Harrow COUNCIL
LONDON

Corporate Director Community
Paul Walker

To: Housing Leadership Group (HLG)

Date: 30 May 2018
Our ref:

Dear Colleagues

DMA Review

Our Smarter Housing programme continues to find ways to improve the services we deliver to our residents and communities, where possible to reduce expenditure, and to develop a Council which is fit for the future.

In the changes that we are undertaking we want to make sure that we have organisation structures that are effective at taking decisions, with clear accountabilities and roles, and that are efficient in their use of costly management resources. We are looking to strengthen management accountabilities, processes and ways of working so that we have the right management capacity for a service that is changing fast and will continue to change.

We are, therefore, now embarking on an analysis of management roles. There is never a one-size-fits-all solution but we're confident we can improve autonomy and clarify accountability for both managers and staff.

The review is being undertaken by independent and unbiased consultants, who will use a well proven approach that looks at the number of management levels and number of staff reporting to managers in each service area. The reviews will be evidence based and will involve interviews with staff at all management levels.

The review is part of a Local Government Association programme so we will benefit from the experience of other councils, as well as contributing ourselves to a national knowledge base.

Not all employees can take part in these interviews, but I have agreed that your service area will be included at this stage. The decision making chain that your role is a part of, has been selected for analysis. You will be invited to an interview of about 60 minutes with one of the consultants. This will be during the next two weeks and Heena will send you an interview diary request to confirm dates and timings.

The interview will focus on the decision making accountabilities in your role, <u>not your performance or potential as a person</u>. The interview is to understand more about your kind of role in your service area. It is <u>not</u> because your role has been identified for savings.

Cont'd...

Cont'd...

In order to help you prepare for this interview, the attached document sets out the seven main areas that the consultants will cover in the interview with you, giving examples of the sort of questions they will ask you. There is no preparation that you have to do ahead of the interview, but if you want to understand what to expect from the interview, please read the attachment in advance.

We ask you to share your thoughts and feelings openly with the consultants. If any key themes emerge across a number of interviews relating to organisational issues, these will be reported as well. However, no statement made by any interviewee will be attributed directly to them.

If you have any questions, please contact:

Suzanne Hudson [redacted]
Amanda Buchanan [redacted]

Thanks in advance for your participation in the review, and please make every effort in your interview to be honest and provide as much detail as possible about our working methods.

Yours sincerely

Nick Powell
Divisional Director – Housing Services

BUILDING A BETTER HARROW

address Harrow Council, Civic Centre PO Box 65, Station Road, Harrow, HA1 2XY
tel 020 8863 5611 **web** www.harrow.gov.uk

Local Government Association

Workforce Layers and Spans Review – DMA: designing a healthy organisation

What is the DMA approach?

The Decision Making Accountability (DMA) is a re-organisational design tool which establishes the number of layers of management that an organisation needs (and the units within it) to achieve its purposes most effectively, and the decision rights that managers in different layers require to be empowered.

It is a proven way of *creating an effective organisation and an efficient management structure.*

What are the benefits of DMA?

DMA has helped organizations save money, lead to timely decision-making, clear responsibilities and empowerment of leadership roles. Employees are more productive, more agile, better at decision making, and more engaged.

This approach concentrates on how management layers add value to the front line and to each other. DMA can be used to look at a particular service area, a whole organisation, shared service, partnership or creating a new commercial structure.

Applying the Levels to the roles in your organisation helps you test, refine, improve or redesign your management structures to be cheaper and more effective.

What is the DMA offer?

The following are the key stages of a typical DMA:

1. Briefing and diagnostic
2. Interview-based analysis
3. Training and toolkit
4. Report, feedback and follow-up

LGA DMA reviews in Local Government

Croydon, Hillingdon, Horsham, Isle of Wight, Kent, Maldon, Wolverhampton, Worcestershire.

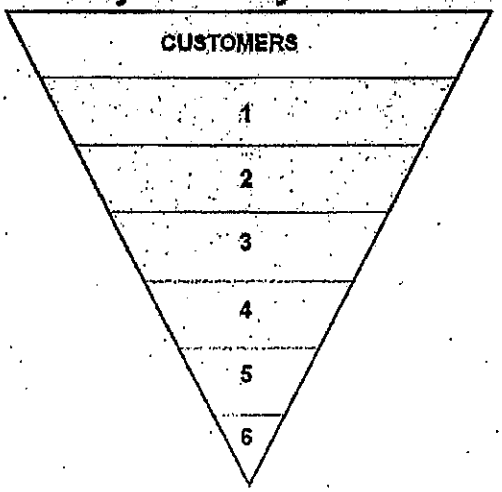
The LGA Workforce team are qualified to deliver the DMA approach and work in partnership with Stanton Marris. Through the partnership agreement with Stanton Marris, the LGA are able to offer this at less than half the price of private rates.

For more information refer to www.local.gov.uk/workforce or contact Suzanne.hudson@local.gov.uk or martin.denny@local.gov.uk for more information or if you would like us to come and talk to you.

Why use it?

- The DMA approach will find significant cost savings and leave your organisation better managed. In cost terms alone the return on the initial investment will be at least 10x.
- It is flexible and can be applied before, during or after restructuring.
- It gives you a new and lasting capability to develop your organisation
- It creates management effectiveness
- It's a bottom-up approach which works to ensure that front-line managers are supported to deliver the best services to the customer.
- The Levels approach to roles can sit at the heart of an integrated set of management competences, development programmes, talent and workforce management, performance management and reward

Healthy hierarchy = added value



Harrow LONDON

Appx B

Housing Leadership Group (HLG) Meeting

Meeting Date & Time:	10th July 2018, 14:00 – 16:00
Venue:	Members Lounge – 1st Floor, East Wing

Update from Divisional Director - Nick Powell

The Local Government Association (LGA) were asked to look at Housing Management structure and carry out a Decision Making Accountability (DMA) exercise. To look at 'levels of accountability' and how roles add value to the service.

[redacted]

Purpose

To have a strong operational structure, to help us to review our ways of working. Clear decision making for each role. Empowering staff.

Context

1. Save £1 million by March 2021
2. New vision (see Smarter Housing Plan)
3. £17 million pa gap in General Fund for 2019-2021

Good news

Achieved our £0.9 million savings target last year.

DMA review by LGA

20 managers above G10/G11 have been interviewed by the LGA as part of the DMA process. To identify areas which do not add value; looking at levels of management required for appropriate decision making. Managers came up with both positives and negatives about the way we work.

Findings – see slides

Performance management perceived as poor and the service is fragmented.

Summary Findings 1

- The DMA review identified between 7 and 8 layers of hierarchy, which is unhealthy within an organisation of our size
- Spans of control are often high at the frontline, with spans of up to 19, whereas spans below HOS level can be small, 1 or 2. In specialist areas this may be inevitable but it may be a sign of poor role design and role overlap
- There is a keen appetite for change and a new culture from the bottom of the Service upwards

Summary Findings 2

- There appears to have been a lack of prioritisation and performance management and this may be due to the current structure which is unbalanced or it could be due to culture
- The Service is fragmented in terms of processes and the silos created cannot deliver in isolation or through 'empire building'
- The Service has been described by many as a 'land lost in time' and change is therefore overdue

Summary recommendations – see slide

Summary Recommendations

- Too many management layers and complicated decision-making process
- Clear compression and lack of clarity between roles
- Review management spans
- Strengthen ICT to drive transformation
- Unified senior leadership and stronger vision
- Decisions need to be taken in the right places
- Devolve budgets
- Strengthen management values and behaviours
- 'Champion Team' to drive a more aspirational culture

Next steps – see slides

We will need to proceed to a stage 2 restructure later on, which has to be linked to ICT transformation.

Next steps

- Complete management structure redesign (Action DD and HOS)
- Review management role profiles (Line managers)
- Re-evaluate management roles (HR)
- Loss of a small number of management posts
- Voluntary redundancy will be considered where it makes sound business sense and saves money
- Progress a second stage linked to ICT transformation
- Consultation in accordance with the Council's Change Management Policy

Consultation

- The 30 day formal consultation will give all affected staff the opportunity to put their views forward regarding the proposal on the new structure
- Staff will be able submit their comments and recommendations via a dedicated mailbox or via their Union representative
- Comments will be collated on a FAQ document and shared with staff on a weekly basis. Personal responses will be sent if requested
- Recommendations will be considered and any changes to the consultation document will be communicated to staff
- A meeting will be held at the end of the consultation to communicate the final structure
- Implementation from 1 January 2019

Process

1	New structure	DR's
2	Roles to be evaluated	Line managers
3	Review remuneration of roles	HR
4	Formal consultation	to commence end September / early October 2018 (everyone will know the new structure/posts)
5	Implementation	from 1st January 2019

Responses to questions

1. Housing Needs restructure re Homelessness Reduction Act – acknowledge may need a different time frame.
2. 'Culture champions' – volunteers / link to collaboration workshops
3. Voluntary redundancy will be assessed case by case i.e. if it's not a critical post, speak to your line manager
4. Keeping TU's fully informed via Community DJC
5. Grading of all posts will be looked at – there is a salary protection policy
6. Specialist experts in some areas – this is taken into account in the structure, as is the need to attract and keep specialists in relation to the market
7. Need to recognise and deal with areas where non-housing teams delivery impacts overall performance – e.g. Access Harrow and grounds maintenance – this is separate to this review
8. BSS review is underway, if it goes this route, the council's consultation process will be followed
9. Annual recharges to HRA – we have made a strong case to decrease this in certain areas. A response from Finance is due imminently.

