

Employees' Consultative Forum

AGENDA

DATE: Tuesday 24 January 2012

TIME: 7.30 pm

VENUE: Committee Rooms 1 & 2,
Harrow Civic Centre

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

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

Chairman: Councillor Graham Henson

Councillors:

Bob Currie
Phillip O'Dell
Bill Stephenson

Mrs Camilla Bath
Jean Lammiman
Paul Osborn

Employee Representatives:

Representatives of HTCC: Ms L Snowdon (2 vacancies)

Representatives of UNISON: Ms L Ahmad (VC) Mr G Martin
Mr D Butterfield Mr R Thomas
Mr S Compton

Representatives of GMB: Mr S Karia

(Reserve Council Side Members overleaf)

Reserve Council Side Members:

- | | |
|----------------|----------------------------|
| 1. Ajay Maru | 1. Barry Macleod-Cullinane |
| 2. Keith Ferry | 2. Tony Ferrari |
| 3. Navin Shah | 3. Susan Hall |
| 4. Ben Wealthy | |

Contact: Vishal Seegoolam, Senior Democratic Services Officer
Tel: 020 8424 1883 E-mail: vishal.seegoolam@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 personal or prejudicial interests, arising from business to be transacted at this meeting, from:

- (a) all Members of the Forum;
- (b) all other Members present in any part of the room.

3. MINUTES (Pages 1 - 14)

That the minutes of the meeting held on 10 October 2011 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 49 (Part 4D of the Constitution).

5. DEPUTATIONS

To receive deputations (if any) under the provisions of Executive Procedure Rule 50 (Part 4D of the Constitution).

6. PUBLIC QUESTIONS

To receive questions (if any) from local residents or organisations under the provisions of Executive Procedure Rule 51 (Part 4D of the Constitution).

7. DRAFT REVENUE BUDGET 2012/13 - 2014/15 (Pages 15 - 58)

The Report presented to the Cabinet meeting on 15 December 2012 is enclosed. The Interim Director Finance will be conducting a presentation to the Forum based on this report.

8. INFORMATION REPORT - EMPLOYMENT PROCEDURES MONITORING
(Pages 59 - 72)

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

9. EMPLOYEES' SIDE REPORT ON A DTL COLLECTIVE DISPUTE (Pages 73 - 92)

Report from Employees' Side.

10. MANAGEMENT'S RESPONSE TO EMPLOYEES' SIDE REPORT ON A DTL COLLECTIVE DISPUTE (Pages 93 - 98)

Report of the Corporate Director Community and Environment.

11. INFORMATION REPORT - HALF YEARLY HEALTH AND SAFETY REPORT 2011/12 (Pages 99 - 140)

Report of the Assistant Chief Executive.

12. EMPLOYEES' SIDE REPORT ON HEALTH AND SAFETY POLICY AND PROCEDURES AND ONGOING HEALTH AND SAFETY ISSUES (Pages 141 - 144)

Report from Employees' Side.

13. INFORMATION REPORT - MANAGEMENT'S RESPONSE TO EMPLOYEES' SIDE REPORT ON HEALTH AND SAFETY POLICY AND PROCEDURES AND ONGOING HEALTH AND SAFETY ISSUES (Pages 145 - 156)

Report of the Assistant Chief Executive.

14. INFORMATION REPORT - FOLLOW-UP ACTIONS (Pages 157 - 172)

Joint Report of the Divisional Director Human Resources & Development and Shared Services and the Director of Legal and Governance Services.

AGENDA - PART II - NIL

EMPLOYEES' CONSULTATIVE FORUM MINUTES

10 OCTOBER 2011

- Chairman:** * Councillor Graham Henson
- Councillors:** * Mrs Camilla Bath * Jean Lammiman
* Bob Currie * Paul Osborn
* Keith Ferry (2) * Bill Stephenson
- Representatives of UNISON:** † Ms L Ahmad * Mr G Martin
* Mr D Butterfield * Mr R Thomas
† Mr S Compton
- Representatives of GMB:** * S Karia

- * Denotes Member present
(2) Denotes category of Reserve Members
† Denotes apologies received

56. Attendance by Reserve Members

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

Ordinary Member

Councillor Phillip O'Dell

Reserve Member

Councillor Keith Ferry

57. Declarations of Interest

RESOLVED: To note that the following interests were declared:

Agenda Item 7 – Information Report – Annual Equality in Employment Monitoring from 1 April 2010 – 31 March 2011, Agenda Item 8 – Information Report – Contractual Status of Employment Policies and Procedures, Agenda Item 9 – Information Report – Policies and Procedures Application, Agenda Item 10 – Information Report – Employee Procedure Appeals, Agenda Item 11 – Information Report – Follow Up Actions, Agenda Item 12 – Information Report – Annual Health and Safety Report 2010/11

Councillor Bob Currie declared a personal interest in that he was a retired Unison member and his son worked for the Council. He would remain in the room whilst the matter was considered and voted upon.

Councillor Graham Henson declared a personal interest in that he was a member of the Communication Workers Union and he had a relative employed by the Council. He would remain in the room whilst the matter was considered and voted upon.

Agenda Item 7 – Information Report – Annual Equality in Employment Monitoring from 1 April 2010 – 31 March 2011

Councillor Jean Lammiman declared a personal interest in that she was a member of the Harrow Equalities Centre. She would remain in the room whilst the matter was considered and voted upon.

Councillor Paul Osborn declared a personal interest in that he had received hospitality from Capita which was declared on his Register of Gifts and Hospitality. He would remain in the room whilst the matter was considered and voted upon.

Agenda Item 8 – Information Report – Contractual Status of Employment Policies and Procedures

Councillor Paul Osborn declared a personal interest in that he was the former Portfolio Holder who had made an original decision on the status of employment policies being contractual and the associated Best Practice notes and Toolkits being non-contractual. He would remain in the room whilst the matter was considered and voted upon.

58. Minutes

A Trade Union Member of the Forum commented that he believed there were inaccuracies within the minutes. He proposed three amendments which were as follows:

- to add a further bullet point at the end of page 5 to read “As a large organisation and employer, there was an onus on the Council to follow the relevant ACAS guidelines to ensure that the relevant ‘checks and balances’ had been conducted. It was Unison’s view that this should have been conducted by the Business Support Project Team”;

- to add a sixth bullet point on page 6 to read “Unison had raised during their consultation that they considered this to be a redundancy exercise as there were less posts and more employees, therefore fulfilling the redundancy definition”;
- to add an extra resolution to page 7 to read “That data be provided to the unions on how checks and balances were conducted by the Business Support Project Team”.

Upon consideration, the Forum agreed that only the first two amendments would be accepted.

RESOLVED: That the minutes of the meeting held on 6 July 2011, be taken as read and signed as a correct record subject to the following amendments:

- to add a further bullet point at the end of page 5 to read “As a large organisation and employer, there was an onus on the Council to follow the relevant ACAS guidelines to ensure that the relevant ‘checks and balances’ had been conducted. It was Unison’s view that this should have been conducted by the Business Support Project Team”;
- to add a sixth bullet point on page 6 to read “Unison had raised during their consultation that they considered this to be a redundancy exercise as there were less posts and more employees, therefore fulfilling the redundancy definition”.

59. Petitions

RESOLVED: To note that no petitions were received at this meeting under the provisions of the Executive Procedure Rule 49 (Part 4D of the Constitution).

60. Deputations

RESOLVED: To note that no deputations were received at this meeting under the provisions of Executive Procedure Rule 50 (Part 4D of the Constitution).

61. Public Questions

The public questioners were not present at the meeting. The Chairman agreed that written responses would be provided to the questioners as set out below.

RESOLVED: To note that the following public questions were received:

1.

Questioner: Hitesh Pabari

Question: What lessons have been learnt and implemented to save money for Harrow Ratepayers and the Council?

(i.e. in view of the number of Tribunal cases / appeals is it reflection of the failure of management to resolve matters internal or is it a reflection that policies and procedures are not working properly;

How does this compare with other Local Authorities with similar size;

Are there any concerning patterns e.g. are there more cases in a certain department or related service;

If it is related to a department, is it a reflection that there is a poor culture within that department).”

**Answer:
(Chairman)**

Like any major employer, the London Borough of Harrow runs the risk that occasionally employees who feel they have been treated unfairly will submit ET claims. To mitigate that risk the Council has implemented a ‘Fair Treatment Suite’ of employment policies and procedures and monitors their application, to ensure that they are working effectively.

These procedures have been developed to comply with the necessary legal requirements, in accordance with Advisory, Conciliation and Arbitration Services (ACAS) guidance and best practice principles and through consultation with the recognised Trade Unions.

Monitoring includes identification and analysis of any trends and patterns which may be due to a variety of reasons including an individual or group engaged in multiple processes, significant change affecting a group of staff, problems with management practices or a breakdown in local industrial relations. The numbers of Dignity at Work (Grievance) cases in each Directorate are reported to the Portfolio Holder and Chief Officers at quarterly Improvement Boards

This evening the Employees Consultative Forum will consider a report on ‘Policies and Procedures Application’ and a report on Employee Procedure Appeals. The second report identifies that since Oct 2009, 10 Employment Tribunal claims have been submitted following appeals under the Council’s employment procedures. Of these, to date only 2 have

been upheld by the Tribunal and each of these has been subject to a review involving Legal, HRD and relevant Directorate management.

No comparative data is available for other London Boroughs or local authorities. However, the proportion of ET claims submitted by Council employees compared to the Council workforce is consistent with the proportion of claims submitted nationally compared to the UK working population i.e. around 0.6%.

2.

Questioner: Kamlesh Pabari

Question: "What is the total amount of compensation awards the Local Authority has paid out in Employment Tribunal claims and also the legal fees paid in 2010/2011 and in this current financial year?"

**Answer:
(Chairman)** The total amount of compensation awards paid out by the London Borough of Harrow in Employment Tribunals claims for 2010/11 and in the current financial year is £334.31. No legal fees were paid as all the work was carried out by the Council's in house employment lawyers.

RESOLVED ITEMS

62. INFORMATION REPORT - Annual Equality In Employment Monitoring From 1 April 2010 - 31st March 2011

An officer introduced a report which provided information on recruitment applicant monitoring, workforce profile, take up of corporately organised training courses and application of employment procedures.

The officer explained that the report had been presented in a new format and provided headline information in relation on equalities in relation to employment issues relating to age, disability, race, sex and for pregnancy and maternity. Data relating to schools had been shown separately.

The officer addressed a number of issues as follows:

BAME

- There was a modest increase in the Black and Ethnic Minority (BAME) representation in the whole Council workforce increasing to 34.92%. Excluding schools this figure was 37.79%;

- in terms of recruitment, there was a slight increase in the number of BAME external applicants appointed to 42.9%. There was a substantial increase in the proportion of BAME internal applicants appointed;
- 44% of capability cases and 40% of conduct cases involved BAME staff;
- in terms of leavers, 30% were from BAME background. In the Voluntary Severance Scheme (VSS), 28% leaving were from a BAME background.

Gender

- In terms of gender profile, 75.93% of the workforce in the Council were women. This was higher than the community profile;
- there was an increase in the proportion of external women appointed to 52.3%. There had been a decrease internally;
- 42.9% of conduct cases involved women with 57.1% involving males;
- 66.7% of capability cases involved females and 32.1% involved males;
- in terms of Dignity at Work cases, 67.9% involved Females and 32.1% involved Males;
- 72% of leavers from the Council were female and 28% were male. Under the VSS, 56% of leavers were female and 44% were male.

Disability

- There was a slight decrease in the representation of employees with a disability in the workforce. This was 1.84% and excluding schools this figure was 3.63%;
- there was a slight increase in the proportion of applicants with a disability who had been appointed, up to 4.8%. There had been a reduction in the proportion of applicants with a disability appointed internally to 14.3%;
- in relation to employment procedures, 7.1% of employees involved with conduct cases, 5.6% of employees involved with capability cases and 11% of staff involved with Dignity at Work cases had a disability;
- 1% of leavers had a disability. No employees who had left the Council under the VSS had a disability.

Age

- The highest concentration of employees was in the age range 45-54 years. There were low numbers in relation to the number of staff between 16-24 years. The Council were attempting to address this by introducing apprenticeships. There was also a future predicted increase in the number of employees who would be 65 years and over;
- Conduct and Capability cases involved more staff in the 45-54 age range. Dignity at Work cases involved more staff in the 55-64 age range;
- the highest proportion of leavers was in the 25-34 year age range. The highest leavers on the VSS were in the 55-64 year age range;
- in relation to employees returning from pregnancy and maternity leave, 13 employees left the Council within 4 months of returning. It was thought that this was due the requirement to pay back money relating to maternity leave if they left the Council within a period of 3 months subsequent to return;
- partners of the Council had been requested to provide details of the make up of their workforce. Most of this information had been provided but not by all partners. Concerns had additionally been raised about Capita's workforce not reflecting the local community;
- consultation on the report had been taken place with Trade Unions, Worker Support Groups, Harrow Equalities Centre and the Harrow Association of the Disabled. Comments they had made included concerns about the low levels of recruitment, reduction on the workforce and lack of information on schools;
- in terms of actions, the Corporate Equalities Sub-Group would be reviewing progress on previously agreed actions and consider issues identified in the report;
- next year it was anticipated that there would be more information about redeployments and learning and development activity from coursebooker.

During the discussion on this item, Members of the Forum raised a number of queries which were responded to as follows:

- information relating to redeployees would feature in future reports as this could be obtained from the RedeployR system;
- the Management Development Practitioners Programme had been made accessible for employees at H10 and H11 level. As recruitment levels was currently an issue nationally, these types of training programmes would assist employees to develop and progress when an opportunity arose;

- information reflected in the report had been obtained via the SAP system, which the Council utilised;
- disproportionate number of BAME staff in senior management was a wider public sector issue. The Council was legally obliged to appoint to positions on merit. Information would be circulated to the Forum showing that a similar distribution of BAME staff in senior management positions was reflected in other London Boroughs;
- it was reported that the Springboard Course would not continue to be provided in 2011/12 given financial constraints. However the Council had launched a revised Corporate Training Programme which would support and develop all employees across the Council. A review of the effectiveness of previous Springboard courses would be made;
- in relation to a query on why the Equalities Scheme Framework had not been mentioned in the report, it was important to note the context of the report. This report dealt with issues relating to employment and was a small proportion of the equalities theme throughout the Council. The Council's aim was to be an excellent authority in relation to equalities;
- in relation to a concern on what the format of the report would be for next year, it was proposed that the shorter report would focus on issues of note with supporting information data attached as appendices. The report would focus on identifying issues and actions to address. The reason for a change in report format was due to (a) the high level of resource required to produce it and (b) as a consequence, less time is able to be put to working on the issues the report identifies;
- Individual Performance Appraisal and Development (IPAD) is monitored by directorates. The Chief Executive's Directorate had achieved silver accreditation in the Investor in People award. The effectiveness of IPADs was one of the reasons why this award was achieved. It was acknowledged that there was some difference in the way that they were approached in different directorates. IPADs (appraisals) were not designed with the objective to provide promotion to employees but to appraise and discuss achievement of objectives, set new ones and agree the development needed to achieve them.

During the discussion on this item, Trade Union Members of the Forum made the following comments:

- an issue of concern was some Council partners not providing information relating to the profile of its workforce. The Council should take more robust action in relation to this;

- sometimes talented BAME staff were not provided with opportunities in instances where interim appointments were made. This did not allow affected staff to develop;
- IPADs were not popular and not operated correctly. They were applied differently from department to department and were not achieving their full potential.

RESOLVED: That the report be noted.

63. INFORMATION REPORT - Contractual Status of Employment Policies and Procedures

The Forum received a report which set out progress made to achieving agreement with the unions on the decision that employment policies be contractual and the associated Best Practice Notes and Toolkits be non-contractual.

An officer explained that at the last meeting of the Forum, it had been reported that officers were confident of reaching an agreement with the unions on the employment policies. However since then, officers had not had a formal response from either Unison or GMB. The officer reported that the deadlines had been moved several times for a response, but as of the last deadline on 25 August 2011, no response had been received. The GMB union had responded to officers in October 2011 and indicated that they were not in agreement with the Portfolio Holder's decision as they required more information. As there was no resolution achieved, it was now the intention of officers to refer the issue back to the Portfolio Holder for Performance, Customer Services and Corporate Services.

During the discussion on this item, Trade Union Members commented that they had concerns with the application of how employee procedures were working. They claimed that this had been highlighted by another report due to be discussed at the meeting which supported their arguments. Trade Union Members highlighted issues relating to timescales involved in relation to employment procedures which they claimed were poor. They claimed that this placed their Trade Union members in a position where they were unable to make legal claims. They believed the timescales were poor and had to re-consult with others within the union on the proposals.

The Chairman clarified that no employee procedures could negate an employee's access to the Employment Tribunal. Another Member of the Forum clarified that the issue was now being referred back to the Portfolio Holder.

RESOLVED: That the report be noted.

64. INFORMATION REPORT - Policies and Procedures Application

The Chairman advised the Forum that this Agenda Item and Agenda Item 10, Information Report – Employee Procedure Appeals, would be debated together as they considered similar issues.

An officer introduced the reports which set out the performance and outcomes of the application of employment procedures across the Council. The officer reported that:

- the report had been prepared on the basis of concerns raised by the Trade Unions regarding what they perceived to be inequality of treatment between those staff on H grades and senior managers. The report had demonstrated that there was no difference in treatment. Indeed there had been more cases relating to conduct involving senior managers than those employees on H grades relative to the population size of each group;
- it had been recognised that there was an issue relating to timescales which would be addressed.

In response to questions raised by Members of the Forum, the officer reported that:

- an employee's right to access an Employment Tribunal was not affected by the duration of internal Council processes. The Council did run the risk of an additional award being made if relevant timescales had not reasonably been adhered to;
- the vast majority of cases brought to the Employment Tribunal in 2010/11 had been withdrawn by employees. There had been only a few cases that had found against the Council and in only one of these was compensation awarded. This demonstrated that the Council made the right decisions the vast majority of the time;
- the average time taken for Dignity at Work cases to be resolved had been skewed by one specific case which had taken approximately 14 months in its duration;
- Employment Procedures were not being conducted any slower than at any time in the past. Cases were becoming increasingly complex with significant increases in the amount of paperwork. It was important that managers did a thorough job when dealing with cases.

During the discussion on this item, Elected Members of the Forum made a number of comments which included:

- an Action Plan should be prepared and implemented to address issues relating to timescales and how this was monitored. It would be useful for a report being presented to a future meeting of the Forum on this issue. Information should be broken down by each relevant Directorate;
- there were sometimes mitigating factors as to why timescales were delayed. Personnel Appeals were often complex and each case had different characteristics. Rather than looking at average amount of

time taken, it may be better to set a target for cases to be resolved or look at the lead in time for each appeal;

- employee procedures should usually be dealt with within a month or two.

During the discussion on this item, Trade Union Members of the Forum made a number of comments which included:

- the unions did not wish to use the employment procedures as a prelude to Employment Tribunal cases;
- Unison had dealt with cases, which on average had taken 7 months. In some cases they alleged that it had taken 2 months to respond to the initial complaint;
- GMB's experience was different to Unisons in that they had found employment procedures had taken place in accordance with timescales set out in the procedures.

RESOLVED: That

- (1) the report be noted;
- (2) a report be presented to a future meeting of the Forum on the action taken to address the issue of timescales for Employment Procedures.

65. INFORMATION REPORT - Employee Procedure Appeals

The issues raised in this item were considered together with Agenda Item 9, Information Report – Policies and Procedures Application as they considered similar issues.

RESOLVED: That the report be noted.

66. INFORMATION REPORT - Follow Up Actions

An officer introduced a report providing information relating to follow up actions requested by the Forum since January 2010.

An officer confirmed that this would be a standard item on each agenda to ensure that the Forum were kept up to date on progress made in relation to the actions they had requested.

RESOLVED: That the report be noted.

67. INFORMATION REPORT - Annual Health and Safety Report 2010/11

The Forum received a report evaluating the accident and training statistics during the financial year 2010/11.

An officer reported that:

- the report had been presented to the last meeting of the Forum. Members had requested extra information on the analysis and context of the statistics provided;
- the information provided had been presented to show relevant information by each directorate;
- officers had been liaising with schools in the borough to heighten awareness of Health and Safety issues. This had involved visiting every school in the borough;
- actions were being taken to address disappointing attendance figures for Health and Safety training events.

During the discussion on this item, Members of the Forum raised a number of issues which were responded to as follows:

- the recent figures in relation to the number of accidents in Children's Services was showing signs of beginning to level off having increased significantly in the last few years;
- the item would be placed as an agenda item at the next meeting of the Health and Safety Partnership Meeting;
- staff at schools received physical intervention training. The Trainer within the Council could only train permanent staff. Agency staff were instructed not to intervene. Risk assessments were in place to address the scenarios;
- it was believed that the explanation for an increase in the number of accidents reported from quarter 3 in 2010/11 to quarter 4, was due to a new online tool for reporting accidents. Officers had been to each of the schools in the borough and highlighted the need to be more proactive in reporting accidents;
- training on Health and Safety had been provided to all Headteachers. Officers had not spoken personally with all Headteachers on the significant increase in reported accidents. This would be an action that officers would perform;
- details of the statistics presented to the Forum would be broken down further in the half year report, which would be presented to the Forum at a later date. This report would include more information on analysis.

During the discussion, Elected Members on the Forum also made a number of comments which included:

- schools had been advised to report all accidents and that there were new methods to report accidents;

- it would be helpful if details relating to academies could be shown separately when presenting the half – year report.

During the discussion, Trade Union Members on the Forum also made a number of comments which included:

- they believed there needed to be a greater focus on safety inspection at schools;
- they believed that agency staff not being trained in physical intervention posed a risk to all staff employed. Their pay and conditions should be the same as permanent staff.

RESOLVED: That the report be noted.

(Note: The meeting, having commenced at 7.41 pm, closed at 9.33 pm).

(Signed) COUNCILLOR GRAHAM HENSON
Chairman

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REPORT FOR: CABINET

Date: 15 December 2011

Subject: Draft Revenue Budget
2012-13 to 2014-15

Key Decision: Yes

Responsible Officer: Julie Alderson, Interim Director
Finance
Tom Whiting, Assistant Chief
Executive

Portfolio Holder: Councillor Bill Stephenson, Leader of
the Council and Portfolio Holder for
Finance and Business Transformation

Exempt: No

**Decision subject to
Call-in:** Yes

Enclosures: Appendices listed below

Appendices are attached as follows:

No	Appendix	Page
1	Budget Summary	22
2	Budget Detail	23
3	Technical Commentary	38
4	Schools Budget	42
5	Stakeholder Meetings	43

Note: the page numbers in the table above refer to the small page numbers (bottom right of page) on the report itself and not the large numbers (bottom middle of page) that run throughout the agenda pack.

Section 1 – Summary and Recommendations

This report sets out the draft revenue budget for 2012-13 and medium term financial strategy (MTFS) for 2012-13 to 2014-15. The budget will return to Cabinet in February for final approval and recommendation to Council.

RECOMMENDATIONS:

- 1) That Cabinet approves the draft budget for 2012-13 and the MTFS for consultation
- 2) That Cabinet notes the remaining budget gaps of £2.387m in 2012-13, £6.109m in 2013-14 and £5.805m in 2014-15
- 3) That Cabinet notes the planned investment in services and efficiency programme

REASON:

To ensure that the Council publishes a draft budget for 2012-13

Section 2 – Report

Introduction

1. This year's budget setting has taken place within the context of one of the most difficult financial environment's local government has ever faced. Despite this, Harrow is working towards setting a three-year budget which is innovative, transformational and has involved residents in many of its key decisions. The key issues set out in this report are;
 - Cabinet agreed a strategy for closing the future funding gap in July 2011 which combined the development of business transformation with medium term budgeting and financial planning. As a result of this, a new budget planning process was introduced around the principles of commissioning.
 - Each directorate was asked to set out its vision for the next three years which contribute to the council's vision and priorities but are within the context of reduced resources.
 - As well as coping with reduced resources the council is also facing significant external pressures both from new legislation and policy proposals, for example the Localism Bill, and demographic pressures, for example a rise in the number of homeless asking for help and an ageing population.
 - At the beginning of 2011, the year was designated the year of conversation with a programme of Let's Talk events. During that period a number of council services have consulted with residents on their future shape, for example children's centres, adult social care, cultural and parks services, housing, the Area Action Plan. This feedback has helped shape the council's budget.
 - The draft budget set out in these papers is not yet balanced as the council as the council is still awaiting its annual Government settlement and has further work to do before the February Cabinet.

Background

2. Cabinet launched the Better Deal for Residents: Shaping Harrow for the Future programme in July 2010. A three-year savings programme to position the Council as a more efficient and effective organisation that can live within its means, joins up and personalises customer services and builds on the community spirit of residents to become more involved in their borough. The programme identified £31.5m worth of savings.
3. Cabinet agreed the vision and priorities for 2011/12 along with the Corporate Plan and 2011/12 budget in February 2011. This followed extensive engagement and consultation with residents through Lets Talk - a new conversation with residents about what they want from the council and how they could give back to the community. The vision and priorities for the administration are:

Vision: Working together: our Harrow, our community

Priorities:

- Keeping neighbourhoods clean, green and safe
 - Supporting and protecting people who are most in need
 - United and involved communities: a Council that listens and leads
 - Supporting our town centre, our local shopping centres and businesses
4. The MTFs in February 2011 set out the scale of the remaining funding gaps up to 2015/16 as a result of a number of financial pressures including the Government's Comprehensive Spending Review in October 2010, which set out cuts of 29% to local government funding over four years and meant Harrow Council had to find an additional £31.4m over the next four years. The strategy for closing the funding gaps, as agreed by Cabinet in July 2011, was based on the following principles:
 - Directors, Managers and staff across the council must be empowered to develop creative solutions to the challenges ahead
 - The council must be outcome based, being clear where its activities are making a difference to the end customer
 - The future operating model for the council must recognise difference across services that are transactional, neighbourhood, personal or part of the strategic core
 - Quality relationships and engagement will be undertaken to make the change happen
 - The role of commercial partners must be recognised
 - All areas must be reviewed and challenged
 5. This paves the way for a second phase of business transformation (to be launched by Cabinet in the new year) that would take a longer-term view of the challenge of balancing the medium term budget and think more creatively about the kind of services the Council should deliver and the role the Council should play in the community.
 6. The future funding gaps as set out in the MTFs in February 2011 were:
 - 2012-13 £6.8m
 - 2013-14 £11.2m
 - 2014-15 £13.4m
 7. The MTFs has been reduced from a 5 year to a 3 year plan given the uncertainty after 2014-15 when the current CSR period finishes.

8. Since the launch of the Better Deal for Residents: Shaping Harrow for the Future programme in July 2010 the extent of the cuts to public spending and the Government's agenda for public service reform has become clearer. The results are that Local Government is facing some of the biggest challenges within the public sector which is driving radical thinking about new organisational models that: deliver services in fundamentally different ways; bring about a new relationship with residents and have the potential to unlock major savings.
9. In this context the Council has undertaken a series of major consultation exercises during 2011 as part of the 'Year of Community debate.' Consultations have taken place on the future of key council services including:
 - Lets Talk about Council vision & priorities
 - 'Your Future, Our Future,' an Adult services consultation on changes to: Meals on Wheels, Transport, concessionary travel and contributions to care.
 - The future of Children's Centres and how they are run
 - Lets Talk about Cultural services, parks, open spaces and sports facilities
 - Housing consultation on leaseholder services and legislation changes
 - Review of parking and permit charges, including the introduction of payment by phone using credit and debit cards.
 - Harrow & Wealdstone Area Action Plan which will guide regeneration and development in the area
 - The high schools move to academy status
 - How to reduce energy consumption and costs from street lighting.
10. The views and feedback gathered from these consultations have all fed into the development of proposals for the medium term financial plan.

Current Policy Environment

11. Over the last year there have been a number of high profile and wide ranging legislative changes to local government and other public services. Many of these changes will impact on the Council's revenue budget and ability to deliver services. The specific impact of these changes on the Council's finances was discussed as part of the Commissioning panel process and summarised below.
12. The Localism Act, which is due to largely come into effect from April 2012 introduces a General Power of Competence, which gives Councils the power to do anything that is not unlawful. However, it does contain some important restrictions in relation to existing legislation and trading and charging powers. It also abolishes the Standards Board for England, leaving the Council to draw up its own code of conduct to maintain standards. It also creates a new criminal offence in relation to financial interests.
13. The Localism Act will also give community groups and council employees the right to bid to take over running Council services and community groups the right to bid to buy community assets that are due to be sold. Any proposal to raise council tax above a Government defined limit will require the Council to hold a referendum, but the Act does provide more freedom for the Council to offer business rate discounts to help regenerate local areas.
14. The Localism Act also contains major reform of the planning system, including allowing communities via parish and town councils or the establishment of neighbourhood forums, to draw up neighbourhood development plans for their local

area in line with national policy. These plans would be subject to a referendum. The Act also contains a community right to build, which is also subject to a referendum and reforms the community infrastructure levy to allow some of the money raised to be spent on things other than infrastructure and in the local area.

15. Finally, in relation to housing, the Act gives local authorities more freedom in determining allocation policies and allows social landlords to grant fixed term tenancies to new tenants. Further details are set out in a separate cabinet report on housing changes review.
16. The Open Public Services white paper sets out the Government's vision for modernising public services and moving away from the presumption that the state will deliver public services, towards allowing charities, businesses and voluntary and community groups to bid to run public services. In order to facilitate this, Government is promoting early intervention and increasing use of personalised budgets and payment by results.
17. The Welfare Reform Bill proposes the merger of various means-tested benefits into an integrated working-age Universal Credit capped at £26,000 and available to people aged 18 and over, not in education and out of work from October 2013. It is proposed that housing benefit administration will be centralised and taken out of Council control. In April 2011 housing benefit was capped at £20,800 a year for a four-bed property, the result is that family sized housing at 80% market rent is no longer affordable to those in receipt of benefit in Harrow which in turn is increasing the number of households being placed in bed and breakfast accommodation. Conversely, the Government is planning to localise Council Tax benefit from April 2013. In addition, there will be a 10% cut in the grant Councils receive. This could place a significant burden on the Council especially given the intention to protect pensioners and other vulnerable groups and the uncertainty over how the administration of the scheme will be paid for.
18. The Academies Act 2010 and Education Act 2011, support the Government's drive towards increasingly autonomous schools. There will be a presumption that any new school will be an academy or free school. Academies will be able to provide 14-19 age education and alternative education provision. Schools will become responsible for careers advice; the requirement to have an admissions forum will be removed and the remit of independent exclusions appeals will be curtailed. This legislation is already impacting on Harrow with seven out of the twelve High Schools (including Special schools) in the borough opting to become Academies this year.
19. The Health and Social Care Bill will fundamentally restructure health care, public health and social care. It will abolish Primary Care Trusts and instead set up Clinical Commissioning Groups comprising GPs and clinical professionals. Councils will be required to set up Health and Wellbeing Boards. Harrow has already set up a shadow health and wellbeing board to ensure a smooth transition.
20. Responsibility for public health is due to transfer from the Primary Care Trust to the Council from April 2013 with a new statutory post of Director of Public Health created. The recent White Paper on Health suggests that the funding will be ring fenced and that the amount will be based on the spend in 2009-10. However, it is not clear at this stage exactly how much funding will be transferred to the Council to support these new duties.

