representatives were informed that the team were funded by the 'transformation budget'. This is in direct contradiction to the information provided by officers in the Resources directorate and during consultation because UNISON were informed that the team were not funded prior to 'lift and shift', illustrating an omnishambles and a situation of one hand not knowing what the other is doing.

### **Where was corporate governance and HRD?**

The 'lift and shift' debacle of moving staff without any funding whatsoever further demonstrates a lack or existence of any corporate governance or indeed any adequate compliance of Harrow Councils' employment practices by officers. The situation identifies an ineffectual Human Resources and Development (HRD) function with no reasonable checks or balances in place or overview to prevent and risk assess such issues occurring. A manager with delegated authority was allowed to conduct this 'lift and shift' operation knowing that the employees transferring were not covered by any financial support or budget reallocation; UNISON questions why this was allowed to occur? When we sought HRD support, the most senior HRD officer of the Council could provide no real defence or resolution of these actions but adopted an approach that UNISON believes sadly symbolises not only the impotent approach of the HRD department but also in officers attitudes to this issue i.e. "Its not me Guv, pass it on".

The HRD employment practices were written to protect both the employer and employee and provide the ruling governing practices that affect the lives of all Council staff regardless of position. UNISON questions the varying application of these rules as it appears the application of rules is spasmodic when outcomes favour the employer and of those employees at a certain level within an organisation which openly declares a commitment to equality.

UNISON has time and again drawn this to the attention of the Members governing this Council, who time and again ignore or dismiss a vast array of factual evidence. This we can support in relation to the report UNISON submitted at the recent ECF Sub-Group meeting which demonstrated golden handshakes for incompetence, yes, restructures and payments to remove wrong-doers. These types of antiquated practices always without fail provides a trail of inadequate poor practice and indicates the problems arising from the HRD function, who consistently support, without reservation, these disrespectful practices and non-compliance of equality of staff.

The HRD function in respect of employment procedures that have a serious effect on employees employment status within this Council is only ever applied to frontline low paid staff, with a promise land employment status preserved for those staff at the council remunerated at the MG Grade upwards; or the 'Elliot Ness' syndrome of the untouchables, yes, those that do wrong are never held to account.

## **CONCLUSION & DECISION REQUIRED**

UNISON is extremely disappointed with the approach adopted by officers in relation to compliance with the Council's employment practices, corporate governance arrangements and of the scornful and impudent attitudes demonstrated towards our members who are long serving public servants of Harrow as demonstrated in the financially irresponsible 'lift and shift' debacle occurring in 2015. UNISON is seeking not only accountability for those officers responsible but urgent redeployment for those employees implicated and a vast improvement to the Council's human resources employment function that has been sadly holding back the organisation for many years.

**AUTHOR: HARROW UNISON LG BRANCH**

### **CONTACT DETAILS:**

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Branch Secretary: Gary Martin

Mr Jonathan Milbourn  
Head of Customer Services & Business Support  
Harrow Council  
Civic Centre PO Box 7  
Station Road  
Harrow  
HA1 2UL

Tuesday 15<sup>th</sup> December 2015

### **Restructure consultation documentation within Customer Services & Business Support**

Dear Jonathan

I write on behalf of the Branch in respect of four consultations involving the Transformation Management Team, Customer Service Management Team, Scanning & Indexing and the Personal Assistant Support Services Team.

To pre-empt your reminder re the close of consultation, we are aware that formal consultation ended on Friday 11<sup>th</sup> December but the information and points made in this correspondence regard the employer's obligation to consult in a meaningful way through original documentation and for the provision of information to be made that may be of assistance to trade unions and staff to mitigate the potential impact of workforce reduction to assist with the next stage of implementation. You will also be aware that branch officers cannot devote vast amounts of time and resources due to the restrictions on facility time and so we do expect, when being consulted on multiple changes, that the information should contain all that we are asking for below as a bare minimum.

Below are requests for information/and or clarification, listed in no particular order of importance, that will assist the advice and support that we can give to our members and also ensures that the Council is acting in full compliance with its legal obligations to consult meaningfully;

#### **1. Proposed Changes to Scanning and Indexing Services**

The consultation paper refers our members/staff to the offer of seeking alternative employment within the Council due to the transfer of this function to the north of England and Scotland which, given the potential of severe material detriment for staff under TUPE (2006), we welcome. However, what the paper does not clarify is the exact number of staff in posts, their FTE status, their contract type and if there are posts in the service that are filled by agency workers. Please can you provide this information to the Branch in advance of Friday's (18<sup>th</sup> December) meeting?

Our members have also raised concern and have questioned the early mitigating actions management have undertaken to reduce the impact of the potential for redundancy. You will be aware of the requirement to act early and identify potential redeployment opportunities (see section 1.2 of the Change Management and Organisational Review Procedure) and we question if an analysis has been undertaken yet to identify potential redeployment opportunities and vacancies of posts both within the Business Support Service and across the Council for the impacted staff?

Ahead of Friday's meeting, please can you provide a list of all agency filled positions in the Business Support Service and any administrative type work across the Council so that work can commence to reduce the impact of job loss. Finally, UNISON question if the Council's Redeployment Officer/HRD have been notified of the potential for these and other redundancies in your service area?

## **2. Proposed Changes to Personal Assistant Support Services**

As with the lack of profiling information in relation to point 1 above, please can you provide this union with the FTE and contract status of those identified and ringfenced to the posts of Personal Assistant to Corporate Director.

## **3. Proposed Changes to Transformation Management Support Team**

Little information is provided to substantiate why funding did not 'lift and shift' with this Team to fund the salaries of those staff employed after 1<sup>st</sup> April 2015. We request further clarification and information surrounding the background of this matter which has resulted in serious implications for the staff impacted and raises further concerns regarding the selection process for redundancy i.e. is this an example of 'if you're face doesn't fit you're out' scenario? What legal basis does this decision have?

UNISON further questions the basis for this decision and, evidently, the fundamental lack of fiduciary responsibility on behalf of those officers responsible in ensuring that the 'lift and shift' agreement was financially sound and was not a short term fix destined for failure. Please can you provide a full response to the issues raised here? We also request a FTE staffing profile of the staff implicated as per the request in points 1 and 2 above.

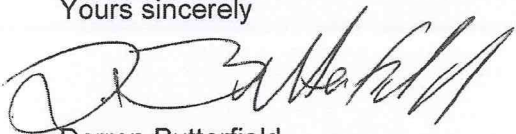
## **4. Proposed Changes to Customer Services Management Structure**

Again, we are unable to view or ascertain the FTE staffing profile of the staff implicated by the proposal in the ring fence and request to see profiling information (as above) that informs of their FTE status and contract type i.e. those listed on page 6 of the consultation paper. Given the potential for redundancies in this area, we question what early measures have been undertaken to reduce the impact of redundancy and the liaison with the Redeployment Officer in HR to commence work in identifying potential posts and opportunities.

Further, the Branch Administrator wrote to Alex Dewsnap by email last week and requested the accompanying EqIA's for these proposals. Unfortunately we have not received any EqIA despite Mr Dewsnap informing us that you have devised them. As they have been devised, please can you provide all EqIA as we had originally requested at your earliest convenience.

We look forward to receiving a full and comprehensive response and the information requested ahead of Friday's meeting. We kindly ask that you provide this information by email to John Royle, the responsible officer leading on the proposals.

Yours sincerely



Darren Butterfield  
Assistant Branch Secretary

CC Gary Martin, Branch Secretary  
John Royle, Assistant Branch Secretary  
Tom Whiting, Corporate Director  
Annette Thomas, HRD (Redeployment Officer)

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Appendix 2



*Harrow L.G.  
Branch*

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*Branch Secretary: Gary Martin*

Mr Tom Whiting  
Corporate Director  
Resources Directorate  
Harrow Council  
Civic Centre PO Box 7  
Station Road  
Harrow  
HA1 2UL

Monday 21<sup>st</sup> December 2015

**Resources Departmental Joint Committee (DJC): Changes to Transformation Management Support Team**

Dear Tom

UNISON formally request the scheduling of a DJC meeting to discuss the funding (or lack of funding) and grave implications relating to a restructure in your directorate in respect of the Transformation Management Support Team restructure. The consultation ended on the 11 December but it is apparent that the fate and funding of the team was decreed well in advance and before consultation some 6 months prior.