Appx C

Harrow Housing

Housing Staff Newsletter August 2018

Well done Mark!

What an achievement, Mark Fox completed his 30 years working at Harrow Council this week! Hope you enjoyed the lunch at the Duck in the Pond with your colleagues.

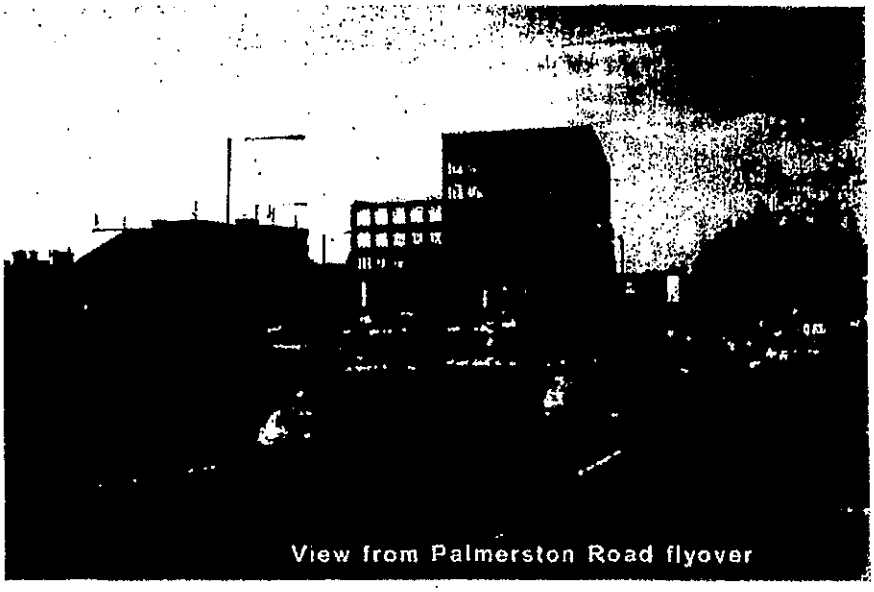
New ICT Transformation Lead

Julian Freeman, an experienced ICT Programme and Project Manager / Senior Operations Manager, has started a commission with Harrow this week. He has many years' experience working on Northgate and Civica (and other systems) in local government, not-for-profit organisations, housing associations, tenant management & commercial markets.

Julian previously worked for Harrow Council about 10 years ago, when he devised reporting methodology to support the responsive repairs service. As part of our Smarter Housing Plan, Julian has been tasked with reviewing our main housing IT systems to make sure they are fit for purpose going forward.

There is a new area on the Hub dedicated to the plan to move to a new civic building in Wealdstone in March 2021.

A full presentation from June 2018 with computer



View from Palmerston Road flyover

page 9

generated images and the first of our FAQs is available, as well as details of how to get in touch and what to expect in coming months. The People Ambition Group has highlighted 2 main areas of concern:

1) For some staff, public transport will increase the journey time to an unsustainable level, which could lead to some staff leaving the council.
2) A plan to assist essential car users – why not get involved with the pilot below?

Join our "pool car" pilot!

You may have noticed a few Minis in the car park recently. As part of the Civic move plans, the council is trialling a pool car scheme for staff who need to make particular car journeys as part of their work. If your work role involves making trips by car, maybe you'd like to be part of the trial.

Contact civicmove@harrow.gov.uk to get involved.

Powell

In order to have a strong operational structure, to help us to review our ways of working and ensure we have a clear decision making for each role, we asked the Local Government Association (LGA) to look at our Management structure and carry out a Decision Making Accountability (DMA) exercise. This looked at 'levels of accountability' and how management roles add value to the service.

The DMA was carried out with over 20 managers (above G10/G11) in July and a report was produced. Feedback was provided to managers at the Housing Leadership Group meeting on 10 July 2018 and to the trade unions on 9 August 2018.

The Housing senior team has used this report as a basis of reviewing the management structure needed to deliver the Housing service going forward and are currently reviewing role profiles for the top layers of the service.

The revised job descriptions will be evaluated by Human Resources and then formal consultation (including with the trade unions) will commence as planned from the end September / early October 2018. We are looking towards implementation from 1 January 2019 and brief details of the consultation process are outlined below:

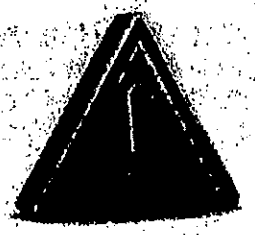
- The 30 day formal consultation will give all affected staff the opportunity to put their views forward regarding the proposal on the new structure
- Staff will be able submit their comments and recommendations via a dedicated mailbox or via their Union representative
- Comments will be collated on a FAQ document and shared with staff on a weekly basis. Personal responses will be sent if requested
- Recommendations will be considered and any changes to the consultation document will be communicated to staff
- A meeting will be held at the end of the consultation to communicate the final structure
- Implementation from 1 January 2019

Harrow Housing

I know any period of change can be unsettling and please be reassured that for those who are affected a support package will be communicated in the autumn when the consultation process commences. What is clear to us is that staff care deeply about serving our residents and are eager to get on with creating and delivering a great Housing service. I also wanted to let you know that the other findings from the DMA exercise around behaviours, accountability and autonomy for staff, which we know many of you find frustrating, will also be addressed in the next few months.

As the people delivering on the front line we really do welcome any comments or changes you feel will help us tackle the challenges that lie ahead and we would welcome any ideas around areas staff feel we could improve. This is a chance to create a service fit for the future and an exciting and rewarding service to work in we look forward to working with you and making this happen. You can email ideas in confidence to this email address: housingideas@harrow.gov.uk

Health and Safety – some key reminders



1) Safety on Home Visits. Check for warning/care flags red/blue on Northgate and download any information before undertaking a home visit to an unknown client/tenant. And give a general reminder about personal safety, alarms etc.
2) As well as accidents, near misses and actual violence, abuse/profanity should always be recorded on SHE Assure H&S system – this can influence changes to policy
3) General cleanliness. We are all responsible to clean up our workspaces when finished. And be clean and hygienic in common areas such as toilets. Men's toilets seem to be particularly messy/unhygienic.
4) Staff should not unplug computers or other electrical items under the desks, or plug in personal equipment under the desks, as this disrupts the wiring. Other sockets are available for chargers etc.
5) Why not include H&S as a regular Team Meeting item?

Members of the People Ambition Group have had another look at their purpose and have confirmed that the way they can support staff best is to focus on these 5 areas:

1) Restructure/ transformation
2) Move to Wealdstone
3) Training opportunities
4) Staff facilities and Health and Safety
5) Stress management

So if you have any issues or thoughts on any of these, you can contact your local PAG member – see members below:
Anthea Watkins / Roz Seedburgh / Funmi Nwagagbo / Bill Beardon / Dragana Gvozdic-Groza / Rosaline Nolla / Hayley Connor / Tanvi Chandni

Harrow Housing

As we don't have a representative from Asset Management currently, new volunteers would be very welcome. Just email: peopleambitiongroup@harrow.gov.uk

Compliment

Suliemanthanked Hayley Connor, Housing Needs team in August

"I sincerely appreciate your warmness, kindness, congeniality and professionalism. That helped me a lot despite all my woes. I belief, and I am not overstating, you are well suited for your position as a caseworker. I left you while being happy and having different outlook from when I came to see you".

Amendment to previous newsletter c/o Zeljika

Dr Nizamuddin of Shaftesbury Medical Centre said:
"May I compliment Alma Court on its excellent scheme co-ordinator. ~~Hasmika~~ **Asmik Shahenian**, has been a real gem and worked really hard to look after all the residents - I really appreciate and value her kindness and support."

APPX D

RECEIVED 09 OCT 2018

Housing Leadership Group Meeting

Meeting Date & Time:	**27th September 2018, 14:00 – 16:00**
Venue:	**Committee Room 1&2, Middlesex Floor**

1 Management Restructure Review -[redacted]

As you know, the Management Restructure review was planned for formal consultation at the end September/early October. Unfortunately this timing has had to slip and apologies were offered by Nick Powell. There was an under-estimation of the amount of work involved, particularly at a time when staff take their summer holidays.

The new management structure has now been designed and agreed by Direct Reports and as stated from the beginning, the new structure will be a flatter one.

In order to communicate the changes effectively, a number of roles are changing and job descriptions are being rewritten, evaluated and costed. At the end of the day the new structure has to be viable for our overall HRA budget plans.

[redacted]	
Evaluated by HR, Trade Unions and Community Director	End October 2018
Formal consultation commences	November 2018
Implementation	1st April 2019

On a more positive note, a GLA bid for permission to borrow £80million and grants of £30million to build new homes has been submitted at the end of the month. This would help us to build around 600 new homes. Also, savings from other service reviews will help us face the future.