National Financial Outlook

21. From a financial perspective, a key policy of the Government is deficit reduction. The implications for Local Government were set out in the Government's Comprehensive Spending Review in October 2010 which set out average grant reductions for local government of 29% over four years. The Government's plans assume that the deficit reduction plan will be achieved by 2014-2015. This would imply that the public sector would be back to a 'steady state' of funding from 2015-2016. However, there are many factors which risk this not being the case and mean the overall financial outlook for local government remains one of uncertainty with the prospect of spending restraint continuing until 2017/18, these include:
- Increasing demands from new Government policy i.e. Council Tax localisation, welfare reform
 - Legislative changes i.e. Localism Act
 - The impact of the Local Government Resource Review
 - The unresolved question of how to fund adult social care
 - Wage demands
 - Pension reforms and impact on employer contributions
 - Rate of inflation
 - Increasing fuel and energy prices
 - Demographic pressures and population growth
 - Below forecast pace of economic recovery both in the UK and Europe
22. The funding gap for 2012-13 will be affected by the Local Government Settlement which is due to be announced week commencing 5th December. It is anticipated that the grant settlement for Harrow will be lower by £1.6m than in the CSR. This is due to two main factors: it is anticipated that there will be a reduction of around £0.75m in relation to the 7 Secondary Schools which have adopted Academy status, and around £0.85m in New Homes Bonus, on the basis of the total grant available nationally. The £1.6m reduction assumed has been incorporated into the proposed budget, and therefore any change to these assumptions will be reflected once the settlement is known.
23. In March, the Government published terms of reference for its Local Government Resource Review (LGRR). The review is piloting whole-place and neighbourhood level community budgets and consulting on reforms to allow local authorities to retain a significant proportion of the business rates generated in their area. The belief is that this will provide Councils with greater financial autonomy and a stronger incentive to promote local economic growth. It is intended that the review will lead to the implementation of a new system of financing local authorities in 2013-2014. As yet it is not certain if Harrow Council would gain or lose from these reforms, however initial indications are that Harrow will probably lose.
24. The public sector was asked to accept a two year pay freeze, in 2011-12 and 2012-13, with employees paid less than £21,000 receiving a £250 flat rate increase each year. The pay award in local government was also nil in 2010-11. This year the unions at National level have requested a pay increase in line with inflation but the Autumn Budget Statement stated that pay increases would be capped at 1% for the following two years.
25. The government announced a grant to be payable from 2011-2012 to reduce the Council Tax increase from 2.5% to nil in 2011-2012. For Harrow this is worth £2.58m. The Government has also announced a council tax freeze scheme for 2012/13. If Harrow freezes its council tax for another year it will receive a one off

grant equivalent to raising council tax by 2.5%. DCLG estimate that Harrow will receive £2.6m from Government for 2012/13. It is not expected that this scheme will be repeated again for 2013/14, which places increased pressure on Council funding that year.

26. The Localism Act abolishes the housing subsidy system and introduces self-financing. It is the most significant change to the way council housing is financed since the introduction of the 'ring fence' 20 years ago. The reforms are based on a calculation of the individual value of each local authority's housing business, which is compared to the existing housing debt in order to give each a sustainable self-financing settlement. Self-financing will put all local authority landlords in the position where they can support their own stock from their own rental income. All local authorities will need to have a 30 year business plan which will consider the investment requirements in the stock, the rent strategy and treasury management policy to support the HRA over the life of the plan.

Local Financial Outlook

27. The Council under spent in 2010-11. The Revenue and Capital Monitoring Report for the second quarter of 2011-12 shows that there are pressures on Adults Social Care, Housing General Fund, and Community and Environment in relation to the reduction in the Capital Programme. A Spending Protocol has been put in place which is explained in the Revenue and Budget Monitoring Report elsewhere on the Agenda. It is anticipated that the actions being taken to manage the pressures will bring expenditure back within budget. All Directorates are working to come in on budget.
28. A Transformation and Priority Initiatives Fund was set up as part of the outturn for 2010-11. The total fund established was £2.5m, of which £1m has been allocated in year and £1.5m remains. The purpose of the Fund is to fund Invest to save and severance costs of the Transformation Programme, and for priority initiatives. It will be necessary as part of the Budget proposals to consider the amount required for severance purposes in 2011-12 and 2012-13 to support the Budget and MTFS proposals. The Council has imposed a Spending Protocol in year in order to contain expenditure within budget and if further risks are contained, deliver an under spend to ensure there is an adequate redundancy provision for future plans.
29. The underlying pressure in Adults largely due to demographic pressures is built into the MTFS and referred to at paragraph 55. The pressure on Community and Environment is being dealt with in year through the implementation of a Property Services Restructure which is intended to realise savings of £0.7m and through the decapitalisation strategy, which was agreed as part of the previous Budget and MTFS agreed in February 2011. Children's Services are delivering an under spend of £0.6m, and the underlying saving is built into the MTFS.
30. Housing Services are experiencing budgetary pressures from a sharp increase in homelessness in year. The pressure is £0.4m at quarter 2 reduced by a drawdown from an earmarked reserve of £0.3m, to £0.1m. However, this is a one off application and the underlying pressure is addressed in the MTFS, and referred to in paragraph 56.
31. There is also a growing trend for payment by results in relation to a wide range of services and grants including the: early intervention grant, youth justice, voluntary sector contracts and welfare to work programmes, which transfers significant risk to the council and innovative new forms of financing such as social impact bonds and tax increment financing which the Council will need to consider.

32. The Children's services budget is under spending in the 2011-12 year by £0.600m, mostly due to savings made on the new integrated model for Children's Services, savings on the new model for Children's Centres and savings on the number of children in care. The position on children in care is volatile and could change. Therefore, the contingency provided in the budget, provides a safeguard, if an increase in demand materialises. Extensive work has been undertaken in the current year by the Corporate Director for Children's Services, her management team and the finance team to successfully implement the new operating model. The go live is planned for January 2012 when all outlying staff will be relocated to the civic centre, and the new Business Support hub.

Harrow's Performance

33. Over the last few years the Council has a strong record in reducing its costs while improving performance. The Council has saved £45m since 2006/07. The Better Deal for Residents: Shaping Harrow for the Future Programme identified a further £31.5m of savings whilst the Council continued to invest in reserves (now up to £7m) and freeze Council tax, but the Council still needs to find a further £31.4m over the next 3 years which does not include the anticipated budget gap for 2015/16.

34. Harrow is one of the lowest funded councils in London. Published data shows that Harrow receives the 7th lowest formula grant funding per head of population in London, putting it in the bottom quartile for government funding. All of the Council's services are low cost and above average performers. Highways, adult social care, benefits and waste and cleansing are notable high performing areas. Community safety, planning and economic development and housing are also all much better than average. Some notable achievements include:

- Adult social care is the most improved service in London and 3rd nationally.
- Children's Services have just been judged as excellent in this year's Ofsted assessment.
- The Council has one of the best adoptions services in the country.
- 89% of Harrow schools are rated as good or outstanding.
- Harrow has the second lowest number of young people not in education, employment or training in the country,
- Harrow has one of the best recycling rates in London of around 50%
- Harrow is one of London's safest boroughs, contributing only 2% of London crime.

35. There has been a 30% increase in perception of customer care. Overall tenant satisfaction with the housing service is up from 66% to 75% in 2 years, 83% of adult social care service users felt that their lives had improved over the last year and 98% of older people feel that they are given more choice and control.

36. Recent staff survey results show that satisfaction with working for the council is up from 50% to 63%. Advocacy of the council as a place to work is up from 34% to 48%. Sickness levels are down 30% from 2008/09 delivering 15,000 extra work days annually. Staff feel well informed about changes (up from 27% to 54%) and more staff feel the Council is good at managing change, up from 16% to 32%.

Harrow's Residents

37. Harrow's population has been steadily increasing over the past 25 years, reaching an estimated 230,100 by 2010 – nearly 12% higher than in 1985. Harrow's

population will continue to increase and over the next five years (2011-2016) there are expected to be:

- significant increases in the number of children in the borough;
- more modest growth in the working age population;
- steady growth in the over 65s (the post WW2 baby boomers);
- significant growth in the population group aged 80+.

38. Harrow's population is one of the most diverse in the country and Harrow is ranked the fourth highest local authority area in England, for the proportion of the population who are not White-British. Harrow's ethnic profile is expected to change over the next 15 years with the ethnic minority population likely to grow from 52.8% to 59.8% by 2026. Suburban Asian families on moderate incomes (the largest customer profile group in Harrow) are projected to grow the most, while relatively affluent sections of the population in Harrow such as ambitious young professionals are predicted to experience the weakest growth.
39. Keeping neighbourhoods clean, green and safe and crime and anti-social behaviour are likely to continue to be among the most important priorities for residents in Harrow in the future. Support for more sustainable modes of transport will need to be set against a forecast increase in commuting by car to employment hotspots. An increase in working from home could offset this pressure.
40. Projections for age-related illnesses suggest that there will be an increase in long-term illnesses in the 65+ age group. Due to longer life expectancy there will also be an increase in the number of older people who develop complex health problems and need support with daily living tasks. Based on national averages, the number of adults with a learning difficulty is also expected to increase slightly.
41. School roll projections show a significantly increased demand for school places in the next few years. 6-8 permanent additional forms of 30 pupils will be required in the primary sector by 2016, in addition to the bulge classes (4 – 6 per year) provided by a rolling programme. Planning will take place for the additional places that will be needed in the secondary sector as the increased number of pupils move from primary to secondary school in 2016/17 and for the special schools.
42. Children's Services is also seeing an increase in the number of children who are the subject of a Child Protection Plan, Children with complex Special Educational Needs, Older Looked After Children with challenging behaviours and complex needs.
43. Employment forecasts show that the number of jobs in Harrow will increase over the next five years and beyond. Harrow has a large number of micro-sized businesses, employing fewer than four people and accounting for 78% of all businesses in the borough. This sector is set to expand, whilst, if current trends continue, the number of large businesses in the borough will further decline. This strong culture of entrepreneurship in Harrow is expected to continue in the future.

Harrow as a place

44. Alongside the hard decisions and transformation we are undertaking as a council over the next few years, we also have a major opportunity to deliver significant and positive change for the borough over the next 15 years with the regeneration of the Harrow and Wealdstone corridor and rejuvenation of Harrow town centre by attracting over £1bn of investment. By 2026 new development and economic growth in the borough will have provided 5,350 net new homes, created over 4,000 additional new jobs and funded essential local infrastructure that will benefit all in

the community. The Harrow & Wealdstone Intensification Area will deliver at least 2,500 of these net new homes and 3,000 of the additional new jobs.

- 45. The expected new housing developments in the borough will add more pressure to council services in particular school places and landfill unless offset by an increase in recycling and the creation of a new primary school.
- 46. Housing in Harrow is becoming less affordable, particularly for first time buyers and this is likely to continue, based on past trends. Even being able to afford to rent new social housing units will be unattainable for most families under the new affordable rents regime and there are likely to be future constraints in affordable housing delivery, largely due to cuts in public sector funding and the recession.

Options considered

- 47. There are a number of proposals being considered by the Directorates to close the funding gap for 2012-13. The strategy for closing the funding gap for 2013-14 and 2014-15 will be considered over a longer period as part of the new Commissioning model.
- 48. The various consultations undertaken throughout 2011 as part of the 'Year of Community Debate,' considered a range of options for transforming services and delivering savings. These fed into the Commissioning panel process where Portfolio Holders, Corporate Directors and their teams presented a vision for the service over the next three years and how this will take forward the Council's vision whilst closing the identified funding gap. The Leader, Portfolio Holder for Performance, Customer Services and Corporate Services, Chief Executive, Assistant Chief Executive and Interim Director of Finance, carried out the challenge to those proposals. This process ensured that all services and the methodology for delivering them is being reviewed and challenged, and that the budget proposed for each Directorate is realistic and savings are achievable.

Budget Proposals

2012-13 Budget

- 49. The MTFs in summary form is attached at Appendix 1, with a detailed analysis of the proposed changes attached at Appendix 2. Some of the key achievements already made and details of the proposals per Directorate are referred to below in paragraphs 52 to 60.
- 50. The budget requirement for 2012-13 can be summarised as follows:

	£m
Budget Requirement 2011-12	175.509
Capital financing costs and investment income	0.221
Technical changes (including Specific Grant changes)	-3.953
Inflation	2.563
Investment in services	7.437
Transformation programme/Efficiencies	-10.454
Funding Gap	-2.387
Budget Requirement 2012-13	168.936

51. The funding gap as identified in February 2011 of £6.8m for 2012 -13 has not yet been closed. The gap remaining for 2012-13 is £2.4m. The remaining gaps for 2013-14 and 2014 -15 are £6.1m and £5.8m reduced from £11.2m and £13.4m respectively from the February MTFS. This means that the Council has identified a total of £17.0m in savings for the three year period of the MTFS through the Commissioning Panels and service reviews conducted throughout the year.
52. The assumptions behind the technical changes and inflation provisions are explained in the commentary at Appendix 3 of this report. Significant items included are:
- £2.5m of Government funding routed via the PCT, which will support additional Adults expenditure.
 - £0.8m additional Collection Fund surplus in 2012-13 compared to that projected in February 2011.
 - An increase in Taxbase from 87,148 in 2011-12 to 88,140 in 2012-13 which gives an additional £1.2m of Council Tax without an increase in the Council Tax rate.
 - Additional revenue costs of capital financing of £0.221m in 2012-13, £1.571m in 2013-14 and £0.1m in 2014-15. This is however dependent on the capital programme that is being developed and will be agreed in February 2012.
53. The draft budget includes a contingency of £1m in 2012-13 which is increased in future years split between budget planning and unallocated as follows: by £0.780m in 2013-14 and by a further £1m in 2014-15. The Contingency in the current year has so far been drawn down by £0.565m leaving £0.435m still to be allocated. The build up of the Contingency is intended to provide for unforeseen risks. It is important that a contingency is included in the budget so that, after consultation and a full equalities impact assessment, decision makers have the option of making another decision that has a less negative equalities impact.
54. The Children's draft budget for 2012-13 includes growth of £0.562m to deal largely with the forecast demographic growth and the loss of Youth Justice Board funding (£0.123m). The savings proposals in 2012-13 are £2.289m and £4.465m over the 3 year period. £1.2m in savings over 3 years will come from the new operating model for Children's Centres (which is the subject of a separate report elsewhere on the Agenda), of this £0.800m is to be delivered in 2012-13. £1.370m has been identified as general procurement savings over 2 years, of which £0.870m is in 2012-13. There are additional procurement savings of £0.210m spread over 3 years on placements. This has been made possible through the appointment of an interim procurement business partner for Children's services as part of the Council's strategy to strengthen procurement, which commenced in 2010/11. There are substantial savings on staff of £0.452m over 2 years, of which £0.352m is in 2012-13, achieved through the integrated service delivery model outlined at paragraph 32. There are also further savings on top of the £0.303m realised in year (£0.198m over the next 3 years net of costs) planned for increasing independent travel in the Special Needs Transport service, and another £0.260m is planned in 2014-15, where different options for delivery of the service are being examined.
55. Adults and Housing are experiencing pressures in year as set out in the Revenue and Capital Monitoring Report. Management action is focussed on reducing the underlying pressures. However, recognition of this has been built into the Budget and MTFS proposals to cover demographic pressures. The total included for demography in 2012-13 is £3.0m, which includes £1.5m arising from the full year effects of demographic pressures in year. Efficiency savings are being proposed of

£9.9m over 3 years, of which £2.8m is in 2012-13 £0.750m is built in as the full year effect of Reablement, with a further £0.900m saving in 2013-14. There are planned savings of £4.550m over 2013-14 and 2014-15 from the strategic review of Residential Care. This will depend upon some investment in community based services of £2.275m over the same period. Procurement savings of £2.8m are proposed over 3 years, of which 0.750m are proposed for 2012-13; this includes working with the West London Alliance to secure £0.500m in savings on Residential Care over 3 years; and £0.900m in 2013-14 from improved contract management with home care providers.

56. Housing has growth of £0.740m built into the Budget for 2012-13 to address the on-going pressure arising from homelessness. The total growth required is £0.820m, offset by efficiency proposals of £0.278m.
57. Community and Environment are proposing growth of £1.1m excluding West London Waste Authority (WLWA) set out at paragraph 59. Of this £0.450m in 2012-13, is one off investment to implement transformation projects; the resultant efficiencies offered up are £3.4m over 3 years, of which £0.650m is in 2012-13.
58. The Council acts as a waste collection authority and therefore collects recycling, organic waste and residual waste from households, businesses and other bodies. Organic and residual waste are disposed of via the West London Waste Authority (WLWA), which is a joint authority for six boroughs. The costs of disposal are covered by the six boroughs through a levy and a mechanism for dealing with any excess tonnage over and above the estimated amount at the start of the year. The cost of waste disposal per tonne is increasing year on year due to the increase in landfill tax.
59. In the current year the WLWA has moved to a new “Pay as you throw” levy mechanism which is designed to better incentivise the boroughs to minimise waste and maximise recycling, and therefore take the pressure off landfill. However, Harrow has experienced an increase in tonnages due to the increase in households in year and is building in a further £0.700m in next year’s budget to allow for this. This was still a saving on the amount allowed for in the MTFs in February 2011, which assumed £1.5m increase in 2012-13, as opposed to £1.143m required. This is mainly due to a large decrease in the Fixed Cost Levy which is the charge across the Borough’s for providing the waste transfer facilities. WLWA has embarked on a major procurement to provide alternative treatment and disposal facilities to increase diversion from landfill in the medium to long term. It is intended that this should be operational from 2014-15 when the costs should be a significant improvement in terms of avoiding further landfill tax on residual waste.
60. The final WLWA authority budget for 2012-13 will be set in January 2012.
61. The investment and efficiency programme totals for each Directorate for 2012-13 are summarised below:

Directorate	Investment in services £m	Efficiency Programme £m
Cross-Cutting Transformation		-0.922
Adults and Housing	4.000	-3.041
Children’s Services	0.562	-2.289
Community and Environment	2.261	-1.526

Place Shaping	-0.219	-0.226
Legal and Governance	0	-0.315
Finance	0.493	-0.753
Chief Executive	0.340	-1.382
Total	7.437	-10.454

62. In addition to the £31.5m savings identified from the Better Deal for Residents: Shaping Harrow's Future Programme, there are a further £0.9m of savings in 2012-13 and £1.4m in future years. This includes further savings on Business Support and Customer Contact, Assess and Decide (CCAD); the review of Terms and Conditions. Further work is required to allocate the savings from cross-cutting transformation projects to individual Directorates.

63. The following proposals underpin the budget and are subject to further consideration of the vision, model and outcomes for the council as well as the development of business cases and further consultation. Authority is also sought to progress other such ideas, which meet the objectives of the programme as agreed between Corporate Directors and Portfolio Holders.

- A project started in September to look at a more commercial approach to providing services to schools and other bodies in the light of the move of several of the Secondary Schools to Academy status. The aim of the project is to raise overall income levels whilst maintaining vital subsidies to vulnerable residents. There are three main areas of activity:
 - The Academy School's tender for HR & Payroll Services;
 - The services provided to schools, and;
 - The overall income yield generated through external fees and charges.
- The performance of each service and delivery standards are being considered, alongside an assessment of individual costs and cost drivers and the market in which the service operates. Recommendations are being identified and provided that will reduce the cost of delivery and increase yield, to move budgets to a more balanced position. Measures such as providing new services, improving delivery methods, increasing customer base, setting new market level prices and streamlining payment mechanisms will have a positive impact on the 2012/13 budget. These changes are not yet sufficiently developed to build into the Budget proposals at this stage. Delegated authority to the Interim Corporate Director of Finance and the relevant Portfolio Holder will be used in year to introduce these, as and when appropriate.
- The proposed fees and charges for 2012-13 will be reported to the Cabinet in February 2012. The default position is for fees and charges to be increased by 2% in line with the government's target rate for inflation measured by CPI. This is against a backdrop of RPI increasing by 5.4% and CPI by 5.0% as at October 2011.
- Review contractual arrangements for: highways maintenance, fleet vehicles, Library Management system, Children's placements, home care, residential, and nursing providers and re-negotiate rates to optimise value for money from our contract management.

- Replace interim procurement team with a permanent in-house team and explore opportunities to share the service with another borough or across the West London Alliance.
- Review provision for insurance/self-insurance in discussion with the actuary and auditors.
- Undertake the development of a draft infrastructure charging schedule as part of the development and introduction of a Community Infrastructure Levy following the adoption of the Core Strategy.
- Review fees & charges to cover the full cost of services such as planning, registrars and allotments.
- Introduction of a Fairer Contributions Policy based on ability to pay for all adult community service users.
- Implementation of a review of concessionary travel scheme.
- Seek to generate income from the Council's Help2Let scheme that matches landlords with prospective tenants and offers management services to landlords and by charging for advice to developers.
- The delivery of further procurement savings from large contract renewals, low value spend, category management and better controls to minimise the impact of budget reductions on service delivery.
- A senior management restructure to reduce number of senior manager from 30 to 20. Centralising, merging and restructuring services across the council including: Centralising performance, merging policy & partnerships with Community Development, Adults commissioning team, property & real estate services, Development & building control and finance.
- Encourage more people to transact with the council over the internet by rolling out the MyHarrow account and the development of further web forms.
- Close face-to-face and telephone contact in designated service areas and introduce voice recognition software onto the Council's Switchboard so that calls can be automatically transferred to the correct extension.
- A review of administrative support will be implemented with the aim of reducing spend and improving the quality of service provided.
- Modernise and simplify staff terms and conditions to support the future needs of the Council and reduce cost.
- Implementation of a project to work with families with the most complex needs in the borough and improve the join up of services to these families from a range of public sector organisations.
- Reconfiguration of the operating model for the 16 Children's Centres through the implementation of a hub and spoke model with staff working more efficiently over a number of centres which are geographically located. The range of services provided by the children's centre staff will be across each hub and will

be specifically targeted according to identified needs in each area, which means that in some centres there will be increased focus on income generation and partnership working.

- A new model for Children's Services designed to deliver early intervention and reduce demand on statutory services relating to care and offending.
- A strategic review of residential care to identify current and future needs for all user groups, identify market opportunities, explore opportunities to reduce the costs of residential and nursing care spend by providing reablement and preventative care services, to promote independence and delay dependency on long term residential care.
- A review of day services to ensure that only high quality cost effective services are commissioned and provided and that opportunities for community and day activities are available to personal budget holders.
- Further development of the integrated shop4support online market place so that it can evolve at the same rate as the increase in allocation of personal budgets and is able to meet the needs of those who use the Citizen Portal to arrange and manage their support in the most cost-effective way.
- Consider combining the Gayton and Civic Centre libraries in one town centre site and combining the Hatch End library into Harrow Arts Centre to provide a more cohesive arts and leisure offer.
- Integration of a number of public realm, regulatory and enforcement functions to form a single team of multi-skilled service providers.
- Council property assets that are no longer required will be decommissioned and disposed of when favourable market conditions are available.
- It is proposed not to extend the remaining school based Connexions provision, apart from special schools.
- Rationalise the Council's property and real estate function to reflect the decrease in the scale of the Council's construction, maintenance and capital programmes.
- Reduce the benefit fraud service if function is centralised to DWP as part of the welfare reforms.
- Take a risk-based approach to scaling back HR in line with changes to the size of the Council.
- Return some parks to open spaces
- Working with the West London Alliance (WLA) to create a sub-regional collaborative approved list for residential and nursing care services for older people in the first instance to bring down the weekly costs of placements.

- Explore the potential to collaborate on facilities management with one or a number of other local authorities.
- Seek to share Corporate Health and Safety service delivery with a neighbouring borough.
- Seek to provide Housing review and housing needs services to other councils or via a West London Alliance partnership.
- Explore the delivery of a shared legal practice with Barnet.
- The Council will continue to roll out personalised budgets to users of adult care services, mental health services and to carers.
- Residents will be encouraged to help look after and support the most vulnerable in society through the creation of a membership organisation whereby up to 2000 older and vulnerable people (both FACS and non-FACS eligible), plus others less vulnerable people can purchase support and services through a network of paid and volunteer helpers.
- Providing tenants, leaseholders and freeholders the opportunity to be actively and regularly involved in jointly developing the service and scrutinising performance.
- Implementation of commissioning and small grants model for main grant funding programme.
- Alternative models for the provision of the special needs transport service will be assessed.
- Explore the possibility of introducing new arrangements for the supply of simple aids to daily living such as sign posting people to high street vendors of these pieces of equipment.
- Soft market testing on whether aspects of waste collection, recycling, grounds maintenance and similar services could be incorporated into a potential social enterprise, mutual or community Interest Company.
- Consideration of community trust for cultural services potentially in partnership with other boroughs in addition to the modernisation of the library service by upgrading the public IT and revising opening hours to better suit users' needs.

64. Each of the individual budget proposals (set out in Appendix 2) has been through the commissioning panel process and has been subject to an initial equalities impact assessment. Full equalities impact assessments will be carried out on those proposals where the initial equalities impact indicates that it is necessary. An equalities impact assessment has also been carried out on the whole budget to ensure that decision makers are aware of any overall negative impact on any particular protected group. This identifies that two areas have the potential to produce significant disadvantage – staff reorganisations and the Contributions Policy for Adult Social Care. In the case of all staff re-organisations, a full EqIA has to be undertaken and a full EqIA has been prepared in respect of Adult Social Care.

65. This is a draft budget based on feedback from a range of consultations undertaken in 2011 as part of the 'Year of Community Debate.' where a number of conversations have taken place across most of the Council's main services (see Paragraph 9 for more detail). As part of the Council's commitment to engaging with residents and communities in a different way, a stakeholder event took place on the 6th December to share the Council's plans with residents for the budget, not just for 2012/13 but for the next two years as well. This event aimed to inform residents of the challenging circumstances the Council faces, with growing demographic pressures and the impact of government policy changes, but also to talk with residents on what can be done differently and in partnership to tackle the problems ahead in line with the Council vision: Working Together: Our Harrow, Our Community.

66. The final budget report will be put before Cabinet in February 2012. Further consultation will include:

- A series of meetings to be held with stakeholders in January to share information on the Council's budget plans and seek comments. These are set out in Appendix 5.
- The Overview and Scrutiny Committee has established a standing review of the budget.
- Detailed consultation will be carried out with staff and other stakeholders where appropriate on individual items in appendix 2 including focus group research on proposals for future years.

67. As part of the development of proposals for 2013/14 and 2014/15 detailed consultation and engagement will take place with the public where necessary on these proposals so that as they take shape and are put forward for consideration the Council will be able to take evidence based decisions using the feedback received from residents. The programme of Let's Talk events will be used to support these consultations and the Council will continue to run these consultations by coming out to where residents are and at a time convenient to them rather than asking residents to come to the Council at a time that suits us.

Next Steps

68. This report has identified over £17m of savings additional to those identified in February 2011. There does however still remain a budget gap of £2.4m in 2012-13 and a total of £14.3m over the period to 2014-15. Directorates are working with members and stakeholders to identify further savings to close the 2012-13 gap in the next few weeks in order to present a balanced budget to February Cabinet. This process is likely to result in some difficult choices given the scale of the savings already found.

69. Work will also commence on identifying proposals for 2013-14 and 2014-15 to close the gaps in those years.

Proposals for General Reserves

70. The detailed risk assessment of the budget will be updated for February cabinet. The Cabinet agreed the following reserves policy in February 2011:

The risk assessment of the budget dictates the minimum level of general balances required.

One of the calls on any under spend at the end of the year will be a contribution to general balances. The value of the contribution will be

determined with regard to the size of the under spend, the underlying strength of the balance sheet, the need to support the transformation programme, and other priorities.

71. The reserves policy is considered to continue to be fit for purpose and no changes are proposed to the policy as adopted.
72. The outlook for schools is set out in Appendix 4. The schools budget is also dependent on the local government settlement.
73. There is a separate report on the draft Housing Revenue Account on the agenda.
74. The detailed Capital Programme is being worked on and proposals have been put forward by all Directorates which are being considered. However, it is intended that the overall Capital Programme should be reduced in order to constrain capital financing costs of the Programme. The Programme will be presented to the February Cabinet for approval.

Legal implications

75. Decision makers should have due regard to the public sector equality duty in making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome. The equalities impact will be revisited on each of the proposals as they are developed. Consideration of the duties should precede the decision. It is important that Cabinet has regard to the statutory grounds in the light of all available material such as consultation responses. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

A public authority must, in the exercise of its functions, have due regard to the need to:

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;*
- (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;*
- (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.*

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- (a) Tackle prejudice, and*
- (b) Promote understanding.*

Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act. The relevant protected characteristics are:

- *Age*
- *Disability*
- *Gender reassignment*
- *Pregnancy and maternity*
- *Race,*
- *Religion or belief*
- *Sex*
- *Sexual orientation*
- *Marriage and Civil partnership*

76. It is important that robust equalities impact assessments are completed and that consultation is done whilst the budget is in a formative stage prior to final approval in February 2012.

Financial Implications

77. Financial matters are integral to this report.

Performance Issues

78. These are set out in the body of the report.

Environmental Impact

79. The draft budget incorporates the resources to meet the council's financial commitments under the Carbon Reduction Commitment - Energy Efficiency Scheme.

Risk Management Implications

80. As part of the budget process the detailed budget risk register will be reviewed and updated. This helps to test the robustness of the budget and support the reserves policy.