UNISON is extremely disappointed and are concerned that the lack of financial responsibility and cacophony of errors clearly demonstrated by officers of this Council has jeopardised our members' employment futures and their financial livelihoods. Further, this lack of responsibility has potentially placed the Council at risk and we directly refer to the pre-selection and pre-determination implications of seemingly irresponsible decisions which breach this country's redundancy legislation. We also believe that remedial actions to rectify this dire situation have not been afforded to all staff implicated and potentially demonstrate indirect discrimination and detriment.

We await your response and the scheduling of a mutually convenient date and time.

Yours sincerely

A handwritten signature in black ink, appearing to read "Darren Butterfield".

Darren Butterfield  
Assistant Branch Secretary  
Harrow UNISON LG Branch

CC Gary Martin, Branch Secretary  
John Royle, Assistant Branch Secretary  
Jon Turner, HRD Divisional Director  
Jonathan Milbourn, Head of Customer Services & Business Support

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**Varsha Patel**

---

**From:** Darren Butterfield  
**Sent:** 12 January 2016 10:36  
**To:** Varsha Patel  
**Subject:** FW: Special Resources DJC Minutes

---

**From:** Tom.Whiting@harrow.gov.uk [mailto:Tom.Whiting@harrow.gov.uk]  
**Sent:** 11 January 2016 16:17  
**To:** Darren Butterfield; Carol.Cutler@harrow.gov.uk; Jonathan.Milbourn@harrow.gov.uk; Gary Martin; Jon.Turner@harrow.gov.uk  
**Cc:** John Royle  
**Subject:** RE: Special Resources DJC Minutes

Darren – happy to accept your additional comments subject to one insertion in blue and that this edited version can stand as the record of the discussion

Thanks

Tom

---

**From:** Darren Butterfield [mailto:d.butterfield@harrow-unison.org.uk]  
**Sent:** 07 January 2016 14:30  
**To:** Tom Whiting; Carol Cutler; Jonathan Milbourn; Gary Martin; Jon Turner  
**Cc:** John Royle  
**Subject:** Special Resources DJC Minutes  
**Importance:** High

Dear Tom

Thank you for your minutes. However, I have included points for accuracy purposes that have been omitted.

Look forward to your amended minutes.

Kind regards

Darren Butterfield  
Assistant Branch Secretary  
Harrow UNISON LG Branch

-----Original Message-----

**From:** Tom.Whiting@harrow.gov.uk [mailto:Tom.Whiting@harrow.gov.uk]  
**Sent:** 06 January 2016 16:23  
**To:** Jon.Turner@harrow.gov.uk; Carol.Cutler@harrow.gov.uk; Jonathan.Milbourn@harrow.gov.uk; Darren Butterfield; Gary Martin  
**Subject:** Special DJC Minutes

Special DJC 5th January 2015

Unison raised concerns at the start of the meeting:

1. Team were lifted and shifted to Business Support without funding. Concerns around meaningful consultation **due to the fact that no information was available to explain why during the recent redundancy consultation, funding did**

not transfer at the date of transfer resulting in staff redundancies and the overall lack of financial responsibility undertaken by officers at that time. Situation was destined to be challenge if inadequate funding not in place.

2. Three female and one male member of staff impacted. The male member of staff has benefited from funding being made available (even though he has a substantive post to return to), a benefit not afforded to the three female members of staff. Long service of a total of 93 years (45, 26 and 22 years respectively) between the members of staff. Staff have been treated disrespectfully and with a scornful manner.

3. Predetermination and pre-selection of staff implications.

4. Exclusive remedial action made in favour of the male member of staff placing the authority at risk from potential gender discrimination and less favourable treatment claims. Concern about disrespectful treatment of staff.

5. Arrangement which transferred the staff in without funding was not done properly and was not consulted upon and that correct procedures in this respect between officers were not followed demonstrating acts of gross negligence and mismanagement.

Concerned that this is poor treatment of long service staff and is appalling. Seeking urgent resolution. Unison requested:

1. Team to return to Peoples Directorate where the funding came from in the first place.

CC believes the lift and shift arrangement was consulted upon as a letter was written to the staff by Carole Yarde and therefore the consultation was carried out.

CC read out the letter and a consultation was completed. Copy of the consultation pack was not available.

UNISON clarified that the consultation documentation referred to by CC did not refer or mention funding, and considered this a reasonable assumption that funding would transfer given the circumstances. UNISON also questioned this consultation (lift and shift) stating their concern that if funding did not transfer, why were staff not notified that they were at risk of redundancy and that the employment was time limited at this point.

Management could not comment on the content of the consultation document itself (only the covering letter) as Resources management had not seen it.

Confirmed that the funding did not transfer. The process to lift and shift the staff into Business Support was taken by the then Community Health and Wellbeing Directorate.

CC reviewed what the team were doing. Adults and Public Health were consulted and they did not want to fund the team. This position has now changed on the Public Health post.

Position was taken that the staff were not part of a wider pool as they were not integrated into the wider Business Support function. They were not fitted into Business Support roles. Pool was therefore those staff.

CC clarified that Adults had been consulted (this should read contacted) and no longer needed the work to be undertaken.

Unison concerned that staff were not informed in January 2015 that their posts were unfunded and the manner of this consultation which was based on a false premise and apparent poor financial assumptions and decisions.

Action: Unison requested a special DJC with Peoples Directorate supported by Jonathan. Resources DMT accepted that proposal.

One individual has now transferred to Public Health on secondment but has a substantive post in Housing.

Another G7 - there is a G6 post in Access Harrow or G5 post in Business Support if the member of staff is willing to accept a lower graded post.

The other two staff could potentially have a job in Business Support if there is some potential flexibility in their working hours.

JT confirmed that the redundancy process would not slow down.

UNISON requested a 'check and balance' so that future 'lift and shift' inter-directorate transfers are better managed and sufficient checks undertaken to ensure management decisions and agreements are watertight.

Action: DB will receive a list of Agency filled posts in Business Support.

AOB JT updated on timescales for HR Shared Services Cabinet Report.

---

Please Note: If you need personal advice concerning a situation at work, please contact your shop steward first. Further information is available on our web site: [www.harrow-unison.org.uk](http://www.harrow-unison.org.uk)

You can contact the branch directly on 020 8424 1795 and you will be put in touch with the Steward/Branch Officer most appropriate to answer your query. A message will be taken when necessary.

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Chris Spencer  
Corporate Director  
People Services

**People Services DJC  
Tuesday 12<sup>th</sup> January 2016**

**Present:** Chris Spencer (chair), Pauline Nixon, Patrick O'Dwyer, Steve Compton, Gary Martin, Natalie Powers, Jon Turner, Anne Lyons, Stuart Darke, Darren Butterfield, Jonathan Price, Bernie Flaherty, Carole Furlong, Liz Shedden

**Apologies:** Pamela Belgrave, Roger Rickman

**Review of the notes from 17<sup>th</sup> November** (Children and Families DJC)

**Action:** The Social workers survey, agenda for a future meeting. Neil to present the item.

Advice has been circulated to schools regarding Teacher pay scales.

Budget appendices to the Cabinet Report were shared with Unions.

**Consultation on Education Strategy and School Organisation (ESSO)**

A consultation started on 5<sup>th</sup> January on three posts in ESSO, Joy Collins, Jan Boresta, Neetha Atukorale. Consultation ends 20<sup>th</sup> January, with a decision on 25<sup>th</sup> January.

Unison is concerned that staff felt posts were being made redundant prior to the consultation; no decision has been made. These are non statutory posts, although the traveller post supports vulnerable families.

Are there any opportunities for posts to be covered or funded by schools? Anne Lyons thought that this was unlikely as schools also have funding issues

**Consultation on the proposed realignment of management arrangements in People Services**

Consultation papers will be to be sent out on Friday 15<sup>th</sup> January.