2 Housing Leadership Group (HLG) [redacted]

Exercise around rebranding, purpose and future role of HLG

Karen led this session about the need to rebrand and repurpose the function of the Housing Leadership Group, by taking on board what managers consider is important and/or what is missing.

Action

Direct Reports are working on draft Terms of Reference for a rebranded Housing Leadership group using the feedback from this meeting. HLG members will then have the opportunity to influence the draft. Due Friday 19 October.

See Appendix 1

1. *What do you think HLG is doing / not doing?*
2. *List the top 3 tasks on the HLG forward plan*

3 ICT transformation programme - [redacted]

Julian mentioned that its important to change our business processes not just our IT.

Julian is at the stage of capturing the positive things we would like him to work on, as well as the IT that doesn't work – please can everyone make sure they send Julian the completed IT requirement template (just fill in the key sections).

Goal

1 To get us off using spreadsheets so we can better see how we are performing and understand what systems need to link to

2 For staff to be able to work dynamically on any device, anywhere, at any time

Process and timeframe

1. Return the forms or come and talk to Julian (seated on the Middlesex floor, near BSS team).
2. Will be building and sharing the target operating model
3. Informal part of the process - Supplier Demos planned :civica, northgate, capita
4. BUG group meets for the first time on 9th October to establish terms of reference.
5. Implementation by August 2020.

Qn: Involve HLG in some way? Yes, there will be opportunities.

4 Forecasting and budget setting – [redacted]

Managers have been set deadlines for next year's budget forecasts. There is a real plea for everyone to be as realistic as possible can (not even the old slush fund).

Josh shared four examples of over forecasting last year – this could have an impact on staffing structures in the current situation, so we need to get it right – message for all staff.

12 Approx –

5 Housing Policy context – [redacted]

See Housing Policy brief

- ✓ New Deal for Housing – Social Housing Green Paper – out for consultation.
- ✓ Rough Sleeping Strategy – focus on prevention, intervention and recovery.
- ✓ Funding for supporting housing rents – government plans scrapped (good).

6 Implications of Brexit on the housing market – [redacted]

Jon's view of the implications of Brexit are not positive about its potential impact on the housing market.

- In Jon's view the following elements have the biggest impact on the housing market- household income, supply and demand of housing, availability of finance, how easy it is to move – and most of all, MARKET SENTIMENT.
- London property prices are driven by huge bonuses. i.e. New York now world's biggest financial centre in the world.
- Falling prices affect first time buyers i.e. purchase decision put off.
- Landlords could begin to sell up if think property values are going down. Could lead to tenant evictions so landlord can sell the property.
- Lower rents for tenants? Not necessarily.
- Above situation would lead to increased homelessness, increased demand for bed and breakfast, people moving away from London.
- Home owners- could struggle with increased mortgages if interest rates go up – create more homelessness.
- Tenant rent payers – less affected, because of welfare benefits.
- Building costs will probably increase considerably.

A quick exercise showed staff in the room did hold a more pessimistic view of the impact of Brexit on the housing market (or thought there would be no change) = market sentiment!

7 Development of training programme – [redacted]

Coaching day for managers – 12 places

MACE leadership courses – spaces often available, look at Learning POD whilst corporate budget covers this cost this financial year

If housing identifies training gaps – corporate training could run the course for free to teams, but only for courses that have appeal across the council. Speak to Krishna.

Bucks County Council have a training programme – speak to Krishna

Services going through structural change – access website about career options, CV writing, interview skills.

External training requirements

If there is a charge – make an application to Nick Powell.

Criteria: The training course must support the business and provide value for money. Anthea is working with the People Ambition Group to see how we can work more effectively with this and more will follow in the next staff newsletter.

8 Exercise: prioritise collaboration we need to act on

Nick introduced the second group work exercise, to prioritise the leading ideas around 'how we can better work together' that were generated at the last HLG meeting.

See Appendix 2

Exercise Notes from HLG – 27th September 2018

Appendix 1

1 What do you think HLG is doing / not doing?

Doing

- Forum for getting information (2) / sharing information
- Can ask questions
- Way of getting some of Housing together
- Triggers meetings afterwards
- Presentations
- Principal is good (poor method)

Not Doing

- Limited feedback on our contributions / Feedback slow / non-existent / hard to see how it leads to change / Lack of feedback in agreed timescales / No actions coming from the HLG meeting (2) – e.g. staff survey what's changed / lack of common platform to share information
- DRMs talking / cascading information / being preached to – no information going in other direction – want a two way interaction
- Agenda not always appealing / Repetitive or similar discussion each time / no input to agenda or follow up (2) / staff should feel free to suggest agenda items
- Limited opportunities to learn from each other
- Not leading on specific projects or setting terms for staff
- Not cross service and cross team working
- Not setting the tone for the whole service
- Info not cascaded to operational teams
- Google presentations no correspondence
- Top down processing
- No feedback from previous meetings
- Not proactive and no solutions to take away
- Lack of consistency by managers

Other comments

- What should HLG brand be? Ie inspirational, proactive, strategic, building ideas with targets, clear role known by all, driving new ways of working.
- Parent / child relationship
- Is HLG primarily strategic or information sharing, should be more about measuring and monitoring outcomes with accountable milestones, more business-like, and about developing ideas
- Some people feel that 2 hours is a lot of time to take out of their working day
- Used to be a smaller more focused group

- Duplication with HAP events / Sometimes HLG and HAP scheduled too closely together / Some colleagues see HLG as a 'dry run' for HAP
- Review membership and terms of reference / no terms of reference
- "Tick box exercise" / lack of energy and jargon / buzz words too academic

2. List the top 3 tasks on the HLG forward plan

1. ICT / System investment
2. Accountability (i.e. H&S)
3. 'Back to the Floor'

1. Clarity on certain strategies such as Trees — Ops Stream
2. Budget vs Issues — Strategic Stream
3. Up to date info — Celebrate (+)

Culture Change

1. More engagement with decision making
2. Give more to get more
3. Transparency

1. Review membership, purpose – (vehicle for change?) and terms of reference for HLG

2. Feedback to HLG on contributions / progress and feedback to wider service from HLG (HLG news item in staff newsletter)

3. Identify specific projects for HLG to lead on – e.g. Gayton Road
   e.g. GLA Bid

   (existing example – Grange Farm)

Appendix 2

Prioritise collaboration ideas for future action

Discuss the collaboration ideas that were generated at the last HLG meeting and prioritise these.

Group 1

- ✓ Where was the collaboration in the Staff re-structure process, HLG not been involved, T in TEAM.
- ✓ HLG should be driving change in the business
- ✓ Staff survey – had no feedback and need this before have a new one.

Group 2

- ✓ Networking, getting to know what teams do ie invite guests to team meetings – could agree to put as an appraisal objective for everyone to attend at least one other team meeting a year.
- ✓ Don't accept a meeting invite unless there is a clear purpose, with clear action ownership with timing (missing from HLG)
- ✓ Agree three things that will change from the original Collaboration brainstorm and make them happen.

Group 3

- ✓ We have to have a sustainable tree strategy in housing (e.g. £100k cost to us in one case) – work collaboratively corporately

Group 4

- ✓ Information sharing – teams briefing others, HAP, starters and leavers, how tell people what you do – key word search? Lunch time talks
- ✓ Collaborate more on specific projects like Trees or Gayton Road or sheds

APPX E

Varsha Patel

From: [redacted]
Sent: 23 October 2018 11:47
To: [redacted]
Cc: [redacted]
Subject: FW: instruction
Attachments: FW: Removing me from AHAS website

Hi

Email confirmation from Jon attached

Thanks
Paul

From: G[redacted]
Sent: Tuesday, October 23, 2018 10:10 AM
To: [redacted]
Cc: [redacted]
Subject: instruction

Dear [redacted]

I have attached the below link, and suggest you view homeless strategy [redacted], it appears an instruction from you is totally ignored.

Regards
Gary Martin

https://www.ahas.org.uk/document-centre

Varsha Patel

From: [redacted]
Sent: 18 October 2018 17:45
To: [redacted]
Subject: FW: Removing me from AHAS website

Please see email from [redacted] below as requested.

Regards

Karen Connell I Head of Resident Services- Housing
Community Directorate - Housing
Internal ext: 8660
External: 020 8416 8660
Mobile: 07927 548 756
Email: karen.connell@harrow.gov.uk

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www.harrow.gov.uk

From: [redacted]
Sent: 18 October 2018 17:17
To: [redacted]
Cc: [redacted]
Subject: FW: Removing me from AHAS website

For information.

Thanks

[redacted]

From: [redacted]
Sent: 18 October 2018 17:15
To: [redacted]
Subject: Removing me from AHAS website

Hi Michele,

Following a complaint by the Trades Unions that my involvement in AHAS was bringing the council into disrepute, the Corporate Director has instructed that information about me and Harrow should be removed from the website. I wasn't at the meeting.

So please can you urgently remove references to Harrow, and information about me from the AHAS website.