Corporate Priorities

81. The draft budget for 2012-13 supports delivery of the Council's vision and priorities.

Section 3 - Statutory Officer Clearance

Name: Julie Alderson Chief Financial Officer

Date: 5 December 2011

Name: Jessica Farmer on behalf of
Monitoring Officer

Date: 5 December 2011

Section 4 – Performance Officer Clearance

Name: Liz Defries on behalf of
Assistant Chief Executive

Date: 2 December 2011

Section 5 – Environmental Impact Officer Clearance

Name: John Edwards Divisional Director
(Environmental Services)

Date: 5 December 2011

Section 6 - Contact Details and Background Papers

Contact: Steve Tingle
Finance Business Partner, 020 8420 9384

Background Papers:

- Integrated Planning report to cabinet 21 July 2011
- Equalities Impact Assessments

**Call-In Waived by the
Chairman of Overview
and Scrutiny Committee**

NOT APPLICABLE

[Call-in applies]

	2011-12 Budget £m	2012-13 Budget £m	2013-14 Budget £m	2014-15 Budget £m
Budget Requirement Brought Forward		175.509	168.936	166.676
Capital Financing Costs		0.221	1.571	0.100
Grant Changes		-6.691	3.360	1.603
Other Technical Changes		2.738	1.534	1.800
Inflation		2.563	4.426	4.410
Adults		0.417	-1.575	-2.550
Housing		0.542	-0.400	-0.395
Children's Services		-1.727	-0.592	-0.676
Community & Environment		0.734	-3.460	-0.442
Place Shaping		-0.445	-0.724	-0.290
Legal & Governance		-0.315	-0.273	-0.020
Corporate Finance		-0.260	-0.141	-0.101
Chief Executive		-1.042	-0.882	-0.451
Cross cutting Transformation Projects		-0.922	-0.997	-0.423
General Investment Provision			2.000	2.000
FUNDING GAP		-2.387	-6.109	-5.805
Total Change in Budget Requirement		-6.573	-2.260	-1.240
Revised Budget Requirement	175.509	168.936	166.676	165.436
Collection Fund Deficit/-surplus	-1.978	-1.335	-0.500	-0.500
Formula Grant	-70.126	-63.019	-58.979	-55.059
Amount to be raised from Council Tax	103.405	104.582	107.197	109.877
Council Tax at Band D	£ 1,186.55	£ 1,186.55	£ 1,216.21	£ 1,246.62
Increase in Council Tax (%)		0.00	2.50	2.50
Tax Base	87,148	88,140	88,140	88,140
Assumed collection rate	98.25%	98.50%	98.50%	98.50%
Gross Tax Base	88,700	89,482	89,482	89,482

TECHNICAL BUDGET CHANGES

	2012-13 £000	2013-14 £000	2014-15 £000
Capital and Investment			
Capital financing costs and investment income	221	1571	100
Total	221	1,571	100
Grant Changes			
Specific Grant Changes	-497	1900	1900
New homes bonus	-929	-650	-530
SSCF Grant received from GLA	-160	48	
Council Tax support Grant 2012-13 scheme	-2,608	2,608	
PCT Funding	-2,497	-546	233
Total	-6,691	3,360	1,603
Freedom Passes	689	300	300
Levies and subscriptions			
LGA subscription - likely to be reduced by 6.4% in line with Formula Grant	-2		
London Boroughs Grant Scheme	-44		
Provisions and Reserves			
Contribution to provision for litigation	100	75	
Contribution to insurance provision	350	300	
Capitalisation strategy/recharges strategy			
Reduce reliance on capitalisation	1,000	1,000	1,000
Miscellaneous			
Carbon Reduction Commitment scheme	-224		
Agency worker directive costs	388		
Academy SLA income reduction	60		
Print Contract Costs	421	-421	
Budget planning contingency		280	500
Total Other Technical Changes	2,738	1,534	1,800

INFLATION PROVISION

	2012-13 £000	2013-14 £000	2014-15 £000
Pay and Inflation			
Pay Award @ 0% 2012-13, then 2% pa		1,900	1,900
Employer's Pension Contributions @ 0.25%	200	200	200
Inflation on goods and services @ 2%	1,810	1,810	1,810
Additional provision for electricity and gas price increases	493		
Excess of September RPI (5.2%)on National Non Domestic Rates on Council properties above 2%	60	16	
Unallocated Contingency		500	500
Total Pay and Price Inflation	2,563	4,426	4,410

CROSS CUTTING TRANSFORMATION PROGRAMME

	2012-13	2013-14	2014-15
	£000	£000	£000
Business Support Phase 1	-301	-260	
CCAD	-369		
Mobile and Flexible working	182	-207	-423
Terms and conditions	-300	-530	
Human Resources and Finance support to programme (2 posts)	-134		
Total	-922	-997	-423

ADULT SERVICES

	2012-13	2013-14	2014-15
	£000	£000	£000
Investment in Services			
Demographic Growth [existing]	1,500	1,500	1,500
Demographic Growth [2011/12 FYE]	1,500		
Reablement [replace HSP funding]	80		
Circles of Support		300	-300
Telecare	100		
Sub Total	3,180	1,800	1,200
Procurement			
Contract Management - managing inflation	-200	-100	
Contract Management - efficiencies		-150	-100
Contract Management - Home Care Providers		-900	
WLA Joint Procurement: APC Res Care 12/13 onwards	-200	-150	-150
Supporting People	-250		-200
CNWL: Mental Health Efficiencies	-100	-100	
Voluntary Sector Funding Model			-200
Productivity			
In-house Residential Accommodation	-150		
Residential Care Strategic Review: JB UoR		-1,550	-3,000
Investment in Community Based Services	0	775	1,500
Day Services Strategic Review: JB UoR		-300	-300
Purchasing Budget [Community Based efficiencies]			-1,000
Commissioning Staff			-300
Prevention			
Reablement	-750	-900	
Adults Contribution Policy	-513		
Cessation of Funding for Transport clubs	-150		
Hit Squad [safeguarding]	-25		
Hit Squad [ICES, transition]	-425		
Total Adults	-2,763	-3,375	-3,750
Net	417	-1,575	-2,550

HOUSING SERVICES

	2012-13	2013-14	2014-15
	£000	£000	£000
Investment in Services			
Homelessness [100 families & anticipated B&B HB changes]	740	-250	-250
Prevention Grant Reduction	100		
Watkins House [Creative Support}	40		
Out of London promotion [Invest to save]	45		
Out of London promotion [Invest to save]	-105		
Sub Total	820	-250	-250
Efficiency Programme			
Income Generation - charging for advice provided to developers	35		
Housing Needs	-205		-75
West London Housing Needs Partnerships		-150	
Housing Service Efficiency Review			-70
Review of Salary Allocations	-108		
Total Housing	-278	-150	-145
TOTAL	542	-400	-395

CHILDREN'S SERVICES

	2012-13	2013-14	2014-15
	£000	£000	£000
Investment in Services			
Conference Chair	65	-	-
Demographic growth – Placements	62	62	62
Demographic growth – Staffing	110	110	-
CLA Changing Demographic - Placements	90	90	90
CLA Changing Demographic - Staffing	30	30	30
Growth in CWD numbers	82	82	82
Loss of Youth Justice Board funding	123	-	-
Transfer of duties in respect of Children on remand		270	
Sub Total	562	644	264
Efficiency Programme			
Transformation Programme			
Special Needs Transport - net of costs	-97	-56	-45
Integrated Childrens services - Staff	-352	-100	
Integrated Childrens services - Premises	-100		
Achievement & Inclusion		-50	-50
Procurement Savings	-870	-500	
Procurement - Placements	-70	-70	-70
Legal Advocacy		-20	
Connexions		-240	
Children's Centres	-800	-200	-200
Reduction in Mental Health professional			-100
SNT 3			-260
Respite Care for CWD (short breaks)			-100
SLAs to Youth Groups (previously YOF)			-115
Total Children's services	-2,289	-1,236	-940
Net Children's Services	-1,727	-592	-676

COMMUNITY AND ENVIRONMENT

	2012-13	2013-14	2014-15
	£000	£000	£000
Budget pressures			
Income pressure in Public realm	413		
Reduce Parking income budget estimate to reflect actual income due to downturn in the economy	100		
Other Property growth for insufficient budget	80		
Total Investment	593	0	0
TRANSFORMATION			
Growth for one off investment			
Cultural Strategy Review growth and efficiencies	150	-150	
Property Co/FM growth and efficiencies	100	-100	
PRISM growth and efficiencies	200	-200	
TOTAL TRANSFORMATION GROWTH	450	-450	0
OTHER C&E GROWTH			
WLWA Levy to be confirmed	1,143	306	344
Increase in R&M for Gas installations	27		
Rates NNDR	39		
LEP funding - Procurement and energy/CRC management - pan London	9		
TOTAL OTHER C&E GROWTH	1,218	306	344
Total C&E Growth	2,261	-144	344
TRANSFORMATION EFFICIENCIES			
Cultural Strategy Review efficiencies		-200	0
Radio-frequency identification (RFID) / Libraries re-org: efficiencies	-343		
Radio-frequency identification (RFID) / Libraries re-org: on going costs	3		
Radio-frequency identification (RFID) / Libraries re-org: one off marketing costs	-10		
Streets / Grounds efficiencies	-296		
Streets / Grounds - one off marketing costs	-5		
Property Co/FM growth and efficiencies		-688	
PRISM efficiencies		-750	-350
Public Realm soft market testing		-750	
TOTAL EFFICIENCIES TRANSFORMATION	-651	-2,388	-350
DEPARTMENT EFFICIENCIES			
Management Efficiencies		-75	
Environment Efficiencies			
Met Police Match funding	-74		
Highways maintenance Procurement	-200		
Highways & Infrastructure review	-200		
Property Repairs and Maintenance Procurement Value Chain	-85		
Parks to Open Space		-100	
Closure of loss making car parks		-150	
Allotment Charging	-20		
Total from Environment	-579	-250	0

COMMUNITY AND ENVIRONMENT

	2012-13	2013-14	2014-15
	£000	£000	£000
Community and Culture Savings			
Community Development review of structure and service re-provision	-192	-48	-15
Harrow Arts Centre business plan	-38		0
Review of Music Service	-27	0	0
Gayton Library Premises costs	185		
Libraries transformation 2	-49	-25	-71
Leisure Contract	-75		
Total from Community and Culture	-196	-73	-86
PROCUREMENT EFFICIENCIES - TBD			
Procurement Savings - others TBD	-100	-180	-350
Procurement - Fraikin Review TBD		-350	
TOTAL PROCUREMENT EFFICIENCIES - TBD	-100	-530	-350
TOTAL C&E	-1,526	-3,316	-786
Net C&E	734	-3,460	-442

PLACE SHAPING

	2012-13	2013-14	2014-15
	£000	£000	£000
Investment			
Local Development Framework - One off Resource to complete core strategy and policy documents	-219		
Total Investment	-219	0	0
Other Efficiencies			
Business Management			
Consumables	-18	0	
Revenue Projects	-6	-8	
sub total Business Management	-24	-8	0
Corporate Estates			
Staffing reductions/restructuring proposals		-99	
sub total Corporate Estates	0	-99	0
Economic Development			
Staffing reductions/restructuring proposals	0	-32	
Grant to Harrow In Business for transition period	-25	-25	
Rates budget from Harrow in Business premises	-9	0	
Revenue Projects	-6	0	
sub total Economic Development	-40	-57	0
Planning Services			
Staffing reductions/restructuring proposals	-162	-195	
Introduce differential charging policy for planning applications to provide for fast track income generation		-15	
Further staffing reductions		-200	
sub total Planning Services	-162	-410	0
Other			
Additional staffing reductions		-150	
Additional planning fees income following change from central government			-290
sub total Other	0	-150	-290
Total Place Shaping	-226	-724	-290
Net Total	-445	-724	-290

LEGAL AND GOVERNANCE

	2012-13	2013-14	2014-15
	£000	£000	£000
Efficiency Programme / Service Project			
Legal Practice			
Efficiency savings already agreed	-50	-71	
Continuation of code of conduct for councillors		43	
Service efficiencies	-150	-150	
Registrars			
Review of Fees	-75		
Share/reduce management costs		-75	
Democratic Services			
Reduced cost of Mayoral support	-20		
Elections			
E-canvass Project	-20	-20	-20
Total Efficiency Programme	-315	-273	-20

CORPORATE FINANCE

	2012-13	2013-14	2014-15
	£000	£000	£000
Investment in Services			
Collections and Benefits			
PFI Grant Cancellation		38	43
DWP HB Reduction in Admin Grant	137	128	119
DWP Reduction in Recession Grant	28	170	
Reduction in Council Tax Summons Income	100		
Increase in Parking County Court Fees	33		
Funding for Localised CTB consultation & Implementation	100	-100	
Loss of Housing Benefits Overpayments Income Stream			320
subtotal	398	236	482
Corporate Finance			
Pension augmentation - anticipated increase in pension increase order above 2%	80		
Reduction in SLA Income from Academies	15		
subtotal	95	0	0
Total Investment	493	236	482
Efficiency Programme / Service Project			
Collections and Benefits			
Deletion of 2 FTE posts in Revenues - CT&NDR		-60	
Deletion of 4 FTE posts in Housing Benefits			-140
Introduce Bailiff Income stream	-50		
Reduction in the awards of Discretionary Rate Relief	-50		
Deletion of 1 post in Parking Back Office		-25	
Giving up DWP Recession Grant Capacity	-150		-48
Conc Travel - Changes to multiple services entitlement	-130		
Conc Travel - Changes to TfL grant distribution	-55	-105	-102
Conc Travel - Introducing charges for lost Passes	-40		
subtotal	-475	-190	-290
Corporate Finance			
Pension augmentation	-60		
Car Leasing	-10		
Audit Fees	-20		
Training	-15		
Finance restructure			-100
WLWA - additional contribution to overheads from increased service	-33	-17	
subtotal	-138	-17	-100
Procurement			
procurement team restructure	-140	-170	-193
Total Efficiency Programme	-753	-377	-583
TOTAL	-260	-141	-101

CHIEF EXECUTIVE'S DEPARTMENT

	2012-13	2013-14	2014-15
	£000	£000	£000
Investment in Services			
PDP			
Local Information System Licences and Running Costs		18	
Licence Costs for Experian Data	14		
Reduction in DAT contribution due to PCT budget reductions	25	-25	
Domestic Violence	82		
subtotal	120	-7	0
HRD			
Licence and support fees for BACS software (growth)	8		
Growth for professional indemnity insurance for providing services to Academies	4		
subtotal	12	0	0
Customer Services			
Web development & licences	67	10	
IT & text alerts	18	50	
Security	6		
subtotal	91	60	0
IT / PMO			
Telephone line	55		
Growth in Verto costs	7		
BTP Periodic Payments Inflation	55	30	
Total Chief Executive Growth	340	83	0
Efficiencies			
PDP			
Increase contribution to management time spent on SIMS and to marginally increase the SLA to schools	-40		
Education and Social Care Performance Teams saving - reduction of 1 post (0.5FTE for each team)	-41		
Education Performance Team saving - reduction of another post	-35		
Scale back of non-payroll budget lines (committed to in 2010/11)	-16		
Rolling out the Performance Management Business Case, to provide a centralised performance management resource for all Directorates across the Council.	-34	-34	

CHIEF EXECUTIVE'S DEPARTMENT

	2012-13	2013-14	2014-15
	£000	£000	£000
Merging the Policy and Partnerships Team with the following elements of the Community Development Team:	-21	-58	
• Community Grants • Third Party Hate Crime Reporting • Community Development work			
Merger of Divisions within a Corporate Resources Directorate, reducing Divisional Directors by one.		-118	
Merger of Corporate Performance Team and Service Performance Team, reducing Service Managers from 2 to 1			-93
sub total PDP	-187	-210	-93
HRD			
Reduction of 2 Service Managers			-65
Scale back of contingency in miscellaneous budget lines	-30		
Corporate Service Project savings	-103		
Salary savings from merger of CAP/CAR & ERP	-48		
Re-negotiate Contact 3 contract fees	-40		
Phase 2 Business Support Project Potential merger of S&I and Postroom	-5		
Print Contract Savings	-100	-100	
Capita OBC on Business Systems development	TBC		
Reduction in HRD posts		-75	-75
Re-negotiate L&D managed service contract fees	0	-50	
Early termination of funding for Joint Secretary	-45		
Reduction in TU facility budget		-30	
Improved L&D Commissioning	-45		
Agency Worker Contract	-210		
sub total HRD	-626	-255	-140
Risk Audit and Fraud			
CORPORATE ANTI-FRAUD TEAM			
Proceeds of Crime Act - pursue recoveries of fraudulent gains in partnership with Brent, plus additional income recovery	-20	-20	-19
INTERNAL AUDIT			
Regrade senior professional post	-10		
Reduce co-sourcing budget (leaving £12k)			-16
CORPORATE HEALTH & SAFETY SERVICE			
Delete administrator post as part of re-structure	-26		
Delete H&S co-ordinator post through joint service delivery with Ealing	-28		
Delete H&S advisor post through mature joint service delivery with Ealing		-42	

CHIEF EXECUTIVE'S DEPARTMENT

	2012-13	2013-14	2014-15
	£000	£000	£000
OCCUPATIONAL HEALTH SERVICE			
Net effect of reduced contract costs & increased SLA income - academies SLA	-30		
Reduce cost of Contract through procurement / possible joint provision of Occupational Health and Employee Assistance Programme through 1 provider (Contract due for renewal 1.4.12)	-18		
INFORMATION MANAGEMENT TEAM			
Merge IMT with IT Client Team, delete Records Manager post	-32		
RISK MANAGEMENT SERVICE			
Reduction in co-sourcing budget, possible merger with performance management.	-36		
CIVIL CONTINGENCIES TEAM			
Merge team with insurance team, replace service manager with senior professional post and delete 1 emergency planning officer post through joint working arrangements with Ealing		-35	
INSURANCE SERVICE			
Reprocure/bring in house insurance legal work	-70		
LEAN review restructure efficiency (£25K in 2011/12)			
Future trading with Academies	-25		
Reduced broker fees through more in-house handling and increased income on third party insurance schemes	-4	-2	-3
Future trading with Academies		-25	
Phase 2 restructure, reduced assistant post from claims handling transfer to Access Harrow / further LEAN efficiencies		-20	
sub total RAF	-299	-144	-38
Communications	-25		
Customer Services			
Move PCN Appeals and Parking Permits to web only	-90		
Move landlords online with F2F by appointment only on fixed days		-90	
Merger of training and Management Information posts	-40		
Reduction in staff hours to meet demand through fewer full time posts	-60	-60	
Use of Artificial Intelligence to divert switchboard calls		-60	-60
Restructure of Reception to ensure all day cover		-10	
Further channel shift through roll out of My Harrow account			-120

CHIEF EXECUTIVE'S DEPARTMENT

	2012-13	2013-14	2014-15
	£000	£000	£000
Staffing reductions but source not yet identified			
subtotal Customer Services	-190	-220	-180
IT / PMO			
Reduced consultancy budget to support advise on and challenge proposals	-15		
ITO reductions		-88	
Deletion of Project Control Officer post	-40		
Deletion of Project Manager		-48	
subtotal IT / PMO	-55	-136	0
Total Chief Executive	-1,382	-965	-451
Net	-1,042	-882	-451

Technical Commentary

1. This commentary explains the technical assumptions which support the draft MTFS attached at Appendices 1 and 2.

Tax Base and Collection Fund

2. The tax base for 2011-12 is 88,700 before a 1.75% allowance for collection losses, giving a net of 87,148. The draft MTFS assumes an increase in the gross Taxbase to 89,482 and a reduction in the losses on collection to 1.5%, giving a net of 88,140. No further changes are assumed in subsequent years, given the current economic uncertainty.
3. It is projected that there will be a surplus on the collection fund of £1.335m at the end of 2011-12 and then reduce to £0.5m in future years. This compares to £0.5m in each year in the February 2011 MTFS.
4. The final Council Tax base for 2012-13 and Collection Fund surplus will be subject to approval by Cabinet elsewhere on the agenda for December 2011.

Capital Financing Costs and Investment Income

5. The budget includes a provision for capital financing costs consistent with the planned level of capital expenditure agreed at the February 2011 Council. The Capital programme is still being developed and will be agreed at the February 2012 Council.

Government Grants

6. Indicative figures were received last year in relation to most Government Grants. There are however likely to be a number of changes, which it is anticipated will be available as part of the provisional local government finance settlement in late November 2011, or shortly after. The final settlement is anticipated to be in January 2012.
7. The Government has recently consulted on a review of the Local Government Finance System, with a view to implementing changes from 2013-14. There is considerable uncertainty about the long term implications, although it is anticipated that there will be a limited impact in 2013-14, with impacts being progressively felt in future years. Harrow is a potential loser under the proposals as the intended changes reward authorities that grow their business rates and penalise those whose business rates decline. Harrow's business rates have been gradually declining in recent years and this trend is expected to continue to do so in the medium term. No specific account of this has been taken in the current MTFS proposals, beyond the assumptions on declining formula grant as part of the Government's deficit reduction plan. This is considered to be reasonable at this stage, as changes are expected to be longer term in nature, i.e. beyond the current planning horizon.
8. **Formula Grant – top-slicing re Academies:** It is anticipated that Harrow's Formula Grant will be reduced in relation to central costs in respect of the High Schools that have become Academies. The provisional settlement announced in February 2011 had assumed a total deduction of £1,098k. It is anticipated that the

DFE will make further adjustments and in the light of the seven new Academies for Harrow: this is anticipated to increase by a further £750k.

9. **New Homes Bonus:** The Council has received £679k in 2011-12 in relation to increases in homes (+507) to October 2010. This level of grant will be payable for a further 5 years. It is anticipated that the data (+643) submitted in October, together with other information on affordable homes (+45) will give a further £921k p.a. for 6 years commencing 2012-13. From 2013-14 it has been assumed that there will be an increase of 353 homes p.a. This would give an additional £470k p.a. growth in grant. It is difficult to predict this far ahead and so this represents a prudent assumption which will be revisited each year.
10. **Formula Grant – top-slicing re New Homes Bonus:** There is a provision for the New Homes Bonus of £250m in 2012 and subsequently within the Government's overall planning totals. If the total grant exceeds the national planning total then the excess will be top-sliced from Formula Grant. Given that the amount of grant distributed in 2011-12 and continuing for 5 further years is £200m, then there is only funding for a small increase. The Government has said that the excess would be funded by topslicing Formula Grant. For Harrow's planning purposes, it has been assumed that the increase in New Homes Bonus anticipated will be largely offset by reduced formula grant giving a net grant increase of £100k.
11. **Other Specific Grants:** For 2012-13 an increase of £497k has been assumed, mainly in respect of Early Intervention Grant as notified as part of the 2011-12 Settlement. It has been assumed that there will be further reductions of £1.9m p.a. after 2012-13, in line with the government's deficit reduction plans.
12. **SSCF (Safer and Stronger Communities Fund) Grant:** This grant is now paid to the GLA, instead of London Boroughs. It was not budgeted for in the 2011-12 MTFs as the distribution to Harrow was not agreed until very late. In the event Harrow received £219k in 2011-12. It is anticipated that this grant will be reduced to approximately £160k in 2012-13 and £112k in 2013-14. This will however be subject to a bidding process and this projection assumes that Harrow maintains its share of the grant available.
13. **Council Tax Support Grant (2011/12 Scheme).** The Council is receiving £2.58m grant in 2011-12, which will last for 4 years.
14. **Council Tax Support Grant (2012/13 Scheme).** The new scheme announced by the government in October is for one year only and is payable to councils who limit their Council Tax increase to 2.5% (which would reduce the increase to the taxpayer to zero). It has been assumed that the Council will agree to this scheme. This does give the Council a difficulty, as this grant falling out in 2013-14 giving a funding shortfall in 2013-14 of £2.6m in order to replace the grant lost.
15. **PCT Funding:** The indicative allocation from the DoH has been included. The DoH have advised that this funding continues for the next 3 years, but it is not clear what will happen after this period.

Freedom Passes

16. Initial indications for the 2012-13 Freedom Pass settlement suggest that there will be an increase for Harrow of £689k, reflecting the current high rate of inflation and increases in fares. Future years reflect an assumption that transport fares will increase by about 3.5% p.a.

Levies and Subscriptions

17. There have been few indications of the level of these in future years. The LGA have indicated that they anticipate their subscription decreasing by the national formula grant decrease. More will be known later in the budget preparation process, but there is no reason to believe there will be any big changes to current levels. The general inflation amount of 2% has been assumed. Initial indications are that the levy for the London Boroughs Grant Scheme will reduce by £44k.

Provisions and Reserves

18. Litigation Provision: £100k has been provided in 2012-13 and a further £75k in 2013-14 for debt and litigation reserves.

19. Insurance Provision: The sums of £350k in 2012-13 and £300k in 2013-14 have been included to continue building the provision in line with actuarial advice. The establishment of reasonable provisions and earmarked reserves is an important element of the Council's drive to improve financial stability.

Contingency

20. There is a contingency of £1,000k in the base budget. Given the uncertainties in relation to a number of service pressures e.g. demography it is proposed that a similar level of contingency is maintained at this level.

21. At the end of the year, any unspent contingency amounts will be available to supplement reserves.

22. There are additional budget planning contingencies in 2013-14 and 2014-15 of £280k and £500k. These are to allow for events that are unknown at this stage.

Capitalisation

23. The sum of £3.0m over 3 years has been provided to reduce the Council's reliance on capitalisation.

Carbon Reduction Commitment

24. The council has a base budget of £303k for the cost of carbon reduction commitment. The latest projection for 2011-12 is for this to be £233k with £154k of this charged against the schools' delegated budget. There is therefore a saving to the General Fund of £224k in 2011-12, which is projected to continue for 2012-13.

Pay and Pensions

25. **Pay Award.** The pay award has been assumed to be 0% for 2012-13, and thereafter 2% per year.

26. **Employer's Pension Contributions:** A provision of 0.25% has been made for the increase in pension contributions in each year, in line with the last triennial actuarial review. The next triennial valuation as at 31 March 2013 is being carried out during 2013-14 and any changes to the contribution rate will take effect from 2014-15.

27. **Agency Worker directive:** The agency worker directive will result in a number of agency staff costing more where they receive lower payments than in-house staff undertaking a similar role or receive less leave. This is estimated to be £388k p.a.
28. **Academies SLA Income.** An allowance has been made of £60k, for reduced income that cannot be compensated for by reduced costs.

Inflation

29. **Inflation on goods and services:** RPI and CPI as at October are currently at 5.4% and 5.0%, but are expected to fall. A working assumption of 2% has been used for price inflation in each year. All Directorates are required to negotiate with suppliers to minimise the cost of any increase in contract prices.
30. **Electricity and gas price increases:** Energy costs have been increasing significantly. Based on increases of 29% for gas and 19% a provision of £493k has been made.
31. **NNDR increase:** The NNDR multiplier is tied to the September RPI increase and therefore is expected to be an increase of 5.6% in 2012/13. The MTFS has fully provided for this which costs an additional £60k in 2012-13 and a further £16k in 2013/14.
32. **Unallocated Contingency:** The Council has a contingency in the base budget of £1m. It is not anticipated that any of the contingency allocations in 2011-12 will be permanent, so this will be available each year. The current draft MTFS provides for this to be maintained at £1m in 2012-13 and increased by £500k p.a. thereafter.

Miscellaneous Items

33. **Print Contract.** This one-off growth is to provide for the end-of-contract 'balloon payment' which is contractually committed on the corporate printing and copying contract.

School Budgets

2012/13 Settlement

1. Dedicated Schools Grant (DSG) is used to fund both the individual schools budget (ISB) and centrally retained items. The former goes to schools, whilst the latter is held by the Local Authority to spend on specific items such as fees for out of borough pupils at independent special schools.
2. The final 2012/13 DSG is based on pupil numbers, as recorded on January 2012 pupil level annual school census (Plasc), multiplied by a per pupil unit of funding. The Department for Education (DfE) has yet to confirm the per pupil unit of funding for 2012/13 and in the absence of a confirmed figure a cash freeze has been assumed for budget setting purposes. This equates to £5,536 per pupil, which based on projected pupil numbers, equates to a forecast DSG of £171.54m. The final per pupil funding is expected to be confirmed in December.
3. The forecast DSG includes the funding in respect of academies. Under the current regulations the council continues to calculate the basis of the academy budgets through the Harrow Schools Funding Formula. The DfE then recoup the DSG in respect of the academy budgets and pass this funding onto the academies in their General Annual Grant. Based on the 2011/12 school budgets the clawback of DSG anticipated in respect of academies is expected to be £45m.
4. A clawback of DSG in respect of centrally retained items is also expected in 2012/13, forecast to total £189k. This will reduce the DSG available for central items in 2012/13. Buyback from the academies is expected in respect of the admissions and Harrow Tuition Service however there is a significant impact for the Ethnic Minority Improvement Services. To address this a review of the service is being undertaken to ensure its long term viability.
5. It is anticipated that minimum funding guarantee for schools will be retained for 2012-13 although this has not yet been confirmed. For the purposes of budget setting it is assumed it will remain at minus 1.5%. Again this is due to be confirmed in December.
6. Schools Forum considered the 2012/13 budget on 29 November. Potential calls on the DSG of £1.742m were reported however due to the lack of detail about future funding levels all decisions were deferred to the January meeting. The majority of the pressures result from the significant increase in pupil numbers especially in respect of the primary sector.
7. In addition schools will receive a pupil premium in respect of pupils eligible for free school meals and children looked after. In 2011/12 the rate per eligible pupil was £488. The rate has not yet been confirmed for 2012/13. The total funding available nationally for pupil premium is expected to double however it may be extended to include a wider cohort of children so will not necessarily translate into a doubling of the pupil rate. The pupil premium is a specific grant that the council has to passport onto schools. Schools can decide how they will use the additional funding to achieve improved outcomes for deprived children.
8. Currently there are no school funding formula changes agreed for 2012/13 although formula factor changes are being considered in respect of the use of schools contingency following a change in how the DfE treat schools contingency in respect

of academies. Further changes may be required following confirmation of the 2012/13 DSG funding settlement.

Stakeholder Meetings

A series of meetings with key stakeholders to share information are scheduled to place in December, January and February. They are listed below:

Stakeholder	Meeting	Date
Overview and Scrutiny	Special meeting of O&S to review the budget	10 January 2012
Tenants and Leaseholders	Tenants and Leaseholders Consultative Forum	11 January 2012
Partner organisations	Harrow Chief Executives	16 January 2012
Local Businesses	Harrow Business Consultative Forum	23 January 2012
Unions	Employees Consultative Forum	24 January 2012
Schools	Education Consultative Forum	25 January 2012

**REPORT FOR: EMPLOYEES
CONSULTATIVE FORUM**

Date of Meeting:	24 January 2012
Subject:	Information Report - Employment Procedures Monitoring
Key Decision:	N/A
Responsible Officer:	Jon Turner, Divisional Director Human Resources and Development and Shared Services
Portfolio Holder:	Councillor Graham Henson, Portfolio Holder for Performance, Customer Services and Corporate Services
Exempt:	No
Decision subject to Call-in:	N/A
Enclosures:	Monitoring Information

Section 1 – Summary and Recommendations

This report provides information on the progress of current employment procedures following discussion at the last meeting of the Forum.

Recommendations:

The Forum is requested to consider and note this report.

Reason: A report on this matter was requested by the Forum

Section 2 – Report

Introductory paragraph

This report provides information on the progress of employment procedures and the future reporting arrangements following discussion at the last meeting of the Forum when concern was raised about the length of time some cases were taking.

Options considered

None

Background

The employment procedures identified in this report are the Council's Dignity at Work Procedure (individual grievance procedure) Conduct (disciplinary procedure) and Capability Procedure (work performance). Council Managers are obliged to follow these procedures and the timescales within them. Sometimes there are difficulties with the timescales that can arise for a variety of reasons and these are noted in the enclosed monitoring information that lists current cases anonymously.

Current situation

Currently, a quarterly report is made to the Council's Improvement Boards that includes information on employment procedures and can be used to signal any issues arising regarding compliance.

Future reporting arrangements

The information in the enclosed report will be reported to Directorate Management Teams and also reported to the Employees' Consultative Forum.

Further action

The Human Resources & Development Service is considering changes to the current processes that will facilitate improved performance in meeting timescales. Any proposals for change will be the subject of consultation with the trade unions through the Corporate Joint Committee and implementation reported to the Employees Consultative Forum through these monitoring reports.

Financial Implications

No significant financial implications

Risk Management Implications

Risk included on Directorate risk register? Yes

Separate risk register in place? No

These internal employment procedures are designed to meet the Council's obligations as an employer, and to be an employer of choice as they go beyond the minimum legal requirements and promote best modern practice.

Equalities implications

Was an Equality Impact Assessment carried out? New equality impact assessments are being carried out on the suites of Council employment policies as part of a programme of EIA reviews.

Corporate Priorities

This report provides information requested by the Forum.

Section 3 - Statutory Officer Clearance

Name: Steve Tingle	<input checked="" type="checkbox"/>	on behalf of the* Chief Financial Officer
Date: 10 January 2012		
Name: Linda Cohen	<input checked="" type="checkbox"/>	on behalf of the* Monitoring Officer
Date: 10 January 2012		

Section 4 - Contact Details and Background Papers

Contact: HRD Business Partners
Sangeeta Jerath-Adults and Housing Services
Susan McEvoy- Corporate Services
Paul D Turner – Community and Environment and Place Shaping
Paul R Turner – Children’s Services

Paul R Turner – 0208 424 1515 or HRD Advice Line 0208 424 1110 or extension 2110

Background Papers:

INFORMATION REPORT – Policies and Procedures Application, Employees’ Consultative Forum, 10 October 2011

<http://www.harrow.gov.uk/www2/ieListDocuments.aspx?CId=265&MId=60668>

Formal Employment Procedures Monitoring (as at 10 January 2012 for cases started after 1st October 2011)

This table shows current cases in progress at key stages requiring management action. If a management action timescale is not met there is a note of explanation in the end column.

