

Employees' Consultative Forum

AGENDA

DATE: **Wednesday 23 November 2016**

TIME: **7.30 pm**

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

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

MEMBERSHIP (Quorum: 3 from the Council Side and 2 trade union representatives from different trade unions)

Chair:

Councillors:

Graham Henson
Kiran Ramchandani
Aneka Shah-Levy
Sachin Shah

Paul Osborn
Ms Mina Parmar
Pritesh Patel

Employee Representatives:

Teachers Representatives: Louise Crimmins - National Union of Teachers
Anne Lyons - National Association of Head Teachers
(1 vacancy)

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

Representatives of GMB: Ms P Belgrave

(Reserve Council Side Members overleaf)

Reserve Council Side Members:

- | | |
|---------------------------|---------------------|
| 1. Ms Pamela Fitzpatrick | 1. John Hinkley |
| 2. Barry Kendler | 2. Mrs Camilla Bath |
| 3. Kairul Kareema Marikar | 3. Susan Hall |
| 4. David Perry | |

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

AGENDA - PART I

1. ATTENDANCE BY RESERVE MEMBERS

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

Reserve Members may attend meetings:-

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

2. APPOINTMENT OF CHAIR & VICE CHAIR

To appoint a Chair from the employees' side and a vice Chair from the Council side for the 2016/17 Municipal Year.

3. APPOINTMENT OF EMPOLYEEES' SIDE REPRESENTATIVES

To note the appointment of new representatives from the teachers' constituency.

4. DECLARATIONS OF INTEREST

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

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

5. MINUTES (Pages 5 - 10)

That the minutes of the meeting held on 23 February 2016 be taken as read and signed as a correct record.

6. PETITIONS

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

7. DEPUTATIONS

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

8. PUBLIC QUESTIONS *

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

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

[The deadline for receipt of public questions is 3.00 pm, Friday 18 November 2016 Questions should be sent to publicquestions@harrow.gov.uk

No person may submit more than one question].

9. KENMORE NEIGHBOURHOOD RESOURCE CENTRE (NRC) FAILED COMMUNITY TENDER (Pages 11 - 14)

Report from the Harrow Unison LG Branch.

10. KENMORE JOINT PROPOSAL (Pages 15 - 22)

Report of the Corporate Director, People Services.

11. FACILITY TIME (Pages 23 - 56)

Report from the Harrow Unison LG Branch.

12. TRADES' UNION FACILITY TIME (To Follow)

Report of the Corporate Director, Resources and Commercial.

13. EMPLOYEE DATA EQUALITIES REPORT 2015-16 (Pages 57 - 82)

Report of the Head of People and Organisation Development.

14. TERMS OF REFERENCE FOR THE CORPORATE JOINT COMMITTEE (Pages 83 - 92)

Report of the Head of People and Organisation Development.

AGENDA - PART II - NIL

*** DATA PROTECTION ACT NOTICE**

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

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

EMPLOYEES' CONSULTATIVE FORUM MINUTES

23 FEBRUARY 2016

Chair:	* Councillor Kiran Ramchandani	
Councillors:	* Jeff Anderson	Paul Osborn
	* Ms Pamela Fitzpatrick (1)	* Ms Mina Parmar
	* Graham Henson	* Pritesh Patel
Representatives of HTCC:	* Clare Winder	(2 vacancies)
Representatives of UNISON:	* Mr S Compton	* Mr J Royle
	* Mr D Butterfield	* Mr D Searles
	* Mr G Martin	
Representatives of GMB:	Ms P Belgrave	

* Denotes Member present
(1) Denotes category of Reserve Member

16. Attendance by Reserve Members

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

Ordinary Member

Councillor David Perry

Reserve Member

Councillor Ms Pamela Fitzpatrick

17. **Declarations of Interest**

All Agenda Items

Councillor Jeff Anderson declared a non-pecuniary interest in that he was a retired member of Unison trade union.

Councillor Ms Pamela Fitzpatrick declared a non-pecuniary interest in that she was a member of Unite trade union.

Councillor Graham Henson declared a non-pecuniary interest in that he was a former member of Unison trade union.

Councillor Kiran Ramchandani declared a non-pecuniary interest in that she was a member of GMB union.

18. **Minutes**

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

19. **Petitions, Deputations and Public Questions**

RESOLVED: To note that none were received.

RESOLVED ITEMS

20. **Appointment of a New Employees' Side Representative**

RESOLVED: To note the appointment of Clare Winder of the National Union of Teachers as an employee representative.

21. **Part 2 of Annual Equality in Employment Report for 1 April 2014 - 31 March 2015**

The Forum received a report of the Divisional Director of Human Resources and Organisational Development which set out Part 2 of the Annual Equality in Employment Report for the period 1 April 2014 to 31 March 2015.

Following a brief overview of the report, the Divisional Director responded to Forum Members questions as follows:

- the workforce profile in the report did not include data relating to temporary agency staff or those staff working at partner organisations, carrying out work on behalf of the Council;
- he could not comment on why the numbers of those staff who declared themselves to be disabled tended to be lower on equalities monitoring forms than those on staff surveys. It may be that guidance regarding declaring disabilities needed to be more explicit in the future. This was however something that the Corporate Equalities Group was

considering, with a view to encouraging disabled staff to update their monitoring information;

- it was difficult to say why some Directorates, such as Environment and Enterprise had very low proportions of BAME staff in comparison to others. The under-representation of certain ethnic groups in certain professions could be a factor but this was a wider issue;
- the Council was committed to ensuring that re-deployees would be offered the option of applying for vacant posts ahead of agency staff. SAP was being used to capture this information and it would be available to share with the unions;
- historic data relating to the salary and grades of leavers was not readily available, however, he undertook to include this information in future reports.

RESOLVED: That the report be noted.

22. Harrow Unison LG Branch Report On Appalling Employment Practices in the 'Lift and Shift' of Harrow Council Staff & Management's Response

The Forum received a report of the Harrow Unison LG Branch which outlined the 'lift and shift' of four staff from one Directorate to another and their subsequently being served with notices of termination.

A Representative made the following points:

- the management of the 'lift and shift' and subsequent redundancies of the four staff had breached the Council's agreed employment protocols and corporate governance arrangements;
- the process in relation to the 'lift and shift' and subsequent notices of termination had not been carried out in an open and transparent manner and the consultation process in relation to these had been inadequate;
- management's attitude had been disrespectful towards these long-serving members of staff;
- those officers responsible should be held accountable and the staff in question should be redeployed as a matter of urgency;
- the Council's Human Resources practices should be improved and amended to ensure this type of occurrence did not recur in the future.

Officers advised that:

- the four staff in question had been employed in the Transformation Management Support Team in the Community Health & Wellbeing (CH&W) Directorate. As part of their MTFs savings proposals the four

members of staff in question were 'lifted and shifted' to Business Support and although they carried out business support type roles, they had not been put on BS gradings or had their role profiles changed, and therefore sat outside BS function;

- the restructure proposed by the Chief Executive in April 2015, as part of the wider organisational restructure, meant that the Business Support (BS) function, including the Transformation Management Support Team, was moved from the CH&W Directorate to the Resources Directorate;
- following assessment of the budget for this service it was noted that there was no budget for these staff and the service departments supported by the Transformation Management Support Team advised that the work carried out by three of them was no longer required;
- following consultation, the staff in question were given notices of redundancy. They had been offered the options of re-deployment and salary protection, however, they had not taken up these offers. The staff had also not appealed the decision to make them redundant.;
- two meetings had taken place between managers in CH&W and Resources to confirm that the work carried out by the Transformation Management Support Team was no longer required, although there was no formal paper or email trail to support this. However, the 2014 consultation pack, which had been shared with the unions, made it clear that the savings in the MTFs included the salaries of these 4 posts;
- it was the responsibility of HR to ensure that appropriate Council policies, processes and employment law were followed in relation to these 4 staff members, however, evaluating and overseeing budgets in relation to staffing requirements was not part of the HR function.

In summing up, the Chair urged officers to:

- make every effort to ensure re-deployment opportunities were offered to the three staff members in question;
- review HR and staff management protocols to ensure 'lessons were learnt' from these events; and
- that the Council's agreed employment protocols, corporate governance arrangements in relation to staffing and agreements with the unions should be adhered to at all times.

RESOLVED: That the reports be noted.

23. Actions Agreed by the Employees' Consultative Forum - Sub Group

The Forum received a report of the Divisional Director of Human Resources and Organisational Development which set out the actions agreed at recent meetings of the Employees' Consultative Forum Sub Group.

It was noted that some of the actions arising from the meeting of 14 January 2016 relating to agenda item 4 – Consultation on Draft Revenue Budget 2016/17 and MTFS 2016/17 to 2019/20, had yet to be completed. The Chair undertook to chase up their completion.

RESOLVED: That the report be noted.

(Note: The meeting, having commenced at 7.30 pm, closed at 8.45 pm).