The realignment of posts follows the deletion of the Divisional Director SNS and the Divisional Director Education and Commissioning. Those areas currently covered by these two posts are being considered.

There are two options:

Option One: Four managers reporting to the Corporate Director of People Services:

- Head of Education Services
- Head of Education Strategy
- Head of HSIP
- Head of SEN Services

Option Two: Three managers reporting to the Corporate Director of People Services

- Head of Education Services
- Head of Education Strategy
- Head of HSIP

The new roles will need to be evaluated

The Head of HSIP – no changes other than a change of line management.

No risks to jobs.

The consultation also includes the all age disability service. Children with Disabilities (CWD) will merge with the adult disability service: no anticipated job losses.

There is a staff consultation meeting on 19<sup>th</sup> January.

End of consultation will be 29<sup>th</sup> January.

The all age disability service will commence the 3<sup>rd</sup> February. The existing funding for the CWD team will move with the team.

Copies of the consultation will be provided to all unions.

Costs are not known, following the outcome of the consultation posts will need to be evaluated.

There will be significant savings due to the loss of two Divisional Director posts.

There is concern at the loss of capacity at a senior level.

The Corporate Director of People will manage:

- Divisional Director, Children and Young People Services
- Director of Adult Social Services
- Director of Public Health
- Three or four education / SEN posts via the consultation.

### **Redundancy issue in Business Support**

Unison is concerned at the 'Lift and Shift' of four members of staff from Community, Health and Wellbeing (CHW) into Business Support. Business Support was previously managed within CHW.

This matter was raised at Resources DJC and it was requested to be added to the People Services DJC for further consideration.

One of the four members of staff has been offered a role in Public Health.

The remaining three members of staff currently support People Services. They were previously known as the Transformation Management Support Team. The posts were transferred into Business Support without funding. The staff members are now at risk of redundancy.

Unison seeks remedial action to support staff members with 45, 26 and 22 years of service.

Unison has a range of questions.

How will work be covered in the future?

Was it known when the posts were moved that there was no funding to accompany the staff when they moved directorate.

The move was completed within CHW, the budget issue did not become apparent until Business Support Service moved into Resources and the budget was looked at more closely.

Unison believes that the work the team does will continue to be required.

Funding was previously from the transformation budget.

Management stated that it does not need the tasks this team currently undertake.

Is it possible to redeploy / ring fence these staff into posts covered by agency staff?

Unison has been advised that there are no current vacancies in Business Support or Access Harrow at the grades concerned.

Two of the staff have particular working patterns and they would like to continue with these hours.

Unison would like People Services to look at options to accommodate these posts.

Can Business Support be creative with options to seek a solution?

All three staff members concerned have been offered jobs under Harrow terms and conditions, but these have not been accepted.

All vacancies and opportunities can be looked at and considered. If the posts are at a lower grade some protection will be available.

If there are not any current vacancies in People Services posts will not be created.

Staff concerned are currently being considered for all vacancies as part of the redeployment process.

**AOB**

There are to be cuts in Business Support and Jonathan Milbourn is currently reviewing all options.

What could the impact be on services that are currently being supported?

The loss of all agency staff will not meet the anticipated budget cuts. Alternative ways to deliver the savings will continue to be considered.

100 of 130 BSS staff are in Children's and it is business critical for Children's. Jonathan Milbourn is discussing options with managers as part of his review.

**People Services DJC - Dates for 2016**

22.03.16	2 to 4pm
24.05.16	2 to 4pm
19.07.16	2 to 4pm
20.09.16	2 to 4pm
22.11.16	2 to 4pm

All meetings will take place in the Children's Boardroom, second floor, south west corner, civic 1.

**REPORT FOR: EMPLOYEES'  
CONSULTATIVE FORUM**

---

**Date:** 22 February 2016

**Subject:** **INFORMATION REPORT –**  
Response to Employees' Side Report on  
'Employment Practices in the 'Lift and Shift'  
of Harrow Council Staff'

**Responsible Officer:** Jon Turner – Divisional Director Human  
Resources & Organisational Development

**Exempt:** NO

**Enclosures:** Appendix 1 - Consultation Document for  
Restructure of the Transformation Team – Dec  
2014  
Appendix 2 – Letter Notifying the Transformation  
Team of the Consultation Outcome – Jan 15  
Appendix 3 – Analysis of Tasks Undertaken by the  
Transformation Team  
Appendix 4 - Consultation Documents for Proposed  
Deletion of the of Transformation Team – Nov  
2015s

**Section 1 – Summary**

This report sets out the officer response to the employees' side report on 'Employment Practices in the 'Lift and Shift' of Harrow Council Staff', submitted to this meeting of the Forum.

**FOR INFORMATION**

## **Section 2 – Report**

### **BACKGROUND**

2.1 Government spending cuts present local government with unprecedented challenges. Harrow is seeking to meet these through innovation and changes that are being made through the commercialisation and regeneration programmes. However, many of the changes that deliver the required savings in the MTFS involve reductions in the workforce and potential redundancies.

2.2 In order to mitigate the impact of potential redundancies, the Council has, for some time, operated a policy of utilising agency workers to cover vacancies in services where reductions in the workforce are planned or anticipated. This has been effective in reducing both the impact of workforce reductions on employees and the potential cost of redundancies.

2.3 Additionally, there is dedicated resource within the HR Service to support employees in seeking redeployment and recruitment controls have been applied across the Council so that Directors' approval is required to recruit to any post.

2.4 Despite this, the Council's financial position is such that regrettably, redundancies cannot be avoided and this is the context for Unison's report, which relates to the proposed redundancy of a group of four staff within the Resources & Commercial (R&C) directorate.

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

#### **Summary**

2.5 In their report Unison state they are seeking:

- 'accountability' for those officers responsible'
- 'redeployment for those employees implicated' and
- 'a vast improvement to the Council's human resources employment function'

2.6 This response evidences:

- That the responsible officers have been fully accountable for their actions throughout and that their actions have been in accordance with all the relevant Council regulations, policies and procedures.
- That the Council has and will continue to make all reasonable efforts to find redeployment for the affected staff.

- That the HR Service has fully discharged its responsibilities to staff and the Council in supporting the effective management of these redundancies

2.7 The response addresses each of the main issues within Unison's report and where appropriate references extracts from relevant legislation or Council documents.

### **Consultation on Transformation Management Support Team 'Lift & Shift'**

2.8 The proposals to transfer these staff were developed in late 2014, at which time both Business Support and Transformation were located in the Community Health & Wellbeing (CH&W) directorate and there was no expectation that this would change. As such, the impact was expected to be contained in the CH&W directorate going forward. However in April 2015 the Chief Executive proposed, as part of the wider organisational restructure, that Business Support move from CH&W to the R&C directorate and so this changed what was intended at the time.

2.9 The context for the proposed transfer was that all CH&W divisions had been allocated savings targets and for Transformation the required savings came from salary costs, as these made up the bulk of the controllable budgets. Therefore the relevant MTFS savings proposal and the staff consultation documentation (Appendix 1), made it explicit that the MTFS savings included the budget for the Transformation Management Support team.

2.10 Consequently, the relevant staff were consulted on the deletion of one post (Principal Social Worker), which was agreed by the Chief Officers' Employment Panel and the transfer of four of the remaining posts into Business Support. A fifth post was funded by the Public Health ring-fenced grant and so was excluded from consideration. The rationale behind the transfer was that those four staff were undertaking Business Support type duties. Three of the staff were, and still are, principally involved in the day to day operation of the internal post function for what were formerly CH&W and Children & Families and is now the People directorate, plus the external courier service which supports these areas. The fourth member of staff had been providing administrative support to a range of projects which were formerly managed within CH&W and have subsequently come under Public Health. As such, it was intended to integrate their roles into Business Support.

2.11 The intention at the time, as was explained to the HR and Finance business partners, had been to contain the budget impact within the overall savings requirements for Business Support going forwards, making any necessary staffing changes in the light of the wider organisational restructure, which was anticipated but had not been announced. Business Support has been filling a significant number of posts with agency staff for some time in order to mitigate the impact of the requirements arising from the organisation restructure.