Dignity at Work

Date Formal DAW received and Directorate	Meeting with employee within 15 days	Investigation completed within 15 days	Meeting to provide outcome of complaint	Outcome letter to employee within 5 days after hearing	Appeal held within 20 days of registration by employee	Appeal outcome sent to employee within 5 days after appeal	Notes
A&H 1 Dec 2011 (Adults)	No						Complaint record form received on 01/12/11. Formal meeting to hear the complaint was arranged for 16/12/11. TU rep not available meeting rescheduled for 11/01/12
A&H 20 Dec 2011 (Housing)	No						Manager on AL, DAW acknowledged. As same complaint is raised by three

									employees, agreement being sought to consider DAW as a collective grievance and seeking informal resolution.
A&H 20 Dec 2011 (Housing)	No								Manager on AL, DAW acknowledged. As same complaint is raised by three employees, agreement being sought to consider DAW as a collective grievance and seeking informal resolution.
A&H 20 Dec 2011 (Housing)	No								Manager on AL, DAW acknowledged. As same complaint is raised by three employees, agreement being sought to consider DAW as a collective grievance and seeking informal resolution.
A&H 9 Jan 2012 (Housing)	NA								DAW received on 09/01/12 however, DAW form dated

								15/12/11 and cover letter dated 18/12/11. Meeting to be arranged.
A&H 12 Dec 2011 (Housing)	Yes	Yes	NA	Yes	NA	Yes	NA	DAW raised on 12/12/11, heard on 20/12/11, outcome given on 9/01/12. Considered as part of the probationary process. Outcome letter currently being drafted.
C&ES 17 Oct	No	No	No	No	N/A	No	N/A	Complaint submitted to the Divisional Director of Legal Services, Discussed with Divisional Director HRD and advised the employee that the complaint has been passed to the Corporate Director in C&ES on 21 October
								C&ES Divisional Director met with employee on 22

									November. Complaint investigated and outcome meeting to be held on 12/1/12
C&ES 19 Oct 2011	N/A								Employee has a current DAW relating to the same issue. Intention is to respond to all complaints at one meeting. Meeting arranged four times and postponed by employee or representative. To go ahead on 16/1/12.
C&ES 19 Oct 2011	N/A								Employee has a current DAW relating to the same issue. Intention is to respond to all complaints at one meeting. Attempts to arrange meeting failed due to unavailability of employee or representative. To go ahead on 16/1/12.
CS 11 Oct 2011	No	Yes	Yes	Yes				N/A	Employee raised DAW in relation to 2 issues: 1) Payment

									Protection following redeployment, for contractual over time and 2) not receiving weekend pay enhancement for working on a Saturday. A meeting did not take place within 15days due to union rep being unable to attend on the first date offered. Then employee went on annual leave overseas for two weeks.
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Conduct

Date Formal Conduct Procedure commenced and Directorate	Meeting to inform employee of alleged misconduct	Investigation completed within 15 days and meeting to inform employee of outcome within 5 days	Meeting to consider alleged misconduct	Outcome letter to employee within 5 days after hearing	Appeal Held within 20 days of registration by employee	Appeal outcome letter sent to employee within 5 days after appeal	Notes
A&H 6 Oct	Yes	No					Investigation

2011 (Housing)							extended due to employee being on A/L (abroad) from 24/10/11 to 23/11/11 and had to be re-interviewed. Investigation has now concluded.
A&H 7 Nov 2011 (Housing)	Yes	No	N/A	N/A	N/A	N/A	Investigation extended by 2 days to complete investigation report. Outcome of investigation – no case to answer.
A&H 7 Nov 2011 (Housing)	Yes	No	N/A	N/A	N/A	N/A	Investigation extended by 2 days to complete investigation report. Outcome of

A&H 7 Nov 2011 (Housing)	Yes	No	N/A	N/A	N/A	N/A	Investigation extended by 2 days to complete investigation report. Outcome of investigation – no case to answer.
A&H 22 Dec 2011 (Adults)	No						Safeguarding adults matter. SGA investigation undertaken. Employee off sick since incident and did not attend meeting
CS 1 November 2011	Yes	No	N/A	N/A	N/A	N/A	Delay in the investigation as the investigating officer was

									absent from work due to sickness. Investigation has concluded and meeting has been arranged.
C&ES 11/10/11	Yes	No	N/A	N/A	N/A	N/A	N/A	N/A	Investigation delayed due to annual leave and shift patterns. No formal action taken - guidance given.
C&ES 14/12/11	Yes	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Investigation on-going
C&ES 15/12/11	Yes	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Investigation on-going
CEX Dec 2011	Yes	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Investigation on-going

Capability

Date Formal Capability Procedure	Meeting to consider employees	Outcome letter to employee	Appeal held within 20 days of	Appeal outcome letter sent	Notes
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commenced and Directorate		performance	within 5 days after hearing	registration by employee	to employee with 5 days after appeal	
Nil						

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EMPLOYEES' CONSULTATIVE FORUM: 24/01/2012

EMPLOYEES' SIDE REPORT ON: Relating to a DTL Collective Dispute (D@W)

SUMMARY AND DECISION REQUESTED

That the forum recognises the poor treatment received by the staff group that the complaint relates to. We request that recommendations are made by the forum for those responsible to be held fully accountable through the council's internal employment procedures.

CHRONOLOGY:

DATE	ACTION	OUTCOME
	Through DJC & Mr Hills	On going issue, poor response
	Page 13 from Harrow Council's Equal Opportunities Policy	On going issue
	Page 58 from the Full Business Case	On going issue
	Page 20 from the Outline Business Case	On going issue
	Training Records	On going issue
	After Structure	On going issue
	Previous Structure	On going issue
10/08/2011	Emails from Mr Hills to Mr Martin	Protracted issue no adequate response
10/08/2011	Emails from Mr Hills to Mr Martin	Protracted issue no adequate response
23/09/2011	Email from Mr Martin to Mr Edwards	Protracted issue no adequate response
20/10/2011	Letter from Mr Edwards to Mr Martin	Protracted issue no adequate response
07/12/2011, 14/12/2011 & 5/01/2012	Emails from Mr Hills and Mr Martin	Protracted issue no adequate response

REPORT

Unison submits this report in line with the requirements of a collective dispute as identified within the Councils Dignity at work procedure. The first stage to resolving the issues that are encompassed within the D@W collective dispute was to invite Mr Hills to attend a meeting with the incumbent staffing group on the 10/8/2011 the e-mails states a brief outline into the concerns. This invitation to meet with staff was declined by the incumbent director. Due to the actions of the incumbent director the members were left with no alternative but to enter into the formal process.

The DJC meeting was held on the 29/9/2011 to hear the formal complaint and full verbal submissions were provided by Unison in the delivery of the complaint as well as submitting the required D@W complaint form a month previously to the Divisional Director. At the DJC Meeting the management stated they failed to understand the complaint and failed miserably to engage in any debate which is clearly identified in the e-mail to the Divisional Director on the 23rd September 2011. This matter has failed to follow any correct procedure that the council has at its disposal. The Chief Officer has been allowed to conduct matters outside of any process in some perverse belief that they have the delegated authority to do so.

I now refer to the e-mail sent to Mr Hills on the 5th January 2012 again requesting an outcome and some type of resolution to this extremely sensitive issue. The content of this e-mail identifies a clear contempt to undertake matters in a fair and equitable manner. This is clearly evident from the Chief Officers terminology and the use of rebutting rather than the recognised term resolution. This vital e-mail also identifies the dispute in its entirety. Firstly the training issue identifies that no long serving member of staff within this workgroup has received development training as identified in the councils equal opportunities policy, I refer to page 11 of the Equal Opportunities policy headed training and development opportunities where the council is committed to equal access to training and development. As you will see from the training record provided to Unison by the Head of Public Realm Services no training has been provided to any of the Waste services Driver Team Leaders.

The second point to consider is the Restructure undertaken by this Directorate that was both discriminatory and "Less than Satisfactory" according to another Chief Officer in his conclusion to another related D@W complaint. Unison has provided the before and after structure of the PRS which clearly identifies both unlawful practices and a clear victimisation of a certain section of the workforce, which may we add were not identified within the restructure OBC/FBC presented to Cabinet for approval.

The structure and OBC excerpt identify the reduction of 10 Assistant managers when there were actually 12/13 within the previous structure. Two assistant Managers in Waste services were issued with Dismissal letters in or around 22nd July 2011 this then shows the forum that these positions still remain and redundancy notices were revoked by the employer once they were aware of this unlawful act. (This matter is still unresolved)

If as stated three new positions were created above the DTL then why has the employer denied access to apply for these newly created posts? We also question the new structure and state why the DTL on the same level as Streets and Grounds TL prior to the Business case but demoted in the newly created structure, the position above the DTL either remains unchanged or they are newly created positions which should be open to all within the service apart from assimilation rights to the two remaining assistant managers waste services. We have been informed by HRD that the Grade differs from H5 DTL to H6 S&G TL and was therefore the reason. Unison questions this ridiculous response especially when the same situation of grade difference exists at service manager level without a change in reporting lines and position within the structure. This in our member's opinion is a clear demotion without consultation.

The third point is extremely alarming which has invited the council to incur unnecessary cost I directly refer to the councils pay progression GLPC scheme, DTL who entered this authority with the required qualification were required to comply with the spinal point increases. New DTL who were afforded the training to acquire the required professional qualification at the council's expense were appointed and were escalated to the top spinal point after a period of six month. This has discriminatory aspects as well as financial implications. Those who were required to rightfully comply with the spinal progression have been placed at a financial disadvantage over a period of 3year six month, therefore treated less favourably than those employees the council invested in.

The Divisional Director in point 2 of his response fails to understand the basics behind the complaint.

AUTHOR: Harrow UNISON LG Branch

CONTACT DETAILS:

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- φ All shortlisting criteria must be based on the person specification.
- φ All selection decisions must be made on the basis of merit.
- φ All those involved in recruitment and selection should receive training in the Council's recruitment and selection procedures.

Training and Development Opportunities

The Council is committed to the personal development of every employee.

A range of opportunities are available for continuous learning and development to improve career prospects including training, planned work experience and work shadowing.

Learning and development opportunities will be targeted as part of positive action measures where certain groups are underrepresented in the workforce.

Where employees with disabilities undertake training and development, appropriate arrangements will be made as necessary to ensure that all opportunities are equally accessible.

We will ensure that those working part-time or irregular hours have equal access to training and development opportunities as for those on full-time, standard, hours.

Use of Genuine Occupational Qualifications (GOQs) and Positive Action

GOQs

We will use the powers available under the Race Relations Act and the Sex Discrimination Act to appoint a person of a particular gender or from a particular racial group where gender or race is a genuine occupational qualification for the job.

Positive action

Subject to appointment being made on merit, we will take action to achieve and maintain at all levels a workforce that reflects the diversity of Harrow's communities. We will use, where appropriate, the powers available under the provisions of the Race Relations Act 1976 and (Amendment) Act 2000, the Sex Discrimination Act 1975 and the Disability Discrimination Act 1995 to take positive action. This will include :-

- o The development of strategies to ensure that positive messages of encouragement to apply for posts are given to underrepresented groups.
- o Action to ensure that all employees have equal opportunities to training, development and career opportunities.
- o The incorporation of diversity awareness into all management development programmes.

Efficiencies achieved through:

- the implementation of annualized contracts allowing staff to be fully deployed during the busiest periods and stood down during quiet periods
- the implementation of real-time job completion technology to allow staff to be deployed to additional tasks as soon as they become available
- the implementation of 'location aware' technology to allow cost effective deployment of operatives based on their location in relation to an incident report.

Productivity improvement accounting for 17 FTE reduction².

Typically, where similar changes have been made and technologies implemented, savings of between 15% and 30% have been realised. However, based on these conservative calculations, it can demonstrate an ability to remove 24 FTE from the Public Realm (non-management & supervisory) workforce.

Management & Supervision

The new technology suite will allow a reduction in the management structure, as visibility of workload and activity will be available electronically. Managers will no longer be required to manually complete work schedules and progress. This will free them up to focus on supervision and service planning. As such we will remove:

- 1 Service Manager
- 3 Operations Manager posts
- 10 Assistant Manager posts
- 4 Team Leaders posts

Business Support Unit

A new Non Operational Support Team will be created to focus on the non-operational support activities (e.g. Stakeholder Management, Financial Planning etc.). This unit will support the Councils aims and align with the 'Hub & Spoke' approach currently under development. Details of the existing activities within Public Realm that will be transferred to this unit can be found at Appendix VIII. This will see the creation of the following posts:

- 1 Service Manager post

² The figure has been reduced by 8.0 FTE to recognise the increased focus on supervisory responsibilities of Team Leaders.

Public Realm Maintenance Services

2010/11 Training Program

2009/10 2010/11

2011

Accumulative

	Totals	Details	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
INVQ 2 Streets	31	0												
INVQ 2 Grounds	30	TBC												
INVQ 3 1st Line Manager	5	0												
Certificate in Management	1	0												
Diploma in Management	2	0												
Excel	4	3												
Streetworks	8	0												
Trailer - Streets	11	0												
Induction/basic H&S/refresher	66	Year 2012												
Trailer	22	Year 2012												
Manual Handling - Refresh	151	150												
Manual Handling - Managers - Refresh	9	4												
Risk Assessment	3	2												
Johnston 200	13	??												
Johnston 400	6	??												
Johnston Train the trainer	1	1												
Lone Working		24												
INVQ 2 Safe Working		24												
CPC Training		All C1 drivers												
S&G Business Case IT, New processes, IPAD		TBC												
Asbestos Awareness	4	5												
Graffiti Removal	13	4												

Public Realm Maintenance Services

2010/11 Training Program

2009/10

2010/11

2011

Accumulative

Totals

Details

Apr

May

Jun

Jul

Aug

Sep

Oct

Nov

Dec

Jan

Feb

Mar

		1																
COTTS (gens H&S)																		
Weed Spraying - PA1, PA6	14	0																
Weed Spraying - PA2	4	0																
Weed Spraying - ATV	4	0																
Handheld Power Tools	0	0																
Hazard Awareness	12	0																
Emergency First Aid	190																	
First Aid Certificate	5	0																
Store Keeper training	3	0																
Basis POWER training	0	2																
Countryside Diploma																		
Amazone Profliopper Refresh	0		Amazone drivers															
Ride-on mower NPTC	32	0																
COTS Excavator training	2	2																
Horticulture RHS Certificate Level 2	2	0																
IPAD Managers Workshop	22	0																
Glutton	6	6																
Asbestos Awareness	12	12																
ENCAMS	12	0																
Chip reader training	12	4																
HIAB	2	2																
HIAB REFRESHER	0		Year 2013															
Complaints Investigation Course	10	5																
SHARPS Training	9	10																

BTP - Future Projects

Grounds Finance	8 FTE (£237,000 p.a)	<ul style="list-style-type: none"> • Process reengineering of parks / cemetery locking role • Introduction of annualised hours to accommodate seasonal requirements • Based on 2 team leader at £36k pa plus 6 operatives at average £27.5k pa (consisting of salary and overhead)
Highways	5 FTE (£132,000 p.a)	<ul style="list-style-type: none"> • Quantitative assessment of work to be undertaken. • Introduction of annualised hours to accommodate seasonal requirements. • Based on 1 team leader at £36k pa plus 4 operatives at average £24k pa (consisting of salary and overhead)
Management	6 FTE (£274,250 p.a.)	<ul style="list-style-type: none"> • Negate the Assistant Manager role x 10 based on average of £39,875k pa per FTE consisting of salary and overhead • Reduce 1 Operational Manager role based on salary of £55k pa consisting of salary and overhead • includes offset of creation of 4 Support Manager roles based on average of £39,875k pa per FTE consisting of salary and overhead • <u>promotion of 1 Operations Manager role to Service Manager role - £20k pa</u>
Transport	8 vehicles (£96,000 p.a)	<ul style="list-style-type: none"> • Reduction in total fleet numbers and improved utilisation. • Based on average cost of £12k pa per vehicle (lease / repair and maintenance)
TOTAL	£844,250	

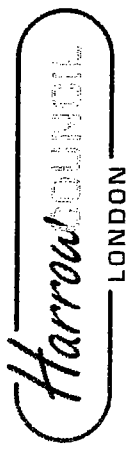
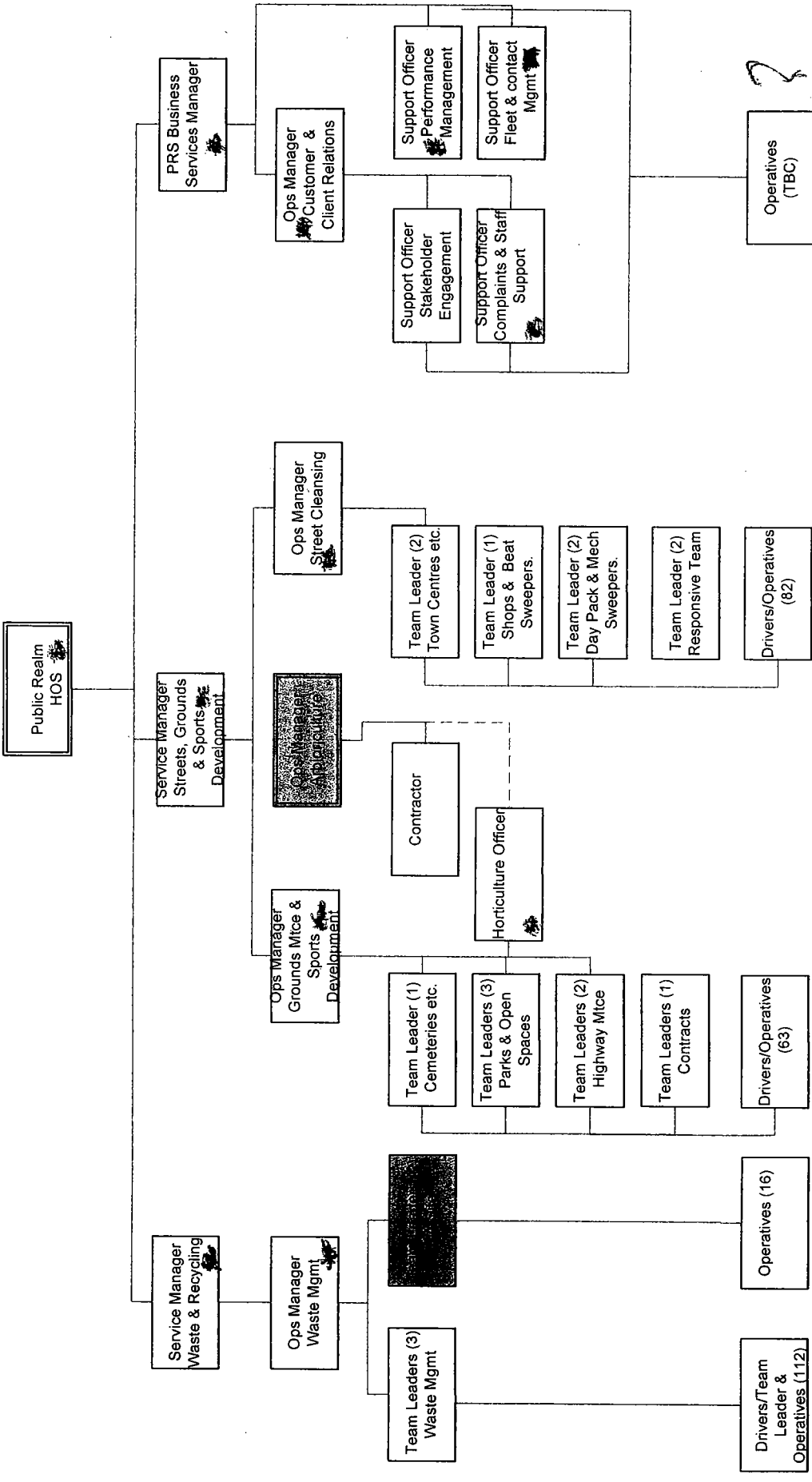
6. IMPLEMENTATION PLAN

The high level implementation plan with indicative dates is as follows:

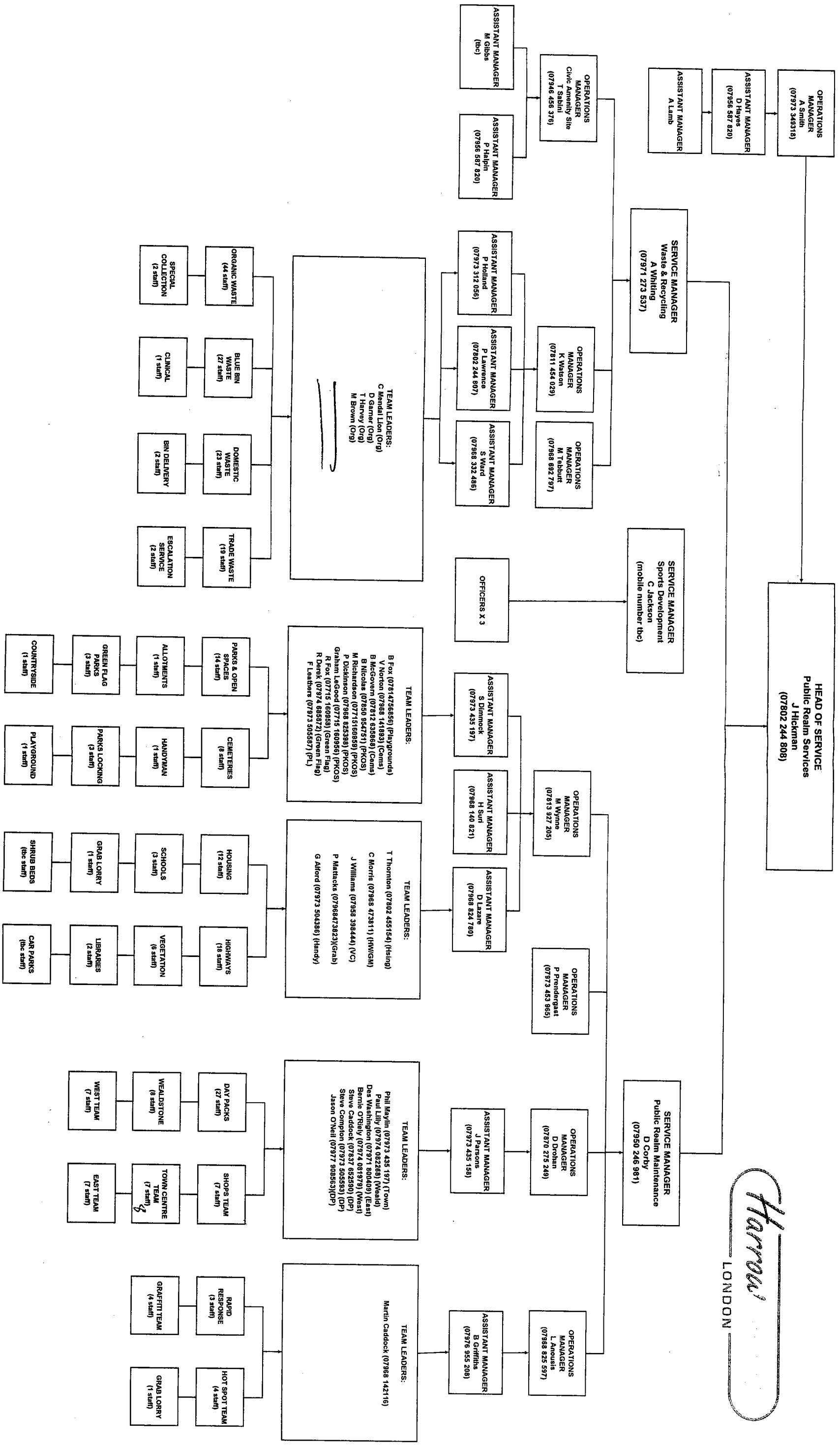
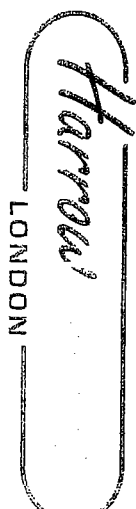
ID	Task Name	Start	Finish	May 2010					Jun 2010					Jul 2010					Aug 2010					Sep 2010					Oct 2010					Nov 2010					Dec 2010					Jan 2011					Feb 2011					Mar 2011				
				16/5	23/5	30/5	6/6	13/6	20/6	27/6	4/7	11/7	18/7	25/7	1/8	8/8	15/8	22/8	29/8	5/9	12/9	19/9	26/9	3/10	10/10	17/10	24/10	31/10	7/11	14/11	21/11	28/11	5/12	12/12	19/12	26/12	2/1	9/1	16/1	23/1	30/1	6/2	13/2	20/2	27/2	6/3	13/3	20/3										
1	OBC acceptance and sign-off	14/05/2010	14/05/2010																																																							
2	FBC development	25/05/2010	12/07/2010																																																							
3	Trade Union consultation	15/07/2010	11/08/2010																																																							
4	CSB update	04/08/2010	04/08/2010																																																							
5	FBC sign-off	18/08/2010	18/08/2010																																																							
6	Project mobilisation	18/07/2010	06/08/2010																																																							
7	Solution design	13/08/2010	17/09/2010																																																							
8	System build	20/09/2010	03/11/2010																																																							
9	Testing	20/10/2010	08/12/2010																																																							
10	Go-Live - Phase 1	10/12/2010	10/12/2010																																																							
11	Stabilisation - Phase 1	13/12/2010	13/01/2011																																																							
12	Go-Live - Phase 2	14/02/2011	14/02/2011																																																							
13	Stabilisation - Phase 2	15/02/2011	01/03/2011																																																							

Version (7)

Proposed Public Realm Target Organisational Structure 2010



after stu



Previous st

Gary Martin

From: Brendon Hills [brendon.hills@harrow.gov.uk]
Sent: 10 August 2011 14:45
To: Gary Martin
Cc: Jerry Hickman; Michael Lockwood; John Edwards
Subject: Re: Meeting request

Dear Gary regarding the concerns that you raise on behalf of your members, I had thought we had agreed procedures in place and that you always prefer it when we follow procedures properly.

As you know, these concerns, should be raised with the Head of Service Jerry Hickman, in whose remit they fall.

I have asked Jerry to look into the matters you raise and I would suggest that the One Team Meeting is the appropriate venue for raising them. He will provide a response at the next meeting.

In the event you cannot resolve them at that meeting, then I would suggest that the Directorate Consultive Committee chaired by the Divisional Director John Edwards.

Kind regards,

Brendon

>>> Gary Martin <g.martin@harrow-unison.org.uk> 10/08/2011 13:51 >>>

Dear Brendon,

The refuse staff would require your attendance at a meeting TBC at approximately 5.45am at central depot. The agenda for this meeting would be your explanation why services on a daily basis are not being delivered to the residents of Harrow at the required time. Why members of staff are constantly taken off their allocated work due to the aforementioned. And finally why there is an excessive amount of overtime being used in the delivery of services, creating an excessive work load for the incumbent staff. Also we require an answer why the agreed ad-hoc overtime rota is not being complied with in the dissemination of overtime.

Kindest regards
Gary

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

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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Gary Martin

From: Brendon Hills [brendon.hills@harrow.gov.uk]
Sent: 10 August 2011 15:33
To: Gary Martin
Cc: Jerry Hickman; Michael Lockwood; John Edwards
Subject: RE: Meeting request

Dear- Gary I agree with Catherine that it is important to speak to front line staff and gain their views.

I already have in place a number of mechanisms to do this and make full use of them to develop our excellent services and therefore do not agree with your opinions.

If you have concerns about a lack of response then there is an issues log within the one team meeting structure to prevent this.

I have already advised the way forward on your concerns.

You are entitled to agendas and minutes and I expect these to be in place.

Brendon

>>> Gary Martin <g.martin@harrow-unison.org.uk> 10/08/2011 15:01 >>>
Dear Brendon,

I agree with any procedure the council has at its disposal, but when this union writes to the management team relating to our members concerns and fails to receive a response is extremely disheartening. I am duty bound to escalate these matter to those more senior i.e. you. Unison cannot continue to take the flack for services that fail to be provided on a daily basis. I therefore stand by my invitation to you to engage with those staff that feel the actions of the management team are impacting directly on both job security and their work life balance.

Your reluctance to engage does not in my opinion show true leadership, this request would be to answer the staff questions and reinstate a moral level which existed prior to decisions taken by the directorate. The DJC fails to consistently provide minutes or agendas and in Unisons opinion fails to meet the basic requirements of such an important forum. Even Catherine Doran agreed that staff engagement with her frontline staff was imperative to strengthen industrial relations between all staff employed within her directorate. Therefore this enables her to obtain the views of those who never have the opportunity to speak to a chief officer. All refuse staff fail to attend yours or Michaels forums due to the nature of the statutory service they provide to residents of Harrow.

Kindest regards
Gary

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

From: Brendon Hills [mailto:brendon.hills@harrow.gov.uk]
Sent: 10 August 2011 14:45
To: Gary Martin
Cc: Jerry Hickman; Michael Lockwood; John Edwards
Subject: Re: Meeting request

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As you know, these concerns, should be raised with the Head of Service Jerry Hickman, in whose remit they fall.

I have asked Jerry to look into the matters you raise and I would suggest that the One Team Meeting is the appropriate venue for raising them. He will provide a response at the next meeting.

In the event you cannot resolve them at that meeting, then I would suggest that the

Directorate Consultive Committee chaired by the Divisional Director John Edwards.

Kind regards,

Brendon

>>> Gary Martin <g.martin@harrow-unison.org.uk> 10/08/2011 13:51 >>>

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Kindest regards
Gary

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Gary Martin

From: Gary Martin
Sent: 23 September 2011 16:07
To: 'John Edwards'; Gary Martin <g.martin@harrow-unison.org.uk>
Cc: Jerry Hickman; Treena Massey
Subject: RE: DJC - Team Leaders

John,
I will provide the submission, but I am extremely disappointed that management failed to respond formally to the collective dispute at the DJC, which of course is a requirement under the process, I do not however mean you as chair of the DJC I refer to Head of service Public Realm, therefore failure to respond should factor in your outcome.

Kindest regards
Gary
Have a nice weekend

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

From: John Edwards [mailto:john.edwards@harrow.gov.uk]
Sent: 23 September 2011 15:46
To: Gary Martin <g.martin@harrow-unison.org.uk>
Cc: Jerry Hickman; Treena Massey
Subject: DJC - Team Leaders

Gary,

I am keen to respond to you on the points that you raised on the Team Leader post issue at DJC today, and while I think I got most of it down it would be helpful if you could let me have a written summary of the issue that you raised. Eg a scan of the paper you were using to set out the issues.

Thanks

John

John Edwards
Divisional Director Environment Services Harrow Council Civic Centre Station Road
Harrow
HA1 2XF
020 8736 6799

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Community and Environment
Corporate Director – Brendon Hills

Gary Martin
Branch Secretary
Unison

20 October 2011

Dear Gary,

Re: Driver Team Leader Collective Dispute

I refer to the collective dignity at work that you raised at the Community and Environment DJC on 29 September 2011. This item was referred to the DJC on the advice of Jon Turner, stated in his e-mail of 18 July 2011.

I am grateful to you for sending me a written version of the statement that you made to the DJC, and I am responding to the points raised in that statement in my role as chair of the DJC.

My understanding is that there are five main issues raised in the submission and I have provided answers to the best of my knowledge based on the submission. The restructuring that is the foundation of the collective dignity at work has been the subject of extensive discussion and correspondence. In reaching my conclusions I have consulted with the managers of Public Realm and officers in HRD. Due to the nature of the points raised and the parallel opportunities for raising the points I accept that there may be a few points on which you may wish to provide further clarification or information once you have considered this response. In this case I would be happy to receive any additional information and I will of course give this further consideration.

You will see below that there are some points which I feel are being dealt with through an alternative route, and it would be inappropriate for me to intervene at this stage.

Although you state at a number of points in your statement that you believe the issue is self explanatory I have to state that I did not find this to be the case.

Point 1 – Driver Team Leader re-evaluation

There is no change to the role profile of the Driver Team Leader following the Public Realm Services restructure. The job responsibilities remain unchanged the only variation from the previous role profile being the change of the reporting line from an Assistant Manager on grade H7 and to a Public Realm Services Supervisor on grade H6. This is a minor change would not usually warrant a review of the grading of a post. Furthermore, prior to implication in the collective DaW, I have not discovered any formal written request to re-evaluate the post. However, if you do formally wish to have the role profile regarded then please put this request in writing in the usual way and the issue will be processed with HR.