(Signed) COUNCILLOR KIRAN RAMCHANDANI
Chair

This page is intentionally left blank

EMPLOYEES' CONSULTATIVE FORUM: 23rd NOVEMBER 2016

EMPLOYEES' SIDE REPORT ON KENMORE NEIGHBOURHOOD RESOURCE CENTRE (NRC) FAILED COMMUNITY TENDER

SUMMARY AND DECISION REQUESTED

UNISON welcomes as a resolution the combined proposal to address the current financial situation as a result of budgetary cuts to the NRC's implemented earlier this year. However, it is imperative that the proposal requires political support and buy-in from all senior officers of the Council. We must remember that any commercial activity is for the benefit of the council, and not, as previously described by a senior officer, as merely "*a social service issue*" which only demonstrates pomposity and silo working. UNISON is seeking written assurance that all directorates, including the Peoples Directorate and its lead officers, are fully compliant and committed to this key strategic objective as embodied in the proposal and that the experiences our members have endured in light of the failed Kenmore NRC Community Tender are never repeated.

CHRONOLOGY

DATE	ACTION	OUTCOME
5/07/2016	Special DJC Meeting	UNISON informed that 'TUPE does not apply', contrary to information relayed to unions and Cabinet earlier in 2016, and that 'redundancy does'. UNISON announced that due to a lack of governance of this issue, external intervention through ACAS would be sought for arbitration.
21/07/2016	ECF Sub-Group Meeting	UNISON informed that, despite the Council not knowing if TUPE applies, that a tender process will commence nevertheless to identify a new Community Management bidder. UNISON also informed that a further ECF meeting will be convened as to any changing developments. This was communicated to ACAS by senior management in the Peoples Directorate following UNISON arbitration requests.

REPORT

UNISONS' brief report tonight is in full compliance with the instruction given to ACAS by senior officers of the London Borough of Harrow in regard to the failed Kenmore NRC Community Tender attempt.

The Kenmore NRC tender process and the lengthy time it has taken has enacted costs which could and should have been avoided at an earlier stage.

It is now a well-established fact that outsourcing services is not at all cost effective or beneficial to a local authority. There are many experiences in Harrow where outsourcing has not worked and has failed dismally. The recent documentary (*Whose Spending Britain's Millions*) on local authority expenditure with companies such as Capita, support the fact that many local authorities are still taken in by the sales pitches of falsehoods such as transformations and transitions which in reality are simply only buzz words that cost the tax payer money and deliver nothing of any quality in reality.

The NRC's represent value for money if operated on a commercial basis, which has now, finally, been accepted and agreed by the DASS officer and her team. Harrow has the perfect opportunity to work in partnership with other councils, sharing costs, meeting savings targets and increasing capacity of well-run local services residents and their families rely on. This gives our service users and residents peace of mind knowing that Harrow Council, with its exemplar reputation in the provision of services to vulnerable residents, continues to do so as a long standing and well trusted provider.

We are all aware of the financial impact on the vulnerable and elderly as a result of the needless and relentless budgetary cuts by central government, which should be the basis for increased lateral thinking and sharing costs in order that our most vulnerable receive services of the highest standard.

UNISON welcomes a joint proposal in draft to meet all the Councils objectives both financial and of course service provision. This type of proposal demonstrates Harrow Council's commitment to the commercial agenda i.e. securing jobs, meeting the needs of Harrows residents and future proofing local authority run services.

Adult Services is the perfect area to enter a known void in the market as it is well recognised that the NHS are under extreme pressure, which is then passed onto local authorities with no reasonable intermediate provision in care. This enacts an opportunity to enter the market and provide a reasonable solution rather than continue to fund high cost outplacements which local authorities use on a knee jerk reaction and on a continued basis. This is classified as reactive solutions and not a proactive solution that meets everyone's cost need in line with the Council's strategic objective. The Council has a number of mechanisms that require thinking outside of the box which include the Council entering a partnership arrangement with another authority or establishing trading arms which do not have shareholders within the business matrix.

Such thinking and compliance with strategic objectives require commitments from all key players and head of departments. To that end, this evening UNISON is seeking written assurance that all directorates, including the Peoples Directorate and its lead officers, are fully compliant and committed to this key strategic objective as embodied in the proposal and that the experiences our members have endured in light of the failed Kenmore NRC Community Tender are never repeated again.

AUTHOR: Harrow UNISON LG Branch

CONTACT DETAILS: CONTACT DETAILS:

Harrow L.G. Branch

Civic 7

Station Road, Civic Centre

Harrow, Middlesex

HA1 2XY

Tel: 020 8424 1795

Fax: 020 8424 1835

Email: info@harrow-unison.org.uk

This page is intentionally left blank

REPORT FOR: EMPLOYEES' CONSULTATIVE FORUM

Date of Meeting:	23 November 2016
Subject:	Kenmore Joint Proposal
Key Decision:	No
Responsible Officer:	Chris Spencer, Corporate Director, People's Services
Portfolio Holder:	Councillor Simon Brown, Portfolio Holder for Adults and Older People
Exempt:	No
Decision subject to Call-in:	No
Wards affected:	Kenton East
Enclosures:	None

Section 1 – Summary and Recommendations

This report covers the outcome of the recent Community Management Model at Kenmore and the recommended option for meeting savings targets.

Recommendations:

ECF is requested to Recommend to the Portfolio Holder for Adults and Older People to agree to a joint partnership proposal from Adults and the Council's Community Commercialisation team (Project Phoenix) utilising specialist expertise from both to continue to deliver a high quality service to people in Harrow with a Learning Disability at Kenmore NRC and develop commercial activities at the centre.

This proposal includes working in partnership with other Councils, sharing costs, and increasing capacity of well-run local services to meet the Council's savings targets.

Reason: (For recommendation)

The tender for a Community Management Model was unsuccessful in securing a compliant offer from the market that could take the proposed model forward.

Section 2 – Report

Introductory paragraph

The Council received six expressions of Interest for a Community Management Tender at Kenmore NRC but only received one bid from potential providers by the deadline date.

Unfortunately this bid was not compliant with the procurement process and with no other bids the process had to be finalised without an award of contract.

Those that expressed an interest had praised the Council's tender team for a professional engagement with the market and the high quality of the tender documentation. These providers felt that the Community Management Model was an incredible opportunity and would be a significant achievement for any potential organisation in the Voluntary Sector.

Potential providers highlighted that the model was a strong concept that was fully understood; however they had concerns about their ability to mobilise and the financial risk to their own organisations in doing so due to the scale of the project given the size of their respective charities. All of the providers were also concerned about the political risk and were aware of the petition from the Unions and staff and highlighted the previous media attention and issues concerning the closure of the Bridge, which led to a change in direction.

These concerns meant that 5 out of 6 providers felt the perceived risks outweighed the opportunity and the sole bidder incorporated several significant covenants to offset the risk, but in doing so was not compliant with the procurement regulations.

Options considered

At the end of the procurement a number of options were considered to meet the savings targets. Many of these were uneconomic due to the limitations of the PFi contract agreement and the terms of the Central Government Grant, which require continuation of a similar service to pay the capital financing of the buildings contract.

The retendering of the Community Management Model was also considered. However, based on the feedback from providers, including the sole bidder, unless the model included significant financial and political support it would be unlikely that retendering would be successful.

Closure was clearly one option for Kenmore and potentially re-providing care and support in one of the other centres. This option was largely ruled out as the grant conditions would be difficult to satisfy with any alternative re-use of the building. Staff would also need to transfer with service users to other centres to provide support to service users. Both of these meant it would be uneconomic to pursue this option.

Other reconfigurations of Adults services were also considered to maintain the grant at Kenmore but this would mean significant disruption to other service(s) re-provided at the centre and would be unlikely to achieve the backing of those users potentially displaced and/or transferred.

Adults services could commercialise the building looking at room hire, rental agreements with third party organisations, NHS partners and selling capacity to private funders or other local authorities. Adults have tried in the past to offer rental opportunities to local organisations and day services for other Councils but have found it difficult to get past initial discussions. Furthermore, the Adults service has no capacity to facilitate this income generation and this would detract from its core business of providing high quality care services for the most vulnerable in Harrow.

Following discussions with the Council's Community commercialisation team a new joint proposal has been developed that; both retains the Adults core business to continue to support service users at Kenmore, whilst Commercialising part of the building to bring an income into the Council to

offset the cost of the day centre service. All NRCs will be considered for extra efficiencies and therefore it is expected that the cost of running Kenmore will also be reduced.

The Community Commercialisation team also have current contracts with other local authorities that offer another way to secure placements by leveraging these existing arrangements.

The Council's existing staff would continue to provide support as part of the Adults in-house provider services. Any additional staffing required through Commercialisation would be managed either through TUPE (into the Council from another Council that might close their service) or newly recruited under the Phoenix trading arm.