2.12 Proposals were developed to merge the CH&W/Children & Families post services with the Central post service and the intention had been to review and reduce the overall staffing in this area once the merged service had bedded in. The intention had been to carry out this exercise in the current year, linked to other savings projects in Business Support.

2.13 The detail of moving the affected staff from Transformation to Business Support was carried out in accordance with the Council's procedures for managing change. The MTFs saving proposal documented the proposal and the Head of Transformation & Business Support informally and formally consulted affected staff on the move in December 2014 (Appendix 1). Formal notification of the change was provided to the staff in January 2015 (Appendix 2) and an interim management arrangement was put in place whereby, for a transitional period, the staff would remain reporting to the Head of Transformation & Business Support who retained responsibility for the wider service, until the organisation restructure was later announced.

2.14 These steps were taken in consultation with, and on the advice of, the CH&W HR Business Partner. The detail of these arrangements were included in the MTFs savings proposals and the Chief Officers Employment Panel report which considered the severance payments associated with the deletion of the Principal Social Worker post.

2.15 The financial arrangements were made in consultation with the CH&W Finance Business Partner (FBP); as there were a number of posts being covered by agency staff, it was considered reasonable to assume that there was funding available to cover the salary costs of the transferring staff. However, this did put at risk the delivery of the 15/16 MTFs saving and this was highlighted by the FBP. The FBP advised that the relevant changes in the SAP system should be made to reflect the transfer of these staff into appropriate vacant posts.

### **Consultation on potential redundancy of Transformation Management Support Team**

2.16 The Transformation Management Support team transferred to the R&C directorate together with the Business Support Service on 1 April 2015 and for the reasons explained in 2.9 above, there was no corresponding transfer of budget to fund the salary costs for the team.

2.17 In total there was an in-year budget deficit of £820,000 for Business Support and whilst this has been met for 2015/16 there is a further £649,000 saving to be made for the new financial year. The cost of agency staff within the service totals £600,000, and so even if this were cut in its entirety it would not meet the MTFs target for 2016/17.

2.18 In seeking to address the specific issue of there being no funding for the Transformation Management Support team, the staff in the team were asked to specify the work they were undertaking. The former CH&W management team



was then consulted on the work carried out by the Transformation Management Support team and agreed it fell into three categories:

- Administration work that falls under the remit of service managers who will need to take responsibility for it
- Post room duties that will be carried out by a wider group of staff
- Administration work that was no longer required

This analysis is set out in the document attached at Appendix 3. The analysis was reviewed and confirmed by the People directorate management team following Unison raising their concerns.

2.19 The financial challenges facing Business Support meant that the Transformation Management Support team was no longer viable without the requisite budget of £110,000 and the analysis of their work supported the proposal that their posts be deleted. As a consequence, in November 2015, the Head of Customer Services & Business Support formally consulted the team on proposals to delete their posts, which placed them at risk of redundancy (Appendix 4).

2.20 Consultation closed in December 2015 and having considered the responses to the consultation, the decision was taken to delete these posts. In January 2016 the relevant staff were given notice of redundancy and advised that the Council would support them in finding alternative work. The staff are being supported through redeployment both by the Council's redeployment co-ordinator and through external workshops facilitated by HR.

### **Action to avoid / mitigate the impact of the potential redundancies**

2.21 Public Health has agreed to fund one member of the team to continue working within Public Health from January 2016 on an on-going basis.

2.22 Of the three remaining staff at risk; one is at G7 grade and there are no vacant positions available in Business Support at that grade. That employee has been offered but rejected alternative work at a lower grade (G6) with salary protection in accordance with the Council's policy. Both of the other staff work part time and although there are vacant positions at their grade, there are none that match their hours or shift patterns and the staff are unable to change their current working arrangements.

2.23 It is worth noting that any redeployment within Business Support would not be without risk for the reasons set out above i.e. the requirement to make significant savings in Business Support means that there are likely to be further workforce reductions in the near future.

## **Basis for redundancy**

2.24 The statutory definition of redundancy is found in section 139 of the Employment Rights Act 1996 which states:

*"For the purposes of this Act an employee who is dismissed shall be taken to be dismissed by reason of redundancy if the dismissal is wholly or mainly attributable to-*

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

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

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

*(b) the fact that the requirements of that business-*

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

*(ii) for employees to carry out work of a particular kind in the place where the employee was employed by the employer, have ceased or diminished or are expected to cease or diminish."*

2.25 Unison state they believe this to be a 'sham redundancy' however, the relevant services have been consulted and (with the exception of Public Health) they have evidenced (Appendix 3) that the requirement for these employees to undertake the work they are employed to do, will cease or diminish to the extent that they are redundant within the meaning of the Act.

## **Corporate Governance & HRD**

2.26 The Council's Financial Regulations dated November 2014 state:

*Financial Regulations provide the framework for managing the Authority's' financial affairs and form part of the Authority's' Constitution. They apply to every Member and officer of the authority.*

2.27 Within the Financial Regulations, the *Scheme of Approval and Delegation for Financial Transactions - HR related activities* identifies that authority to carry out a re-organisation / restructure below middle management is delegated to the relevant MG4 (Head of Service) in consultation with the Head of HR.

2.28 As stated in 2.13 above the re-organisation / restructure of the Transformation Management Support team in April 2015 was undertaken by the Head of Transformation & Business Support and Unison acknowledges this Officer had the delegated authority to conduct the restructure.

2.29 As stated in 2.19 above, consultation on the redundancy of the Transformation Management Support team in November 2015 was undertaken by the Head of Customer Services and Business Support.

2.30 Section C of the Financial Regulations, which Deals with Corporate Governance Risk Management and Control of Resources states, inter alia, at **C114** *The Director of HR is responsible for ensuring that relevant employment law is complied with.*

2.31 In both of the re-organisation / restructures above, HR were consulted on the approach and ensured that they were carried out in accordance with relevant employment law and the Council's people management policies.

2.32 Unison state that they sought HR support regarding the financial arrangements underpinning the transfer and imply that HR responsibility should extend in some way to cover financial arrangements. The Council's Financial Regulations make clear such responsibilities lie with budget managers **A16** *Budget managers are responsible for the delivery and monitoring of their service revenue and capital budgets and achieving the level of service/performance required to be delivered within them. As a consequence Unison was advised to raise any concerns regarding the financial arrangements with the relevant budget manager(s).*

#### **Unison's evidence**

2.33 Unison has not provided any evidence that any of the actions taken by the Council were are in breach of the relevant employment law or the Council's employment policies / procedures. Had there been evidence of any breach, Unison would have reasonably supported their members in appealing the decision to make them redundant. No appeals have been received.

2.34 Nor has Unison presented any evidence that corporate governance arrangements have not been complied with.

2.35 Unison has not identified, either during or subsequent to the consultation on the proposed redundancies, any additional action that the Council could and should have reasonably taken to either prevent the redundancies or mitigate the impact. Even if Unison believe that the staff should have been consulted on redundancy in April 2015, it is difficult to understand what detriment they have suffered through that decision being delayed until November 2015.

2.36 Unison states, in the conclusion of the report, that it is 'extremely disappointed with the approach adopted by officers in relation to compliance with the Council's employment practices, corporate governance arrangements' and makes disparaging remarks in respect of how the Council has treated the group of staff at risk of redundancy.

2.37 However, as stated above Unison has not presented any evidence that any of the actions taken by the Council were in breach of the Council's employment policies / procedures or corporate governance arrangements.

2.38 Further, the affected staff have been afforded all reasonable and appropriate support to find suitable alternative employment and it is disappointing that Unison fails to recognise the positive efforts the Council has made.

2.39 The R&C directorate has confirmed that the offers of redeployment that have been made to the staff remain open and they will continue to be supported to find alternative employment. However, in the event the staff decline those or any other offers of alternative employment, then regrettably they will be redundant.

### **Attempts to resolve Unison's concerns**

2.40 On 21<sup>st</sup> December 2015 Unison wrote to the Corporate Director of Resources & Commercial requesting a Special R&C DJC to consider the issues raised in the letter. The meeting was convened on 5<sup>th</sup> January 2016 and Unison was able to present its concerns and have them considered by Corporate Director and senior managers in the R&C directorate. A copy of Unison's letter and the agreed minutes of that meeting are appended to Unison's report (Unison appendices 2 and 3).