Point 2 – Training

You state that street cleansing staff have been *given professional training to obtain the same level of qualification as the incumbent Driver Team Leaders*. I do not have full details of the specific training and group of staff that you are referring to, but in general terms I do not see a difficulty with access to training being allowed to individuals or groups of staff. In determining training needs and opportunities, managers are expected to take into account the needs and future needs of the organisation, as well as the scale and cost effectiveness of the training delivery. I am unable on the basis of the evidence that has been produced, to respond to your claim that there has been disproportionate discrimination in training.

In terms of the drivers that you state have progressed to the top of the spinal point, I am advised that this issue has been dealt with by Brendon Hills who confirmed to you that no employees suffered detriment as a result of any misinterpretation of the appointment process...

The Public Realm Services management team are an extremely keen to advocate continuous learning and development in all staff. This has been evident in the significant investment that has been put into the Waste Service by introducing mobile working technology, and latterly by implementing the current Business Case introducing the same technology into Public Realm Maintenance. Therefore, I cannot agree with your statement to the effect that *management are intent on denying employment opportunities with the department evident from the recent Business case.*

Point 3 – Driver Team Leader reporting lines

I have found that this issue of the change in reporting line for Driver Team Leader from an Assistant Manager (H7) to Public Realm Services Supervisor (H6) has already been responded to in a number of pieces of previous correspondence. While the reporting line for Driver Team Leaders has changed along the stated lines, their work, pay or other terms of conditions of employment have not changed. This does not constitute a demotion.

As stated in the consultation exercise Assistant Managers posts were deleted from the structure in Public Realm with the exception of the specialist posts in the Civic Amenity Site. Moreover, no employee was denied access to the new Service Manager position within the Public Realm Services structure because, as you are fully aware, this was advertised in the Council's internal vacancy bulletin and all Council employees could have applied for the post. I do not see how this is a breach of Harrow policies.

Point 4 – Denial of job opportunities

This point is covered in responses provided above.

Point 5 – Letter of no confidence

The letter of no confidence referred to has responded to. PRS management received a letter (untitled) on 13 June 2011 from Unison following a meeting of waste staff that morning that concluded in, as stated in the letter, a vote that returned "*an overwhelming majority in favour of no confidence.*" This letter was duly responded to on 27 June 2011. A follow up letter from Unison was also received by PRS management on 30 June 2011, which in return received a response on 12 July 2011.

The issue regarding the deduction of wages is already being dealt with via a separate route raised by Unison. I anticipate that you will receive a full response on this point at the conclusion of that process, and to avoid any potential for confusion I will not respond to it at this time.

Yours sincerely,

John Edwards
Divisional Director Environment Services

Gary Martin

From: Gary Martin
Sent: 05 January 2012 07:18
To: 'Brendon Hills'
Cc: Steve Compton; Michael Lockwood; Jerry Hickman; John Edwards
Subject: FW: Collective dispute DTL

Importance: High

Brendon,

I have yet to receive a response to this matter which clearly illustrates direct victimisation of individuals within the workforce. I am completely astounded by your reluctance to right a wrong. It seems that this matter highlights the contempt you have for professional qualified personnel who entered into this council with the required qualifications to progress and improve Harrows service delivery. It is also evident that those who gained the required qualification at the expense of Harrow Council are in your opinion more valued than those this council sought to recruit due to the poor and below London average working conditions.

The training programme issued to this Union by Mr Hickman clearly shows the discriminatory allocation to enhance the skills of certain sections of the workforce. This has been conducted under your tenure as responsible officer, and again you have not afforded the basic courtesy to ensure that no single or group of employees are disadvantaged, or treated in an unequal manner. What the training document identifies is a clear face fit exercise, which again you seem to support by your reluctance to respond. I would also request that you take a reflective look at the leadership of this directorate and respond to what can only be described as an area that feels they are totally outside of any council procedure.

I look forward in receipt of a comprehensive response

Regards
Gary Martin
Branch Secretary

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

From: Brendon Hills [mailto:brendon.hills@harrow.gov.uk]
Sent: 14 December 2011 13:37
To: Gary Martin
Cc: Steve Compton; Michael Lockwood
Subject: RE: Collective dispute DTL

Gary- I think we will be confident in robustly rebutting all of the concerns being raised through this dispute but I have just asked for one or two points to be checked to satisfy myself of this and will come back soon.

Brendon

>>> Gary Martin <g.martin@harrow-unison.org.uk> 14/12/2011 07:20 >>>
Brendon,

I have yet to receive even the courtesy of an acknowledgement from you regarding this outstanding issue. It seems that this matter will now progress to ECF, therefore identifying just how certain sections of the council's workforce are actually treated. This matter will be a real eye opener to those elected to run this authority, which was again clearly identified in Michael's recent staff forum at the Depot where yet again one side of the workforce gained more training certificates. Speaking from a personal point of view it identifies a sad indictment of this directorate, when I alone have only received one training course which is not compulsory (CPC to retain my licence which is given to all professional drivers whether in the public or private sector) the NVQ level 2 which was a government funded scheme (no cost to the council) and not recognised anywhere. Any future redundancy situation in this area would in my opinion show how the council desires to retain skills and qualifications at the expense of others.

Regards
Gary Martin

From: Gary Martin
Sent: 07 December 2011 13:12
To: 'Brendon Hills'
Cc: Steve Compton
Subject: Collective dispute DTL
Importance: High

Brendon,

As stated at the DJC on Friday 2nd December 2011 the following are less than satisfactory to the members.

1 Training this refers to the failure to proportionately disseminate training across PRS services training has been afforded to a select group disadvantaging those incumbent members of staff, this matter is also identified in the Council equal opps policy.

2/ Driver team leaders reporting lines. Mr Edwards fails to comprehend the fact that demotion occurred by slotting in a PRS team leader into a role that did not exist the two fundamental points that were in breach of the councils corporate governance are denial for the DTL to apply for one new role, as the two assistant Managers still exist reduction of 10 when 12 existed (collective bargaining on redundancy) also the previous structure identified the both the DTL and TL PRS were on the same level. it is irrelevant of grade and should mirror the service manager structure level.

3/ regarding new drivers Streets and Grounds who obtained their LGV2 Licence and were assimilated to DTL and went straight to the top of the grading after a period of six month. This totally contravenes the council pay scheme and financially discriminates against those with experience and higher qualifications. For Mr Edwards to state that no one employee suffered a detriment is totally ridiculous

These are the three fundamental points that remain outstanding.

Regards
Gary

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**REPORT FOR: EMPLOYEES
CONSULTATIVE FORUM**

Date of Meeting:	24 January 2012
Subject:	Driver Team Leader Collective Dispute – Management Response
Key Decision:	No
Responsible Officer:	Brendon Hills Corporate Director Community and Environment
Exempt:	No
Decision subject to Call-in:	Yes
Enclosures:	None

Section 1 – Summary and Recommendations

This report sets out the management response to the Employees side report on the Driver Team Leader Collective Dispute.

Recommendations:

The Employees Consultative Forum is requested to consider the issue.

Reason:

The issue has been raised at the Community and Environment Directorate Joint Committee, but remains unresolved in the view of Unison.

Section 2 – Report

1. This report is the management response to a report provided by the Employees Side, “Relating to a DTL Collective Dispute”.
2. The Driver Team Leaders referred to by Unison are a role within the Public Realm Service of Community and Environment.
3. The complaint is directly related to the business transformation project for Public Realm which introduced new ways of working, supported by modern technology for the streets and grounds maintenance service, with an associated organisation restructure. This restructure changed and reduced the management and supervisory roles within the organisation by removing a tier of supervision and increasing the responsibility and opportunity for team leaders. The project was progressed in accordance with the Procedure for Managing Organisational Change.
4. Unison raised a number of issues during the project that were logged, considered and resolved, either directly through the project or through other procedures such as the Dignity at Work procedure. This issue remains unresolved in the view of Unison, but not as it is understood, in the view of the managers of the service.
5. The Dignity at Work procedure refers to collective grievances as follows:

2.6 Collective Disputes

Where a complaint applies to or is raised by more than one employee, and is of the same nature, it may be appropriate for the issue to be resolved through collective agreements between the trade union(s) and management.

6. In an e-mail to Gary Martin dated 24 March 2011, Jon Turner sets out the route to be followed for this issue:

With regard to the Driver Team Leader Complaint; as I stated, I remain of the view that these are matters for consideration by the DJC/CJC and if unresolved by ECF.

7. The issue was raised by Unison at meetings to progress the transformation project and then escalated as an item on the agenda for the

Community and Environment DJC on 29 September 2011. Unison made a verbal presentation of the issue and followed up when requested by the Chair, John Edwards with the notes used to present the case. John Edwards provided a response as the chair of the DJC, in a letter dated 20 October 2011. This letter is included in the documents submitted by Unison.

8. At the Community and Environment DJC on 2 December 2011 Unison were asked if they were content with the response as there had been no further correspondence on the matter. Unison stated that they remained dissatisfied and Brendon Hills, Corporate Director, offered to have a further consideration of the outstanding areas of dissatisfaction. Unison set out 3 remaining concerns in the e-mail dated 7 December 2011, and there is further correspondence on 14 December 2011.
9. The management position in response to the initial grievance remains as stated in the letter from John Edwards dated 20 October 2011.

Driver Team Leader re-evaluation

- 9.1. There is no change to the role profile of the Driver Team Leader following the Public Realm Services restructure. The job responsibilities remain unchanged the only variation from the previous role profile being the change of the reporting line from an Assistant Manager on grade H7 and to a Public Realm Services Supervisor on grade H6.

Training

- 9.2. The Council is committed to providing all training necessary to enable employees to fulfil their roles. In addition all employees have opportunities to apply for additional in house training to improve generally and many employees have requested and been provided with support for external courses and opportunities.

Appointments

- 9.3. No employees suffered detriment as a result of any perceived or real misinterpretation of the appointment process. No employee was denied access to the new Service Manager position within the Public Realm Services structure. This was advertised in the Council's internal vacancy bulletin and all Council employees could have applied for the post.

Driver Team Leader reporting lines

- 9.4. While the reporting line for Driver Team Leaders has changed along the stated lines, their work, pay or other terms of conditions of employment have not changed. This does not constitute a demotion.

Unison letters of no confidence

9.5. A number of letters and submissions, including to ECF, of no confidence have been made by Unison in recent years. Although often personal in nature, they are without substance and they have been responded to in an appropriate way.

10. The submission to this meeting by Unison raises a new issue regarding 2 Assistant Managers who were identified for redundancy but have not been dismissed to date. They are currently retained as posts over the establishment, not for the reasons suggested by Unison, but as mitigation to provide more time and opportunity to explore alternatives to compulsory redundancy.

Financial Implications

There are no financial implications from the report. The transformation project referred to in the report was approved by Cabinet with a full business case provided at that time.

Risk Management Implications

There are no risk management implications from the report. The transformation project referred to in the report was approved by Cabinet with a full risk assessment developed for the project.

Equalities implications

There are no direct equality implications from the report. The transformation project referred to in the report was approved by Cabinet with an equalities impact assessment provided at that time and revised as the project proceeded.

Corporate Priorities

The transformation project supports the corporate of Keeping neighbourhoods clean, green and safe.

Section 3 - Statutory Officer Clearance

Name: Kanta Hirani



on behalf of the
Chief Financial Officer

Date: 13 January 2012

Section 4 - Contact Details and Background Papers

Contact: John Edwards Divisional Director for Environment

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REPORT FOR: Employees' Consultative Forum

Date of Meeting:	24 th January 2012
Subject:	INFORMATION REPORT – Half Yearly Health and Safety Report 2011/12
Key Decision	N/A
Responsible Officer:	Tom Whiting, Assistant Chief Executive
Exempt:	No
Decision subject to Call-in	N/A
Enclosures:	Appendix 1 – Health & Safety Objectives & Targets April 2011 – March 2012 (The improvement plan) Appendix 2 – Codes of Practice Development, Consultation & Implementation Schedule Appendix 3 - Analysis Report for Accidents Quarter 1 To Quarter 2 (1 st April 2011 – 30 th September 2011)

Section 1 – Summary

This report summarises the Council's health and safety performance for the half year 1st April 2011 to 30th September 2011, providing an update of activities and giving information on outcome measures – training, audits and accidents.

FOR INFORMATION

Section 2 – Report

Executive Summary

2.1 The half year from April to September 2011 has continued to be a period of development for the management of health & safety across the organisation. The key work streams during the period from 1st April 2011 to 30th September 2011 have been:

- The implementation of the use of a health and safety e-self audit tool across the organisation. This tool was introduced in response to the Health and Safety Executive (HSE) Inspector request to review health and safety auditing arrangements.
- Continued implementation of the two year improvement plan based on the HSE model HS (G) 65 with the required step changes in performance.
- Restructuring the Health and Safety Service to build a new in-house team.
- Continued involvement in the comprehensive work programme led by the Corporate Director Community & Environment to improve health and safety management and further developing asbestos and premises risk management. The re-surveying of Corporate properties for asbestos is currently underway as part of this programme.
- Continuing development of health and safety Policies and codes of practice to meet identified needs including the Council's overarching Health and Safety Policy and the consultation and communication and legionella codes of practice.
- Continued provision of health and safety advice and support across the directorates.
- Continued provision of the health and safety training programme across the directorates.
- Support and development of the Health at Work Group, employee assistance programme and the shared provision of the Occupational Health Service with Brent Council.

Background

2.2 In line with statutory requirements and in order to allow the Council to monitor and measure health and safety performance and prioritise areas of health and safety risk, a safety review is performed bi-annually. The 2010/11 annual report was reported to the Forum in July 2011 and this is the half yearly review.

2.3 Effective health and safety management enables the Council to meet its legal, moral and economic obligations, thus benefiting all stakeholders.

External Assurance

- 2.4 As a large employer undertaking a wide range of activities the Council is subject to a large number of statutory regulations and will be scrutinised by a number of enforcement agencies.
- 2.5 Three Improvement Notices were served on the Council in June 2010 by the Health and Safety Executive (HSE) after an incident at Norbury First and Middle School and subsequent visits to the other CLASP (Consortium of Local Authorities Special Programme) schools in Harrow.
- 2.6 Following satisfactory completion of the requirements of the Improvement Notices the HSE Inspector indicated that a review of health and safety auditing arrangements would be performed in July 2011. An update was therefore provided to the Inspector of changes that have been implemented. Subsequently the HSE have chosen not to revisit Harrow Council.

Improvement Plan

- 2.7 A comprehensive improvement plan (See appendix 1) is well underway which is based on the health and safety management model endorsed by the HSE, HS(G) 65 which requires integration of safety management into the organisational system and management practice. The plan was generated in response to both the Improvement Notices served in 2010 and the independent peer review conducted in 2010. The two year programme was commenced in April 2011. The programme is on target and progress is monitored by the Corporate Health and Safety Group.

Health and Safety Policy and Guidance

- 2.8 The Corporate Health and Safety Advisory Service continues to develop and issue health and safety policies and guidance notes as part of the development of the safety management system. The documents detailed below have been reviewed and consulted upon with key stakeholders, including the trade Unions, prior to being approved at the Corporate Health & Safety Group and uploaded onto the Harrow Hub.

- HSP - Health and Safety Policy
- HSCOP 03 - Legionella Policy
- HSCOP 38 - Health and Safety Consultation and Communication
- HSCOP 12 - First Aid
- HSCOP 09 - Legionella Risk Assessment and Control

- 2.9 Work has also commenced on the following documents which are currently being consulted upon with stakeholders prior to being approved and uploaded onto the Hub.

- HSCOP 03 - Clinical Waste
- HSCOP 09 - Health Surveillance
- HSCOP 12 - Manual handling

- Guidance note - Educational Visits
- HSP - Potentially Violent Person & Hazardous Address Register

2.10 The review of key documents is planned to continue in a programme throughout 2011/12. (See appendix 2) The Safety Policy and other key safety documents will require review once the Senior Management Restructure has taken place.

Health and Safety Groups

2.11 The Health and Safety groups continue to meet quarterly, with the exception of the schools forum which meets every term, to fulfil the requirements of the consultation and communication code of practice.

2.12 The functions of the groups are fourfold. Firstly they must plan the direction for health and safety i.e. be aware of the significant risks faced by the organisation and 'own' and understand the key issues involved. Secondly they must deliver Health and Safety through taking responsibility and 'ownership' for health and safety, ensuring adequate resources, worker involvement, the provision of competent advice and completion of risk assessments. Thirdly the groups must monitor health and safety considering the relevant proactive and reactive data and finally the group must review health and safety performance.

Health and Safety Visits, Inspections and Audits

2.13 The service has continued to provide support across the Council, investigating accidents, visiting sites to implement new systems and to assess risks and providing on site training where necessary.

2.14 The new e-self audit tool has been purchased and developed during this period. A pilot trial has been conducted in the Community and Environment Directorate to identify and rectify and snagging issues. The tool seeks to identify health and safety legislative compliance for each service against the key health and safety legislation. The audit tool is now being rolled out across the other directorates and is due for completion in the second half of this financial year.

Health and Safety Training

2.15 A training programme has been followed and delivered by the Corporate Health and Safety Service during this period. Approximately 380 employees have received training during this period. Unfortunately the majority of this training has been provided on-site following requests. There has been limited uptake on the pre-planned courses resulting in a number of courses being cancelled. However the self audit tool currently being rolled out across the council will identify specific health and safety needs and this, together with training reviews in the Directorate health and Safety Group meetings, should lead to improved attendance.

2.16 The Corporate Health and Safety Service has recognised that e-learning will provide an effective mechanism for delivering health and safety training to a wider audience across the Council and has reviewed potential providers. A paper will be

presented to the Corporate Health and Safety Group in December 2011 to outline the proposed changes.

- 2.17 Fire Safety Awareness was the most attended course during this period with training delivered on site at four schools. The fall in numbers for the health and safety induction for staff and for managers may reflect the lower levels of recruitment.
- 2.18 Between the 1st April 2011 and the 30th September 2011 there were 54 full time equivalent new starters, excluding schools, at the Council. Of this figure 39 (72%) of new staff and managers completed induction training. (Note there is a time delay between employees starting employment and completing the training). This is an increase on the completed induction training in 2010/11 of 47%.

Educational Outside the Classroom

- 2.19 The Department for Education has issued new simplified guidance for educational visits, which has been reduced from 150 pages to 8 pages. Consequently the Corporate Health and Safety Service are revising the guidance note for educational visits and seeking to re-issue this document for April 2012 to coincide with the new service level agreements. In the meantime the Service will continue to assess educational visits as per the previous guidance note.
- 2.20 Approximately 100 school visits have been reviewed during this half year on a wide range of activities, including overseas visits, residential trips and day excursions.

Occupational Health

- 2.21 The Occupational Health Service has continued to provide work-health assessment screening, sickness absence management and health promotion. Usage of the service has remained consistent with previous years with schools continuing to create the highest demand for work health assessments. Referrals for sickness absence management continue to be evenly spread across the Directorates with musculoskeletal problems remaining the main reason for referral.
- 2.22 A number of concerns have been raised during this period relating to management referral reports, the need for clear accountable actions within the reports and the findings of ill-health retirement assessments. These concerns have been raised with the provider and a series of actions are underway to resolve difficulties.

Promotion of Health, Safety and Well Being

- 2.23 One health promotion has taken place during this period along with the planning for the main Occupational Health Fair which was conducted on the 10th October 2011. The Men's health day, which took place at the Central Depot this year, focussed on a number of key health issues including healthy eating, prostate cancer and healthy heart.

Employee Assistance Programme

- 2.24 First Assist has continued to provide the Employee Assistance Programme. Approximately 80 calls were received for telephone counselling during this period covering a range of issues including bereavement, adult children, health and anxiety. Approximately 20 referrals required face to face counselling resulting in approximately 70 sessions of counselling being provided. The majority of callers have been female. This represents approximately an increase of over a third in the usage of the service when compared to the equivalent period in 2010.

Accidents at Work

- 2.25 The Council continues to compile quarterly, half yearly and annual analysis reports of accident performance for scrutiny by the Health and Safety Groups (see appendix 3).
- 2.26 Support has continued to be provided across the Council with respect to electronically submitting the new Accident / Incident / Near Miss Database Form to enable faster and more accurate data collection.
- 2.27 The majority of both reportable and non reportable employee incidents occur in the Children's Service Directorate (67%), principally in schools.
- 2.28 The Adults & Housing Directorate has the next largest number of both reportable and non reportable employee incidents (18%), principally involving Social Care Workers.
- 2.29 The number of both reportable and non reportable employee incidents is still low in the remaining Directorates over this half yearly period.
- 2.30 Physical assault and slips, trips and falls continue to be the largest accident types. As previously discussed in the annual report the majority of the physical assaults relate to the managing of adults and children within special needs schools.
- 2.31 The number of accidents reported has fallen in quarter 2. However this is to be expected with the newly formed academies no longer reporting accidents. The academies were offered the opportunity to purchase the health and safety service level agreement and to purchase the use of the occupational health service as a stand alone service but declined these offers.

Health and Safety Training Data

- 2.32 A training programme, published on the intranet, has been followed during this period. Training has been delivered to 379 employees. The majority of training has been delivered to four schools who have requested bespoke fire safety awareness training.
- 2.33 Delivery of training through the training programme published on the intranet has been limited with a number of courses cancelled due to a limited number of bookings. The table below is a report of delivery of training.

Table 1: Main Health & Safety Training Courses Attendances 1/4/2011 – 30/9/2011 (1/4/2010- 30/9/2010)

Directorates Courses /	Corporate Finance	Children's Services	Adults and Housing	Environment and Community	Chief Executive	Place Shaping	Total
Health and Safety Induction for staff	2 (4)	5 (7)	13 (5)	5 (68)	4 (0)	5 (0)	34 (85)
Health and Safety Induction for managers	1 (7)	(4)	3 (5)	(2)	1 (0)	(0)	5 (19)
Health and Safety Risk Assessment	(4)	(12)	7 (1)	(5)	(0)	(0)	7 (23)
Health and Safety for Premises managers	(0)	4 (58)	3 (7)	7 (4)	(0)	(0)	14 (69)
Fire Marshals	1 (5)	(9)	10 (7)	(0)	(0)	(0)	11 (21)
Lone working	(1)	(0)	6 (5)	4 (0)	(0)	(0)	10 (6)
DSE users	3 (0)	1 (1)	1 (3)	(0)	1 (0)	(0)	6 (4)
DSE assessors	6 (4)	3 (4)	2 (3)	(0)	1 (0)	(0)	12 (11)
COSHH awareness	(0)	(5)	17 (3)	(4)	(0)	(0)	17 (12)
Evacuation chair training	(1)	(1)	(0)	(4)	(0)	(0)	(6)
Educational Visits coordinators	(N/A)	(21)	(0)	(N/A)	(0)	(0)	(21)
Manual Handling	(0)	10 (9)	9 (6)	4 (0)	(0)	(0)	23 (17)
Fire safety awareness	(0)	240 (0)	(0)	(0)	(0)	(0)	240 (0)
Total	13 (26)	263 (131)	71 (45)	20 (87)	7 (0)	5 (0)	379 (295)

Note: Between the 1st April 2011 and the 30th September 2011 there were 54 full time equivalent new starters (Non Schools) at the Council. Of this figure 39 (72%) of new staff and managers completed induction training.

Legislation Update

- 2.34 The HSE have undertaken or completed a number of consultations in the last six months. Four of these may impact upon the Council.
- 2.35 The HSE is consulting on proposed revisions to the Control of Asbestos Regulations. The significant change is the removal of the exemption of some types of lower risk work with asbestos from three requirements of the Directive: notification of work; medical examinations; and record keeping.
- 2.36 The HSE is also consulting on replacement arrangements for adventure activities following the planned abolition of the Adventure Activities Licensing Authority. This may impact on assessment performed by schools to ensure school trips involving adventure activities are safe.
- 2.37 A consultation has also finished on amendments to the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 (RIDDOR). If adopted, the period of incapacitation after which an injury to a person at work must be reported to the enforcing authority, will change from over three to over seven days.
- 2.38 A consultation is also ongoing on the HSE proposal to revise the Fees Regulations to reinstate existing fees and to extend the range of activities for which HSE recovers costs. This would include a duty on HSE to recover costs where dutyholders are found to be in material breach of health and safety law. Costs will be recovered from the start of the intervention where the material breach was identified, up to the point where HSE's intervention in supporting businesses in putting matters right has concluded.

Stakeholder Feedback

- 2.39 Harrow Council has continued to liaise with the HSE, providing regular updates on the progress of asbestos & premises management and auditing arrangements. As a result the planned revisit in July 2011 has not taken place.
- 2.40 The recognised Trade Unions have continued to actively contribute to the consultation processes and the development and implementation of the Improvement plan. Monthly partnership meetings are held and the Trade Unions are also active participants in the Directorate & Corporate Health & Safety Groups.

Management Assurance

- 2.41 The Directorate and Corporate Health and Safety groups have monitored progress on both the two year improvement plan and the implementation of the actions within the plan, including the e-self audit tool.
- 2.42 In the last six months progress against the action plan has been made in the following areas.
- Health and Safety Policy revised and issued.
 - Consultation & Communication routes revised and issued.
 - Training review commenced.
 - Health & Safety policy/code of practice review.
 - Health and Safety Service restructured.
 - E-self audit tool purchased and audit implementation commenced.
 - Reactive monitoring mechanisms revised and implemented.

Plans for October 2011 - March 2012

2.43 The key actions for the remainder of 2011/12 include the following:

- Implementation of the audit tool across the Council.
- Continued delivery of the two year improvement plan, including continued review of health and safety policies, revised arrangements for delivering training, risk assessment programme and risk mapping and developing and implementing adequate monitoring arrangements.
- Continued monitoring and delivery of improvements in the provision of the Occupational Health Service and the Employee Assistance Programme.
- Increased provision of information on the Health and Safety and Occupational Health intranet portal.
- The provision of health and safety support and advice within Harrow Council.
- Continued provision of appropriate statistics and reports for Health and Safety Groups and forums.
- Continued support to Directorates in the management of asbestos.
- Completion of team restructure

Section 3 – Further Information

None

Section 4 – Financial Implications

Health and safety management is integral to directorate budgets, and the functions of the Corporate Health and Safety team are carried out within the budget available.

Section 5 - Equalities implications

An Equality Impact Assessment was carried out and no adverse impacts were determined.

Section 6 – Corporate Priorities

The delivery of health and safety management is integral to, and supports the achievement of all Corporate Priorities.

Name: S Tingle



On behalf of the
Chief Financial Officer

Date: 21/11/11

Section 7 - Contact Details and Background Papers

Contact: Mark Riordan, Interim Health & Safety Lead, 0208 424 1521

Background Papers: None

Appendix 1 Health & Safety Improvement Plan April 2011 – April 2013

No.	Objective	Target	Programme	Owner	Start	Status	Finish Date
1	Health & Safety Policy: A Policy needs to be prepared which will reflect the organisation's intention for the management of health and safety.	1.1 Statement of commitment.	1.1.1 Preparation of a statement of commitment towards legislative compliance and continuous improvement in the management of Health and Safety.	MR	June 2011	Complete	Sept 2011
			1.1.2 Statement to be agreed by CHSG, signed by the Chief Executive and issued on the intranet/internet.	CHSG/ML	Sept 2011	Complete	Sept 2011
		1.2 Outline of responsibilities, including all stakeholders.	1.2.1 Responsibilities for health and safety management & members to be drafted for consultation, including details of senior management who will 'champion' health and safety and the scope of responsibilities e.g. SLAs.	MR	June 2011	Complete	Sept 2011
			1.2.2 Responsibilities to be agreed by CHSG & relevant stakeholders and issued on the intranet as part of full policy.	CHSG	Sept 2011	Complete	September 2011
2	Organisation. Control	1.3 Outline of arrangements, including all stakeholders.	1.3.1 Arrangements for health and safety management to be drafted for consultation. This will include risk assessment, training, consultation, emergency arrangements, safe workplaces, first aid, incident reporting etc.	MR	June 2011	Complete	September 2011
			1.3.2 Responsibilities to be agreed by CHSG & relevant stakeholders and issued on the intranet as part of full policy.	CHSG	Sept 2011	Complete	September 2011
			2.1 Establish control over health and safety in the workplace.	MR	Sept 2011	Ongoing	Dec 2011

			inspection regimes, management of incidents, defining individual responsibilities, compliance checks etc.						
			2.1.2 Responsibilities, arrangements & compliance checks to be agreed within Directorates and fed back to CHSG & relevant stakeholders	CHSG/MR	Sept 2011	Ongoing		Mar 2012	
2	Organisation. Competence	2.2 The establishment of a system that ensures that all employees are capable of doing their work in a proper and safe way.	2.2.1 All services to identify the training needs of their team, including the CPD needs of managers, against the currently available health and safety training and submit needs to the Health & Safety Service	All services	Aug 2011	Ongoing		Dec 2011	
			2.2.2 The health and safety service to explore the potential for e-learning via the learning pool and introduce courses via this medium.	MR	July	Ongoing	Dec 2011		
			2.2.3 The Health and Safety Service to determine the training needs of the organisation and any necessary budget changes, discuss with HR & L&D and submit a programme, including mandatory training & specialist provision of training, to CHSG.	MR	Dec 2011		Mar 2012		
			2.2.4 CHSG to assess and endorse the programme.	CHSG	Mar 2012		Mar 2012		
			2.2.5 Programme to be delivered.	MR	Mar 2012		Mar 2012		
			2.2.6 Senior Management to determine the arrangements for the provision of professional health and safety support to the organization.	CSB	April 2011	Complete	Oct 2011		
2	Organising Communication:	2.3 Establish communication routes for clarity of responsibilities & to ensure	2.3.1 Communication routes for health and safety management to be drafted for consultation. This will include the provision of information and support e.g. monthly health & safety updates, performance & an opportunity to express	MR	June 2011	Complete		Sep 2011	

		changes are communicated quickly throughout organisation	views and concerns.				
2	Organising Co-operation:	2.4 The formal participation and co-operation of everyone in the workplace in carrying out their Health & Safety responsibilities	2.3.2 Communication routes to be agreed by CHSG & relevant stakeholders and issued on the intranet	CHSG	Sept 2011	Complete	Sept 2011
			2.4.1 Participation and co-operation mechanisms for health and safety management to be drafted for consultation. This will include the arrangements for health and safety committees and escalation of risks.	MR	Sept 2011	Complete	Sept 2011
			2.4.2 Participation and co-operation mechanisms to be agreed by CHSG & relevant stakeholders, including trade unions, and issued on the intranet	CHSG	Sept 2011	Complete	Sept 2011
3	Planning: Risk Assessment	3.1 All risks with the potential to cause harm have been assessed.	3.1.1 Each service to identify and risk assess the significant risks that are present in its work area and through its work activities and prepare a register for review at Directorate level, together with an action plan to address these issues. Directorate group to undertake a risk mapping exercise to ensure all significant risks have been assessed.	Each Service			April 2012
			3.1.2 The health and safety service to purchase a database tool to upload & monitor risk assessments and provide training to enable individual services to upload their assessments.	MR			April 2011
			3.1.3 Each service to ensure that where control measures are required they have been implemented or if not possible the risks have been escalated to Directorate level.	Each Service	Nov 2011		May 2012
			3.1.4 Where risks are unable to be managed within a directorate, the risks are	Each Directora	May 2012		August 2012

3	Planning: Policies & Procedures	3.2 Policies & procedures to be developed for the management of all significant risks	escalated to Corporate Level 3.2.1 All policies & procedures for health and safety management to be reviewed and presented for consultation. This will include any new policies/ procedures identified by the risk assessment process. 3.2.2 Policies & procedures to be agreed by CHSG & relevant stakeholders and issued on the intranet.	MR	April 2011	Ongoing	Sept 2012
4	Monitoring: Pro-active monitoring	4.1 Identify shortcomings in the management of Health & Safety through inspections, checking maintenance records, reviewing work activities etc.	4.1.1 Draft mechanisms for pro-actively monitoring health and safety performance to be presented to CHSG/Directorate Groups for consultation/approval. 4.1.2 Monitoring arrangements to be implemented. 4.1.3 Monitoring data to be reviewed both corporately and at directorate level.	MR	Sept 2011	Ongoing	Dec 2011
4	Monitoring: Reactive monitoring	4.2 Assess health and safety performance through reactive data such as incident data	4.2.1 Ensure mechanisms for reporting data are implemented throughout Council and the relevant data is analysed. 4.2.2 Ensure that the monitoring is reviewed both locally and at Directorate and Corporate level and appropriate remedial action is taken.	MR	May 2011	Complete	Sept 2011
4	Monitoring: KPI's	4.3 Set KPI's e.g. lost time injury rate to benchmark and then set targets for improvement	4.3.1 Draft proposed KPI's for monitoring health & safety performance, including performance board data, to be generated through procured audit tool and presented to CHSG/Directorate Groups for consultation/approval. 4.3.2 Agree targets for improvement and monitor progress.	CHSG/D HSG	Sept 2011	Complete	Dec 2011
				MR	Oct 2011		Dec 2011
				CHSG			November 2011

5	Auditing	5.1 The collation of information on the efficiency, effectiveness and reliability of the total health & Safety Management system and drawing up plans for corrective action	5.1.1 The procurement and introduction of an e-audit tool to assess compliance against legislation and internal policies and procedures. 5.1.2 Completion of the audit by all services. 5.1.3 Assessment of the validity of the auditing by the health and safety service (approx 10%)	MR	Jan 2011	April 2011
6	Review	6.1 Assessment of the adequacy of health and safety performance and determining strategies for remedial action.	6.1.1 The generation of annual and half yearly health & safety reports for submission to members and relevant stakeholders. 6.1.2 An annual corporate review of health & safety performance.	MR	May & Nov 2011	June & December 2011
				CSB	May 2011	June 2012

Key

Green - completed

Amber – ongoing

Red – overdue

No Fill – Yet to be started.