Thanks

Jon

[redacted]
Head of Housing Needs
Community
Harrow Council
Tel: 020 8416 8647
Email: [redacted]

Appx F

Varsha Patel

From: Gary Martin
Sent: 23 October 2018 10:10
To: paul.walker@harrow.gov.uk
Cc: Varsha Patel
Subject: instruction

Dear Paul,

I have attached the below link, and suggest you view homeless strategy by [redacted]n, it appears an instruction from you is totally ignored.

Regards
Gary Martin

https://www.ahas.org.uk/document-centre

Appx G

Varsha Patel

From:	Nick.Powell@harrow.gov.uk
Sent:	24 October 2018 11:01
To:	Gary Martin; Pamela.Belgrave@harrow.gov.uk; Varsha Patel
Cc:	Paul.Walker@harrow.gov.uk; Jon.Dalton@harrow.gov.uk
Subject:	Head of Housing Need

Dear Gary & Pamela,

At our meeting on 11 October you asked me to clarify the position with regards to Jon Dalton's involvement with external organisations and in particular the Association of Housing Advice Services (AHAS).

AHAS aims to promote good practice and help develop services for statutory Housing Needs, Homelessness and Housing Advice services for Local Housing Authorities; mainly in London and the South East. Jon is currently elected co-chair of AHAS. It is an unincorporated association (not a private company) and a not for profit organisation. AHAS is directed by its executive which is made up of Housing Needs Managers and Housing Directors who do this work as part of their job and a lot of it in their own time. AHAS organises general meetings, conferences, seminars, briefings and generally provides the only forum for the Housing Needs statutory sector to meet and network. It's activities are entirely consistent with those of Jon's service and role.

Jon sought agreement from the then Divisional Director (Lynne Pennington) before agreeing to take on the role of co-chair and I support this decision. Most of the work Jon does for AHAS is in his own time, and when he does have meetings during Harrow working hours, it is to share and develop good practice; assess the impact of legislation and case law; and to inform service development - all of which benefits the Housing Needs service.

Jon is also a board member of Locata which is a not for profit company that Harrow Council owns together with 5 other West London boroughs providing services to boroughs around choice based letting and homelessness. Harrow uses these services and Jon is our representative on the Board, the meetings of which occur during office hours and is also a legitimate use of Jon's time.

I understand that at last week's DJC meeting you identified a presentation document from the AHAS website that includes reference to Jon as 'general dogsbody' on the cover page. I accept that this wording is not appropriate we have asked AHAS to remove this from their website and any other documents that contain similar inappropriate language in reference to Harrow Council or it's employees. Please let me know if you identify any further examples.

I trust that this answers your query.

Regards, Nick.

Nick Powell CIHCM | Divisional Director – Housing Services
Community Directorate | Housing Services
[redacted]

HARROW

www.harrow.gov.uk

Follow Harrow Council on:

EMPLOYEES' CONSULTATIVE FORUM: Date TBC

EMPLOYEES' SIDE REPORT ON: HOUSING DIRECTORATE

SUMMARY AND DECISION REQUESTED

Unison requests that a formal investigation is carried out regarding these matters and that consequence and accountabilities are enacted without prejudice regarding those that do not wish to comply with the organisations rules and contractual procedures.

CHRONOLOGY:

DATE	ACTION	OUTCOME
26/04/2018	E & C DJC Meeting reference DMA	No paperwork was given *(Asked Amanda Buchanan to meeting but was reluctant to meet and give any further information).*
01/05/2018	Email from Nick Powell	APPX 1 Attached is a brief overview of DMA
11/05/2018	Email from Heena Patel	APPX 2 Attached a letter from Nick Powell reference DMA
16/05/2018	Hand out given to staff at the pop in session on the 16/05/2018	APPX3
15/05/2018	Letter to Nick Powell	APPX 4
	ACAS unilateral variance in contracts	APPX5
	PMOC	APPX 6
18/05/2018	Additional Information sent by John Kitching	APPX7
22/05/2018	Email with comment from staff	APP8

REPORT

This report submitted and supported by both Unison and the GMB concentrates on the actions and activities of the Housing Directorate, which demonstrates without doubt that Housing are acting in a manner outside of any Harrow Council agreed process.

Firstly we would draw the forums attention to the unilateral change to staffs terms and conditions of employment within the Housing Needs section of the directorate. It is now an established fact that staff are only required to carry out 50% of their agreed role profile, the staffing cohort, and have been divided into two sections of 50% each. This was undertaken by the current Head of Housing needs without any

6

managers; in furtherance we have to ask the salient question is this an arbitrary attempt to down grade staff in the near future?

Secondly, is the introduction of a Buck County Council process of DMA introduced without consultation or agreement with Harrows recognised Trade Unions, this DMA process is no more than a spans of control exercise, which Harrow attempted to introduce under the previous Divisional Director of HRD without reasonable success.

Spans of control was first used by the roman legions, and is now used in educational establishments where this is more suited to the organisation structure chart, but not in a service delivery organisation where customers fluctuate dependant on need, numbers, service delivery, and of course the amount of services being delivered by the organisation. Educational establishments have a single criterion of services (this is teaching).

Unison objects to the use of DMA as this process deviates from the agreed matrix on redundancies, in the reduction of staff, the matrix for any redundancy provides a percentage of weights against the criterion for staff reductions. Why has housing introduced a matrix which has not been equality proofed or weighted in any way? To deviate without agreement identifies any redundancy exercise as a Sham. This salient point has not been comprehended by the current Director, and the second concern is how many Harrow processes have been unilaterally introduced in Bucks CC the answer when we approached Unison Bucks is none.

We are more than aware of the financial plight of every Local Authority, however the level of respect of Harrow's senior officers managing public employees is totally non-existent, yet these senior officers enjoy high salaries whilst working from home and of course there are no consequences for their actions when they fail to meet the requirements of their elevated positions (excellent career without accountabilities). We therefore request that the forum enacts a more equal platform in this organisation and concentrates on Harrow contractual procedures rather than Bucks CC, an organisation which has provided abysmal staff engagement.

AUTHOR: Harrow UNISON LG Branch

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Appx 1

Varsha Patel

From: Nick.Powell@harrow.gov.uk
Sent: 01 May 2018 15:42
To: [redacted]
Cc: [redacted]

Subject: [redacted]
Attachments: What's DMA.PDF

Follow Up Flag: Follow up
Flag Status: Flagged

Dear Gary & Pamela,

Please find attached an overview of the Decision Making Accountability (DMA) tool that you requested at the DJC last week.

If you have any questions then please get in touch with Amanda Buchanan at Bucks HR.

Regards, Nick.

Nick Powell CIHCM | Divisional Director – Housing Services
Community Directorate | Housing Services
Internal: [redacted]
External: [redacted]

HARROW

www.harrow.gov.uk

Follow Harrow Council on:

From: Gemma O'Dowd
Sent: 25 April 2018 12:15
To: [redacted]
Subject: Community DJC Meeting - 26th April 9:30am

Dear All,

Please find attached Agenda for the above meeting.

Further papers will follow.

Kind Regards,

Gemma O'Dowd

PA to Paul Walker
Corporate Director Community

Tel 0208 736 6530
Email Gemma O'Dowd@harrow.gov.uk

6

Harrow COUNCIL
LONDON

Corporate Director Community
Paul Walker

To: Housing Leadership Group (HLG)

Date: 11th May 2018
Our ref:

Dear Colleagues

Some of you will have heard me refer to the abbreviation DMA at our recent Smarter Housing event and may be wondering what DMA is about and how it may apply to you?

The Decision Making Accountability (DMA) approach is an organisational design tool. This tool establishes the number of layers of management that an organisation needs (and the units within it) to achieve its purposes most effectively.

It concentrates on how management layers add value to the front line and to each other. DMA can be used to look at a particular service area, a whole organisation, shared service, partnership or creating a new commercial structure.

As part of our Smarter Housing Plan we are applying DMA to the upper layers of the Housing Service over the next few weeks to help with organisational design. Conversations with a sample of staff will start from week commencing 21st May 2018.

As the first stage will apply to roles graded G10/G11 and above, I wanted to address the questions that some of you may have about:

- The purpose and format of the DMA conversations;
- What the information will be used for;
- How interviewees are selected;
- Any other queries or questions you may have.

This process will be managed and led independently by Suzanne Hudson from the Local Government Association (LGA) who designed the DMA tool and has experience of both delivering the tool within the local government sector and other housing departments.

Suzanne has kindly offered to run a drop in session on Wednesday 16th May from 11:00 - 13:00 in Middlesex Floor, South Wing – Conference Room to answer any queries or questions you may have about DMA.

Please do use this opportunity to find out a bit more about the process. If you would feel more comfortable having a one to one discussion with Suzanne then please let Heena Patel know and she can book you a slot. If for any reason you cannot make the drop in and would like more information then let Heena know and we can arrange a call with Suzanne.

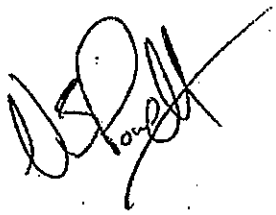
Cont'd...

HARROW
address Harrow Council, Civic Centre PO Box 65, Station Road, Harrow, HA1 2XY
tel 020 8863 5611 **web** www.harrow.gov.uk

Cont'd

Those staff included in the sample for a DMA interview, which will take no more than an hour, will be contacted separately to arrange an appointment at a time convenient to you.