2.41 Following the R&C directorate special DJC, Unison were able to raise their concerns at a meeting of the People DJC convened on 12<sup>th</sup> January 2016 and have them considered by the Corporate Director and senior managers in the People directorate. The agreed minutes of that meeting are appended to Unison's report (Unison appendix 4).

2.42 Officers from both the R&C and People directorates responded promptly to Unison's requests for their concerns to be considered at special DJC meetings and sought to resolve those concerns; however neither directorate is in a position to be able to create jobs that would avoid redundancy for these staff.

### **ECF Sub-Group**

2.43 At the Forum's Sub Group meeting on 14<sup>th</sup> January 2016, Unison advised that they were not prepared to present a report on this matter and elected to withdraw consideration of these issues from the agenda of that meeting. The agreed actions from that meeting are appended to a report elsewhere on this agenda.

The next meeting of the Sub-Group will be in March 2016

### **CONCLUSION**

2.44 The Council is facing significant financial challenges and as a result has to make reductions in the workforce. Unison references the significant long service of the affected staff and, quite rightly, seeks the Council's best endeavours to avoid their redundancy. The loss of any employee's job is always regrettable,

however it is not possible to continue employing staff, for whom the requirement for their work has ceased or diminished.

2.45 The Council properly consulted the affected staff on the restructure within CH&W in 2014 and the later proposed redundancies and are actively seeking to find alternative employment for those staff at risk of redundancy. Officers can evidence that they have acted in accordance with the requirements of the Council's employment policies and practices and all reasonable efforts to redeploy these staff have been and will continue to be made.

2.46 Officers do not consider that Unison's report presents any information that has not previously been considered, nor does it identify any additional action(s) that the Council could or should have reasonably taken to either prevent the redundancies or mitigate the impact.

2.47 However, the HR Service is continually seeking to improve the services provided to the Council and to this end would welcome any suggestions for improvements that members of the Forum deem appropriate.

### **Section 3 – Further Information**

None

### **Section 4 – Financial Implications**

The future financial challenges are likely to result in further reductions in the Council's workforce and further and increased numbers of redundancies. Unless compensatory savings are identified, any reversal or delay in implementation of redundancies linked to delivery of MTFS savings will have an adverse impact on the MTFS.

### **Section 5 – Corporate Priorities**

N/A

Name: Steve Tingle.....	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 12 February 2016		

## **Section 6 - Contact Details and Background Papers**

**Contact:** Jon Turner, Divisional Director Human Resources & Organisational Development  
Email: [jon.turner@harrow.gov.uk](mailto:jon.turner@harrow.gov.uk)  
DD 0208 424 1225

**Background Papers:** Appended or elsewhere on the agenda

# **CHW-Community Health & Well Being**

## **Restructure of Transformation Team**

**December 2014**

### **Consultation Pack for staff**

Date: 3<sup>rd</sup> December 2014

Produced by: Carol Yarde

## Appendix 1

3 December 2014

Dear Colleague

### **Staff Consultation – Restructure of the Transformation Team**

Due to reductions in the amount of grant the Council receives from Central Government the Council needs to reduce its controllable budgets by up to £75m over the next four years.

On December 12, 2014, Councillors will be asked to approve the draft budget for 2015/16 which identifies £25m in savings proposals.

In preparation for the budget short fall managers were asked to put forward savings proposals, which included the proposal to consolidate teams e.g. merge the Transformation Team with the Business Support Service.

To ensure staff and residents were informed as to the scale of budget gaps for 2015/16 and beyond, an engagement programme was launched in September of this year. These exercises were designed to explain why the Council needs to save this amount of money, ask for priorities, ask residents if they would be willing to pay up an additional 2% Council Tax and if they were interested in volunteering.

Members have now considered the findings from these exercises and decided to take various proposals forward that include the budget for the Transformation Team.

I will be holding a series of meetings which you will be invited to attend, together with your trade union representatives. This will be the start of the formal staff consultation process.

As always, I'm available to meet with colleagues informally if you require clarification on the details set out in the following papers.

The attached pack provides further details.

Yours sincerely,

*Carol Yarde*

Carol Yarde  
Head of Transformation and the Business Support Service



## Appendix 1

### 1. Background

Harrow Council is required to make £75m savings over the next four years. In September 2014, we began staff engagement at the Talk to Paul staff forums. Staff were then asked to complete a survey, which was available on the Hub about the budget and support packages. Staff were asked if they would like to volunteer to be part of a work group to develop the new ways of delivering our services or to suggest other ways of making savings.

In October 2014, some directorates held staff engagement events where they were asked for their views on how to best implement the proposed cuts and for ideas on how the impact of these cuts can be reduced.

### 2. Rationale for the Change

As with all Directorates, Community, Health and Wellbeing were given a savings target for financial year 2015/16. All Community, Health and Wellbeing Management Team members were asked to identify where savings could be made. As you may be aware the budget for the Transformation Team is mainly staff salaries and therefore any savings made within the team needed to be found from this budget.

The Community, Health and Wellbeing Transformation Team works with other sections of the directorate, other areas of the council and partners to support transformation of services. The team carries out a range of programme, project and change management activity and is responsible for:

- Directorate governance and managing corporate requirements
- Leading on Health and Safety, risk management, business continuity, information assets and equalities
- Developing, monitoring and reporting progress on the directorate plan and divisional service plans
- Overseeing the directorates progress in delivering the councils transformation programme
- Supporting the directorates' management team
- Overseeing the directorates information and data returns, cabinet and scrutiny reports and preparation of management and committee reports
- Co ordination for the CHW's Directorate Joint Committee
- Championing equalities across the directorate
- Monitoring CHW's programme of EqIA's
- Developing the Council as a Public Health Authority
- Management of the Health and Wellbeing Board and formal meetings with the Clinical Commissioning Group
- Management of the Public Health Joint Governance Board with Barnet Council
- Continuing to assist PH team with post transitional issues
- Directorate Lead for internal and external communications
- Leading on major engagement and consultation programmes
- Council lead for Harrow Mutual Support Network
- Workforce Strategy Development and liP
- Management of Post Room for Children and Families and Adults

Many of the above work areas can be described as business support type functions.

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Restructure of Transformation Team