Appendix 3

HALF YEAR ANALYSIS REPORT FOR ACCIDENTS QUARTERS 1 & 2 (1st April – 30th September 2011)

1. BACKGROUND

- 1.1 The statistics have been formulated from the Accident Forms that have been returned to the Corporate Health and Safety Service and relate to Quarters 1 and 2 (1st April – 30th September 2011). All statistical data provided is specific to any accident to Council employees and accidents to non-employees where the accident was reportable to the Health and Safety Executive or added to the Council's Accident Database.
- 1.2 These statistics have been formulated using the Council's Accident Data Base. This database has been further modified and is allowing greater analysis of data, together with the production of more detailed charts and graphs.
- 1.3 As well as being shown in the overall Directorate figures, the accident data for CS Schools and Adults Services has been further split for special needs.
- 1.4 When the Accident Database Reporting Form was introduced this led to substantial increases in the number of accidents reported, as Directorates became more aware of what must be reported to the Corporate Health and Safety Service and the Health and Safety Executive. Accidents are now on the decrease as new Policy and Code of Practice documents are introduced and a heightened awareness of health and safety management is instilled across the Council.

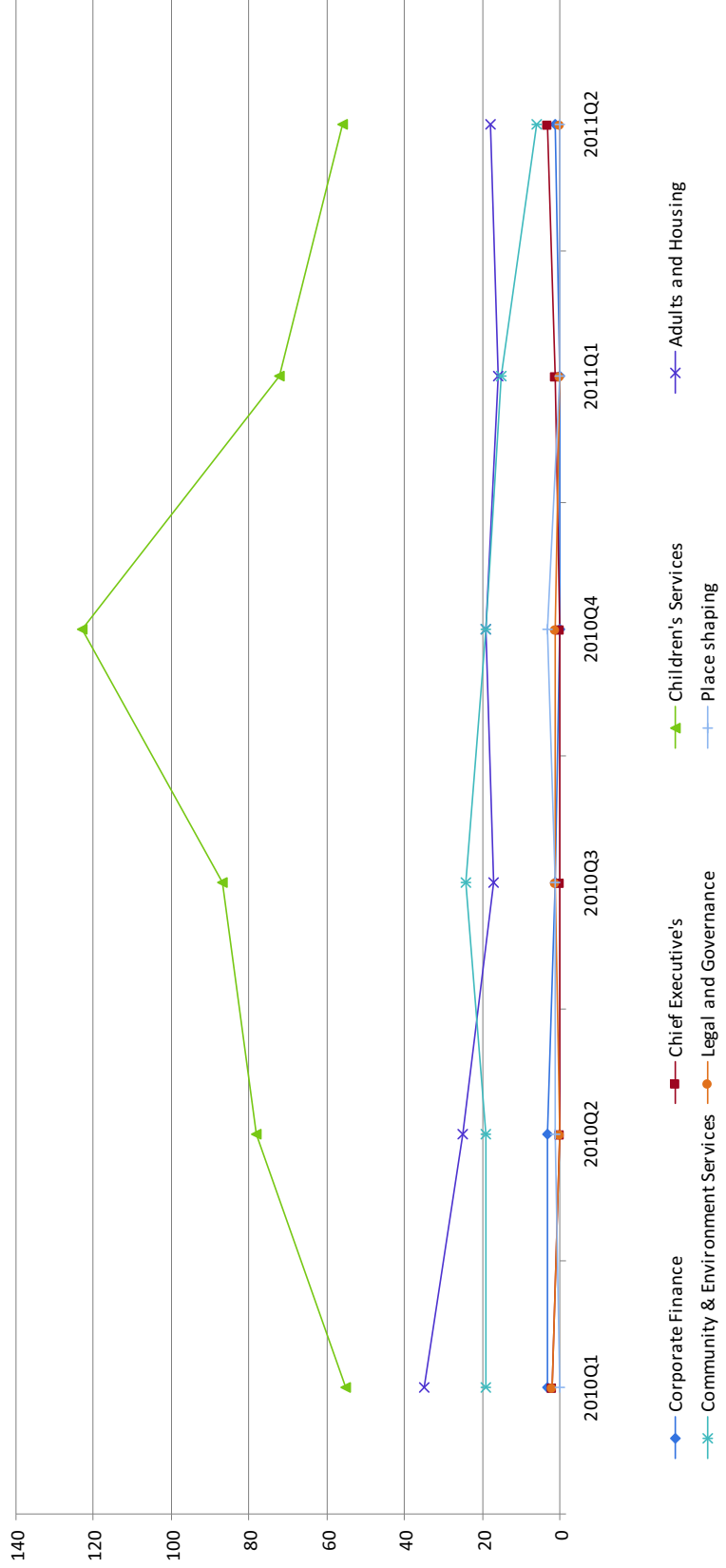
2. DETAIL

- 2.1 The breakdown of data below will assist Council Departmental Management and Staff in identifying trends, highlighting possible breaches of safe working practice and any additional training requirements.
- 2.2 The accident analysis charts give individual Directorate and Division breakdowns of accidents, including details of reportable accidents where applicable.

Total Employee Reportable and Non-Reportable Accidents by Directorate

Quarter	Corporate Finance	Chief Executive's	Children's Services	Adults and Housing	Community & Environment Services	Legal and Governance	Place shaping	Grand Total
2010Q1	3	2	55	35	19	2	0	116
2010Q2	3	0	78	25	19	0	1	126
2010Q3	1	0	87	17	24	1	1	131
2010Q4	0	0	123	19	19	1	3	165
2011Q1	0	1	72	16	15	0	0	106
2011Q2	1	3	56	18	6	0	0	84
Grand Total	8	6	471	130	102	4	5	726

Number of Accidents/Incidents by Quarter



The overall employee figure for Quarters 1 and 2 – 2011 (190) is 24% lower than Quarters 1 and 2 - 2010 (242). These figures also reflect schools that have become academies are no longer included in our statistics and have therefore been removed.

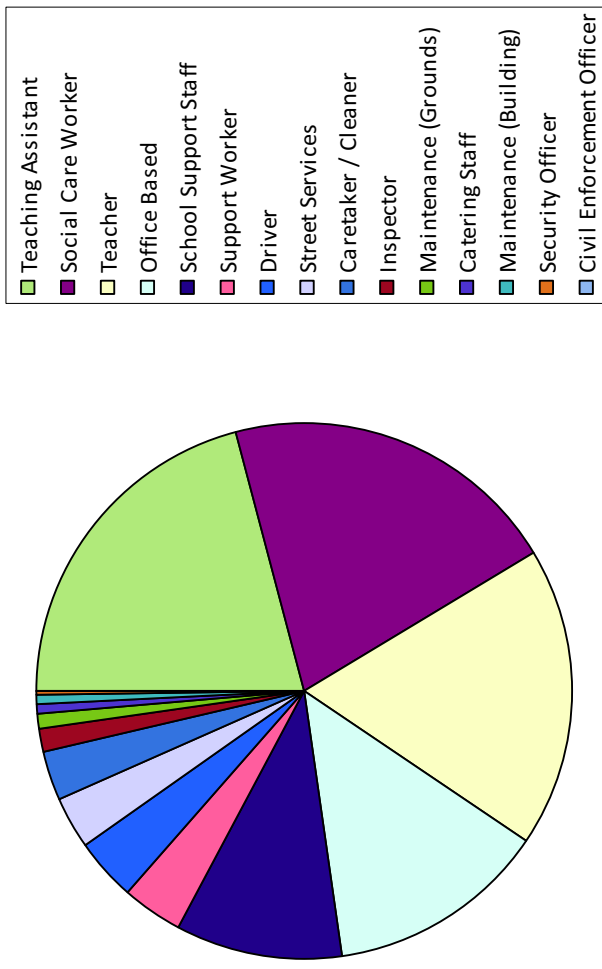
Total Employee Reportable and Non-Reportable Accidents by Occupation Q1 – 2010 to Q2 - 2011

Directorate	(Multiple Items)
Location Type	(All)
Quarter	(Multiple Items)

Accidents/Incidents by Occupation

Directorate: (Multiple Items) Qtr: (Multiple Items)

Occupation	No.	%
Teaching Assistant	151	20.80%
Social Care Worker	150	20.66%
Teacher	131	18.04%
Office Based	96	13.22%
School Support Staff	73	10.06%
Support Worker	27	3.72%
Driver	27	3.72%
Street Services	23	3.17%
Caretaker / Cleaner	22	3.03%
Inspector	9	1.24%
Maintenance (Grounds)	6	0.83%
Catering Staff	5	0.69%
Maintenance (Building)	3	0.41%
Security Officer	2	0.28%
Civil Enforcement Officer	1	0.14%
Grand Total	726	100.00%



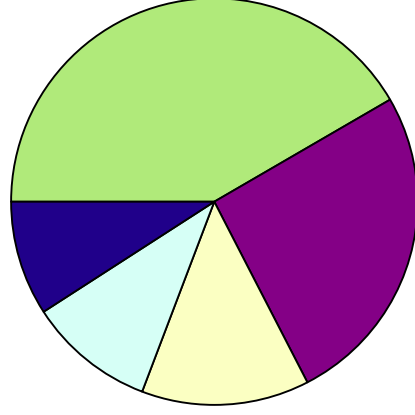
Top 5 Employee Reportable and Non-Reportable Accidents by Type Q1 – 2010 to Q2 - 2011

Directorate	(Multiple Items)
Location Type	(All)
Quarter	(Multiple Items)
Occupation	(Multiple Items)

Top 5 Kinds of Accident/Incident

Directorate: (Multiple Items) Qtr: (Multiple Items)

Kind of accident/incident	Data	
	No.	%
Physical assault	229	41.64%
Slipped, tripped or fell on the same level	142	25.82%
Handling / lifting / carrying	74	13.45%
Physical contact (not assault)	55	10.00%
Hit by a moving, flying or falling object	50	9.09%
Grand Total	550	100.00%

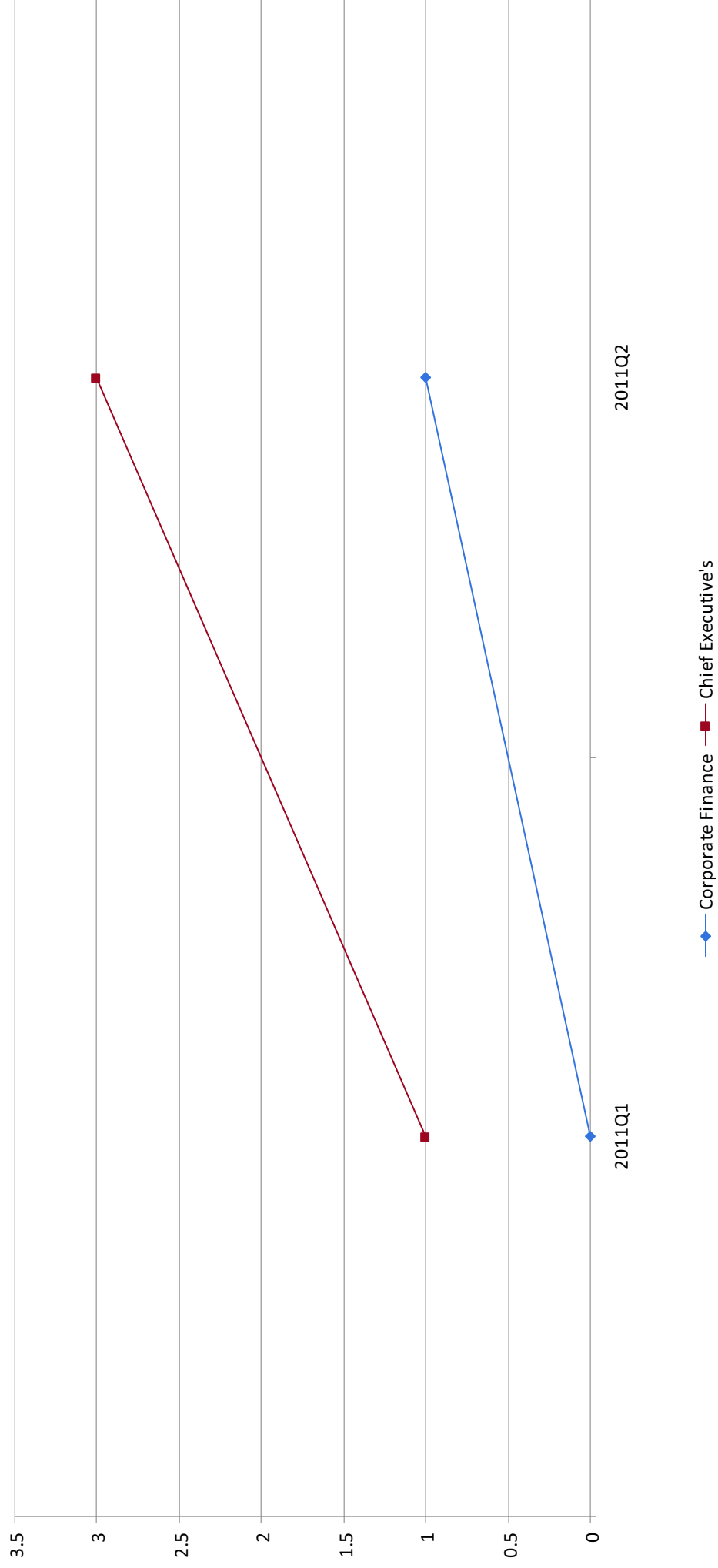


- Physical assault
- Slipped, tripped or fell on the same level
- Handling / lifting / carrying
- Physical contact (not assault)
- Hit by a moving, flying or falling object

The Combined Safety Group Q1 and Q2 - 2011

Quarter	Corporate Finance	Chief Executive's	Legal and Governance	Grand Total
2011Q1	0	1	0	1
2011Q2	1	3	0	4
Grand Total	1	4	0	5

Number of Accidents/Incidents by Quarter



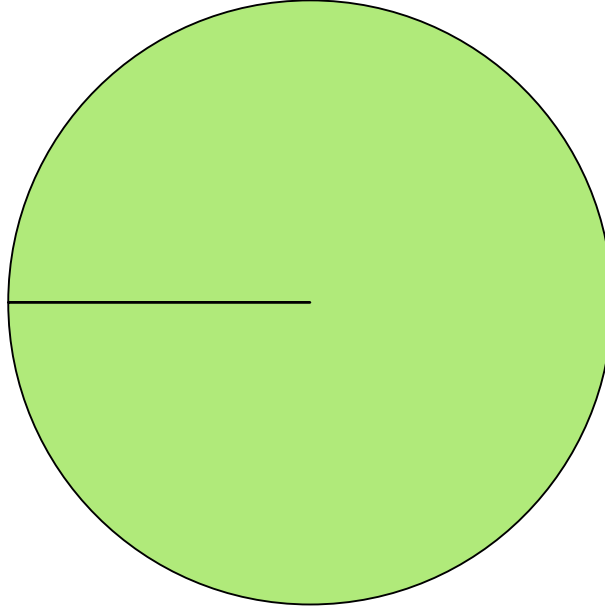
The Combined Safety Group Accidents by Occupation Q1 and Q2 - 2011

Directorate	(Multiple Items)
Location Type	(All)
Quarter	(Multiple Items)

Accidents/Incidents by Occupation

Directorate: (Multiple Items) Qtr: (Multiple Items)

Occupation	Data No.	%
Office Based	5	100.00%
Grand Total	5	100.00%

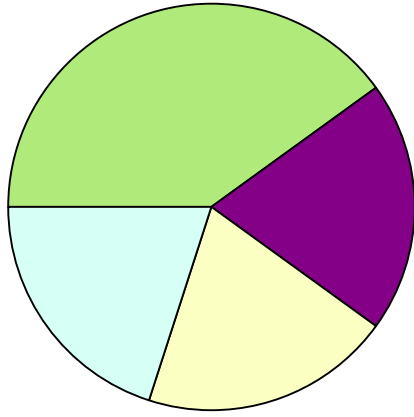


The Combined Safety Group Accidents by Type Q1 and Q2 - 2011

Directorate	(Multiple Items)
Location Type	(All)
Quarter	(Multiple Items)
Occupation	(Multiple Items)

Top 5 Kinds of Accident/Incident

Directorate: (Multiple Items) Qtr: (Multiple Items)



- Exposed to or contact with a harmful substance
- Slipped, tripped or fell on the same level
- Hit something stationary
- Incident with verbal abuse

Kind of accident/incident	No.	%
Exposed to or contact with a harmful substance	2	40.00%
Slipped, tripped or fell on the same level	1	20.00%
Hit something stationary	1	20.00%
Incident with verbal abuse	1	20.00%
Grand Total	5	100.00%

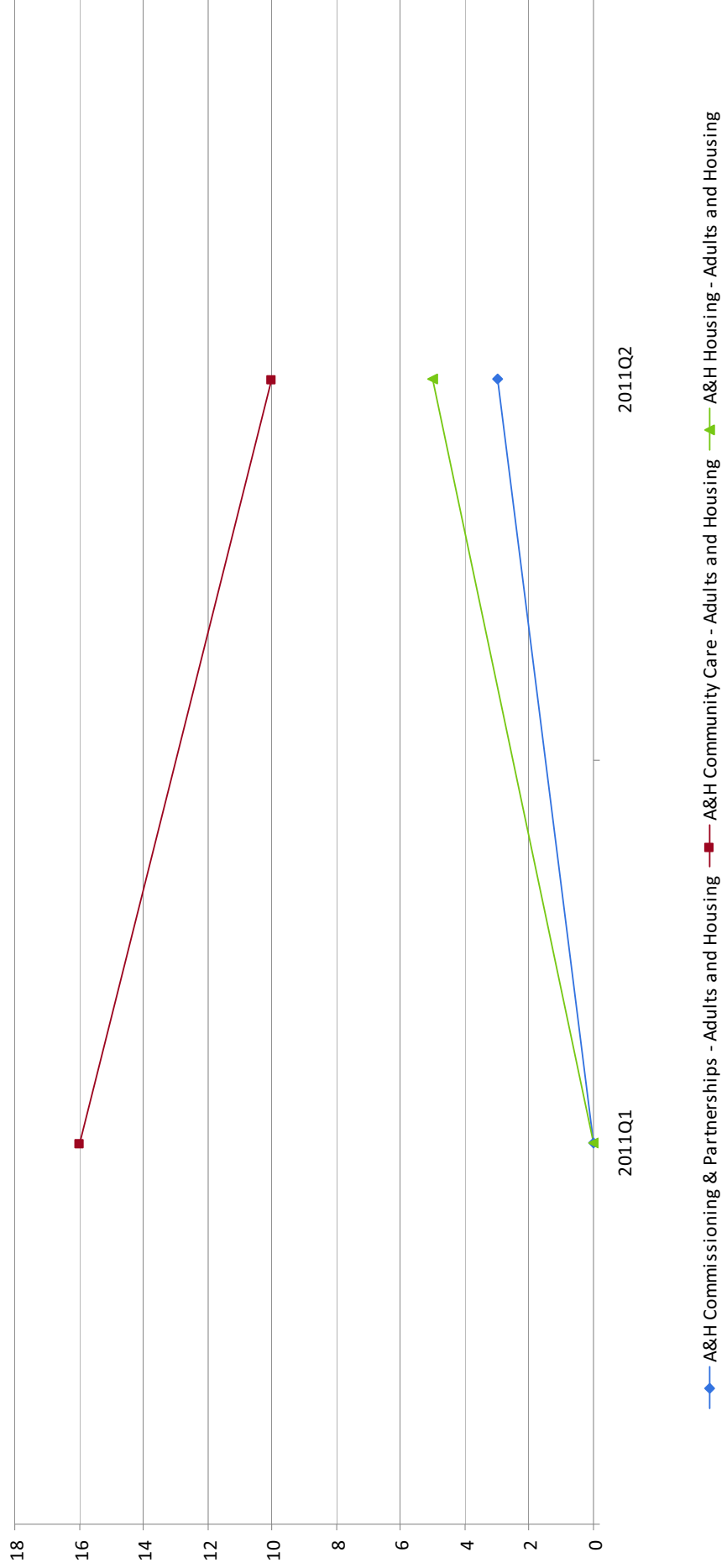
The accident figures for Quarters 1 and 2 – 2011 (5) are 50% lower than Quarters 1 and 2 – 2010 (10).

There were no employee HSE reportable accidents in Quarters 1 and 2 – 2011.

Adult's & Housing Q1 and Q2 – 2011

Quarter	A&H Commissioning & Partnerships	A&H Community Care	A&H Housing	Grand Total
2011Q1	0	16	0	16
2011Q2	3	10	5	18
Grand Total	3	26	5	34

Number of Accidents/Incidents by Quarter



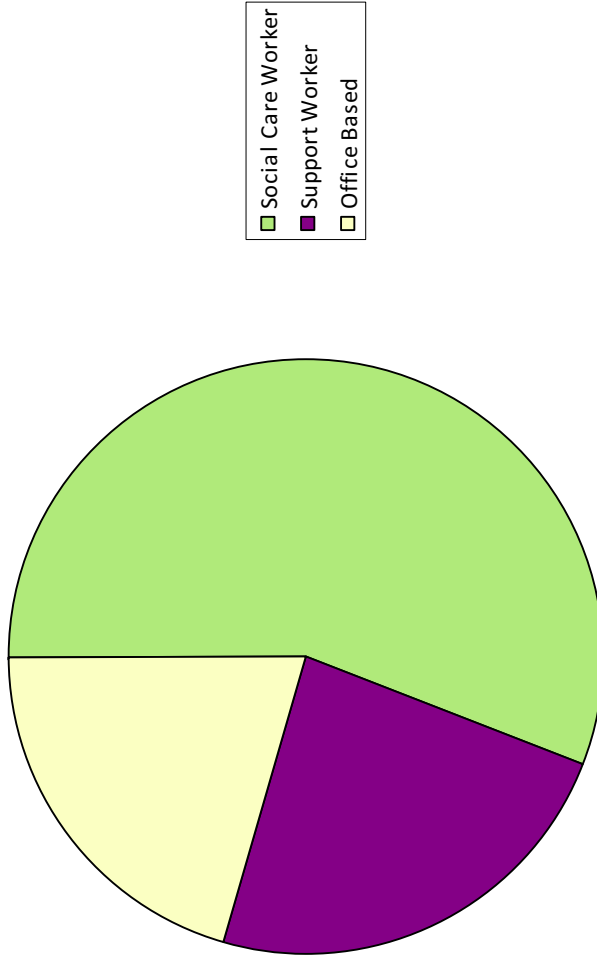
Adults and Housing Accidents by Occupation Q1 and Q2 - 2011

Directorate	Adults and Housing
Location Type	(All)
Quarter	(Multiple Items)

Occupation	No.	%
Social Care Worker	19	55.88%
Support Worker	8	23.53%
Office Based	7	20.59%
Grand Total	34	100.00%

Accidents/Incidents by Occupation

Directorate: Adults and Housing Qtr: (Multiple Items)



The accidents in the Adults Learning Disability Day Service have been included in the figures above and are also shown separately.

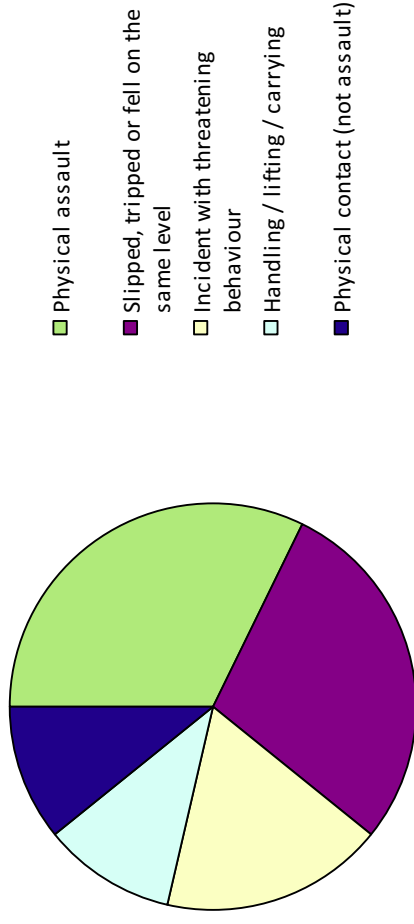
Adults and Housing Accidents by Type Q1 and Q2 – 2011

Directorate	Adults and Housing
Location Type	(All)
Quarter	(Multiple Items)
Occupation	(Multiple Items)

Top 5 Kinds of Accident/Incident

Directorate: Adults and Housing Qtr: (Multiple Items)

Kind of accident/incident	No.	%
Physical assault	9	32.14%
Slipped, tripped or fell on the same level	8	28.57%
Incident with threatening behaviour	5	17.86%
Handling / lifting / carrying	3	10.71%
Physical contact (not assault)	3	10.71%
Grand Total	28	100.00%



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The accident figures for Quarters 1 and 2 – 2011 (35) are 42% lower than Quarters 1 and 2 – 2010 (60).

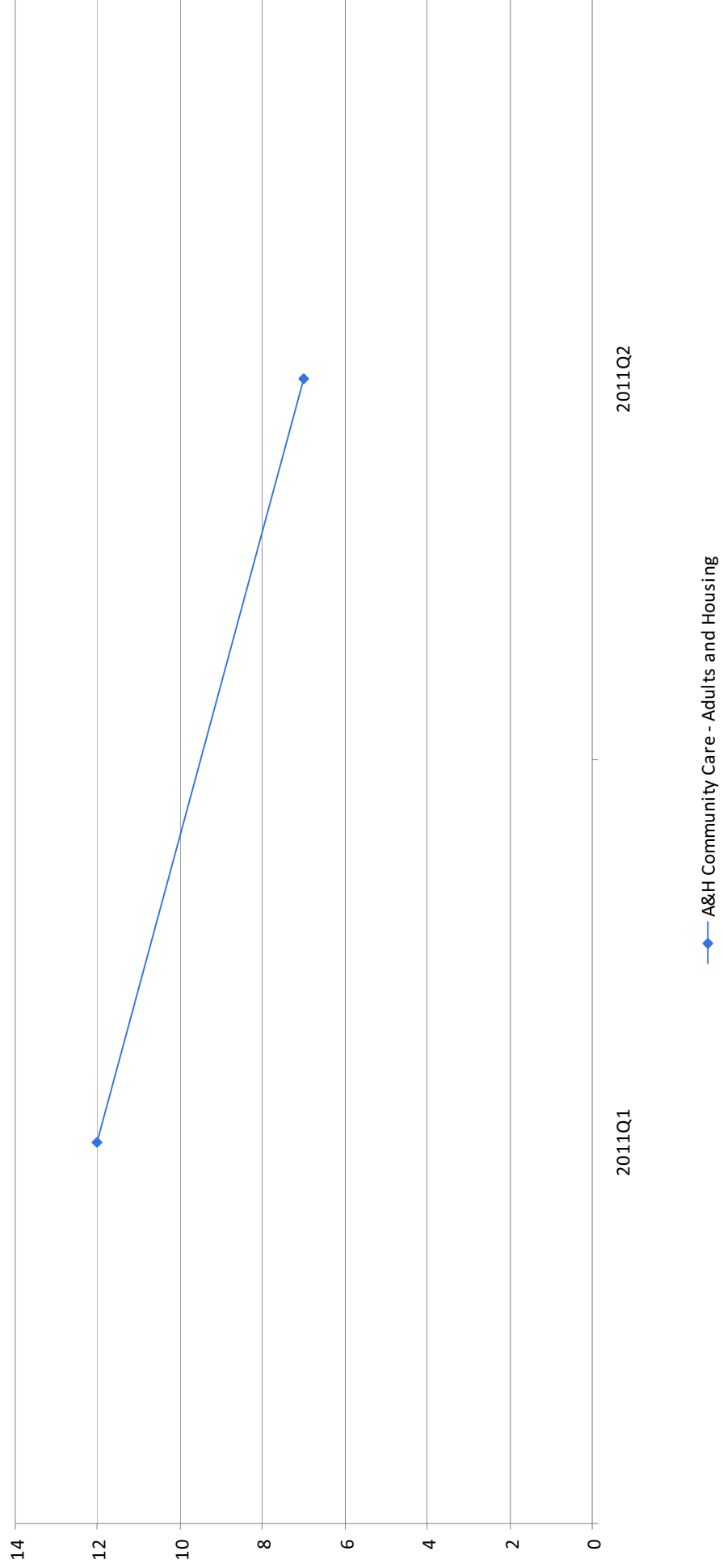
There were 7 employee HSE reportable accidents in Quarters 1 and 2 – 2011:

- A Social Care Worker** fell over in the supermarket car park causing a fracture to the ankle.
- A Support Worker** was punched in the face and kicked by a client causing swelling and bruising.
- A Social Care Worker** fell over after getting out of the car and broke a tooth.
- A Support Worker** had their foot run over by a client who was reversing their wheel chair.
- A Social Care Worker** whilst helping a client in the shower room slipped on the wet floor, causing a pain in the knee and hip.
- A Social Care Worker** was in the garden with a client and fell off the swing causing a pain in their knee and calf.
- A Social Care Worker** was carrying a box and pulled a muscle in their neck.