Yours sincerely



Nick Powell
Divisional Director – Housing Services

HARROW

address Harrow Council, Civic Centre PO Box 65, Station Road, Harrow, HA1 2XY
tel 020 8863 5611 **web** www.harrow.gov.uk

Appx 5

Housing Management Re-structure

8 May 2018

Following on from the mini smarter housing meeting that was held on the 24 April 2018, we would like clarification on the proposed interviews to be undertaken by HR representative from Bucks.

1. What is the purpose, format and length of the interviews.
2. What the information is going to be used for.
3. How it will be interpreted.
4. The depth of knowledge the interviewer has of housing service roles.
5. Why will only some of us be asked to be interviewed.
6. How are the names of the interviewees being selected.
7. How have the Unions been notified of this and what are their views.

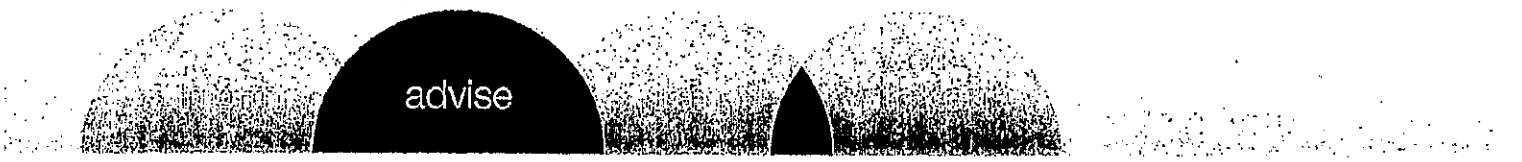
We would appreciate it if we are furnished with the above information for us to consider further as some G10' & G11 grades have also raised this issue with us.

[redacted]

[redacted]

Varying a contract of employment

Appendix 5



We inform, *advise, train and work with you*

Every year Acas helps employers and employees from thousands of workplaces. That means we keep right up-to-date with today's employment relations issues – such as discipline and grievance handling, preventing discrimination and communicating effectively in workplaces. Make the most of our practical experience for your organisation – find out what we can do for you.

We inform

We answer your questions, give you the facts you need and talk through your options. You can then make informed decisions. Contact us to keep on top of what employment rights legislation means in practice – before it gets on top of you. Call our helpline 0300 123 1100 for free confidential advice (open 8am-6pm, Monday to Friday) or visit our website www.acas.org.uk.

We advise and guide

We give you practical know-how on setting up and keeping good relations in your organisation. Download one of our helpful publications from our website or call our Customer Services Team on 0300 123 1150 and ask to be put you in touch with your local Acas adviser.

We train

From a two-hour session on the [illegible] new legislation or employing people to courses specially designed for people in your organisation, we offer training to suit you. Go to www.acas.org.uk/training to find out more.

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We offer hands-on practical help and support to tackle issues in your business with you. This might be through one of our well-known problem-solving services. Or a programme we have worked out together to put your business firmly on track for effective employment relations. You will meet your Acas adviser and discuss exactly what is needed before giving any go-ahead. Go to www.acas.org.uk/businesssolutions for more details.

Why not keep up-to-date with Acas news and notifications by signing up for our popular e-newsletter. Visit www.acas.org.uk/subscribe.

Changes occur in working relationships for all kinds of reasons

but problems can be avoided or resolved through proper discussion between employer and employee. Any agreed changes in the contract should be recorded in writing.

This leaflet is intended to give general guidance about the main legal considerations which may arise when employers or employees wish to change (or amend) the terms of a contract of employment between them. It is not an authoritative statement of the law; determining the law is a matter for the tribunals and the courts. Although every effort has been made to ensure that the information contained in the leaflet is accurate, the varying of contractual terms is a complex legal matter and it is advisable to seek independent legal advice.

Employers should be cautious if they are intending to vary a contract of employment when there has been a change of employer as a result of a business transfer or service provision change. This could be a recent transfer, or it could have been at any point in the past. There are special protections and rules regarding the contractual terms and conditions employees have when they transfer. For more information, see the Acas Guide Handling TUPE Transfers.

http://www.acas.org.uk/tupe

What is a contract of employment?

A contract is an agreement between two parties and is enforceable by law. A contract of employment is a contract of service and comes into being when an employee agrees to work for an employer in return for pay.

What are contract terms?

The terms of the contract are the rights and obligations which bind the employer and employee to the contract.

The terms of a contract can be:

- express (those which are explicitly agreed between the employer and employee, either in writing or orally)
- implied (those which have not been spelled out but which would be taken by the people involved to form part of the contract) or
- statutory.

Express terms may be established by referring to various sources, particularly the written statement of terms and conditions (to which most employees are entitled under the Employment Rights Act 1996), the letter of appointment and written or oral statements made by the employer and accepted by the employee. Express terms may also be incorporated into individual contracts by reference to other documents, such as collective agreements made with the recognised trade union and company handbooks.

Implied terms are often:

- too obvious to mention or because the people involved assumed they would be incorporated at the time the contract was entered into (eg: that the employee will not steal from the employer or that the employer will provide a safe working environment)
- necessary to make the contract workable (eg: that an employee employed as a driver will hold a valid current driving licence)
- the custom and practice of the business or industry, ie: where a particular custom or practice has been adopted over a period of time.

Statutory terms are those implied or imposed by an Act of Parliament or Statutory Instrument, eg: the entitlement to be paid the national minimum wage or given a minimum period of notice. Agreements to contract out of statutory terms are normally void under the law[1].

1 Some of the measures in the Working Time Regulations 1998 may be adapted through agreements between workers and employers. For further information, go to www.acas.org.uk/workingtimeregulations or try www.gov.uk

Why would employers or employees want to vary a contract?

- An employer may wish to vary the terms of the contract because of changed economic circumstances or due to a reorganisation of the business. Possible areas of change could include pay rates, hours or days worked, duties, supervisory relationships or place of work.

- An employee may seek to vary the contract to bring about improvements in pay or working conditions, for instance by requesting additional holidays, or to change the conditions so that they suit him or her better, eg: by requesting a change from full-time to part-time working because of domestic responsibilities.

How can contracts be varied?

- An existing contract of employment can be varied only with the agreement of both parties. Changes may be agreed on an individual basis or through a collective agreement (ie: agreement between employer and employee or their representatives (trade unions or workforce representatives)).

- An employer who is proposing to change an employee's contract of employment should fully consult with that employee or his or her representative(s) and explain and discuss the reasons for the change.

- Employees are far more likely to accept changes if they can understand the reasons behind them and have an opportunity to express their views. Involving employees makes good business sense, as it drives up levels of employee engagement and motivation.

- Variations to the contract can be agreed verbally or in writing. It is preferable for any agreed changes to be recorded in writing.

- Where a variation to the contract has been agreed and the changes concern particulars which must be included in the written statement of terms and conditions, the employer should give written notification of the change to the employee, within a month of the change taking effect.

In what circumstances can an existing contract authorise changes in the employee's working conditions?

- A contract may contain express terms which allow an employer to make changes to employees' terms and conditions. The flexibility clauses may be quite specific or they may include a general power to allow the employer to change the contract terms.

> **WARNING**
>
> As case law suggests that tribunals and the courts often place a fairly narrow interpretation on flexibility clauses an employer should seek legal advice if they intend to rely upon the flexibility clause in their employees' contracts to vary the terms and conditions.

How can an individual contract be varied by a collective agreement?

- A contract of employment is in law an agreement between an employer and an individual employee. Any variations to the contract need that individual's agreement. However, an employer and employee can agree, either expressly through a clause or reference in the employee's contract, or through an implied term, that relevant changes in terms and conditions can be negotiated by a trade union(s) on the employee's behalf. This may be the case whether or not the employee is a member of the recognised trade union(s).

Varying a contract: employers' questions

What's the first thing I should do?

Consult with your employees (or their representatives) about any proposed changes to their contract with the aim of seeking the employee's agreement. It is best practice for you to seek written consent to the changes from the employee (an e-mail response from your employee would normally be acceptable). You must also provide a written statement detailing the changes to their written statement of terms and conditions within one month of the change taking effect.

It is best to renegotiate an existing contract through consultation and discussion with your employees. The aim of this is to reach a compromise.

Is it worth offering incentives?

It maybe. Some employers offer incentives to encourage their employees to agree to the change(s). You might offer to "buy out" a term in the contract to allow them to introduce a different contractual term. Incentives do not have to be financially costly to a company, for example, a company wishing to alter shift patterns may be able to offer extra paid or unpaid leave in exchange. For more information contact the Acas Helpline on 0300 123 1100 (open Monday to Friday 8am-8pm and Saturday 9am-1pm) or take legal advice.

Can I impose a contract unilaterally?

If you impose a new contract unilaterally you will be in breach of contract and your employees may well:

- make legal claims against the company for constructive dismissal if the breach is fundamental and significant
- claim damages for breach of contract at a civil court
- claim at an employment tribunal for unlawful deduction from wages if the change affects their pay.

Imposing a change is also likely to affect the employees' level of engagement, morale and performance and you should seek legal advice or speak to the Acas Helpline on 0300 123 1100 for further information.