Benefits of the joint proposal include:

- There will be no impact on existing Council staff as they will continue to run the existing current service
- This option is likely to be supported by the Staff, Service users, Unions and carers because it retains the important service provided at Kenmore and offers a commercial solution to budget demands.
- The option encourages partnership working across the Council and neighbouring Councils.
- It provides reputational benefits from additional shared services in North West London which demonstrate best value for residents
- Combines Adult Social Care expertise within the People's directorate with experts in Commercialisation in other directorates
- The proposal fits in line with suggestions made by the unions
- Strengthens the Phoenix Trading Arm brand
- Satisfies the Grant conditions for PFI protecting the grant allocation towards Kenmore
- Utilises existing arrangements with Brent for transport and potential arrangements with Barnet, Hounslow, Hillingdon and Ealing (expressions)
- Existing governance arrangements for Commercialisation can be utilised to fast track this option
- Provides a platform to expand Commercial activities in Adults e.g. Sancroft Residential
- Market opportunity to lead the way

Risk Management Implications

The Adults service has no capacity to manage the commercialisation of the services at Kenmore or other NRCs. Its core business is providing care and support to the most vulnerable in Harrow and any diversion from this creates risk.

This proposal mitigates this risk by using the resources and expertise of the Community Commercialisation team.

There is a risk that a two-tier system is created with out of borough clients receiving an enhanced level of care and support. This will need careful joint

working with the commercialisation team, including scope development of shared services projects with other local authorities.

Similarly we cannot compromise the service capacity and quality to existing and potential new Harrow eligible clients.

There must be a risk to the area where this budget resides that the income targets needed to meet savings in MTFs are not achieved, particularly in the first and second year of operation. Leveraging close ties with other local authorities already gained through shared services is likely to fast track the commercial options.

Regular monitoring and review through the Commercialisation governance arrangements will assist progress reporting.

A regulative or legislative change could have an impact on demand from Harrow eligible clients. The Adults team would work with the Community Commercialisation team to look at other building assets to reconfigure services to meet demands.

Legal Implications

Section 1 of the Care Act places a general duty on the Council when exercising its functions, to promote an individual's well-being relating to their physical and mental health, emotional well-being and personal dignity. The Care Act 2014 replaces the existing duties in respect of assessing and meeting an individual's eligible care needs.

Section 8 provides that those eligible needs may be met in a number of ways, including care and support at home or in the community, and by providing the service itself, arranging another provider to provide the service, or direct payments.

Financial Implications

The MTFs 2016/17 to 2018/19 approved by Cabinet in February 2016 agreed annual savings of £609k linked to the Community Management Model at Kenmore NRC from April 2016.

The delays to the procurement and unsuccessful tender of the Community Management Model mean that the 2016-17 saving of £609k will not be achieved. This variation is reflected in the outturn being reported at period 6 to cabinet for Adults Services.

To the extent that there is a delay in commercialising the capacity at Kenmore by April 2017 or if the ongoing annual income generated falls short of the budget reduction of £609k, the Council will need to identify alternative savings to mitigate any shortfall.

Should Council capital funding be required to alter the internal structure of the building to meet the demands of commercialisation, a business case will need to be approved and, once agreed, the scheme can then be reflected in the Council's capital programme as appropriate..

Equalities implications / Public Sector Equality Duty

The Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don't (the public sector equality duty). The EQIA is attached and demonstrates that commercialisations of the service will have no negative impact on protected characteristics.

The governance arrangements for monitoring undertaken in respect of the on-going services at Kenmore will include monitoring of how the service is meeting needs in respect of the nine protected characteristics covered by the Public Sector Equality Duty.

Council Priorities

The Council's vision:

Working Together to Make a Difference for Harrow

- Making a difference for the vulnerable – the continuation of services for the most vulnerable in Harrow supports this priority
- Making a difference for communities – this option ensures there is no negative impact on the local community
- Making a difference for local businesses – there will be no negative impact on local businesses
- Making a difference for families – families that rely on the existing high quality service will continue to receive the support they need

Section 3 - Statutory Officer Clearance

Name: Donna Edwards	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 10 November 2016		
Name: Sarah Inverary	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 15 November 2016		

Ward Councillors notified:	YES/ NO
-----------------------------------	----------------

EqIA carried out:

YES

EqIA cleared by:

Section 4 - Contact Details and Background Papers

Contact:

Chris Greenway, Head of Safeguarding Assurance & Quality Services

Tel: 020 8424 1043 Ext. 2043 Email:

Chris.greenway@harrow.gov.uk

This page is intentionally left blank

EMPLOYEES' CONSULTATIVE FORUM: 23rd November 2016

EMPLOYEES' SIDE REPORT ON: Facility Time (possible TU discrimination by affiliation)

SUMMARY AND DECISION REQUESTED

This matter requires either independent investigation due to known affiliations, why unison was and has not been afforded the same debate or latitude, but instead, have had high costs levied against them by this council. We desire to ascertain the costs of each union, excluding the agreed facility time formula, based on equipment and representation (overtime not claimed and statutory meetings on pensions not being paid outside of working hours). Why has HRD failed to disclose information readily available to the GMB?

CHRONOLOGY:

DATE	ACTION	OUTCOME
08/04/2014	Email from JT to GM	
24/04/2014	Guidance for managers on time off for TU representatives	
20/08/2014	Letter - Recognition Agreement – Trade Union Facility Time	
05/09/2014	Letter - Recognition Agreement – Trade Union Facility Time	
24/09/2014	Letter – CJC Facility Time Recognition Agreement	
07/10/2014	Email from DL to JT	
21/10/2014	Minutes from a CJC meeting	
21/03/2016	Secondment Agreement	
06/07/2016	Email from JT to JN	
	Recognition & Procedural Agreement (Appendix 1)	

REPORT

Unions report tonight relates to the treatment the Union is being afforded by the current political administration. Unison attended a CJC meeting on 27th October 2016 regarding corporate facility time based on the agreed formula with the London Borough of Harrow please see appendix 1

Unison was totally alarmed when the new head of HRD stated quite openly that discussions had occurred between officers the GMB the Leader of the Council and the Port-folio holder responsible for Union engagement. However this was a total surprise to Unison who had been wholly excluded from any meeting or discussion.

What emerged was that the council with the Leader and Port-folio holder desired to provide equal facility time excluding the agreed formula based on membership number, which has all the characteristics to disadvantage

Unison. It also emerged that the GMB could not attend corporate meetings due to their agreed existing 2.5 days corporate allocation, and that case work (representation) on these days made it difficult to attend meetings.

Unison is fully aware of the council's financial situation which is the reason Unison enacted with the council (both political parties), a secondment agreement which placed the full costs of a full time representative to be paid solely by Unison. The overall figure is disclosed as £99,000. The other cost aspects that are identified within the recognition agreement are: - IT equipment, photocopier, stationary and DOCAS. However Unison independently meets all of this at a cost of £10,565.53 per annum from its own funds, further assisting the council's budget position.

Additionally, Unison as an accredited training centre in its own right also provides training courses to all council employees the cost of these courses equates to £15,000.00 with a 75% discount over a ten year period per annum, a further cost saving to the council. In total Unison have saved this council £536,925.30 over a ten year period.

At present Unison based on the agreed formula is being denied facility time, which is a further financial benefit to the council over and above the sums mentioned above. This matter may be considered as 'Union bashing' based on exclusion. We have to question and be provided with a comprehensive response as to why Unison have been totally excluded. Why has Unison had to pay for a full-time representative and why have council officers in HRD failed to notify Unison of this matter and include them in any of the discussions that have taken place?

Union facility time can be divided into 2 categories corporate time (agreed formula corporate meetings and decisions for example, Modernisation of terms and conditions) and union duties representation under TULRCA a statutory provision. Unison reserves the right to enter into arbitration via CAC.

Finally what has to be considered within this report is the Act of discrimination so clearly outlined above. Legislation dictates "you can discriminate against someone even if you don't intend to, for example, you can discriminate indirectly by offering working conditions or **Rules** that disadvantage one group of people more than another". The rules in this case are the agreement on the allocation of facility time based on membership numbers in order that they may be represented without being disadvantaged. It is clear that the council wish to disadvantage a select group of employees, Unison members.

AUTHOR: Harrow UNISON LG Branch

CONTACT DETAILS:

*Harrow L.G. Branch
The UNISON Office
Civic 7, Civic Centre
Station Road
Harrow, Middlesex
HA3 8NT*

Tel: 020 8424 1795

Fax: 020 8424 1835

Email: info@harrow-unison.org.uk

RECOGNITION AND PROCEDURAL AGREEMENT

between Harrow Council, Civic Centre, Station Road, Harrow, Middx. HA1 2XF

and

UNISON, 1, Mabledon Place, London. WC1H 9AJ

1. INTRODUCTION

This agreement between Harrow Council and UNISON, being the recognised trade union, sets out the agreed procedures to be followed with regard to consultation, negotiation, and disputes, as well as details of time-off arrangements for trade union duties and activities, facilities and information provided by Harrow Council for trade union purposes, check-off and certification of local officials.

2. DEFINITION OF TERMS

In this Agreement:-

The Union refers to the Harrow Council Branch of UNISON
Staff refers to all employees of Harrow Council

3. COMMENCEMENT DATE

This Agreement commences on(date)

4. OBJECTIVES

- 4.1 In drawing up this agreement, Harrow Council and the Union recognise that Harrow Council exists to fulfil its aims and objectives.
- 4.2 The purpose of this agreement is to codify the existing Union recognition and representation within Harrow Council and establish a framework for consultation and collective bargaining.
- 4.3 The parties have identified common objectives they wish to pursue and achieve. These are:
 - 4.3.1 to ensure that employment practices are conducted to the highest possible standards;
 - 4.3.2 to enhance effective communication with all staff throughout Harrow Council;
 - 4.3.3 to achieve greater participation and involvement of all members of staff on the issues involved in running and developing Harrow Council;
 - 4.3.4 to ensure that equal opportunities are offered to staff or prospective staff and that the treatment of staff will be fair and equitable in all matters.