Adults Learning Disability Day Service Q1 and Q2 - 2011

Quarter	Adults Learning Disability Day Service
2011Q1	12
2011Q2	7
Grand Total	19

Number of Accidents/Incidents by Quarter



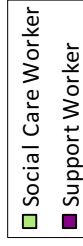
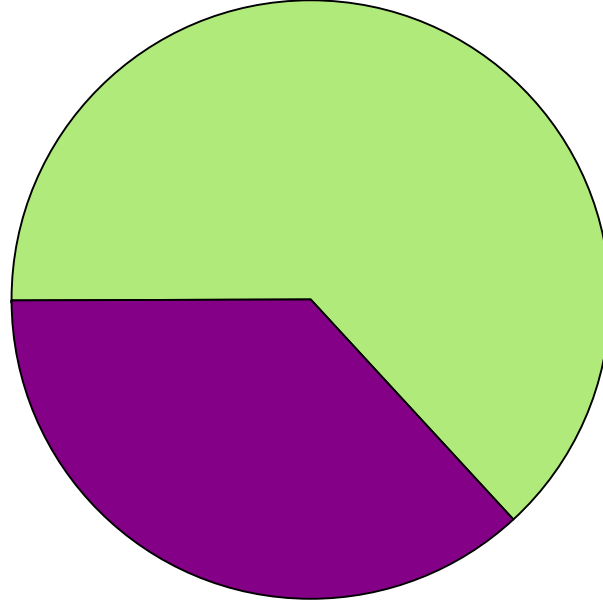
Adults Learning Disability Day Service Q1 and Q2 – 2011 Accidents by Occupation

Directorate	Adults and Housing
Location Type	LDDS
Quarter	(Multiple Items)

Accidents/Incidents by Occupation

Directorate: Adults and Housing Qtr: (Multiple Items)

Occupation	No.	%
Social Care Worker	12	63.16%
Support Worker	7	36.84%
Grand Total	19	100.00%

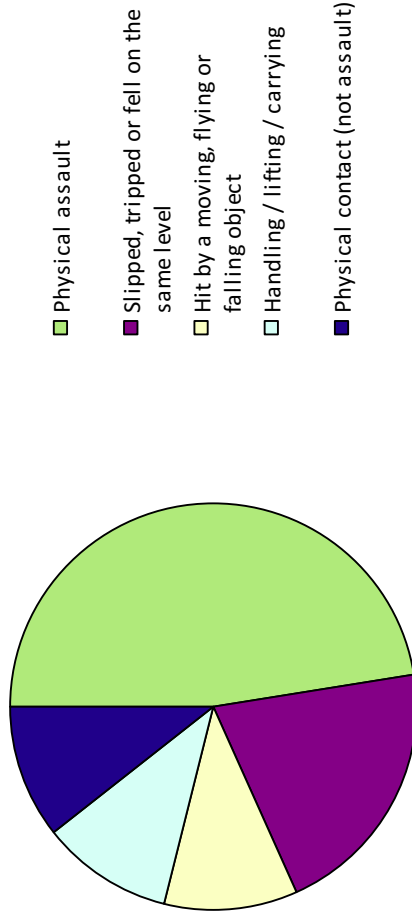


Adults Learning Disability Day Service Q1 and Q2 – 2011 Accidents by Type

Directorate	Adults and Housing
Location Type	LDDS
Quarter	(Multiple Items)
Occupation	(Multiple Items)

Top 5 Kinds of Accident/Incident

Directorate: Adults and Housing Qtr: (Multiple Items)

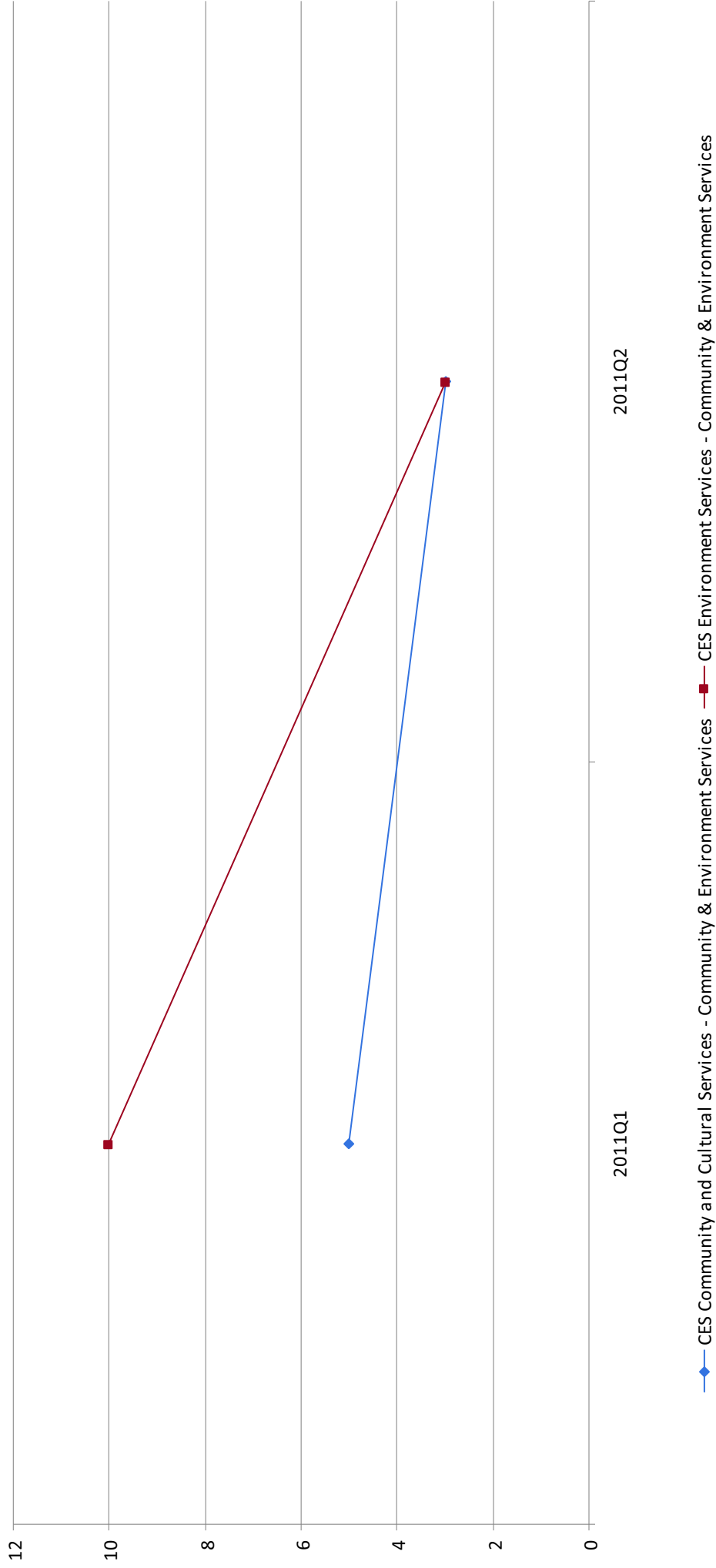


Kind of accident/incident	Data	
	No.	%
Physical assault	9	47.37%
Slipped, tripped or fell on the same level	4	21.05%
Hit by a moving, flying or falling object	2	10.53%
Handling / lifting / carrying	2	10.53%
Physical contact (not assault)	2	10.53%
Total	19	100.00%

Community & Environment Q1 and Q2 - 2011

Quarter	Community & Environment Services	Community & Environment Services	Total
2011Q1	5	10	15
2011Q2	3	3	6
Grand Total	8	13	21

Number of Accidents/Incidents by Quarter



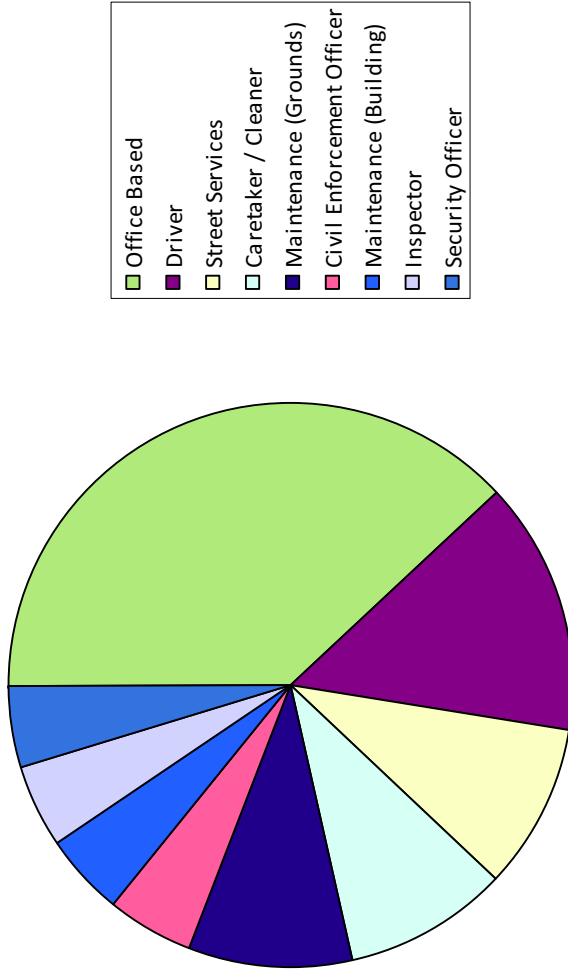
Community & Environment Accidents by Occupation Q1 and Q2 – 2011

Directorate	Community & Environment Services
Location Type	(All)
Quarter	(Multiple Items)

Accidents/Incidents by Occupation

Directorate: Community & Environment Services Qtr: (Multiple Items)

Occupation	No.	%
Office Based	8	38.10%
Driver	3	14.29%
Street Services	2	9.52%
Caretaker / Cleaner	2	9.52%
Maintenance (Grounds)	2	9.52%
Civil Enforcement Officer	1	4.76%
Maintenance (Building)	1	4.76%
Inspector	1	4.76%
Security Officer	1	4.76%
Grand Total	21	100.00%



Community & Environment Accidents by Type Q2 – 2011

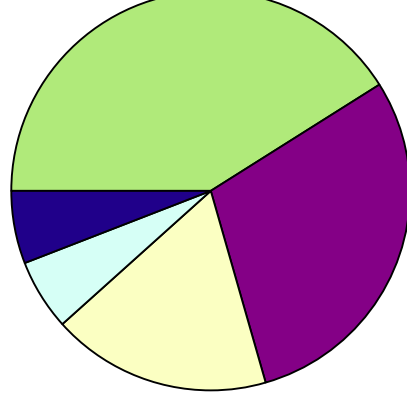
Directorate	Community & Environment Services
Location Type	(All)
Quarter	(Multiple Items)
Occupation	(Multiple Items)

Top 5 Kinds of Accident/Incident

Directorate: Community & Environment Services Qtr: (Multiple Items)

Kind of accident/incident	No.	%
Slipped, tripped or fell on the same level	7	41.18%
Handling / lifting / carrying	5	29.41%
Physical assault	3	17.65%
Incident with threatening behaviour	1	5.88%
Incident with verbal abuse	1	5.88%
Grand Total	17	100.00%

- Slipped, tripped or fell on the same level
- Handling / lifting / carrying
- Physical assault
- Incident with threatening behaviour
- Incident with verbal abuse



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The accident figures for Quarters 1 and 2 – 2011 (21) are 45% lower than Quarters 1 and 2 – 2010 (38).

There were 3 employee HSE reportable accidents in Quarters 1 and 2 – 2011:

An Office Based Employee was texting a friend whilst walking to the canteen and fell over onto their face, chipping a tooth and bruising their arm.

An Office Based Employee was helping to remove a stage frame and hurt their back.

A Civil Enforcement Officer was issuing a PCN Notice on a car, the car owner returned and pushed the employee to the ground, causing a sprain and bruise to the right shoulder.

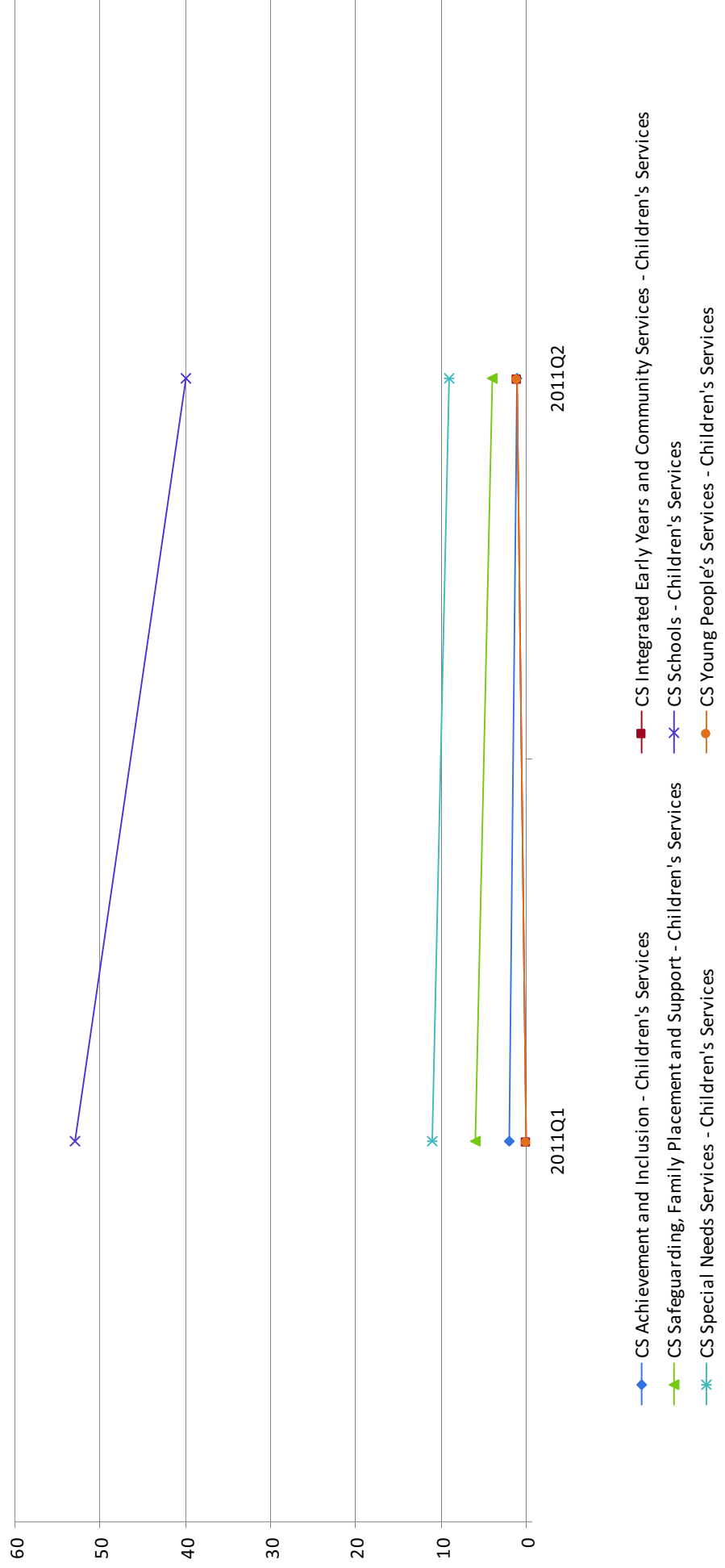
Place Shaping Q1 and Q2 - 2011

No accidents were reported in Q1 and Q2 by the Place Shaping Directorate.

Children's Services

Quarter	CS Achievement and Inclusion	CS Integrated Early Years and Community Services	CS Safeguarding, Family Placement and Support	CS Schools	CS Special Needs Services	CS Young People's Services	Grand Total
2011Q1	2	0	6	53	11	0	72
2011Q2	1	1	4	40	9	1	56
Grand Total	3	1	10	93	20	1	128

Number of Accidents/Incidents by Quarter



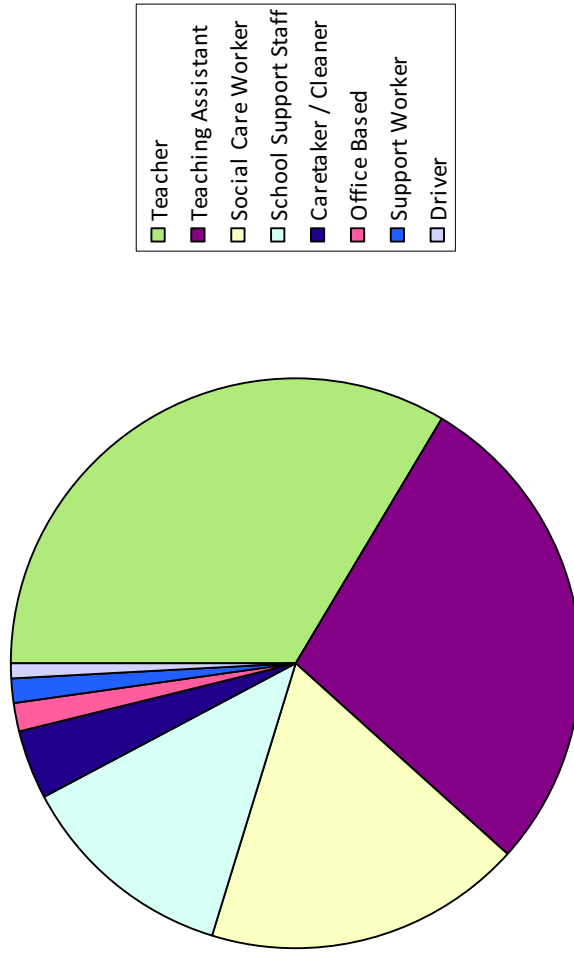
Children's Services Accidents by Occupation Q1 and Q2 – 2011

Directorate	Children's Services
Location Type	(All)
Quarter	(Multiple Items)

Accidents/Incidents by Occupation

Directorate: Children's Services Qtr: (Multiple Items)

Occupation	No.	%
Teacher	43	33.59%
Teaching Assistant	36	28.13%
Social Care Worker	23	17.97%
School Support Staff	16	12.50%
Caretaker / Cleaner	5	3.91%
Office Based	2	1.56%
Support Worker	2	1.56%
Driver	1	0.78%
Grand Total	128	100.00%



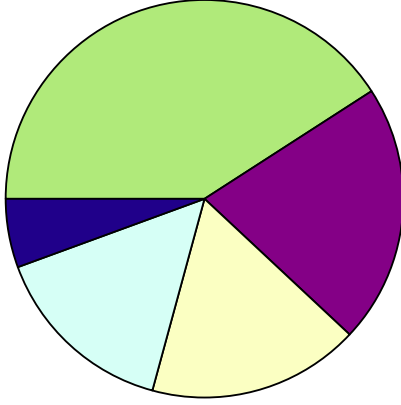
Children's Services Accidents by Type Q1 and Q2 – 2011

Directorate	Children's Services
Location Type	(All)
Quarter	(Multiple Items)
Occupation	(Multiple Items)

Top 5 Kinds of Accident/Incident

Directorate: Children's Services Qtr: (Multiple Items)

Kind of accident/incident	No.	%
Physical assault	45	40.91%
Slipped, tripped or fell on the same level	23	20.91%
Physical contact (not assault)	19	17.27%
Handling / lifting / carrying	17	15.45%
Hit by a moving, flying or falling object	6	5.45%
Grand Total	110	100.00%

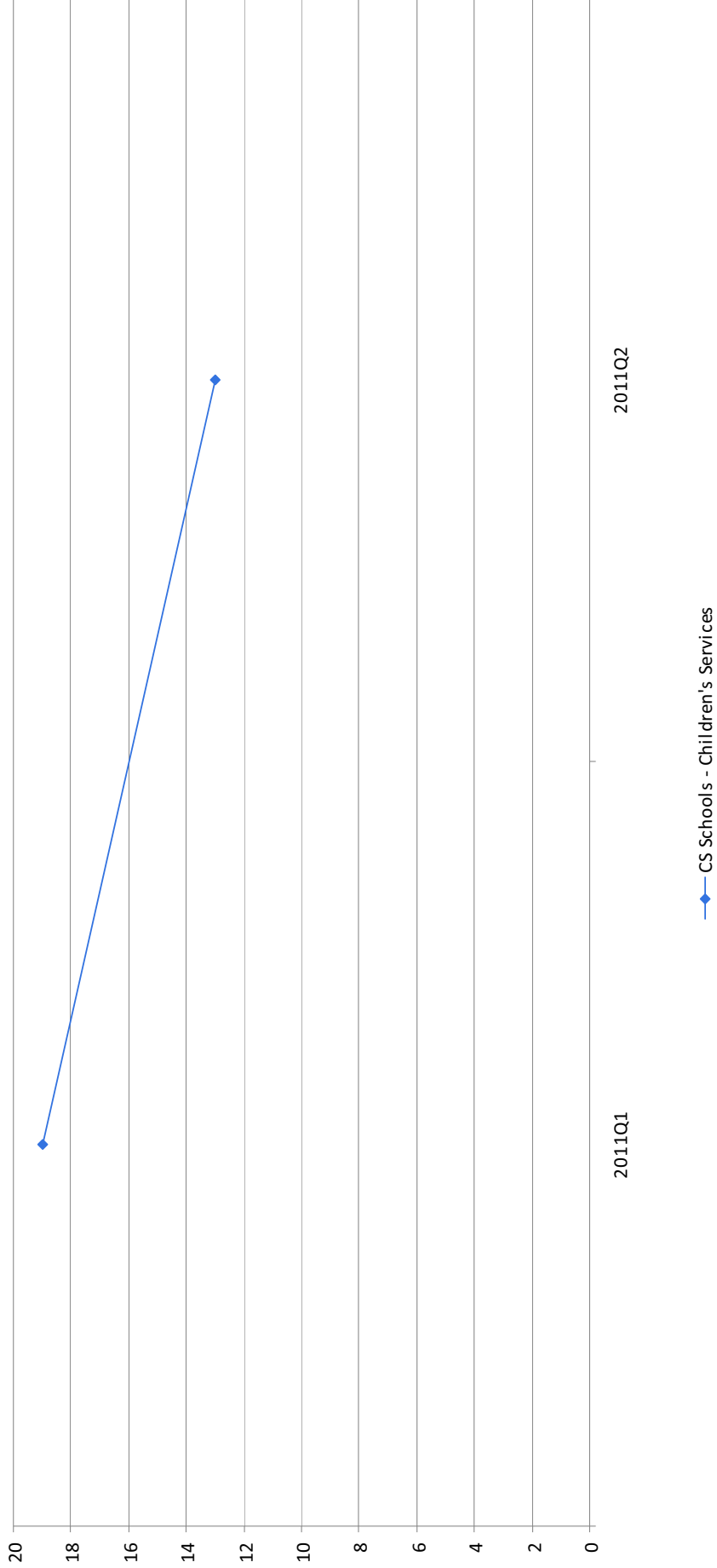


- Physical assault
- Slipped, tripped or fell on the same level
- Physical contact (not assault)
- Handling / lifting / carrying
- Hit by a moving, flying or falling object

Children's Services Special Schools Q1 and Q2 - 2011

Quarter	Special Schools
2011Q1	19
2011Q2	13
Grand Total	32

Number of Accidents/Incidents by Quarter



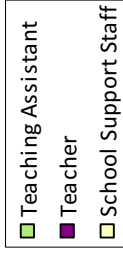
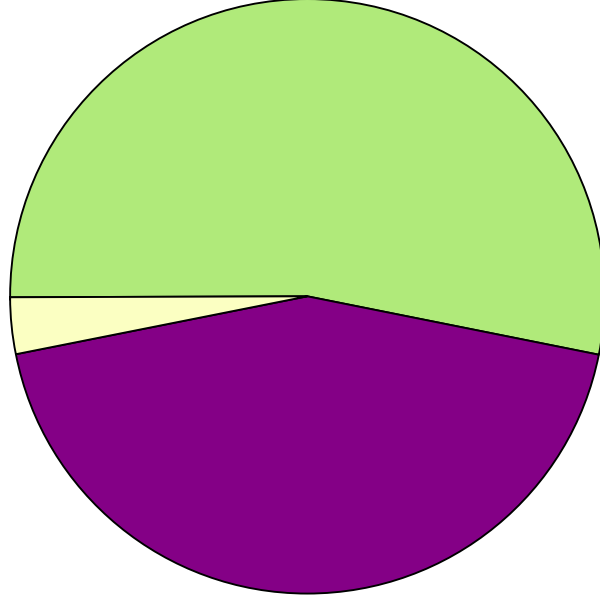
Children's Services Special Schools Accidents by Occupation Q1 and Q2 – 2011

Directorate	Children's Services
Location Type	S S
Quarter	(Multiple Items)

Accidents/Incidents by Occupation

Directorate: Children's Services Qtr: (Multiple Items)

Occupation	No.	%
Teaching Assistant	17	53.13%
Teacher	14	43.75%
School Support Staff	1	3.13%
Grand Total	32	100.00%

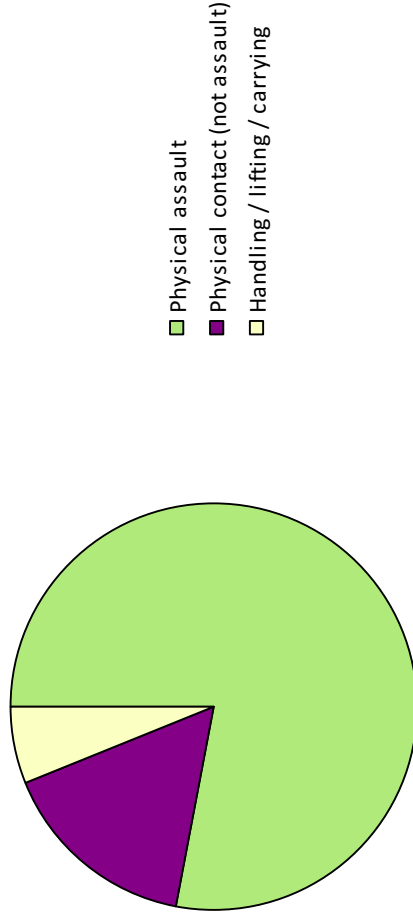


Children's Services Special Schools Accidents by Type Q1 and Q2 – 2011

Directorate	Children's Services
Location Type	S S
Quarter	(Multiple Items)
Occupation	(Multiple Items)

Top 5 Kinds of Accident/Incident

Directorate: Children's Services Qtr: (Multiple Items)



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The Children's Services accident figures for Quarters 1 and 2 – 2011 (129) are 3% lower than Quarters 1 and 2 – 2010 (133). All the accident figures for Children's Services are shown without the academies.

There were 6 employee HSE reportable accidents in Quarters 1 and 2 – 2011:

- A Caretaker** was uncurling a hose pipe, he stepped back and did not see a child behind him on a bike, he fell over the bike and fractured the wrist.
- A Teacher** was walking in from the playground holding a pupils hand, the pupil dropped to the floor whilst tightly gripping the teachers hand, this caused a pulled muscle in the shoulder.
- A Teacher** was sitting on a low chair with children at the table, upon standing up; the teacher got a pain in the back and the legs.
- A Social Care Worker** was walking towards the bus and tripped and fell, causing a sprain and graze to the knee and hand.
- A Social Care Worker** was holding a child's hand to escort them across the road; the employee was pulled around suddenly by the child, which caused a strain to the shoulder and neck muscles.
- A School Support Staff** slipped on parquet flooring and landed on their shoulder and hit their eye on some furniture, the eye required stitches and the shoulder suffered impact damage.

There were 83 non employee HSE reportable accidents in Children's Services in Quarters 1 and 2 – 2011.

3. OBSERVATIONS/RECOMMENDATIONS

- 3.1 Since the launch of the new Database Accident / Incident / Near Miss Form and Accident Reporting Procedure in January 2011, this has led to a more consistent and accurate approach for data collection.

This database has been further modified and is allowing greater analysis of data, together with the production of more detailed charts and graphs.

With the launch of the Database Accident / Incident / Near Miss Form and Accident Reporting Procedure, the Corporate Health and Safety Service predicted that the number of accidents reported would remain high until the end of 2011; however, the reporting figure has reduced, even after allowing for the removal of academies from these figures.

- 3.2 The Corporate Health and Safety Service has delivered further training on the Database Accident / Incident / Near Miss Form and Accident Reporting Procedure to staff in special needs schools.
- 3.3 In some cases, we are still experiencing delays in receiving the completed Accident / Incident / Near Miss Form within the Corporate Health and Safety Service. This can impact on the internal follow-up investigation process, the quality of the data we can give you within each quarters reporting time frame and on occasions, our legal duty to report an accident to the Health and Safety Executive. The completed forms must be submitted as soon as possible following the event.

4. OTHER

- 4.1 If any further information is required, please do not hesitate to contact the Corporate Health and Safety Service.

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EMPLOYEES' SIDE REPORT ON: Relating to Health and Safety Policy and Procedures and ongoing Health and Safety Issues.

SUMMARY AND DECISION REQUESTED

We require a rapid and full and comprehensive report from Health and Safety Group on issues raised by Unison on the Health and Safety Policy, Audit report and Communications Code of Practice. We also seek a resolution to various matters subjected to a refusal to properly address the issues. Those responsible should be held fully accountable through the Council's internal employment procedures.

CHRONOLOGY:

DATE	ACTION	OUTCOME
	HS Policy review and COP Through Health and Safety Manager and Corporate HS Group	On going issue, poor response through various inconclusive meetings
	Academies Director HR	No indication during negotiations that the HS SLA would not be honoured. Representative involvement in health and safety has been ignored. Ongoing issue
	Schools Health and Safety Department and Director No infrastructure arrangements to allow health and safety meetings and poor response to our communications.	On going issue
	Health and Safety Department. Health and Safety Department and Director Lack of effective involvement of the Unions in health and safety investigations. Failure to obtain a Health and safety partnership agreement.	On going issue
	Housing Health and Safety Department and Director. Director C+E. Director Housing Kenmore Hall asbestos removal No proper evidence or due diligence that shows whether people were put at risk. Refusal to register those possibly affected. An inadequate report that failed to address all the issues.	On going issue

	<p>Bomb scare Procedure Director C+E and Facilities Management No effort to resolve the issues or adequately explain. The Unions have been ignored and various ineffective operational changes made without consultation putting people at risk.</p>	<p>Protracted issue no adequate response. A determined effort by the Director to avoid accountability.</p>
	<p>Two Gas incidents at the Depot site Director C+E and Facilities Management Health and Safety Department and Director No effort to involve Unions in the investigation or provide their investigation reports. Failure to properly identify or interview key witnesses.</p>	<p>Ongoing issue no adequate response</p>
	<p>Depot toilets Director C+E and Facilities Management Health and Safety Department and Director A correction is required to the claims by facilities management that the work was carried out by a competent contractor. Further remedial work is necessary.</p>	<p>Protracted issue no adequate response. Inaccurate information provided. Outstanding defects remain.</p>
	<p>Civic Centre 2nd Floor Refurbishment Director C+E. Head of Property Various defects and poor installation were identified. Promises of an investigation were not honoured and union queries were ignored.</p>	<p>Protracted issue no adequate response</p>

REPORT

Unison submits this report in line with the requirements of Council policy on Health and Safety and the Partnership working policy of the Council.

Due to the actions or inactions by Directors and managers the Branch is left with no alternative but to bring matters to the senior forum.

Unison ECF Health and Safety Report January 2012

This has been a mixed year with some success but also a failure to address some issues.

We now have all Directorate health and safety groups functioning with well managed and proactive Place Shaping Directorate meetings now being held.

Last year saw the publishing of the Jane Don audit into the management of health and safety. Health and safety Department has moved on significantly introducing on line accident / incident reporting and an audit programme. We are still waiting however to see the results of the trial.

We are not satisfied that issues in the Audit report including management accountability have been addressed in the health and safety policy or the code of practice. The documents do not properly relate to each other or the Audit report and a number of our comments have been ignored. The consultation process has been flawed and since we have given detailed written comments some time ago there is no excuse for the anomalies to remain in the documents. We have made it plain at Corporate Health and Safety Group that this Unison Branch will not legitimise the flawed HS Policy or code of practice.

No Academy school has signed up to continue with the services of the Council's health and safety department (or offer an alternative). As we were not told this during the negotiations we want to know if we were misled and we will take a jaundiced view in any future applications for Academy status. Also no Academy has replied to a formal request to set up a representative health and safety meeting during the three month deadline.