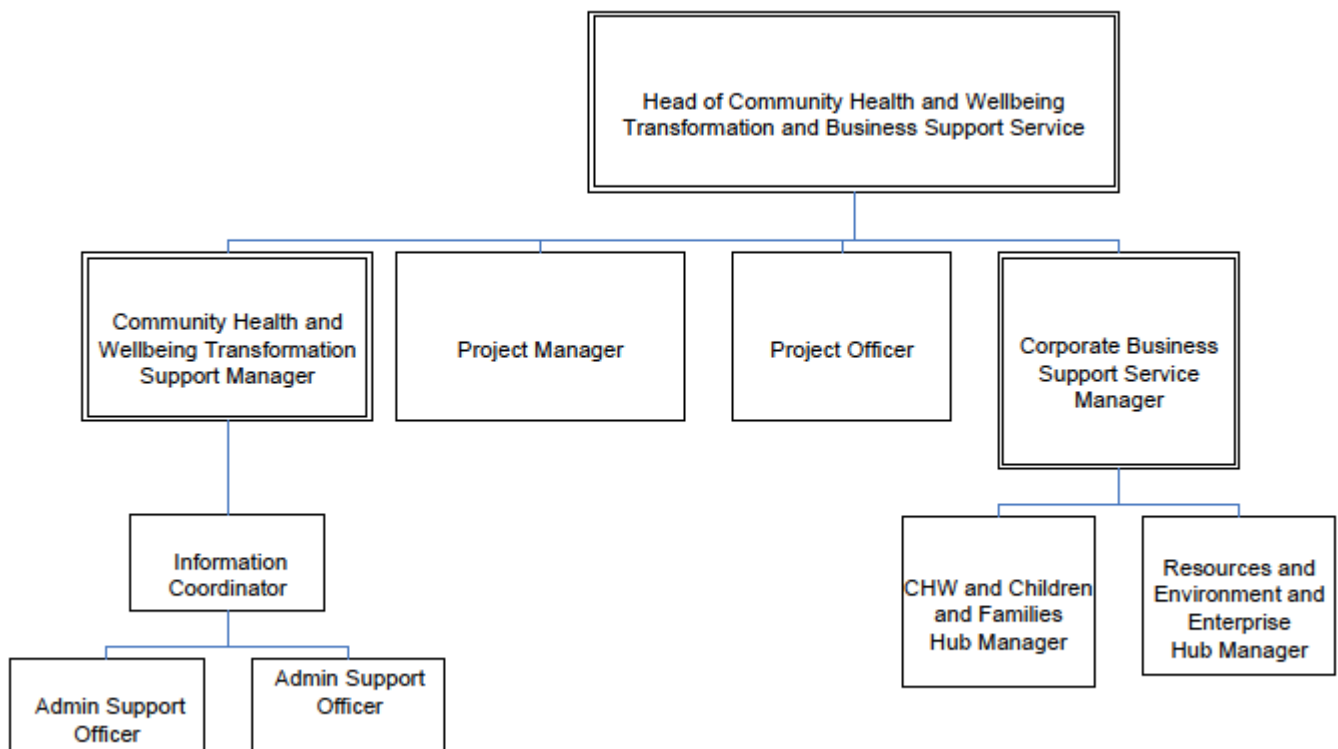
## Appendix 1

The rationale for this decision is to ensure that the majority of tasks listed above continue to be delivered except work in relation to Social Work.

In addition to the above the team includes the Transformation Support Manager and Principal Social Worker, who in addition to workforce and project management responsibilities is the directorate's Principal Social Worker, student placement lead and is responsible for the assessment and support of all newly qualified social workers. The role includes having the strategic overview to embed good practice and improvements by ensuring the employer standards are in place and maintained, registration standards are met and training and support for social workers at all levels to improve practice and service user outcomes is targeted and of the highest quality. The Principal Social Worker role is multifaceted and is both strategic and operational with a brief to be the liaison between the Department of Health Chief Social Worker and senior management.

### 3. Current Structure

**The structure chart below provides an organisation chart and summary of the structure of the CHW Transformation Team and shows staff who are in their substantive roles together with staff who are on secondment.**



## Appendix 1

The Transformation team is made up of the following posts:

- Head of Service
- Transformation Support Manager and Principal Social Worker
- Information Co ordinator
- Admin Support Officer x2
- Project Manager x 1 Project Manager funded by the Public Health ring fenced grant
- Project Manager x1 Seconded from Housing Services

### 4. Proposal

To achieve the saving target of £226k the proposal is to move Transformation Team members as is into the Business Support Service and delete the post of Principal Social Worker. Therefore the post holder will potentially be at risk of redundancy.

The deletion of this post would mean that the multiple work areas, currently undertaken by the post holder would need to be absorbed by the Adult Social Services Division. Ongoing discussions with colleagues in Adult Social Services are taking place in anticipation of these new arrangements.

### 5. Process for Appointing to the New Structure

The process of moving staff to the Business Support Service will be to 'lift and shift' staff as is to the Business Support Service with no contractual changes other than Senior Line Management.

The Councils Protocol for Managing Organisational Change will be used for the deletion of the Principal Social Work post.

The opportunity for suitable redeployment will be sought for the Principal Social Work post. Support will be provided by Vanessa Cooper, Senior HRD Advisor, Redeployment Lead or Carolanne Denton or Munira Kachwala in Vanessa Copper's absence.

### 6. Proposed Timetable to Support Staff Transition and Restructure

09/12/2014 – 23/12/14	One to one meetings will be available with the Head of Service Carol Yarde.
23/12/2014	Meeting to inform staff of outcome following close of consultation.
2/1/2015	Write to staff to confirm outcome of consultation

### 7. Support of Employees through the process

Carol Yarde, Head of Transformation and Business Support will support employees through the process and will be available to provide group or one to one support. If you have any

## Appendix 1

queries on procedural issues please call the HRD Advice Line on 0208 424 1110. Advice and support is also available through the Council's Employee Assistance Scheme who can be contacted on 0800 716 017.

### **8. Contacts**

Carol Yarde, Head of Transformation and Business Support

Tel: 020 8420 9660 Email: [Carol.yarde@harrow.gov.uk](mailto:Carol.yarde@harrow.gov.uk)

Risha Kataria, HRD Advisor.

Tel: 020 8424 1409. Email: [Risha.Kataria@harrow.gov.uk](mailto:Risha.Kataria@harrow.gov.uk)

Unison: Gary Martin, Branch Secretary

Tel: 020 8424 1795 ext: 5307. Email: [info@harrow-UNISON.org.uk](mailto:info@harrow-UNISON.org.uk)

GMB: Pamala Belgrave, Acting Branch Secretary

Tel: 020 84241086 ext: 2086. Email: [Pamala.belgrave@harrow.gov.uk](mailto:Pamala.belgrave@harrow.gov.uk)

Interim Head of Paid Service and  
Corporate Director - Community, Health and Well-being Directorate  
Paul Najsarek

Transformation Team Member  
E mailed

5 Jan 2015

Dear Colleague,

**RE: Restructure of Transformation Team**

I am writing to update you following the consultation document that I circulated dated the 3 December 2014.

As discussed at previous meetings and in correspondence, with regard to the CHWB Transformation Team restructure, Community, Health and Wellbeing were given a savings target for financial year 2015/16. All Community, Health and Wellbeing Management Team members were asked to identify where savings could be made. As you may be aware the budget for the Transformation Team is mainly staff salaries and therefore any savings made within the team needed to be found from this budget.

The consultation pack explained in detail proposals to achieve the required savings and I can now confirm that the process of moving staff to the Business Support Service will be to 'lift and shift' staff as is and that there will not be any contractual changes and the only change in line management will be that Susan Bole will report to me. These changes will take place from the 1 April 2015.

Yours sincerely

Carol Yarde  
Head of Transformation and the Business Support Service

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Tasks undertaken by [REDACTED] updated November 2015

<b>Current issues</b>
Lack of clarity as to who is going to manage us after [REDACTED] leaves.
We have not been party to decisions re courier arrangements (education and social care bags). I have raised concerns regarding h&s in the post room.
Space issues –our cupboards are being moved and we await new space for social work library and other items.
Various systems eg Hub including Structure charts do not reflect new organisation of directorates.

Item	[REDACTED]	[REDACTED] (min) 10am – 3pm except on Wed 10am – 2pm	[REDACTED] Wed 8-4.30, Fri 10-2
<b>Supervision</b>			
Management of staff: [REDACTED] (Appraisals overdue awaiting guidance.)	X		
<b>Postroom</b>			
Postroom – bags, letters, recorded deliveries etc	Cover leave	X	x
Prepared paper on consultation regarding bags, including usage. Await feedback from manager.	X	X	X
<b>Internet/Intranet</b>			
Web updating (Jadu trained)	X	X	
Hub updating (Jadu trained)	X	X	
Structure charts	X (visio)	X publishing on hub	
Schools list and training days – liaison with schools and publication	X	Onto Hub	X (EMS trained)
Eform proof reading – expect [REDACTED]	X- not yet received		

Appendix 3

Item		10am – 3pm except on Wed 10am – 2pm	Wed 8-4.30, Fri 10-2
Social work issues			
Principal SW admin for [REDACTED] – ASYE, student placements	X		
Record ASYE students on Skills for Care portal, including reviews. Arrange certificates	X		
Student placements – arrange payments to PE including CNWL and request money from uni.	X		
Arrange focus groups for Social work health check and write up findings (Sep/Oct 2015)	X		
Forward training items to SW staff and also skills for care items to senior staff	X	X	
Maintain HUB for SW	X	X	
Client files (electronic and paper). In response to requests from solicitors etc  We all have access to Frameworki and [REDACTED] has access to Iron Mountain. We have paper lists of files for some areas. Ideally many client files (electronic and paper) should be destroyed but FWI have explained that a deletion policy will be complex.	X	X	X
HCPC lists – registered SW. We maintain for Adults only. SB liaising with agencies to see if we can have an automatic report rather than relying on managers.		X	
Maintain records of payments made from training budget	X		
Cross dept collation/liaison			
iPAD/Appraisal collation	X	X	If nec