5. GENERAL PRINCIPLES

- 5.1 Harrow Council and the Union accept that the terms of this agreement are binding in honour upon them but do not constitute a legally enforceable agreement.
- 5.2 The Union recognises Harrow Council's responsibility to plan, organise and manage the work of Harrow Council in order to achieve the best possible results in pursuing its overall aims and objectives.
- 5.3 Harrow Council recognises the Union's responsibility to represent the interests of its Members and to work for improved conditions of employment for them.
- 5.4 Harrow Council encourages employees to become and remain members of an appropriate trade union in accordance with this agreement.
- 5.5 Harrow Council and the Union recognise their common interest and joint purpose in furthering the aims and objectives of Harrow Council and in achieving reasonable solutions to all matters which concern them. Both parties declare their commitment to maintain good industrial relations.
- 5.6 Harrow Council and the Union accept the need for joint consultation and collective bargaining in securing their objectives. They acknowledge the value of up to date information on important changes which effect employees of Harrow Council.

6. UNION REPRESENTATION

- 6.1 Harrow Council recognises the Union with for the purposes of consultation and negotiations in all matters set out in sections 15 and 16 of this Agreement.
- 6.2 Harrow Council accepts that the Union's members will elect representatives in accordance with their Union Rules to act as their spokespersons in representing their interests.
- 6.3 The Union agrees to inform Harrow Council of the names of all elected representatives in writing within five working days of their election and to inform Harrow Council in writing of any subsequent changes, each time within five working days of the change having taken place. Persons whose names have been notified to Harrow Council shall be the sole representatives of the Union membership.
- 6.4 Harrow Council recognises that Union representatives fulfil an important role and that the discharge of their duties as Union representatives will in no way prejudice their career prospects or employment with Harrow Council.
- 6.5 Harrow Council will inform all new employees of this agreement and will encourage them to join an appropriate union and provide facilities for them to talk to a workplace representative as part of their induction procedure. Harrow Council will supply union representatives with new starter details to enable them to contact new employees.

7. TIME OFF TO UNDERTAKE TRADE UNION DUTIES

7.1 An employee who is an official of an independent trade union recognised by the Council is allowed reasonable paid time off during working hours to carry out certain trade union duties. Trade union duties include, but are not exhaustive, negotiations or other functions related to:

- Attendance at appropriate national conference and TUC conference where appointed by the trade union as a delegate.
- Attendance at Corporate/Departmental Joint Committees including pre-meeting of trade union side only.
- To speak at Induction Courses.
- To represent employees at formal meetings (as long as they have been certified by the union as being capable of acting as a worker's companion).
- Time to prepare for meetings as above
- Undertaking the duties of a Union Learning Representative (ULR) (see 10 below)

8. TIME OFF TO UNDERTAKE TRADE UNION ACTIVITIES

An employee who is a member of a trade union recognised by the Council is allowed reasonable unpaid time off during working hours to:-

- take part in any trade union activity; and
- for the purposes of accessing the services of a ULR

There is no statutory requirement that union members or representatives be paid for time off taken on trade union activities.

9. TIME OFF TO UNDERTAKE TRADE UNION TRAINING

Employees who are recognised trade union officials are allowed reasonable paid time off during working hours to undergo training relevant to the carrying out of their trade union duties.

Employees who are Union Learning Representatives (ULR) are also permitted reasonable time off during working hours to undergo training relevant to their functions as a Union Learning Representative.

Training courses must either be approved by the TUC or relevant union or be in house training relating specifically to Harrow procedures/practices.

In all cases, the amount of time off must be reasonable.

A recognised trade union representative who is dissatisfied with a decision regarding time off for training will have access to the grievance procedure.

10. UNION LEARNING REPRESENTATIVES (ULR)

The functions for which time off as a ULR are allowed are:

- Analysing learning or training needs
- Providing information and advice about learning or training matters
- Arranging learning or training
- Promoting the value of learning or training
- Consulting the Council about carrying out any such activities
- Preparation to carry out any of the above activities

To qualify for paid time off the Union member must be sufficiently trained to carry out duties as a learning representative either:

- at the time when their Union gives notice to their employer in writing that they are a learning representative of the Union, or
- within six months of that date.

In the latter case, the Union is required to give the Head of HR notice in writing that the employee will be undergoing such training and when the employee has done so to give the Head of HR notice of that fact.

Within six months of the date of that notification, the Union should confirm in writing that the training undertaken has been sufficient to allow the ULR to undertake their role, preferably giving details of training which has been completed and any previous training that has been taken into account.

The six-month qualifying period during which an untrained ULR must receive sufficient training to continue operating as a ULR may be extended by mutual agreement.

11. TIME OFF WITH PAY

Recognised trade union representatives will be afforded reasonable time off with pay to undertake trade union duties and training.

There is no statutory requirement to pay for time off where the duties or training is carried out at a time when the official would not otherwise have been at work.

12. SECONDMENTS TO UNDERTAKE TRADE UNION DUTIES

Recognised trade unions may be offered secondments for representatives to undertake trade union duties.

It is for the recognised trade union to determine which representative(s) will be seconded.

However the Head of HR must be given four weeks written notice of any change in the representatives seconded and secondment will be subject to operational constraints.

Harrow Council currently offers secondments for up to five full-time equivalent trade union representatives to trade union duties, subject to the cost of secondment not exceeding the budget allocated for this purpose.

The arrangements for secondment are may be subject to review and variation at the discretion of the Council with four week's notice.

Where an employee has been seconded to undertake trade union duties the following conditions will apply:

- The Head of HR will be responsible for the management of the secondees' time in relation to annual leave requests, sickness absence and attendance monitoring.
- The secondee will remain on the same terms and conditions as their substantive post.
- The secondee will be entitled to be paid when participating in meetings with Council Members that take place after normal working hours. This includes attending meetings in order to follow debates that may have an impact on employees. For attendance at evening meetings payment is claimed for the time actually spent at the meeting and up to 30 minutes before and after the meeting.

The secondees' hours of work must not exceed the hours applicable to their substantive post. In this respect, secondees will not be paid any additional hours over and above their contractual hours, except in case of attendance at meetings with Council Members or in exceptional circumstances, with the agreement of the Head of HR.

The cost of release to attend training course(s) for secondees will, where approved by the Head of HR, be met from the Union's budget.

13. UNION MEETINGS AND OTHER FACILITIES

Meetings of Union members may be held on Harrow Council's premises outside working hours and there shall be no restriction on the frequency or duration of such meetings. Such meetings will be open to all staff members who are members of the Union.

Union meetings may be held on Harrow Council's premises inside working hours provided that prior consent for such meetings shall be obtained from Harrow Council by the Union. Such consent shall not unreasonably be withheld. The Union shall provide Harrow Council with a timetable of regular Union meetings or give at least three working days notice of the intention to hold a meeting.

Harrow Council agrees to provide defined facilities to the Union representatives to enable them to discharge their duties including: provision of secure office space; a notice board; access to confidential telephone, fax, internal mail and email; reasonable use of equipment such as telephones, photocopiers, and PC's; reasonable accommodation for meetings and trade union education, and reasonable access to administrative support and secretarial services. Costs for these facilities must be contained within the budget provision for trade union facilities.

14. INFORMATION

Harrow Council undertakes to supply staff through the Union with the necessary information for it to carry out effective consultation and negotiation. This will include Harrow Council's employment policies and procedures and proposed amendments and additions.

Harrow Council will comply with the ACAS Code of Practice in relation to Disclosure of Information to Trade Unions for Collective Bargaining purposes.

Any dispute between Harrow Council and the Union concerning the disclosure of information shall be dealt with through the Corporate Joint Committee/Employees' Consultative Forum as appropriate.

15. CONSULTATION

Harrow Council undertake to have proper consultation with staff through the Union to enable feedback and discussion before decisions are taken concerning matters directly affecting the interests of Harrow Council staff through the Directorate Joint Committee (DJC) or the Corporate Joint Committee (CJC).

(a) Directorate Issues

Consultation should be initiated by line managers at the appropriate level of seniority. Appropriate in this context is affected by the number of employees involved and the range and depth of the issues involved.

Where an issue affects two or more departments the relevant Director should agree how the consultation is to be handled. To avoid any misunderstanding, it is recommended that the arrangements are confirmed in writing.

Human Resources should to be involved throughout the consultation process, particularly in meetings with employee representatives.

For more detailed information please see attached Appendix 1 – Terms of Reference for Departmental Joint Committees, Appendix 2 - Constitution of Corporate Joint Committee and Appendix 3 - Terms of Reference for Employees Consultative Forum.