However despite our formal letter request to set up a representative health and safety meeting at each School Unison has not been invited to one health and safety meeting. As this is a legal requirement under health and safety legislation we will increasingly continue to press our case. For representation to be effective organisational changes such as hub groups and a common format are necessary and this planning is not evident. The deadline for the affirmative replies is imminent

We need to clarify what the Council means when it says the Unions can be part of the investigation into accidents or incidents. If a report is written and then amended by negotiations with respective departments before we are informed we cannot be said to be included in the investigations. Our perception is that the culture of secrecy and silo management is still flourishing in the Council. There has also been a failure to obtain agreement to a Partnership Agreement with all unions. The reasons for the failure need to be explained.

Housing Kenmore Hall asbestos removal - it appears there is no proof that the asbestos was removed, transported or disposed of properly. Since there is no due diligence we want all possibly affected people to be registered as at risk. This was an inadequate report that provided no adequate indication or investigation into work practice or safe disposal of ACMs.

Cashiers

The project to re-site Cashiers into the old post room has not introduced any changes to reduce the damaging noise levels from the coin counting machine as required by the HSE. Despite various interventions by Unison management insist on relying on staff wearing ear defenders all day long. This is not practical, contrary to HSE guidance and putting staff at risk. A proper assessment of the risks in moving cash and coins has not been provided.

Outstanding issues remain with the community and Environments Directorate:

The various changes to the bomb scare procedure still have not been properly explained but it is clear that staff and public were put at risk unnecessarily. The procedures in an evacuation are also flawed as shown by two false alarms and management still do not have competent plans. While management have been denying disclosure they have allowed a flawed and unsafe process to continue. When we approached the police they were unaware of any official advice having been offered to the Council despite contrary indications from Facilities Management.

There have been two gas incidents at the Depot Site and again we have not been included in the investigations or even knowledge of the reports.

Depot toilets - we need a correction to the statement made at ECF by facilities management that the work was of high standard and all carried out by a competent contractor. Also the defective work needs to be rectified.

Civic One Second floor refurbishment Project safety concerns- No reply has been received from the Head of Property. Despite various reminders from us and an assurance that an investigation would take place there has been a refusal to inform the Unions.

We look forward to a more cooperative effort between management and Unions in the New Year.

**REPORT FOR: Employees' Consultative
Forum**

Date of Meeting: 24 January 2012

Subject: **INFORMATION REPORT**
Management's Response to
Employees' Side Report on Health and
Safety Policy and Procedures and
Ongoing Health and Safety Issues.

Responsible Officer: Tom Whiting, Assistant Chief Executive

Exempt: No

Enclosures: Appendix: Unison report to January
2012 ECF

Section 1 – Summary

This report provides the requested response to the Unison health and safety report.

FOR INFORMATION

Section 2 – Report

Introduction

- 2.1 This report sets out to provide responses to the matters raised by Unison to the Forum.
- 2.2 As previously reported (and refer also to the half year health and safety report elsewhere on this agenda) the council is continuing to deliver the 2 year health and safety improvement plan and a number of positive outcomes have already been delivered with Trade Union input and support, which will continue to be developed.
- 2.3 Our joint interests in health and safety matters is essential and Unison's continued commitment to health and safety is appreciated.
- 2.4 The following paragraphs set out the issues raised and the council's response:
- 2.5 *Unison Comment 1*

This has been a mixed year with some success but also a failure to address some issues. We now have all Directorate health and safety groups functioning with well managed and proactive Place Shaping Directorate meetings now being held.

Last year saw the publishing of the Jane Don audit into the management of health and safety. Health and safety Department has moved on significantly introducing on line accident / incident reporting and an audit programme. We are still waiting however to see the results of the trial.

- 2.6 Council response

The trial results and subsequent actions will be discussed at the next Community and Environment Health and Safety group to be held in February 2012. Papers will be circulated prior to the meeting to group members, including the Unison representative.

The joint work to reinvigorate the directorate health and safety groups is appreciated.

- 2.7 *Unison Comment 2*

We are not satisfied that issues in the Audit report including management accountability have been addressed in the health and safety policy or the code of practice. The documents do not properly relate to each other or the Audit report and a number of our comments have been ignored. The consultation process has been flawed and since we have given detailed written comments some time ago there is no excuse for the anomalies to remain in the documents. We have

made it plain at Corporate Health and Safety Group that this Unison Branch will not legitimise the flawed HS Policy or code of practice.

2.8 Council response

This has been an issue of debate between Unison, the Corporate Health and Safety Service and the Corporate Health and Safety group in the last few months. As previously explained it is a legal requirement under the Health and Safety At Work Act 1974 for this organisation to have a written Health and Safety Policy. This policy has to be a fluid document that evolves as the organisation evolves. As such it is under review in line with the senior management restructure to ensure that roles and responsibilities are correctly defined. Unison has been invited to participate in this review and we welcome their valuable input.

2.9 *Unison Comment 3*

No academy school has signed up to continue with the services of the Council's health and safety department (or offer an alternative). As we were not told this during the negotiations we want to know if we were misled and we will take a jaundiced view in any future applications for Academy status. Also no Academy has replied to a formal request to set up a representative health and safety meeting during the three month deadline.

However despite our formal letter request to set up a representative health and safety meeting at each school Unison has not been invited to one health and safety meeting. As this is a legal requirement under health and safety legislation we will increasingly continue to press our case. For representation to be effective organisational changes such as hub groups and a common format are necessary and this planning is not evident. The deadline for the affirmative replies is imminent.

2.10 Council response

The issue of internal health and safety meetings within schools is a matter for individual school management. Health and safety consultation and communication between the council and schools is performed through the Schools Health and Safety Forum which meets termly. Minutes are distributed to each school and Unison representatives attend the Forum meetings.

The council is unable to comment on any relationship between Unison and Academies. However it has been repeatedly stated at the Monthly Health & Safety Partnership meetings, which Unison representatives attend, that the seven High Schools that chose to become Academies were invited to purchase a health and safety service level agreement with the Council. The seven Academies declined to purchase this agreement.

2.11 *Unison Comment 4*

We need to clarify what the Council means when it says the Unions can be part of the investigation into accidents or incidents. If a report is written and then amended by negotiations with respective departments before we are informed we cannot be said to be included in the investigations. Our perception is that the culture of secrecy and silo management is still flourishing in the Council. There has also been a failure to obtain agreement to a Partnership Agreement with all unions. The reason for the failure need to be explained.

2.12 Council response

As part of our partnership arrangement with Unions and in line with the requirements of the Safety Representatives and Safety Committees Regulations 1977 we welcome the appropriate involvement of Union representatives in accident investigation. Regular communication takes place at the monthly partnership meetings to ensure the Unison representative is aware of incidents and Unison have taken an active part in a number of recent investigations e.g. the recent site visit to Seneca Waste Disposal Facility.

The legal duty to investigate incidents is on the Council as the employer. In this investigations it is paramount that facts are checked will all relevant parties so that root causes can be determined and appropriate actions with appropriate action owners can be allocated. In a large multifunctional organisation this naturally takes time. Investigation reports can become legal documents and, as such, it is good practice that members of the Corporate Health and Safety Team conducting the investigations are thorough. This does not represent a culture of secrecy and silo management.

Regarding the partnership agreement, the council took the initiative to draft such an agreement and it is understood that this is a matter for the Trade unions to agree.

2.13 *Unison Comment 5*

Housing Kenmore Hall asbestos removal - it appears there is no proof that the asbestos was removed, transported or disposed of properly. Since there is no due diligence we want all possibly affected people to be registered as at risk. This was an inadequate report that provided no adequate indication or investigation into work practice or safe disposal of ACM's.

2.14 Council response

The Kenmore Hall centre was closed in January 2008 due to a leaking, damaged roof. The roof was subsequently repaired in October 2008, and the heating repaired in April 2009. The surface coating on the ceiling in the hall and lobby had been identified as containing asbestos on Harrow Council's asbestos register. The repairs therefore included

the removal of asbestos containing materials (damaged ceiling, contaminated carpet tiles), which were removed in line with the Control of Asbestos Regulations 2006.

An investigation subsequently followed which determined a number of issues which were managed through an action plan. The investigation also determined that any exposure had been sporadic and of low intensity. The terms of reference for this investigation limited the time period to be considered to January 2008 to January 2010. Following the issuing of the investigation report Unison were concerned that there may have been persons exposed to asbestos fibres prior to the centre being closed and therefore asked that the investigation was extended to include the time period from January 2006 to January 2008.

Work activities were therefore considered during this timeframe thus considering remedial work required as a result of damage to the building. An inventory has been prepared which considers the potential for the release of asbestos fibres. There have been difficulties in collating historical records but a report will be issued shortly and discussed with Trade Unions which will consider each of the maintenance activities and any potential for exposure to asbestos fibres.

2.15 *Unison Comment 6*

Cashiers

The project to re-site Cashiers into the old post room has not introduced any changes to reduce the damaging noise levels from the coin counting machine as required by the HSE. Despite various interventions by Unison management insist on relying on staff wearing ear defenders all day long. This is not practical, contrary to HSE guidance and putting staff at risk. A proper assessment of the risks in moving cash and coins has not been provided.

2.16 Council response

The corporate health and safety team have investigated this and are currently liaising with the supplier and the manufacturer of the equipment to establish whether noise reduction mechanisms are available. This is an ongoing work stream.

2.17 *Unison Comment 7*

Outstanding issues remain with the community and Environments Directorate:

The various changes to the bomb scare procedure still have not been properly explained but it is clear that staff and public were put at risk unnecessarily. The procedures in an evacuation are also flawed as

shown by two false alarms and management still do not have competent plans. While management have been denying disclosure they have allowed a flawed and unsafe process to continue. When we approached the police they were unaware of any official advice having been offered to the Council despite contrary indications from Facilities Management.

2.18 Council response

There is a bomb scare evacuation procedure currently in place, and there has been a safe and effective evacuation in response to a number of incidents. It is good practice to review procedures regularly and after significant events and work is taking place on improving the procedure. The Trade Unions have been made aware of this work and have contributed ideas and suggestions to the drafts. The final draft has not yet been released but will be provided to the Trade Unions for comment once it is ready. This issue was raised at the last Corporate Health and Safety Group meeting held in December 2011 and an action has been raised to ensure the bomb evacuation procedure is implemented and communicated.

Facilities Management will arrange training for marshals in relation to any changes. It should be noted that actions have been ongoing throughout 2011 e.g. the recent introduction of a tannoy system, which will allow communication and instruction for occupiers of the Civic Centre tailored to the particular circumstances of the incident. Community and Environment have had many meetings with the police about potential terrorist incidents and the tactics for responding to the threat, and the advice is incorporated into the Council's work.

2.19 *Unison Comment 8*

There have been two gas incidents at the Depot Site and again we have not been included in the investigations or even knowledge of the reports.

2.20 Council response

The two gas incidents referred to relate to the gas cookers in the Milap Kitchen and to a gas leak at unit 5, the Fraikin's office. Remedial work was done immediately at the Fraikin's office where the source of the leak was the breakdown of a joint in a high level gas governor. Kier attended site and removed the governor which was no longer in use, and replaced a section of pipe. An investigation has been undertaken into the incident at the Milap Kitchen. Unison has again been kept apprised of the incidents at the monthly Partnership meetings and the Milap investigation report will be issued shortly.

2.21 *Unison Comment 9*

Depot toilets - we need a correction to the statement made at ECF by facilities management that the work was of high standard and all

carried out by a competent contractor. Also the defective work needs to be rectified.

2.22 Council response

ECF has been concerned previously with work on the female toilets and the issue was resolved at the ECF meeting on 25 January 2011. The depot toilets have been inspected by a number of different council officers who have all been unable to understand Unison's concerns. The toilets appear functional and clean.

2.23 *Unison Comment 10*

Civic One Second floor refurbishment Project safety concerns- No reply has been received from the Head of Property. Despite various reminders from us and an assurance that an investigation would take place there has been a refusal to inform the Unions.

2.24 Council response

The work on the second floor of the Civic Centre is a significant project and consequently it has involved a number of health and safety plans, procedures and considerations. Inevitably on a project of this nature there are issues that arise and a number have been suggested by Unison. All reported issues have been taken into account and measures and actions put in place as appropriate.

Unison have raised these issues directly with contract management staff, at the Property Services Health and Safety meeting and at the Community and Environment Health and Safety group, and they have been provided with lengthy responses at both of the last two meetings. Incidentally, a Health and Safety Executive Inspector visited the site during the asbestos removal stage of the second floor refurbishment project and was entirely satisfied with arrangements in place.

2.25 *Unison Comment 11*

We look forward to a cooperative effort between management and Unions in the New Year.

2.26 Council response

This is welcomed and reciprocated.

Section 3 – Further Information

3.1 None

Section 4 – Financial Implications

4.1 The council's health and safety functions and management responsibilities are discharged within existing service budgets.

Section 5 – Corporate Priorities

- 5.1 Communication and the monitoring and measurement of the Council's health and safety performance have the potential to impact on each of the Council's priorities.

Name: Steve Tingle



on behalf of the*
Chief Financial Officer

Date: 12th January 2012

Section 6 - Contact Details and Background Papers

Contact: Mark Riordan, Interim Health & Safety Lead, 0208 424 1521

Background Papers: None

EMPLOYEES' CONSULTATIVE FORUM: 24/01/2012

EMPLOYEES' SIDE REPORT ON: Relating to Health and Safety Policy and Procedures and ongoing Health and Safety Issues.

SUMMARY AND DECISION REQUESTED

We require a rapid and full and comprehensive report from Health and Safety Group on issues raised by Unison on the Health and Safety Policy, Audit report and Communications Code of Practice. We also seek a resolution to various matters subjected to a refusal to properly address the issues. Those responsible should be held fully accountable through the Council's internal employment procedures.

CHRONOLOGY:

DATE	ACTION	OUTCOME
	HS Policy review and COP Through Health and Safety Manager and Corporate HS Group	On going issue, poor response through various inconclusive meetings
	Academies Director HR	No indication during negotiations that the HS SLA would not be honoured. Representative involvement in health and safety has been ignored. Ongoing issue
	Schools Health and Safety Department and Director No infrastructure arrangements to allow health and safety meetings and poor response to our communications.	On going issue
	Health and Safety Department. Health and Safety Department and Director Lack of effective involvement of the Unions in health and safety investigations. Failure to obtain a Health and safety partnership agreement.	On going issue
	Housing Health and Safety Department and Director. Director C+E. Director Housing Kenmore Hall asbestos removal No proper evidence or due diligence that shows whether people were put at risk. Refusal to register those possibly affected. An inadequate report that failed to address all the issues.	On going issue

	Bomb scare Procedure Director C+E and Facilities Management No effort to resolve the issues or adequately explain. The Unions have been ignored and various ineffective operational changes made without consultation putting people at risk.	Protracted issue no adequate response. A determined effort by the Director to avoid accountability.
	Two Gas incidents at the Depot site Director C+E and Facilities Management Health and Safety Department and Director No effort to involve Unions in the investigation or provide their investigation reports. Failure to properly identify or interview key witnesses.	Ongoing issue no adequate response
	Depot toilets Director C+E and Facilities Management Health and Safety Department and Director A correction is required to the claims by facilities management that the work was carried out by a competent contractor. Further remedial work is necessary.	Protracted issue no adequate response. Inaccurate information provided. Outstanding defects remain.
	Civic Centre 2 nd Floor Refurbishment Director C+E. Head of Property Various defects and poor installation were identified. Promises of an investigation were not honoured and union queries were ignored.	Protracted issue no adequate response

REPORT

Unison submits this report in line with the requirements of Council policy on Health and Safety and the Partnership working policy of the Council.

Due to the actions or inactions by Directors and managers the Branch is left with no alternative but to bring matters to the senior forum.

Unison ECF Health and Safety Report January 2012

This has been a mixed year with some success but also a failure to address some issues.

We now have all Directorate health and safety groups functioning with well managed and proactive Place Shaping Directorate meetings now being held.

Last year saw the publishing of the Jane Don audit into the management of health and safety. Health and safety Department has moved on significantly introducing on line accident / incident reporting and an audit programme. We are still waiting however to see the results of the trial.

We are not satisfied that issues in the Audit report including management accountability have been addressed in the health and safety policy or the code of practice. The documents do not properly relate to each other or the Audit report and a number of our comments have been ignored. The consultation process has been flawed and since we have given detailed written comments some time ago there is no excuse for the anomalies to remain in the documents. We have made it plain at Corporate Health and Safety Group that this Unison Branch will not legitimise the flawed HS Policy or code of practice.

No Academy school has signed up to continue with the services of the Council's health and safety department (or offer an alternative). As we were not told this during the negotiations we want to know if we were misled and we will take a jaundiced view in any future applications for Academy status. Also no Academy has replied to a formal request to set up a representative health and safety meeting during the three month deadline.

However despite our formal letter request to set up a representative health and safety meeting at each School Unison has not been invited to one health and safety meeting. As this is a legal requirement under health and safety legislation we will increasingly continue to press our case. For representation to be effective organisational

changes such as hub groups and a common format are necessary and this planning is not evident. The deadline for the affirmative replies is imminent

We need to clarify what the Council means when it says the Unions can be part of the investigation into accidents or incidents. If a report is written and then amended by negotiations with respective departments before we are informed we cannot be said to be included in the investigations. Our perception is that the culture of secrecy and silo management is still flourishing in the Council. There has also been a failure to obtain agreement to a Partnership Agreement with all unions. The reasons for the failure need to be explained.

Housing Kenmore Hall asbestos removal - it appears there is no proof that the asbestos was removed, transported or disposed of properly. Since there is no due diligence we want all possibly affected people to be registered as at risk. This was an inadequate report that provided no adequate indication or investigation into work practice or safe disposal of ACMs.

Cashiers

The project to re-site Cashiers into the old post room has not introduced any changes to reduce the damaging noise levels from the coin counting machine as required by the HSE. Despite various interventions by Unison management insist on relying on staff wearing ear defenders all day long. This is not practical, contrary to HSE guidance and putting staff at risk. A proper assessment of the risks in moving cash and coins has not been provided.

Outstanding issues remain with the community and Environments Directorate:

The various changes to the bomb scare procedure still have not been properly explained but it is clear that staff and public were put at risk unnecessarily. The procedures in an evacuation are also flawed as shown by two false alarms and management still do not have competent plans. While management have been denying disclosure they have allowed a flawed and unsafe process to continue.

When we approached the police they were unaware of any official advice having been offered to the Council despite contrary indications from Facilities Management.

There have been two gas incidents at the Depot Site and again we have not been included in the investigations or even knowledge of the reports.

Depot toilets - we need a correction to the statement made at ECF by facilities management that the work was of high standard and all carried out by a competent contractor. Also the defective work needs to be rectified.

Civic One Second floor refurbishment Project safety concerns- No reply has been received from the Head of Property. Despite various reminders from us and an assurance that an investigation would take place there has been a refusal to inform the Unions.

We look forward to a more cooperative effort between management and Unions in the New Year.

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**REPORT FOR: EMPLOYEES'
CONSULTATIVE FORUM**

Date of Meeting:	24 January 2012
Subject:	INFORMATION REPORT – Follow-Up Actions
Key Decision	N/A
Responsible Officer:	Jon Turner – Divisional Director Human Resources and Development and Shared Services Hugh Peart – Director of Legal and Governance Services
Exempt:	No
Decision Subject to call-in	N/A
Enclosures:	Appendix 1 – Follow Up Action Sheet

Section 1 – Summary

This report sets out information relating to follow up actions agreed by the forum since January 2010.

FOR INFORMATION

Section 2 – Report

1. Members of the Forum have requested at each meeting for an update on information relating to follow-up actions agreed by the Forum.
2. Enclosed at appendix 1 is the current grid detailing follow –up actions and their relevant updates including those requested at the last meeting.
3. Members of the Forum are invited to consider the information and note the report.

Section 3 – Further Information

4. None.

Section 4 – Financial Implications

5. There are no financial implications relating to the recommendation of the report. Any costs involved with implementing any follow-up actions have been contained within relevant budgets.

Section 5 - Equalities implications

6. An Equalities Impact Assessment was not required for this report as it simply informs on actions requested by the Forum at its previous meeting. There are therefore no equalities implications associated with this report.

Section 6 – Corporate Priorities

7. This report demonstrates transparency and accountability in relation to the follow-up actions requested by the Forum. This contributes to the CREATE values and the Council’s Corporate Priority of ‘United and Involved Communities: a Council that Listens and Leads’ by demonstrating how actions requested by the forum have been implemented by officers.

Name: Jennifer Hydari



On behalf of
Chief Financial Officer

Date: 4 January 2012

Section 7 - Contact Details and Background Papers

Contact: Vishal Seegoolam, Senior Democratic Services Officer, 020 8424 1883

Background Papers: Minutes of the Employees' Consultative Forum since January 2010.

EMPLOYEES' CONSULTATIVE FORUM - ACTIONS

MEETING	ITEM	Recommendation / Points to address	Action to be taken by	Status
10 October 2011	Information Report – Annual Equality in Employment Monitoring from 1 April 2010 – 31 st March 2011	Information would be provided to the Forum relating to the Springboard course regarding its effectiveness.	Lesley Clarke , Jon Turner	Completed - A report on this subject has been circulated
10 October 2011	Information Report – Annual Equality in Employment Monitoring	Information would be circulated to the Forum showing that a similar distribution of BAME staff in senior management positions was reflected in other London Boroughs.	Jon Turner	Completed - Information provided on 18 October 2011
10 October 2011	Information Report – Contractual Status of Employment Policies and Procedures	The issue relating to agreement on the decision that employment policies be contractual and the associated Best Practice Notes and Toolkits be non-contractual, be referred to the relevant Portfolio Holder.	Jon Turner, Lesley Clarke	Completed - This issue has been determined by the Portfolio Holder i.e. that that the employment policies be contractual and the associated Best Practice Notes and Toolkits be non-contractual

EMPLOYEES' CONSULTATIVE FORUM - ACTIONS

MEETING	ITEM	Recommendation / Points to address	Action to be taken by	Status
10 October 2011	Information Report – Policies and Procedures Application	That a report be presented to a future meeting of the Forum on the action taken to address the issue of timescales for Employee Procedures	Jon Turner / Lesley Clarke	To be presented to a future meeting
10 October 2011	Information Report – Follow Up Actions	An agenda item on follow up actions to be presented to each meeting.	Vishal Seegoolam / Jon Turner	Completed and Ongoing
10 October 2011	Information Report – Annual Health and Safety Report 2010/11	(1) the report would be presented to the next Health and Safety Partnership Meeting. (2) Officers would speak to Headteachers regarding the significant increase in reported accidents.	David Ward, Mark Riodarn	Report presented to the Corporate Health & Safety Group on the 13th December 2012 Communication has been sent to all headteachers regarding accident performance.
6 July 2011	Annual Health and Safety Report 2010/11	Resolved that a report be presented to the next meeting of the forum on 10	Divisional Director, Risk, Audit and Fraud	Completed (Presented to

EMPLOYEES' CONSULTATIVE FORUM - ACTIONS

MEETING	ITEM	Recommendation / Points to address	Action to be taken by	Status
		<p>October 2011 providing greater detail in relation to the Annual Health and Safety report 2010/11 accident statistics.</p>		<p>meeting on 10 October 2011)</p>
6 July 2011	<p>Employees' Side Report On The Business Support Service 'In Scope' Redundancy Selection Criterion and Management's Response</p>	<p>Resolved that the Project Lead, Business Support, provide the unions with all information that the Project Team provided to the directorates prior to staff being identified as 'in scope'.</p>	<p>Head of Service Business Management</p>	<p>Completed (Sent on 3 August 2011)</p>
6 July 2011	<p>Progress on delivering the Council's People Strategy 2010-12</p>	<p>Agreed that officers would prepare a report to be presented at the next meeting of the Forum on the application of policies and procedures for staff across the organisation. Individual cases could not be discussed.</p>	<p>Divisional Director HRD and Shared Services Democratic & Electoral Services Manager</p>	<p>Completed (Presented to meeting on 10 October 2011)</p>
6 July 2011	<p>Progress on delivering the Council's People Strategy 2010-12</p>	<p>Request to produce a report detailing follow up actions resolved by the Forum</p>	<p>Divisional Director HRD and Shared Services Democratic & Electoral Services</p>	<p>Completed (Presented to meeting on 10</p>

EMPLOYEES' CONSULTATIVE FORUM - ACTIONS

MEETING	ITEM	Recommendation / Points to address	Action to be taken by	Status
Manager October 2011)				
25 January 2011	Trade Waste and Management Response	Resolved that (1) up to date figures relating to the Trade Waste service be forwarded to the Union side (2) If these figures could not be verified, then the matter be considered for a peer review.	Divisional Director Environmental Services	Completed
25 January 2011	Non Contractual Employment Procedures	Resolved that (1) there be weekly meetings between the Trade Unions and Human Resources officer prior to the next meeting of the Forum (2) the outcome of these meetings be reported to the next meeting of the Forum	Divisional Director HRD and Shared Services	Completed
25 January 2011	Facilities at the Central Depot	Resolved that (1) a joint risk assessment be carried out by the Union side and facilities management.	Divisional Director HRD and Shared Services Service Manager – Asset	

EMPLOYEES' CONSULTATIVE FORUM - ACTIONS

MEETING	ITEM	Recommendation / Points to address	Action to be taken by	Status
Management and Facilities Completed				
27 October 2010	Early Engagement	(2) consideration be given to additional CCTV cameras and motion detector lights being installed at the rear of unit 1.	Corporate Director, Community and Environment	Completed (November 2010)

EMPLOYEES' CONSULTATIVE FORUM - ACTIONS

MEETING	ITEM	Recommendation / Points to address	Action to be taken by	Status
27 October 2010	Evaluation of Accident Statistics in Children's Services	<ol style="list-style-type: none"> 1. Undertook to investigate issues regarding behavioural management. 2. Ensure asbestos training is mandatory for all appropriate staff. 3. Unison to send Corporate Director Employees' Side questions regarding statistical breakdowns 	Corporate Director, Children's Services	Completed
27 October 2010	Special Needs Transport Service	<ol style="list-style-type: none"> 1. Investigate Employee Side issue re payments made to agency staff not required to work 2. Circulate information regarding statistics and costs to Forum 	Corporate Director, Children's Services	Completed

EMPLOYEES' CONSULTATIVE FORUM - ACTIONS

MEETING	ITEM	Recommendation / Points to address	Action to be taken by	Status
27 October 2010	Non-Contractual Employment Procedures	<p>1. Convene meeting between management, Unison and GMB to commence discussion on employment policies.</p> <p>2. Respond to the letter from Unison dated 15 October 2010.</p>	Divisional Director HRD and Shared Services.	<p>Completed (Meeting held on 1 November and further meetings to be held before report back in Jan 2011)</p> <p>Completed (Letter to Unison 9 Nov)</p>
27 October 2010	Petition on Facilities at the Depot	Submit report to next meeting.	Service Manager – Asset Management & Facilities	<p>Completed (Submitted to 25 January 2010 meeting)</p>
30 June 2010	Special Needs Transport Full Business Case	Resolved that (1) Costs in relation to the utilisation of temporary agency staff for SNT provision be circulated to all Members of the Forum within 14 days of the meeting.	Divisional Director, Special Needs Services	<p>Completed (Circulated on 12 November 2010)</p>

EMPLOYEES' CONSULTATIVE FORUM - ACTIONS

MEETING	ITEM	Recommendation / Points to address	Action to be taken by	Status
		<p>(2) a further report be provided by management into the proposals for STN provision, to include the issues outlined above and subject to the provision of appropriate evidence by the employee representatives of the issues raised, to allow the portfolio holder to take a full and final decision.</p>		<p style="text-align: center;">Completed (Submitted to 27 October 2010 meeting)</p>
30 June 2010	<p>Health and Safety Training Update, Progress of the Health and Safety Partnership Board and Departmental Safety Group Meetings, and Annual Health and Safety Report 2009/10.</p>	<p>(1) officers report to next meeting on the learning from the recent Civic Centre site bomb alert and the new arrangements for Fire and Bomb Alerts to be introduced as a direct action.</p> <p>(2) Forum requested that the Corporate Director Children's Services attend its next meeting in view of the health and safety statistics associated with her service areas and the difficulties that had been</p>	<p>Divisional Director, Risk, Audit and Fraud</p> <p>Corporate Director, Children's Services</p>	<p>To be presented to future meeting to take into account new proposals</p> <p>Completed (attended meeting and report presented on 27 October 2010)</p>

EMPLOYEES' CONSULTATIVE FORUM - ACTIONS

MEETING	ITEM	Recommendation / Points to address	Action to be taken by	Status
		<p>experienced in convening health and safety meetings within schools. Also a further report to be presented on specific areas within the Children's Services Directorate.</p>		
		<p>(3) Chairman to respond to list of question from employee representatives.</p>	<p>Divisional Director, Risk, Audit and Fraud</p>	<p>Completed (prior to 27 October 2010 meeting)</p>
		<p>(4) Item to be placed on internal Employee Working Group to consider further actions the Council could be taking for the wellbeing of its employees.</p>	<p>Divisional Director, Risk, Audit and Fraud</p>	<p>Completed</p>
		<p>(5) Officers to consider the points made by the employee representatives and respond by letter to all members of the forum concerning training, take up and alternative training</p>	<p>Divisional Director, Risk, Audit and Fraud</p>	<p>Completed</p>

EMPLOYEES' CONSULTATIVE FORUM - ACTIONS

MEETING	ITEM	Recommendation / Points to address	Action to be taken by	Status
30 June 2010	HR Policy Framework - Fair Treatment Suite Review	<p>providers.</p> <p>(1) the outcomes of the pilot of the Fair Treatment Suite be noted;</p> <p>(2) a further pilot be implemented for one year of the Fair Treatment Suite with Stage 3 Dignity at Work Appeals being subject to consideration by Member level Personnel Appeals Panels, in line with the current Conduct Appeals process, to allow comparative assessment of such an appeals process with the previous pilot scheme;</p> <p>(3) Portfolio Holders receive monthly summary reports of all grievances / disciplinary appeal cases under consideration within their Directorate Service areas.</p>	Divisional Director, Human Resources & Development and Shared Services	Completed (ongoing)

EMPLOYEES' CONSULTATIVE FORUM - ACTIONS

MEETING	ITEM	Recommendation / Points to address	Action to be taken by	Status
30 June 2010	Lack of information and response regarding Unisons non contractual submission	That the employment policies be contractual and the associated guidance and toolkits be non-contractual.	Divisional Director, Human Resources & Development and Shared Services	Completed
30 June 2010	Youth Offending Service Re-organisation	That the matter be deferred to the next meeting pending the outcome of current discussions with regard to the proposals	N/A as Unison report	Completed (Submitted to 27 October 2010 meeting)
26 January 2010	Housing Peer Review	A report on the implementation of the Service Improvement Plan be submitted in 6 months	Divisional Director, Housing	Completed (Submitted to 27 October 2010 meeting)
26 January 2010	Information Report – Equality in Employment Monitoring from 1 April 2007 to 31 March 2008 and 1 April 2008 to 31 March 2009	<ol style="list-style-type: none"> 1. To present an action plan in April 2010. 2. Report for the period 1 April 2009 to 31 March 2010 to be submitted in Autumn 2010. 	Divisional Director Human Resources & Development and Shared Services.	Completed (Submitted to 27 October 2010 meeting) Completed (Submitted to 27 October 2010 meeting)

EMPLOYEES' CONSULTATIVE FORUM - ACTIONS

MEETING	ITEM	Recommendation / Points to address	Action to be taken by	Status
<p data-bbox="451 1003 630 1377">3. GMB comments on the report to be discussed at Corporate Equality Sub-Group and reported to the forum in April 2010.</p> <p data-bbox="451 129 574 427" style="text-align: right;">Completed (Submitted to 30 June 2010 meeting)</p>				