Item		10am – 3pm except on Wed 10am – 2pm	Wed 8-4.30, Fri 10-2
FOI requests eg Redaction for People £500+expenditure - quarterly	X		
MG1 lists. did this for CHW. Not received since reorganisation.	X		
Managers lists – Now Adults only.	X	X	
Members information circular- People	X		
Consultation support	X (limehouse trained)	X	X
EQIA collation and publication	X		
General tasks			
Printing including ASYE files and client records from FWI	X	X	X
Proof reading	X		
Online research	X	X	X
Arrange meetings	X	X	X
Superuser photocopier	X	X	X
Reporting tends to be ad hoc. We do not keep supplies, is there a proper storage system for these?			
Getting rid of paperwork from cupboards	X	X	X
Project to understand Iron Mountain records - ongoing	X		
We maintain various shared address books.	X	X	x
SAP – we can no longer order but can check if purchase orders have associated invoices etc. eg Community Click will run to next year. used to order and goods receipt in the	X		

Item		10am – 3pm except on Wed 10am – 2pm	Wed 8-4.30, Fri 10-2
past			
Extra curricula			
First Aider	X – require to do retraining in January 2016		
Carols 14 Dec (CID) (unpaid)	X		
MADG	X		
Volunteered to act as Communications champion	(not been asked yet)		
Mobile and Flex Champion	X		
Mentoring at College – One to one scheme	X (not yet)		
Past projects			
HWB briefings – eg I set up another meeting in Oct recently. The last one I have set is April 2016.	X		
Public Health events – inviting, finding and preparing venue and registration etc	X		
Consultations eg Take part, School reorganisation facilitating, minuting, publishing, proofreading etc	x	x	x
IPAD Audit	X		
IIP evidence collation	X		
Purple pages	X	(X)	
Help line review	X		
Customer standards projects	X		
Inducting and training new staff	X		

Appendix 3

Item	[REDACTED]	[REDACTED] [REDACTED] 10am – 3pm except on Wed 10am – 2pm	[REDACTED] Wed 8-4.30, Fri 10-2
Partnership Board minutes etc	X		
CPD sessions with social workers - showing sw how to use system	x		



**Proposed Changes to  
Transformation Management Support Team  
Restructure**

**Consultation Pack**

**Jonathan Milbourn**

**Head of Customer Services & Business Support**

## Appendix 4

### November 2015

Dear Colleague,

This document describes my draft proposals to delete the Transformation Management Support Team to help meet the financial changes to the service. Once you have read and digested the proposals, I would like your views on these changes and any suggestions or ideas and counter proposals.

The Transformation Management Support Team transferred to Business Support on 1 April 2015 without the transfer of the corresponding budget to fund the salary costs. Since 1 April 2015, Business Support have attempted to secure funding for the team from Public Health but have been unsuccessful, the team has therefore run at a cost to the service.

The purpose of the change is to put in place a new structure that will mean the deletion of the Transformation Management Support Team and the current workload will be picked up within existing services.

The Council has already had to make significant budget reductions, which have resulted in some very difficult decisions. We are still only half way through the cuts programme which is forecast to continue up until at least 2018/2019. The following pages describe, in more detail, the proposals for the initial restructure, the rationale for the changes required to the management of the service and the process for moving from the current structure.

The consultation period for the proposed structure will commence on 23<sup>rd</sup> November and I will be meeting with you to discuss further. I am very happy to receive any written comments/feedback during the consultation process. Please ensure that you mark any emails with 'Consultation Feedback' in the title. I am also happy to meet with you on a one to one basis. The consultation will close on 11<sup>th</sup> December. I aim to implement the changes in a timely fashion, which will allow time for comments, but which also minimises the period of uncertainty.

## Appendix 4

Responses to this consultation can be made either directly to me or via your trade union. I confirm the timetable for this consultation exercise is:

18 November	Proposal given to unions.
23 November	Consultation commences with issue of consultation documents
w/c 23 November	Meeting with staff to discuss proposals
11 December	Closing date for responses to consultation
w/c 14 December	Meeting to feedback following consultation
4 January	Restructure finalised implementation commences

You will be aware that further information, guidance and support are available from Human Resources and Organisational Development. Confidential support and advice is also available from the Council's Employee Assistance Programme and from your Union.

This proposal describes the restructure proposals and the process to achieve them in accordance with the Council's managing change policy and procedure.

Yours sincerely,

Jonathan Milbourn  
Head of Customer Services & Business Support

## **Appendix 4**

### **Current structure**

The structure of the Transformation Management Support Team transferred as a 'lift and shift' on 1 April 2015. The current structure is based on the original set up from when it sat within the Community Health and Well Being Directorate.

### **Proposed structure**

The team was transferred to Business Support without the necessary budget associated with it and has since run in an addition to the funded structure without a budget to support it as attempts to secure funding for the team have been unsuccessful.

The key changes proposed are to delete all posts in the Transformation Management Support Team.

### **Rationale for restructuring**

The challenges facing Business Support means that it can no longer continue to support the Transformation Management Support Team without the necessary budget. The overspend this creates is £100,000 per annum and this cannot be sustained given the additional financial pressures faced by the Business Support Team.

Financially the Council, along with the rest of Local Government must make further significant cuts, if it is to meet the budget gaps left by reductions in Government funding and additional pressures on our expenditure. This funding gap is currently estimated at some £83m up to 2018/19.

### **Processing of moving from the current to the proposed structure**

As your post is being deleted, you will be displaced and at risk of redundancy, whereupon, the Council will make every effort to find suitable alternative employment for you. As you appreciate, you must co-operate with the Council's attempts to find you suitable alternative employment, as if you do not, you may not be entitled to redundancy payments in the event that your employment is subsequently terminated.



## **Appendix 4**

The Council may consider requests for voluntary redundancy / early retirement. Requests will only be agreed when it is in the interests of the Council and supported by a business case. If you wish to volunteer, please discuss this with me at the earliest opportunity.

**Q1. Why does the Division need to be reorganised? Can't things be left the way they are?**

The Business Support Team must ensure that it is fit for purpose going forward and that it has the capacity to deliver the Council's priorities albeit in a different model, if need be. This means that we must be more efficient in the way we organise and manage the service. Harrow Council continues to face significant funding challenges and the Customer Service Team must adapt to ensure its future sustainability. The Transformation Management Support Team does not have a budget and is currently running at an additional cost to the service.

**Q2. Does the consultation mean that my views and opinions on the proposals count and a final decision has not been made to restructure?**

The consultation process means that management are proposing these changes and also proposing how they will be undertaken. However a final decision and the implementation of these changes will be taken after your views have been considered.

**Q3. What happens within a restructure?**

In a restructure the staffing structure changes and this involves the deletion of and/or changes to existing posts or the creation of new posts in line with the new directorate structure and way of working.

**Q4. Does the deletion of my post automatically mean that I have been selected for redundancy?**

No, four posts are being deleted and you will have the opportunity to be considered for redeployment, if you are not successful in securing redeployment you will be made redundant.

## **Appendix 4**

### **Q5. What is redeployment?**

Employees that are displaced are considered for redeployment into vacant posts within the Council.

### **Q6. What is redundancy?**

Redundancy is a dismissal due to the deletion of a post, where the work no longer exists.

### **Q7. Can I opt for Voluntary Redundancy?**

Yes, you can make a request to be considered for voluntary redundancy, however, this is not guaranteed and wherever possible, the Council will aim to mitigate redundancy by finding suitable alternative employment for you.

### **Q8. What support will I receive through the reorganisation process?**

Support and guidance will be available from your current line manager and, if you belong to a union, your union representative. Advice and support is also available to you from the HR Team on 020 8901 2655 (ext 5955) and the Council's Employee Assistance Programme who can be contacted on 0800 068 5155.