(b) Corporate Issues

Harrow Council will consult on the following issues, through the DJC or CJC, as appropriate:

- Issues arising from proposals to change working practices and procedures;
- Issues arising from the introduction or implementation of Council policy;
- Issues concerning the future development or progress of specific items including personnel policies, practices and procedures;
- Issues relating to equal opportunities;
- Issues relating to the Council's future intentions concerning any employment matters;

- Issues relating to training and development;
- General issues concerning employment of staff;
- Any issues referred by the Health & Safety Partnership Board;
- Any other item which both sides agree to refer.

16. NEGOTIATION

Harrow Council will negotiate and reach agreement, through the DJC or CJC on all issues pertaining to terms and conditions of employment affecting staff.

17. GRIEVANCES AND DISCIPLINE

- 17.1 Harrow Council recognises the Union's right to represent the interests of all or any of its members at all stages during grievance and disciplinary procedures and to call in Union officials who are not employees of Harrow Council wherever this is considered appropriate.
- 17.2 Union representatives will be permitted to spend reasonable paid time inside working hours to discuss grievance or disciplinary matters with affected employees, and to prepare their case.
- 17.3 Harrow Council undertakes to inform the Union Regional Officer or Branch Secretary immediately of the name of any union representative faced with disciplinary action to enable the Union to make appropriate arrangements for representation.

18. DISPUTES

- 18.1 In the event of an agreement not being reached at either Departmental Joint Committee (DJC) or Corporate Joint Committee (CJC), current arrangements will remain in place.
- 18.2 In the event of a failure to agree at DJC or CJC, the matter will normally be referred to the Employees Consultative Forum.
- 18.3 Matters may also be referred by either part to be considered by the Chief Executive (or Executive Director) and Regional Officer prior to ECF.

19. CHECK OFF

Harrow Council agrees, subject to compliance with legal arrangements and the authorisation of the member of staff, to deduct monthly subscriptions from the salaries of the Union's members. The sum collected (less the agreed Council charge) together with a list of the names of members and amounts deducted will be sent to the nominated officer of the Union.

20. VARIATIONS

This Agreement may be amended at any time with the written consent of both parties.

21. TERMINATION

This agreement may be terminated, in full or in part, by giving three months notice in writing to the other party.

SIGNED DATE
for Harrow Council

SIGNED DATE
for Unison

Varsha Patel

From: Jon.Turner@harrow.gov.uk
Sent: 08 April 2014 14:59
To: Gary Martin
Cc: j.noblemunn@unison.co.uk; Varsha Patel; Ruth.Phillips@harrow.gov.uk; Lesley.Bates@harrow.gov.uk
Subject: RE: Facility time

Dear Gary,

Thank you for notifying me of Unison's allocation of the corporate facility time. I have emailed the relevant line managers requesting that they accommodate these arrangements, so please can you ensure that those Unison rep's allocated corporate facility time agree their facility time with their line managers. Davis should also discuss with his line manager the request to change his days this week. Please let me know if there are any problems.

I will also instruct payroll services to make the necessary adjustments to the relevant cost centre codes for their salaries.

I am awaiting confirmation from GMB on their allocation, I will then be able to assess the cost and budget implications of the allocations from GMB and Unison and advise on whether there is sufficient budget available to support additional days. I hope to do this within the next week or so.

Regards
Jon

From: Gary Martin [<mailto:g.martin@harrow-unison.org.uk>]
Sent: 08 April 2014 10:48
To: Jon Turner
Cc: 'j.noblemunn@unison.co.uk'; Varsha Patel
Subject: Facility time

Dear Jon,

The AGM-elected officers are as follows

- 1/ Branch Secretary-G. Martin
- 2/ ABS-John Royle-2 Days facility time- Thursday-Friday
- 3/ ABS- Darren Butterfield
- 4/ Education training officer/treasurer-Ken McDonald-1 Day Facility time-Friday
- 5/ Youth Officer- Adam Harris
- 6/ Vice Chair-Paul Hollands
- 7/ Chair-Steve Compton-facility time 0.5 Tuesday
- 8/ Equalities Officer-Davis Searles- 3 days facility time-Monday Tuesday Wednesday

The other aspect which needs to be addressed is the confusion of 7.5 days identified in the CJC minutes, this would accommodate Mr Butterfield who has the attributes to provide alternative options for the benefit of the council (SNT) can we also please receive the day back for Davis as he is currently on his substantive post, therefore could we release him Wednesday and Thursday this week then return to the status quo above.

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.

The views expressed in this email are those of the sender and not necessarily the views of Harrow UNISON L.G Branch Executive Committee.

Harrow UNISON has taken steps to ensure that any attachments are free from viruses. You should, however, carry out your own virus check before opening any attachment. UNISON accepts no liability for loss or damage caused by software viruses.

Mail FROM London Borough of Harrow:

Unencrypted electronic mail is not secure and may not be authentic, in whole or in part. You are advised to check directly with the sender before acting upon any e-mail received.

The information contained in this message and any attachments is confidential and is intended for receipt by the above named addressee(s) only. If you have otherwise encountered this message please notify its originator via +44(0)20 8863 5611 at LONDON BOROUGH OF HARROW. The unauthorised use, disclosure, copying or alteration of this message is strictly forbidden. The views expressed within this message are those of the individual sender and not necessarily those of Harrow Council.

Mail TO London Borough of Harrow:

London Borough of Harrow monitors all electronic mail it receives for Policy compliance and to protect its systems including anti-spam and anti-virus measures.

Electronic mail does not guarantee delivery, nor notification of non-delivery. It is suggested you contact our intended recipient(s) by other means should confirmation of receipt be important.

All traffic may be subject to recording and/or monitoring in accordance with relevant legislation.

Harrow Council

Guidance for Managers on Time off for Trade Union Representatives (GMB, Unison)

The Council's recognition and procedural agreements with GMB and Unison, which are identical, can be found on the intranet at:

http://harrowhub/downloads/download/299/recognition_agreements.

1. There is a statutory requirement¹ to provide reasonable paid time off for trade union **duties** and for relevant trade union training accredited by the TUC (section 9 of recognition agreement).

The following are provided as examples of trade union duties, but is not an exhaustive list:

- Collective bargaining on terms and conditions
- Consultation on policies and procedures
- Attendance at Corporate/Departmental Joint Committees including pre-meeting of trade union side only
- Supporting major change management projects
- Undertaking job evaluation
- Speaking at Induction Courses
- Accompanying employees at formal meetings (as long as they have been certified by the union as being capable of acting as a worker's companion).
- Time to prepare for meetings as above

See also section 7 of recognition agreements.

2. There is also a statutory requirement to provide reasonable unpaid time off for trade union **activities**

The following are provided as examples of trade union activities, but it is not an exhaustive list:

- Attending workplace union meetings
- Meeting union officials to discuss issues relevant to the workplace
- Voting in union elections

See also section 8 of recognition agreements

Requests for time off for trade union duties or activities

3. Employees who the Council has been notified have been elected as trade union representatives may request time off for trade union duties or activities as set out above. Requests should be made to the relevant line manager in writing and from 1 May 2014 copied, via email, to TU.Administration@harrow.gov.uk

¹ Trade Union and Labour Relations (Consolidation) Act 1992

As at present, when requesting time off for trade union duties or activities, trade union representatives must set out clearly what is being asked for, provide their line manager with as much notice as practically possible, and be prepared to be flexible where possible, to minimise disruption, in accordance with the ACAS Code of Practice.

Managers, similarly, will take all reasonable steps to accommodate requests for time off for trade union duties and activities, again, in line with the ACAS Code of Practice.

The ACAS Code of Practice can be found on the ACAS website at:
<http://www.acas.org.uk/index.aspx?articleid=2391>

Corporate facility time

4. Harrow Council also provides corporate funding for trade union branch roles (e.g. Branch Secretary) for, principally, work on corporate activity (e.g. employment policy and procedure development; corporate consultation and negotiation).

GMB and Unison are allocated a fixed number of secondment days per week for the branch roles. Each trade union determines which trade union official will be seconded and for how many days and will also seek agreement from the line manager to the secondment. The Organisational Development Manager within HRD approves the charging of the employee costs for these days to the corporate facility budget.

These secondment days are allocated proportionate to each trade unions membership. At April 2014, GMB have 27% of the secondment days (2.5 days) and Unison 73% (6.5 days).

Corporately funded facility time is not currently allocated to any of the trade unions representing public health employees, due to the small numbers involved.

Directorate facility time

5. Directorates through line managers may also, at their discretion, agree paid facility time for local elected trade union representatives, i.e. a representative elected to represent a specific service area or to act as a union learning representative for that service area. Arrangements may vary but could be either a fixed number of hours per week (e.g. up to 4) to be taken at a time agreed with the line manager or a fixed period of the week.

Directorate facility time:

- may be to recognise that the scale of change within directorates is at a level that demands more time from local stewards than can be met through ad hoc requests;

- should not be to provide further time off for branch officials to carry out corporate work (the purpose of the corporate facility budget)
- must be based on proportionality to ensure an equitable approach across the Council, i.e. both unions should be offered the additional time.
- Must have clear start and finish dates.
- Any unpaid time off must be agreed in writing with the employee before actioning with payroll

In agreeing any additional facility time off, Directorates should take account of the size of the project, its complexity and the demands that will be placed on the unions for consulting their members and for representing them in responding to Directorates.