Good practice tips:

- ✔ keep talking and consult with employees – this will help maintain levels of productivity and engagement
- ✔ follow your internal policies – employees should raise formal grievances with their employers if they are not happy with a variation in their contract
- ✔ consider the options – reaching a compromise is the best way of preserving good employment relations at work
- ✔ call Acas Helpline on 0300 123 1100, and seek legal advice where appropriate.

What if I can't reach agreement with my employees?

If you cannot reach agreement with your employees you can serve notice to terminate the existing contract and offer the employee re-engagement on the new terms. This should be considered only after full and thorough consultation with employees and their representatives and treated as a last resort.

By doing this you will be dismissing the employee and it is important that you follow a fair dismissal process and offer the employee the right of appeal against their dismissal. Your employee may make a claim to an Employment Tribunal for unfair dismissal. It would be for the Employment Tribunal to decide whether or not the dismissal was fair or unfair.

Proper notice of the termination of the contract will be as specified (or implied) in the employee's contract, or the minimum statutory notice period, whichever is the longer. Whilst you would not be breaching your employees' contract by doing this your employees could claim unfair dismissal if they have the qualifying length of service to do that.

NOTE: If you decide to dismiss and offer re-engagement on the new terms to 20 or more employees then there is a legal obligation for you to collectively consult with any recognised trade unions or workforce representatives. The penalty for failing to collectively consult could be a Protective Award for all affected employees up to a maximum of 90 days pay.

If you are (or expect to be) affected by such issues, see Appendix 1 on important changes to making a tribunal claim.

Varying a contract: employees' questions

What if I just agree to the changes?

In this situation you would start to work under the new terms and conditions agreed between yourself and your employer. Your employer would usually put the changes in writing to you and may ask you to sign a document to confirm that you have agreed to the change.

NOTE: if you do not agree to the change but do not inform your employer AND you work under the new terms and conditions, this could be perceived that you have accepted the changes. If at a later date you decided to make a claim to an Employment Tribunal, the Tribunal will take into account what you have done to resolve the matter with your employer.

Can I complain to my employer?

Yes. If you are unhappy with the changes your first step would be to discuss this informally with your employer. If this does not resolve the matter then you may wish to raise a formal grievance, using the company grievance procedures, or the Acas Code of Practice, if the company does not have grievance procedures in place. The benefit of doing this is that you may be able to resolve the matter quickly and may help you to re-negotiate the changes.

What if I leave?

If you leave you could claim constructive dismissal at an employment tribunal if you consider that the changes to your contract are significant and fundamental and providing you have the qualifying length of service to do this. Refer to Appendix 1 which outlines important changes to making Employment tribunal claims.

NOTE: Before ending your employment you may want to speak to the Acas Helpline on 0300 123 1100 (open Monday to Friday 8am-8pm and Saturday 9am-1pm) for further information on this. Alternatively you may wish to seek a legal opinion.

Can I stay and work under protest?

If you work under protest you can either:

- Work under the new terms and make it clear to your employer that you do not agree to the change AND take legal action at a civil court to sue your employer for breach of contract. The court will consider whether the company are in breach of contract and may award you damages that you have suffered as a result of the breach of contract. This is costly and you should take legal advice,

OR

- Bring a claim for unlawful deduction from wages if the change results in a reduction in your wages. Again you must inform your employer that you do not agree to the changes or that you are agreeing under protest.

Good practice tips:

- ✔ keep talking to your employer – this is by far the best way to reach agreement. Court action takes time, it may incur costs and you could end up without a job
- ✔ follow your internal policies – a formal grievance should be raised with your employer if you are not happy with a variation in your contract
- ✔ consider the options – reaching a compromise is the best way of preserving good employment relations at work
- ✔ call Acas Helpline on 0300 123 1100 (open Monday to Friday 8am-8pm and Saturday 9am-1pm) and seek legal advice where appropriate

In either case it is important to first raise a grievance with your employer to try to resolve this issue without court action. Call the Acas Helpline on 0300 123 1100 (open Monday to Friday 8am-8pm and Saturday 9am-1pm) to discuss your options in more detail or alternatively take legal advice.

Can I claim unfair dismissal if I stay at work?

In some exceptional circumstances where your employer has unilaterally imposed significant and fundamental changes to your contract upon you it may be possible to claim at an employment tribunal that you have been expressly dismissed from your existing contract even though you continue to work under the new contract. In this situation you must make it clear to your employer that you do not agree to the changes and seek to resolve the situation first with your employer.

This is a very complex situation and it is important that you seek legal advice before making a claim to an employment tribunal before taking action at the tribunal. If you are (or expect to be) affected by such issues, see Appendix 1 on important changes to making a tribunal claim.

> **Important Note**
>
> Collective Consultation
>
> If an employer decides to terminate the contracts and offer re-engagement on different terms for 20 or more employees they are legally required to consult collectively with any recognised trade union or workforce representatives. The penalty at Employment Tribunal for not complying with this legal requirement is a Protective Award. Call the Acas Helpline for further advice on 0300 123 1100 (open Monday to Friday 8am-8pm and Saturday 9am-1pm).

Where can I find out more?

The Acas Code of Practice on disciplinary and grievance procedures sets out principles for handling disputes in the workplace. These include:

- informing the employee of the problem
- holding a meeting to discuss the problem
- allowing the employee to be accompanied
- deciding on appropriate action
- providing employees with an opportunity to appeal.

Employment Tribunals are legally required to take the Code into account when considering relevant cases. Tribunals will also be able to adjust any compensatory awards made in these cases by up to 25 per cent for unreasonable failure to comply with any provision of the Code. Discipline and grievances at work: the Acas guide: to order, to view and order, go to www.acas.org.uk/publications

Appendix 1: important changes to making Employment Tribunal claims

Previously, an employee could go straight to the tribunal service, but this will change. From 6 April 2014, if an employee is considering making an Employment Tribunal claim against their employer, they should notify Acas that they intend to submit a claim.

Details of how and where to do this are given below.

Acas will, in most circumstances, offer to assist in settling differences between employee and employer. Employers intending to make a counter-claim against an employee must follow a similar procedure.

The process for agreeing settlement is called Early Conciliation. It is handled by experienced Acas conciliators and support officers and is:

- free of charge
- impartial and non-judgmental
- confidential
- independent of the Employment Tribunal service
- offered in addition to existing conciliation services.

Early Conciliation focuses on resolving matters on terms that employee and employer agree.

Early Conciliation may not resolve matters in every claim. When this is the case Acas will issue a certificate that is now required for a claim to be submitted to an Employment Tribunal.

Remember, when a claim is lodged with a tribunal, Acas will continue to offer conciliation to both sides until the tribunal makes a judgment and, if the claim is successful, a remedy decision (usually financial compensation) has been made.

To find out more about Early Conciliation, go to www.acas.org.uk/earlyconciliation

Acas Training

Our training is carried out by experienced Acas staff who work with businesses every day. They will show you the value to your business of following best practice in employment matters and how to avoid the common pitfalls. We also run special training sessions on new legislation.

Look at the Acas website for up-to-date information about all our training or if you want to book a place online, just go to www.acas.org.uk/training or call the Acas customer services team on 0300 123 1150.

Training sessions are specially designed for smaller companies and our current programme includes:

- Managing discipline and grievances at work
- Managing absence at work
- Employment law update
- HR management for beginners
- Having difficult conversations
- Contracts of employment: how to get it right
- New employment legislation
- Redundancy and restructuring.

We also have free online learning to help you – just go to www.acas.org.uk and click on e-learning to look at the topics covered.

Acas Publications

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Employment specialist

Whether you need to know how to write a contract of employment, how much holiday you are entitled to or about the latest employment legislation, our range of publications give practical information and advice for both employers and employees on employment matters.

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You can also sign up for Acas' free e-newsletter. It will keep you informed about the latest developments in employment legislation as well as best practice advice on a range of employment-related topics.

If you would like to join our mailing list, subscribe online at www.acas.org.uk/subscribe

Information in this booklet has been revised up to the date of the last reprint – see date below. For more up-to-date information go to the Acas website www.acas.org.uk.

Legal information is provided for guidance only and should not be regarded as an authoritative statement of the law, which can only be made by reference to the particular circumstances which apply. It may, therefore, be wise to seek legal advice.

Acas aims to improve organisations and working life through better employment relations. We provide up-to-date information, independent advice, high quality training and we work with employers and employees to solve problems and improve performance.

We are an independent, publicly-funded organisation and many of our services are free.

March 2014

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0300 123 1100
for questions on managing equality in the workplace

www.acas.org.uk

INVESTOR IN PEOPLE

AL02

10/14

Appx 6

Harrow Council

Change Management and Organisational Review Policy

This policy, procedure and associated guidance is contractual and forms part of the employment contract for employees at Harrow Council. The policy, procedure and associated guidance may be amended at any time in consultation with the trade unions.

1.0 Introduction

1.1 Harrow Council aims to provide cost effective services that put the customer as the main focus of everything we do whilst meeting the differing needs of the residents of the borough.