### **Q9. What if I feel I have been treated unfairly in the reorganisation process?**

If you feel unfairly treated in the process then you should speak to me in the first instance, if you still feel unsatisfied, you can contact the Director for Customer Services & Business Transformation. If still unsatisfied after this then you can raise your complaint through the grievance process and seek advice through your trade union.

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**REPORT FOR: EMPLOYEES'  
CONSULTATIVE FORUM**

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<b>Date of Meeting:</b>	22 February 2016
<b>Subject:</b>	<b>INFORMATION REPORT –</b> Actions Agreed by the Employees' Consultative Forum – Sub Group
<b>Key Decision</b>	No
<b>Responsible Officer:</b>	Jon Turner – Divisional Director Human Resources and Organisational Development
<b>Exempt:</b>	No
<b>Decision Subject to call-in</b>	No
<b>Enclosures:</b>	Actions agreed at the Forum's Sub Group meetings on the following dates:  23 March 2015 13 October 2015 14 January 2016

**Section 1 – Summary**

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

**FOR INFORMATION**

## **Section 2 – Report**

### Introduction

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

The Terms of Reference for the Employment Sub-Group require the actions agreed by the Sub-Group to be reported to the ECF for information.

## **Section 3 – Further Information**

None.

## **Section 4 – Financial Implications**

There are no financial implications relating to this specific report

Name: Steve Tingle	<input checked="" type="checkbox"/>	On behalf of the Chief Financial Officer
Date: 10 February 2016		

## **Section 5 - Contact Details and Background Papers**

**Contact:** Jon Turner, Divisional Director Human Resources and Organisational Development, 020 8424 1225

**Background Papers:** Minutes of the Cabinet Meeting – 14 February 2013.

## Appendix 1

### ECF Sub-Group

23 March 2015

#### Present:

Cllr G Henson (Chair)  
Gary Alderson  
Alan Whiting  
Jon Turner

Gary Martin, Unison  
Jacqueline Elliot, Unison  
Davis Searle, Unison

#### Apologies:

Cllr B Kendler  
Pamela Belgrave, GMB  
Tom Whiting  
Richard LeBrun

#### AGREED ACTIONS

		ACTIONS
1	<p><b>Hazard Notice (Waste Service)</b></p> <p>Following lengthy consideration of the issues presented the following was agreed:</p> <ul style="list-style-type: none"><li>• Jaqueline Elliot to attend Waste Services Safety Team meetings</li><li>• Checklist for Team Leaders to use for random observation of working practice to be referred to Safety Team. Safety Team to consider how best to ensure compliance with safe working practices</li><li>• Service management to ensure the workforce (including Agency workers) is appropriately trained on safe working practices.</li><li>• Service management to consider 'pool' induction for Agency workers</li><li>• Service management is addressing issues around logins for Agency workers using the Bartek system.</li><li>• Safety Team to consider any issues arising from 2 recent accidents</li><li>• Risk assessments for refuse collection to be reviewed by the Safety Team by the due date of 14 June 2015 and then on an ongoing basis as appropriate in accordance with agreed procedure</li><li>• Service management to provide Unison with a copy of the previous risk assessment relating to the height barrier if available.</li></ul>	

	<ul style="list-style-type: none"> <li>• Service management to set a target date for completion of the safe system of work document</li> <li>• Unison to raise EMF concerns at the next Safety Team meeting</li> <li>• Unison to ensure safety concerns are raised through the agreed process and are considered by Safety Team prior to escalation in accordance with the agreed escalation route flow chart.</li> </ul>	<b>ALL</b>
<b>2</b>	<b>AOB</b>  None	



## Appendix 2

### ECF Sub-Group 13 October 2015

#### Present:

Cllr Kiran Ramchandani  
Cllr Graham Henson  
Cllr Paul Osborn  
Tom Whiting

Gary Martin, Unison  
Darren Butterfield, Unison  
Davis Searle, Unison  
Jon Turner

#### Apologies:

#### AGREED ACTIONS

		ACTIONS
1	<b>Actions from previous meetings</b> None outstanding.	
2	<b>Workforce Change and Reduction Mitigation</b> Unison presented a report highlighting their concerns and recommending action that the Council could take additional to that already agreed.  Review use of the term 'selective' to describe recruitment freeze exemptions.  Unison to provide a list of managers who have been made redundant when they believe redundancy was not appropriate  Management of workforce reductions and workforce planning to be transparent and shared with TU  KR to discuss further development of workforce planning and management of reductions with JT	JT  GM  JT  KR/JT
3	<b>Issues of Concern Regarding Practice under Job Evaluation</b> Unison presented a report highlighting their concerns.  The 'appeals' process should be used to address individual issues, where applicable, when failure to agree.  Guidance to be provided for managers on making changes to job descriptions during the JE process.  KR to discuss further options for improving the JE process in with efforts to address the points raised by Unison. JT	ALL  JT  KR/JT

4	<p><b>Any Other Business</b></p> <p><b>TU Bill</b> – Agreed to be an agenda item at the next CJC.</p> <p><b>December ECF Sub Group meeting</b> – Agreed to postpone until January 2016</p>	<p>ALL</p> <p>ALL</p>
5	<p><b>Date of next meeting</b> January 2016 – Details TBA</p>	<p>ALL</p>

## Appendix 3

### ECF Sub-Group 14 January 2016

#### Present:

Cllr Kiran Ramchandani  
Cllr Sachin Shah  
Tom Whiting  
Dawn Calvert  
Jon Turner

Gary Martin, Unison  
Darren Butterfield, Unison  
Davis Searle, Unison  
Anne Lyons, NAHT

#### Apologies:

Cllr Paul Osborn

#### AGREED ACTIONS

		ACTIONS
1	<b>Apologies:</b> Cllr Paul Osborn	
2	<b>Actions from previous meetings</b> None outstanding.	
3	<b>Excessive Senior Office Payments</b> KR to discuss with JT monitoring arrangements to ensure appropriate action is taken in respect of Senior Manager severance arrangements	KR/JT
4	<p><b>Consultation on Draft Revenue Budget 2016/17 and MTFS 2016/17 to 2019/20</b></p> <p><b>Pay Policy Statement</b> - Unison has significant concerns about the option to introduce performance related pay. KR confirmed full consultation and an EQIA would be undertaken prior to any proposed introduction.</p> <p>KR agreed she would respond in writing if Unison put in a request asking about PRP.</p> <p><b>Public Health</b> - DC to provide Unison with details of the Barnet PH Grant. SS advised PH cuts need to be considered in the totality of the budget proposals and the administration was seeking to achieve the 'least worst' outcome. TU to be consulted on all PH redundancy proposals</p> <p><b>Adults Services</b> - Unison concerned that action is being taken</p>	<p>All</p> <p>Unison/KR</p> <p>DC</p> <p>All</p>

	<p>and users consulted on the NRC and PFI proposals ahead of Cabinet decision. TW to arrange for People Directorate to brief TU on consultation that has been undertaken and future consultation arrangements; and to confirm who had provided Legal and Finance advice on the PFI and staffing implications.</p> <p><b>Domestic Violence</b> –TW explained that the Council was investigating ‘social bond’ funding to maintain this important service. NAHT &amp; Unison expressed concern about the wider adverse impact of any reduction in DV support</p> <p><b>Business Support</b> – TW will arrange to share the recommendations arising from the BS Review with the TU</p> <p><b>Commercialisation</b> – Unison to forward to TW the commercialisation opportunities they had identified within the People Directorate.</p> <p><b>PC12 &amp; PC36</b> – These appeared to be the same DC to investigate.</p> <p><b>PC42 (SNT)</b> – DC to arrange for more detailed information on this proposal to be provided to the TU</p>	<p>TW</p> <p>All</p> <p>TW</p> <p>Unison</p> <p>DC</p> <p>DC</p>
<b>5</b>	<p><b>Item referred following failure to agree at R&amp;C Special DJC 5/1/16 and People DJC 12/1/16</b> Item withdrawn by Unison</p>	All
<b>6</b>	<p><b>Any Other Business</b> None</p>	
	<p><b>Date of next meeting</b> TBA</p>	JT