Recording Facility Time

6. To enable the Council to comply with the Government's Draft Local Authorities (Data Transparency) Code 2013, all time off agreed for trade union duties and activities must be recorded centrally. From 1 May 2014, all time requested and agreed must be confirmed in writing and copied to TU.Adminstration@harrow.gov.uk to ensure it is logged.

24 April 2014

This page is intentionally left blank

Corporate Director of Resources
Tom Whiting

To all Trade Union members of the
Corporate Joint Committee

Via email

20th August 2014

Our ref:

Dear Colleagues,

Recognition Agreements - Trade Union Facility Time

You will be aware from my letter dated 24 February, and our discussions at the Special Corporate Joint Committee on harmonising terms and conditions following the transfer of Public Health, that the current facility time arrangements for the Council's recognised trade unions are not consistent.

Issues of equity have been raised by some trade unions and I have therefore set out below proposals for facility time arrangements, which I am proposing be incorporated into revised recognition agreements for all trade unions in order to address this.

Principles

The Council will provide facility time arrangements for recognised trade unions in accordance with relevant legislation and the ACAS Code of Practice - Time off for Trade Union Duties and Activities.

http://www.acas.org.uk/media/pdf/n/k/Acas_Code_of_Practice_Part-3-accessible-version-July-2011.pdf

Facility time arrangements will also take account of the ACAS Advisory booklet – Trade union representation in the workplace.

<http://www.acas.org.uk/media/pdf/4/8/Trade-Union-Representation-in-the-Workplace-accessible-version.pdf>

PROPOSAL

Trade Union Duties

Council employees who are union representatives of a recognised trade union are statutorily entitled to take a reasonable amount of paid time off to accompany a worker at a disciplinary or grievance hearing so long as they have been certified by their union as being capable of acting as a worker's companion. They will also be permitted reasonable time off with pay during working hours to carry out certain trade union duties to include:

Continued...

- Negotiations with the employer about matters which fall within section 178(2) of the Trade Union and Labour Relations (Consolidation) Act 1992 (TULR(C)A) and for which the union is recognised for the purposes of collective bargaining by the employer.
- The receipt of information from the employer and consultation by the employer under section 188 TULR(C)A, related to redundancy or under the Transfer of Undertakings (Protection of Employment) Regulations 2006 that applies to employees of the employer.
- Union health and safety representatives to perform their functions under the Safety Representatives and Safety Committees Regulations 1977 regulation 4(2)(a).
- Union Learning Representative to perform their functions.

Training of Union Representatives

Council employees who are union representatives of a recognised trade union will be permitted reasonable time off during working hours to undergo training in aspects of industrial relations relevant to the carrying out of their trade union duties, or duties as a union health and safety representatives or Union Learning Representative.

Trade Union Activities

Council employees who are members of a recognised trade union will be permitted reasonable time off (without pay) during working hours to take part in trade union activities and for the purposes of accessing the services of a Union Learning Representative e.g.

- attending workplace meetings to discuss and vote on the outcome of negotiations with the employer;
- meeting full time officers to discuss issues relevant to the workplace
- voting in union elections;
- having access to services provided by a Union Learning representative.

Additionally, where the member is acting as a representative of a recognised trade union, activities can include taking part in:

- branch, area or regional meetings of the union where the business of the union is under discussion;
- meetings of official policy making bodies such as the executive committee or annual conference;
- meetings with full time officers to discuss issues relevant to the workplace.

Facilities for Nominated Officers of Recognised Trade Unions

In addition to the time off for trade union duties and activities set out above, one nominated officer (normally the Secretary) from each recognised trade union may be granted time off with pay from normal working duties for the purpose of organising their trade union's function. Additional time off will be granted for a Joint Secretary to co-ordinate the work of the Council's recognised trade unions.

Continued...

Time off will be granted to the nominated officer of each recognised trade union and the Joint Secretary according to the following scales:

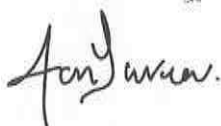
Less than 50 members	- No time
50 - 249 members	- 0.5 day per week
250 - 499 members	- 1 day per week
500 - 999 members	- 2 days per week
1000+ members	- 3 days per week
Joint Secretary	- 0.5 days per week

Subject to your agreement, the changes would be incorporated into revised recognition agreements with effect from 1 April 2015.

I would be grateful to receive your written comments and feedback on the above proposal by 30 September 2014. The proposal will also be discussed as an agenda item at the Corporate Joint Committee on 9 September 2014.

If you have any queries, please do not hesitate to contact either me directly, or Lesley Bates, telephone 020 8424 1589 ext. 2589 or Lesley.bates@harrow.gov.uk.

Yours sincerely



Jon Turner
Divisional Director
HRD & Shared Services

c.c. Regional Organisers

Corporate Director of Resources
Tom Whiting

Gary Martin
Branch Secretary
Unison, Harrow Local Government Branch

5 September 2014

Via email

Our ref:

Dear Gary,

Recognition Agreements - Trade Union Facility Time

Thank you for your letter dated 28 August 2014, setting out Unison's response to the Facility Time proposals.

As you know the proposals are on the agenda for discussion at the next CJC, which I am advised has been re-arranged for 23 September. However, please find below responses to some of the specific comments and concerns set out in your letter:

Barnet Public Health facility time

You will be aware that Harrow provides a shared Public Health service for both Barnet and Harrow, under which the Public Health staff are employees of Harrow. There is therefore no requirement for Barnet to provide facility time for Public Health staff. In any event the numbers of staff employed in the Public Health service are so few that any notional contribution would be negligible.

Council savings / change programme

My letter setting out the proposals states that as a principle the Council will provide facility time arrangements for recognised trade unions in accordance with relevant legislation and the ACAS Code of Practice - Time off for Trade Union Duties and Activities. Additionally, it has long been the Council's practice to respond positively to TU requests for time off for engagement and consultation on major change programmes and projects affecting staff and this is expected to continue.

Unison membership numbers

In recent years, the Council has repeatedly sought accurate membership numbers from its recognised trade unions including Unison. The number of Harrow Council employees who you state in your letter are Unison members (2000) is significantly higher than that formally notified to the Council by Unison during the recent ballot for strike action (1451). As, the higher end of the proposed scale increases in increments of 500, Unison would not currently be entitled to any more time off even if a further increment were added.

Joint Secretary Role

I note your concern regarding previous arrangements and would therefore be pleased to engage in further discussion about how the proposed role could work more effectively than it did in the past. However, those discussions must of course include the other recognised trade unions. In order to inform those discussions, I would be grateful for your agreement for me to share Unison's response with the other recognised trade unions ahead of the next CJC.

Yours sincerely



Jon Turner
Divisional Director
Human Resources, Development and
Shared Services

c.c. John Noblemunn
Cllr David Perry
Cllr Graham Henson



Harrow L.G. Branch
The UNISON Office
Station Road, Civic 7,
Harrow, Middlesex
HA1 2XY
Tel: 020 8424 1795
Fax: 020 8424 1835

Email: info@harrow-unison.org.uk
Web: www.harrow-unison.org.uk

Branch Secretary: Gary Martin

Jon Turner,
HRD Divisional Director,
3rd Floor South Wing,
Civic 1, Civic Centre,
Station Road,
Harrow,
Middlesex,
HA1 2XY,

24th September 2014.

Dear Jon,

RE: CJC- Facility Time Recognition Agreement.

Harrow Unison LG formally writes to you regarding the CJC meeting discussions around facility time and the harmonisation of the recognition agreements.

You openly declared at yesterday's meeting that one union would lose time based on Unisons proposal equation on allocation of facility time which is based on 1 day per 200 members, of course if any union has 280 members this would equate to 2.5 days. However you stated that equity was an overriding factor, yet your proposal substantially impacts on Unison, therefore equity is not a factor or does equity not apply to the largest trade union in Harrow Council (Unison).

It matters not by accident or design that your proposals disproportionately impacts on the Union that participates and responds to every issue raised by the Local Authority.

One is a lonely number, join UNISON and you're one in a million.....
Harrow UNISON:



Unison's proposal is both reasonable and fair considering the vast and known impact that will largely affect our membership. It also provides real value for money considering the input of this union which has worked directly with the employer saving millions of pounds, which can be demonstrated if required.

I however agree with my NUT colleague, who stated that the employer should be able to demonstrate the value of early engagement, driving down the overall cost of unnecessary protracted processes. The true value is evident from the vast and costly day rates of HRD interims consultants or capacity problems, these costs have been provided and start from a base-line figure of £200 per day rising to in excess of £500 per day. Also considering the pay grading's of union representatives which range from G3 to G5 with only one representative 1 day per week costing G10, however this cost is further mitigated in that Harrow Unison LG are the only accredited training branch in the UK, and offer the council staff training at a 50% reduced cost against the current cost procured. This is another saving which Unison provides the employer, again not taken into full account and not fully utilised in these times of financial austerity.