1.2 The Council operates in a changing environment and at times needs to review the way it provides services and its structures to respond to internal and external challenges such as budget pressures and legislative changes.

1.3 The Council acknowledges that considering the needs of its employees through the development, implementation and review of it's policies is important, and is reflected in this policy and associated documents.

1.4 The purpose of this policy is to facilitate change and mitigate the impact of change on Council employees, minimising redundancies and retaining skills as far as possible, ensuring that service needs are met by having the right people with the right skills to ensure the best service is provided to meet the needs of the residents of Harrow.

2.0 Scope of this Policy

2.1 This policy applies to all employees of Harrow Council, including those on fixed term contracts, whose roles may be affected by internal organisational reviews which could lead to either a reduction in staff numbers or significant changes to jobs.

In determining eligibility for assimilation, ring fencing or open competition, the determining factor will be the substantive post of the employee, including secondments, acting up and fixed term arrangements providing the employee has been working under such arrangements for a minimum of one year.

2.2 Employees on other terms and conditions, such as NHS, will be treated in accordance with their terms and conditions and in respect of entitlements for example to redundancy payments.

2.3 This policy does not apply to School employees or 'as and when' workers, nor does it apply where:

- proposed changes affect a single individual post or
- where proposed changes do not fundamentally affect job roles or organisational/reporting arrangements, or where
- In the above circumstances, managers should notify or inform trade unions where appropriate.

3.0. Principles

3.1 The Council will comply with all legislative requirements and in accordance with this policy and procedure. In the context of organisational and service change, the provisions contained in the Change Management and Organisational Review policy/procedure and guidance documents will prevail over all other employment practices and procedures.

3.2 The Council will develop and maintain mutually supportive relationships with the Trade Unions in the implementation of change.

3.3 Discussions with employees and trade unions will be conducted in a spirit of openness and partnership and consultation will be meaningful. Disagreements will inevitably arise from time to time and will be recorded where there is failure to agree. All parties will observe agreed procedures where they are not able to agree.

3.4 The effect of organisational change on employees will be mitigated to ensure that employees are dealt with on an equitable and fair basis.

3.5 An effective communications strategy and action plan with affected employees and trade unions, at an early stage, and throughout the process, will help reviews to be conducted in a manner and at a pace that will endeavour to bring about changes within any required timescale. Affected staff should be provided with as much information as possible as a means of reducing the ambiguity and subsequent anxiety that results from change and includes consultation documents, letters, face to face briefings and regular updates.

3.4 Appropriate support and guidance will be made available to all employees throughout the change process.

4.0 CONSULTATION

4.1 Proposals for change will be discussed at an early stage with the relevant Trade Unions and with affected employees before detailed proposals are

developed and shared with the workforce at one of the following; DJC, CJC, a Consultation Group (specifically set up to meet project requirements), ECF Sub Group and ECF Forum, allowing trade unions the opportunity to make comment before formal consultation commences.

4.2 Proper consideration will be given to counter proposals put forward. Whenever employees' views are not accepted the reasons for doing so will be carefully explained. Conversely, where the views and ideas of employees help to improve a decision due credit and recognition should be given in writing.

4.3 When following informal consultation and engagement a proposal has been developed the responsible manager will start the formal consultation process by calling a consultation meeting of staff affected and their Trade Union representatives. A formal consultation process should always be launched and begin with a staff meeting with invited trade union representatives.

4.4 Formal consultation will endeavour to ensure that any new structures are implemented through the most effective means available whilst seeking to avoid or minimise the number of redundancies.

4.5 Affected employees who are absent from work as a result of sickness, maternity leave or any other reason, and those who have been seconded to another role must be properly informed and consulted on the proposals. The relevant documentation will be sent to individuals who are absent and where possible arrangements made to meet with them.

4.6 Cross-Council change projects and the appropriate consultation and trade union facility time arrangements will be discussed and agreed with the trade unions and the relevant lead officer/project group.

5.0 STATUTORY NOTIFICATION

5.1 Where an organisational or service review may result in large numbers of redundancies, the Council has a statutory obligation to inform The Secretary of State. A form HR1 is provided for this purpose. The Divisional Director of HR and OD or person of a service position Divisional Director or above is responsible for completing and submitting the return and sending a copy to the Trade Unions/Branch Secretaries/Regional Officers.

6.0 APPOINTING TO THE NEW STRUCTURE.

6.1 Following formal consultation role profiles for the new roles and or existing roles that have changed and are updated (and agreed with their line manager) will be finalised and evaluated.

6.2 A job matching exercise will match the existing (and updated) role profiles to evaluated role profiles in the new structure.

6.3 Where role profiles in the existing structure are broadly similar to those in the new structure, and there are the same number of jobs in both the old and new structure then assimilation will normally apply. Employees who are acting up or seconded to a higher graded role will not normally be considered for assimilation unless the employee has been in the post for a significant period of time usually one year or has not been advised of an end date to their Fixed Term contract. Managers should seek advice from HR when considering the assimilation status of Fixed Term employees.

6.4 Where role profiles are not broadly similar or they are similar but there are fewer jobs in the new structure, or the roles are new, then ring fencing will apply. Appointments to posts within a ring fence will be by competitive interview, which may include testing subject to consultation with trade unions.

6.5 Where following assimilation and/or ring fencing an appointment is not made or there are new posts in the structure the posts will be filled by means of open competition and will be limited in the first instance to those individuals in the ring fence within the service area.

6.6 Where it is not possible to offer an employee a post in the new structure then the unsuccessful employees will be considered for redeployment and will be notified that they are at risk of redundancy.

7.0. EMPLOYEE SUPPORT

7.1 A range of support measures will be provided for employees at each stage of the process.

8.0 CONFIDENTIALITY AND RECORD KEEPING

8.1 Records of consultation meetings and one to one meetings must be made. All information disclosed during the process must be treated with sensitivity and confidentiality and kept securely in accordance with the Data Protection Act 1998. All decisions including information relating to selection 'such as reorganisations, assimilation, appointment or redundancy' should be recorded and held on the individual employee's file. A redundant employee is entitled to request an anonymous comparison of the assessment information between themselves and others in the pool of selection. The manager will ensure compliance with the Data Protection Act (1998) when agreeing to this request.

9.0 EQUALITY AND DIVERSITY

9.1 When dealing with organisational change, managers will ensure that equality and diversity considerations are fully taken into account at every stage of the process and this also includes carrying out Equality Impact Assessments (EIAs) in consultation and in review with the trade unions.

9.2 Reasonable adjustments will be considered fully for employees who have a disability.

10.0 GRIEVANCE

10.1 If an employee considers they have been treated unfairly at any stage during the Change Management and Organisational Review Procedure then they may pursue the matter under the Grievance Procedure.

Appendix 1 – GLOSSARY:

Change/Organisational change: For the purposes of this policy, it is defined as a reorganisation of work which occurs as a result of a specific intervention and may impact the Council's employee numbers, reporting structures, and/or the job content of affected employees.

It is important to note that the definition of change for the purposes of this policy does not include issues such as cultural change and ongoing improvements in processes and/or working practices (e.g. a department replacing paper forms with electronic ones).

Cross-Council change: a restructure which affects employees working in more than one service area/directorate.

Ring-fencing: Protection of a vacancy from external competition – i.e. only employees working in the area(s) likely to be affected by the proposed changes are eligible to apply for the new positions.

Appx 7

Varsha Patel

From: John.Kitching@harrow.gov.uk
Sent: 18 May 2018 17:28
To: [redacted]
Subject: DMA process - CJC 16th May
Attachments: DMA documents.pdf; DMA FAQs NP FINAL1.pdf; What's DMA.PDF; 20180518 _Second Letter to HLG re DMA.pdf

Dear CJC members,

At the Emergency CJC meeting on Wednesday 16th May, strong concern was expressed that the DMA process was being used in breach of the Managing Change Process and was being used as a selection process to replace the redundancy matrix.

The DMA process is not being used as a selection tool.

It is a design tool used by the Local Government Association (LGA) in over 20 councils across the UK. In London it has been used in Hillingdon, Croydon and Islington. The process is considered good practice to engage staff through a collaborative approach so they have an early input into design proposals for management.

Staff at all levels across Housing have been selected to be interviewed to inform the design of a management operating model for the future. The process focuses on looking at the roles that people undertake not the performance of the people undertaking the roles. It is about the role, not the person.

Attached are numerous documents explaining DMA for your information.

I hope this clarifies any concerns about the purpose and application of DMA.

John Kitching
Interim Head of Employee and Customer Relations
Human Resources and Organisational Development
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Smarter Housing Briefing Note #2

based on the Housing Leadership Group meeting February 27th 2018

Purpose of notes – HLG to share key messages with teams

Proposals for Housing Management Re-structure

Aim

By 2021, to be in a stronger financial position. Key savings must be made for implementation from April 2019 and April 2020 with the peak level during 2019/20. It's clear a number of posts will go.

The meeting's aim is to share the proposed review of staff structures and seek HLG input on the principles, objectives and framework of a management structure review which is about to start.

To provide managers with an overview of what HR support is available. We will follow council change policies.

Context

As discussed at the last 2 staff events:

- Make sure all your staff aware and you have given your team time to discuss any issues coming out of the Smarter Housing Plan Briefing #1
- Benchmarking shows high cost for the quality of many services.
- We are looking closely at SSCs – these are the central charges the council makes for things like IT, HR, legal, finance, office accommodation etc.
- Majority of controllable cost is salaries so we will need to lose posts in order to achieve savings. Staff have told us they think the Housing department is top heavy and hierarchical (too many managers/ tiers)
- Review of priorities – some things we will stop doing, so we can focus on priorities

Identified changes to structure

1. Top down restructure starting at Direct reports (DR) i.e. Head of Service level:

- Deletion of 1 DR post (Head of Business Development and Transformation)
- 2nd DR position (Head of Regeneration) is not a cost to the main HRA revenue budgets. This post and others in the RANS team are funded from capital as they work on regeneration projects
- This leaves us with just 3 x DR posts (Housing Needs, Resident Services and Asset Management) and this structure is found in most housing organisations with similar landlord/ housing needs responsibilities
- What this means in practical terms:

- ✓ Redistribution of Head of BDT's day to day work among DRs/ other managers, at no extra cost
- ✓ Proposal to appoint an external person to lead the Transformation Programme (12 months, fixed term). Their remit will be to oversee delivery of the programme / savings via service reviews, procurement of a new ICT system for the landlord service (replacement of Northgate OHMS), lead programme of structure reviews and develop a change strategy to support staff through this
- ✓ Helen Spillane and Meghan Zinkewich-Peotti will support project leads
- ✓ Tasleem Kazmi is recruiting to the finance team to provide some additional support for housing

2. Middle management tier review starting shortly
   - ✓ Reviewing all management levels below Direct Reports as part of phase 1.
   - ✓ Aim is a quick process – for benefit of all
   - ✓ Have a dedicated HR resource –Angela Gray, Bucks /Harrow HR shared service
   - ✓ Will include looking at all role profiles and pay – consistency of grades, common competencies and some generic roles; consideration of market forces
   - ✓ You will still see some recruitment (Regeneration (posts are capitalised) / Housing Needs) – open to internal applicants and appointed on skills needed
   - ✓ Some freezes on AM recruitment

3. Review of front line structure/ functions (allied to new ICT system) e.g. should enable more efficient, flexible and generic working – this will happen later in the year

Timing

Informal consultation with HLG members until 5th April 2018. Anyone can comment on the principles or suggest structure ideas or put forward personal requests which will be considered case by case. You can use all the same channels as for Housing Ideas i.e. Talk to colleagues/ managers, use Yammer, housing ideas email or suggestion boxes.

Restructure for Middle Management Tier (i.e. grades G10 – MG2) will be from April to September 2018, with the usual 30 days formal consultation period as set out in the

Aim by September 2018 to have completed phase 1 for inclusion in Budget & MTFS report for 2019/20

Learning and development, Amanda Buchanan, Bucks Organisational Development (OD) lead

Dealing with change – opportunities and challenges – powerpoint presentation can be found on Sharepoint

It's about:

- Having a communication plan and toolkit - this includes face to face chats; keep explaining why we are making changes
- Continuous improvement of housing services and the way we work
- Identifying our star performers in order to nurture and keep talent – appraisals are key for this – make sure we have identified our key 20+ people and they are aware *(both skill based and talent based)*
- But not forgetting all other staff too!
- Identifying what key skills we need to sustain a housing service (and low priority skills e.g. due to IT or service changes)
- Managers taking responsibility by having early 1:1 conversations, particularly if a member of staff is putting up barriers or being negative
- Doing appraisals – the housing completion rate is 35% for mid-year, vs 12% corporately. That means 65% of staff don't have clear objectives on SAP. This is an integral and fundamental part of achieving Housing's goals.
- Making the most of available Learning and Development resources: corporate programme on the Learning Pod which is free to departments, online resources and other opportunities e.g. coaching, shadowing, attending other people's team meetings, Bucks Career Portal - *70% of development is done on the job / 20% E learning / 10% face to face courses*
- Amanda can also arrange bespoke Housing training if we wish and there is a catalogue of Housing specific courses which we could buy relatively cheaply if we wish
- April 2018 onwards there will be more training for managers – check the Learning POD.
- Apprentice Levy – free 18 months training for anyone aged 18 – 65 to upskill existing employees. *contact Amanda Buchanan* if interested

The key message is that development is a shared personal and management responsibility, that most effective learning takes place outside the classroom and managers need to champion learning and growth opportunities.

Housing bite- sized information sessions

We have a number of mini information sessions which could be arranged for HLG members and other staff. These form part of the wider ambition of upskilling staff. It's now a question of how best to make them available. A list has been suggested, but feel free to add other items, and to volunteer to share your skills with colleagues!

Please can you complete the HLG survey by 20 March 2018 and return to Anthea Watkins. If we get 6 or more requests, the mini session will be organised.

Appendix 1 - Questions and Answers

Q1 Recruitment internally? Why not a skills audit of existing staff?

We are looking for specialist skills so may end up recruiting externally for some roles e.g. Transformation Lead. However other roles in Regen and Housing Needs are available to anyone to apply if they can demonstrate the right skills.

Q2 Redundancy pot?

The HRA has no access to the General Fund redundancy pot so the HRA has to fund any redundancies from the same budgets we have to make savings from. Any proposals for voluntary redundancy should be made in the next 5 weeks and will be looked at case by case and relative to service needs.

Q3 Early retirement pot?

Not as such, but this will be looked at case by case as Q2.

Q4 Identified how many staff to be made redundant?

No. Too many different considerations to do this at this stage.

Q5 Is Smart Lettings making a profit?

Finances are reported regularly to Cabinet. Note it's part of General Fund so any profits don't help the HRA position.

Q6 How will staff be kept informed?

Regularly - probably fortnightly.

Q7 How does the restructure relate to the other service reviews?

Any service reviews that are underway will need to be integrated into the restructure.

Q8 What is the Plan B if we don't achieve savings – merger? Stock transfer?

We need to carry out an options appraisal for the stock in the longer term. It could include stock transfer although there is unlikely to be an appetite for that within the council and there is no longer any government money to fund this.

Q9 Can we share this info with front line staff?

Yes. Please share the key messages with staff though there is no detail for front line staff as yet.

Appendix 2

Table discussions

Principles underlying restructure

Statutory requirements and health and safety/ compliance must be covered

Benchmarking – are we in line

Clear timetable for review

Undertake skills audit of current staff with matrix (gaps, all experience)

Identify what is realistic and can be achieved by each service (bottom line) / clear definition of what housing services we want to preserve eg statutory, additional, nice to have, what customers want, modern vision / focus on the core business functions.

Structure needs to understand what our priorities are (eg for AM Strategy/ HN finding homes / less responsive and more long term planning

If size of team reduces, Managers role and grade must be reviewed / flexible structure to deal with peaks in demand

Honesty and transparency

Fairness – access to all housing

Consideration of displaced staff before recruitment of new staff

Needs of service – ie vulnerable

Service user consultation about services affected

Allow reduced working hours

Staff Support

Regular information and communication / has to be a must / good communication

How to motivate staff to deliver services in the bad times

Outline what is out there to help staff move on

Have to do something outside of the core job (PAG / ideas, yoga, fire warden, first aider etc)

Workshops: career advice options, CV. cover letter. Interview, test, aptitude psychometric training.

Networks

Give time for shadowing

Awareness of unions

Stress management support

How to support staff given extra workload as colleagues leave (in a planned way)

How to support staff who are worried about future rounds of restructure eg post IT implementation.

Specialist training

Redundancy advice

<u>Suggestions</u>

All staff listened to (valid ideas)

Flatten DR with managers – merge

Prioritise IT development – will impact later restructures / IT system that's aligned to what we want our structure to be and need to achieve.

Manage customer expectations about the tighter service offer

Encourage blank sheets of paper rather than little fixes

Governance / leadership direction to provide collective goals

Cross working bringing teams together eg new civic / avoid duplication at any level / utilise others knowledge, be aware of skill gaps / breaking down silos to create more ownership of big issues / better understanding what other teams are doing

Less presentation and more practical application

Meaningful culture

Appendix 3

Table discussions – successful projects / collaboration to share with others

Top five projects fed back in the round robin:

1. Online Housing Needs self -assessments using the new Locata software
2. Buckingham and Whitchurch refurbishment – good example of collaboration with teams such as HO's. Set a target for 100% fob audits which was achieved.
3. White goods – Corporate team used to make money selling our unwanted white goods, now the caretakers collect them and we sell them, keeping the money for HRA
4. Income recovery – repossession of properties with high rent arrears can lead to costly disrepair claims through the law courts, but by working earlier with the Repairs Team, they can visit the property and check all reported repairs have been completed. They also work closely and proactively with housing needs to check if there will be a duty to re-house and to get support for the family. This has helped reduce the no. of evictions from 25 in 2016/17 to 6 so far in 2017/18. This might increase arrears recovery but the overall benefit to the Council and saving on court proceedings outweigh this.
5. Proposed idea – closer working with Adult Social Care as they are also undergoing huge transformation and restructure – make sure we are connected with their review so that we make the most of the changes being made in relation to links to the Housing Service.