Can you please provide a savings analysis which will undoubtedly show the true value from the Trade Unions side, the two projects which will assist this analysis are the Modernisation of Terms and Conditions Collective Agreement, and SNT 3? against the cost of consultants and interims and directly employed HRD staff used for these projects

I look forward to your response and information requested.

Yours sincerely



Gary Martin
Branch Secretary
Harrow Unison LG

Cc Trade Unions,
Cc Cllr G. Henson-Port Folio Holder
Cc John Noblemunn
Cc Vicky Easton

One is a lonely number, Join UNISON and you're one in a million.....
Harrow UNISON: An award winning Branch

Gary Martin

From: Darryl Long <D.Long@nut.org.uk>
Sent: 07 October 2014 14:24
To: jon.turner@harrow.gov.uk
Cc: Varsha Patel; Tish.Tunnacliffe@harrow.gov.uk; Gary Martin; Pamela.Belgrave@harrow.gov.uk; dathinodoru@atl.org.uk; abarton@bma.org.uk; Rstanley-McKenzie@bma.org.uk; stuart.darke@mail.nasuwat.org.uk; Carole.Furlong@harrow.gov.uk; l.anthony@miphealth.org.uk; head@st-johnfisher.harrow.sch.uk; sharon.bissessar@rcn.org.uk; phil.rose@unitetheunion.org; sarah.cook@unitetheunion.org; jasmin.suraya@islington.gov.uk; Lee Helyer (lhelyer@shaftesburyhighschool.org)
Subject: RE: Corporate Joint Committee Meeting

Dear Jon

On behalf of the NUT I would like to make a couple of comments in connection with your letter dated 20 August 2014 concerning Trade Union Facility Time. In the section concerning principles you fail to mention that for teachers arrangements for facilities are determined in accordance with the Conditions of Service for School teachers in England and Wales (The Burgundy Book).

This agreement with local authorities is "based on a belief that both the teachers' organisations and the employing authorities accept their joint responsibility for ensuring a well ordered system of trade union organisation and industrial relations, and on a recognition of the contribution that can be made by the teachers' organisations and their local representatives to the smooth running of the education service at local and national levels. It is agreed that in jointly determining the nature and extent of the facilities required locally, and in their use, the parties to the local agreement will have regard not only to the value of the agreed facilities for effective employee representation as a means of promoting good industrial relations, but also to the need to avoid unnecessary cost, to maintain the effective running of the schools where the teacher representatives are employed, and to recognise that the provisions of the agreement will have to be introduced within the resources available to the employing authorities."

The Burgundy Book within appendix III then goes in to the detail as to how facilities time should work in practice giving a broad definition of what might be considered trade union duties, stating that "The relations and negotiations with a local education authority shall be the sole responsibility of the main unit of local organisation. The activities in which these local teacher representatives will be jointly involved with the LEA and governing bodies will include both individual and collective issues. In order to act effectively, the teacher representatives will need to put views to the authority concerned as appropriate, to consider proposals, to conduct correspondence and to consult members of their associations individually or collectively."

Any harmonisation of facilities time arrangements still needs to incorporate specific agreements and practices within the different groups of council employees.

Given the nature of schools and teaching how facilities time operates in practice will not necessarily operate in exactly the same way as in other workplaces.

Your proposal seeks to define both trade union duties and activities taking in to account the ACAS Code of Practice and Advisory Booklet. Possibly on the basis of brevity some extracts have been included but there is a failure to include more detail which further clarifies how facilities time works in practice for all unions in all workplaces. The code provides

Examples of trade union duties

11. Subject to the recognition or other agreement, trade union officials should be allowed to take reasonable time off for duties concerned with negotiations or, where their employer has agreed, for duties concerned with other functions related to or connected with:

(a) terms and conditions of employment, or the physical conditions in which workers are required to work. Examples could include:

- pay
- hours of work
- holidays and holiday pay
- sick pay arrangements

- pensions
 - learning and training needs
 - equal opportunities
 - notice periods
 - the working environment
 - operation of digital equipment and other machinery;
- (b) engagement or non-engagement, or termination or suspension of employment or the duties of employment, of one or more workers.

Examples could include:

- recruitment and selection policies
- human resource planning
- redundancy and dismissal arrangements;

(c) allocation of work or the duties of employment as between workers or groups of workers. Examples could include:

- job grading
- job evaluation
- job descriptions
- flexible working practices
- family friendly policies;

(d) matters of discipline. Examples could include:

- disciplinary procedures
- arrangements for representing trade union members at internal interviews
- arrangements for appearing on behalf of trade union members, or as witnesses, before agreed outside appeal bodies or employment tribunals;

(e) trade union membership or non-membership.

Examples could include:

- representational arrangements
- any union involvement in the induction of new workers;

(f) facilities for officials of trade unions.

Examples could include an arrangements for the provision of:

- accommodation
- equipment
- names of new workers to the union;

(g) machinery for negotiation or consultation and other procedures.

Examples could include arrangements for:

- collective bargaining
- grievance procedures
- joint consultation
- communicating with members
- communicating with other union officials also concerned with collective bargaining with the employer.

2. The duties of an official of a recognised trade union must be connected with or related to negotiations or the performance of functions both in time and subject matter. Reasonable time off may be sought, for example, to:

- prepare for negotiations
- inform members of progress
- explain outcomes to members
- prepare for meetings with the employer about matters for which the trade union has only representational rights.

Such information is needed to help any reader of your letter better understand the nature and importance of the many trade unions undertaken within facilities time. Your proposal tends to minimise and under estimate the wide ranging list of trade union duties which can be undertaken, which are of benefit to employees and employer alike.

In conclusion I see no reason as to why on the basis of consistency and equity any union teaching or non-teaching should face a reduction in facilities time given the ongoing challenges faced by council employees whether in school or other area of council work. I hope to be at the next meeting on 21 October.

Regards
Darryl Long
NUT Regional Officer

From: Tish.Tunnacliffe@harrow.gov.uk [mailto:Tish.Tunnacliffe@harrow.gov.uk]
Sent: 03 October 2014 11:20
To: g.martin@harrow-unison.org.uk; Pamela.Belgrave@harrow.gov.uk; dathinodoru@atl.org.uk;
abarton@bma.org.uk; Rstanley-McKenzie@bma.org.uk; Darryl Long; stuart.darke@mail.nasuwf.org.uk;
Carole.Furlong@harrow.gov.uk; l.anthony@miphealth.org.uk; head@st-johnfisher.harrow.sch.uk;
sharon.bissessar@rcn.org.uk; phil.rose@unitetheunion.org; sarah.cook@unitetheunion.org;
jasmin.suraya@islington.gov.uk; lhelyer@shaftesburyhighschool.org
Cc: v.patel@harrow-unison.org.uk
Subject: Corporate Joint Committee Meeting

Please find attached draft notes from the CJC meeting which took place on 23rd September 2014, to be agreed at the next meeting on 21st October 2014.

I would remind you that, as per the notes of the meeting, feedback on the Council proposals to harmonise arrangements for facilities time for all the recognised trade unions, or alternative suggestions, should be sent to Jon Turner by 7 October 2014.

As per the minutes, a meeting has now been arranged for Wednesday, 22nd October 2014 at 10.00 am in the Conference Room ,3rd Floor, East Wing, at the Civic Centre, to review how the Job Evaluation scheme is operating at Harrow. Please could you confirm your attendance.

Tish Tunnacliffe
Senior HRD Adviser
Human Resources and Development & Shared Services
☎ x 2136 | Direct Dial: 020 8424 1136 (Working pattern: Tuesday-Friday)

Mail FROM London Borough of Harrow:
Unencrypted electronic mail is not secure and may not be authentic, in whole or in part. You are advised to check directly with the sender before acting upon any e-mail received.

The information contained in this message and any attachments is confidential and is intended for receipt by the above named addressee(s) only. If you have otherwise encountered this message please notify its originator via +44(0)20 8863 5611 at LONDON BOROUGH OF HARROW. The unauthorised use, disclosure, copying or alteration of this message is strictly forbidden. The views expressed within this message are those of the individual sender and not necessarily those of Harrow Council.

Mail TO London Borough of Harrow:
London Borough of Harrow monitors all electronic mail it receives for Policy compliance and to protect its systems including anti-spam and anti-virus measures.

Electronic mail does not guarantee delivery, nor notification of non-delivery. It is suggested you contact your intended recipient(s) by other means should confirmation of receipt be important.

All traffic may be subject to recording and/or monitoring in accordance with relevant legislation.

This email message has been delivered safely and archived online by Mimecast.
For more information please visit <http://www.mimecast.com>

	<p>alternative proposal put forward by Unison. JT will, therefore, prepare revised proposals based on Unison's model and circulate for agreement. At this stage, the revised proposals will apply to non-teaching trade unions only. The teaching union arrangements will remain unchanged, and any proposals to review in the future will be subject to separate consultation.</p> <p>DL asked for an update on the position regarding facilities time and academies. JT agreed to clarify and update NUT on the Council's position with regard to pooling facilities time for Community and Academy Schools.</p> <p>Note: Due to annual leave, revised proposals and update will be circulated end November.</p> <p>PB asked that a copy of the EqIA for the original proposals be circulated, as requested by Steve Sweeney.</p>	<p>JT</p> <p>JT</p> <p>JT</p>
<p>5.</p>	<p>HR Transformation – Changes in Working Relationships</p> <p>JT summarised the key features of the proposed HR transformation, which will lead to significant changes in the service delivered from April 2015, including less face-to-face contact, with more on-line information available to managers, together with telephone support and advice. The BP role is not part of the proposed structure for this phase.</p> <p>JT clarified that under the draft Target Operating Model (TOM), HR will still support the corporate employee relations programme, including CJC meetings. However, he outline two proposed changes in the new HR service, for consultation with the trade unions:</p> <ul style="list-style-type: none"> • Job Evaluation – proposed that HR conduct the job evaluations, with joint panels with the trade unions for any appeals. He explained that under the new TOM, the resource implications of joint panels for all job evaluations could not be supported. • DJCs – DJCs will be led by directorates, and HR will only attend if required for a specific agenda item, rather than attending every meeting. The Terms of Reference for DJCs would need to be revised to reflect this change. <p>GM asked how the proposal on job evaluation fitted with the London Agreement, but JT explained that the London Agreement on the GLPC scheme does not require joint panels – this was a local arrangement as part of the implementation of Single Status.</p> <p>GM requested a cost analysis of the proposal.</p> <p>In response to a question for GM, JT clarified that HR, though not automatically attending DJC, would still attend ECF and ECF subgroup. GM indicated that Unison would not have a difficulty with this.</p> <p>JT explained that there will be a full review of the HR transformation programme, following a period for the new model to stabilise, to ensure the service is meeting its objectives and targets. It is planned that the Project Board will oversee the review, and include customer and stakeholder feedback, including input for the trade unions.</p>	<p>TUs</p>

	<p>DL asked for clarification on how the new TOM would impact on the quality of service delivered to schools. JT explained that in many ways the schools service is already working in a similar way to proposal, with telephone support, and on-site if purchased. He indicated the quality of service will not be reduced, and indeed schools may find it more helpful, with more information available and more self-service, and the technology being put in place will ensure schools can always access advice on the phone as required.</p> <p>GM asked whether there would be an opt out clause for Directorates, to enable them to source their own HR support? JT clarified the new model will still be a corporate service. He also confirmed that individual advisers will not be specifically assigned to Directorates (except schools), but would provide advice across all areas.</p> <p>GM asked about how the timescales for dealing with cases, costs and ER implications would be monitored under the new model. JT explained that improved MI would help in terms of highlighting training and information needs, and enable HR to monitor cases and feedback to Directorates.</p> <p>JT asked that any further feedback on the proposals as part of the consultation process be sent to him.</p>	
6.	<p>Reward</p> <p>RP explained that this agenda item arose from the discussion at the last meeting about the need to look at the changing employment market, and how Harrow should start planning to meet changing needs and expectations to ensure a competitive workforce to meet service needs in the future.</p> <p>Agreed to arrange a joint workshop to begin considering the challenges and ideas about options Harrow may want to pursue further. A date will be arranged in January and a programme distributed nearer the time.</p>	RP
7.	<p>Proposed Dates for 2015 meetings</p> <p>A revised schedule of dates for Wednesday am meetings will be circulated, as discussed.</p>	TT
8.	<p>AOB</p> <p>JT asked for an update on the teaching unions industrial action. DL confirmed that the NUT and NASUWT are continuing their ongoing action short of strike, which is having differing impacts across schools. Internally the trade unions are surveying members regarding support for the ongoing campaign.</p> <p>It was agreed to include a section at the end of the minutes to agree and sign off.</p>	TT
9.	<p>Date for Next CJC Meeting</p> <p>Special Finance CJC – Tuesday 9 December 2014 10-12noon, South Wing Conference Room, 3rd Floor, Civic Centre.</p> <p>Date of next CJC to be arranged.</p>	TT

Agreement of Notes – the notes of this meeting agreed by:

..... (Signature) (Date)

On behalf of GMB

Name: (Please Print)

..... (Signature) (Date)

On behalf of UNISON

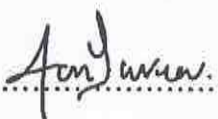
Name: (Please Print)

Secondment Agreement to 31 March 2016

This is an agreement between Harrow Council (the Council) and Unison Harrow Local Government Branch (the Branch) for a temporary full time secondment of Gary Martin, to the Branch to undertake trade union duties and activities within Harrow Council only, in accordance with the terms set out below. This secondment will commence on 1 April 2015 and terminate on 31 March 2016. The terms of the agreement will be subject to re-negotiation prior to any consideration of an extension.

1. There being an improvement in the way the Branch conducts its business with the Council. Specifically, the tone and content of correspondence should be in accordance with the Councils CREATE values and employees' code of conduct and issues should not be escalated outside of the normal processes e.g. copying of Corporate Directors, Head of Paid Service, elected members and / or external bodies into correspondence when line managers have not had reasonable opportunity to respond to issues and / or matters have not been considered through the DJC / CJC and ECF fora. The Divisional Director HR&OD will contact the Unison Regional Officer with any concerns that these improvements are not being delivered. The Branch can reasonably expect officers to adhere to the same standards.
2. If the Council fails to respond, within a reasonable timescale, to an issue of concern raised by the Branch, either with a manager or through an appropriate process; the Branch will be entitled to escalate the matter through the line management or in accordance with the relevant process. A reasonable timescale for line managers to respond would be within 5 working days. If a response cannot be provided within 5 days, then there should be an acknowledgement within 5 days which sets out the timescale for a response. The timescales for DJC/CJC and ECF fora are set out in the respective terms of reference.
3. That where, as a result of following the appropriate escalation process, the Council has considered and reached a decision regarding matters that have been raised by the Branch, these matters will be closed and not subject to further consideration e.g. Unison's issues related to any previous differences in GMB and Unison facility time.
4. The Unison Regional Officer to have greater involvement in local industrial relations including attendance at ECF Sub-Group meetings to monitor and ensure the improvement is sustained. The Divisional Director HR&OD to provide the Regional Officer with the dates and agenda for future meetings and the dates and agenda of any ad hoc ECF Sub-Group meetings as soon as the date is determined to enable UNISON to decide whether it is necessary for UNISON Regional attendance.
5. The Branch to continue to co-operate with the recording and reporting of trade union facility time arrangements (as required by the Code on Transparency) and the assignment of the Council funded part time TU administrator to undertake this work for all recognised TU.
6. The secondment will be for a temporary period only, effective from 1 April 2015 and will cease on 31 March 2016. The secondment will be subject to an informal review after 6 months and will be formally reviewed after the Unison Branch AGM but prior to 31 March 2016.

7. The Branch will pay the Council, monthly the sum of £3093.66, this being the full monthly pay costs of Mr Martin's employment under his current terms and conditions of employment, including employer's NI and pensions contributions. Note this sum will be subject to review in the event that Mr Martin's employment costs change during the period of secondment.
8. Payments to be made by cheque to Harrow Council on, or before, the 28th day of each calendar month commencing 28th April 2015.
9. In the event that a payment is not received the secondment will terminate with immediate effect and without notice. The secondment may also be terminated by either the Branch or the Council giving 4 weeks notice.
10. For the avoidance of doubt, for the duration of the secondment Mr Martin will remain employed by the Council on the terms and conditions of employment set out in his contract of employment and employee handbook. At the end of the secondment Mr Martin will revert to his substantive post and grade and any allocation of facility time to Mr Martin under the Council's facility time arrangements will be decided by the Branch.

Signed..... 

For Harrow Council

Dated 30 March 2015

Signed..... 

For Unison Harrow Local Government Branch

Dated..... 14/4/15

Varsha Patel

From: Jon.Turner@harrow.gov.uk
Sent: 06 July 2016 09:45
To: j.noblemunn@unison.co.uk
Cc: Gary Martin; Varsha Patel; g.moriarty@unison.co.uk; V.Easton@unison.co.uk
Subject: RE: Membership figures

Thank you John

Regards
Jon

Jon Turner
Divisional Director
Human Resources & Organisational Development
Harrow Council

DD 0208 424 1225



From: Noblemunn, John [mailto:j.noblemunn@unison.co.uk]
Sent: 05 July 2016 20:15
To: Jon Turner
Cc: g.martin@harrow-unison.org.uk; v.patel@harrow-unison.org.uk; Moriarty, Gill; Easton, Vicky
Subject: Re: Membership figures

Hi Jon,

UNISON has 1700 members directly employed by Harrow Council.

Regards

John Noblemunn
Regional Organiser
UNISON

Sent from my BlackBerry 10 smartphone on the EE network.

From: Jon.Turner@harrow.gov.uk
Sent: Tuesday, 5 July 2016 12:58 PM
To: Noblemunn, John
Cc: g.martin@harrow-unison.org.uk; v.patel@harrow-unison.org.uk; Moriarty, Gill; Easton, Vicky
Subject: RE: Membership figures

Dear John,

This page is intentionally left blank

**REPORT
FOR:**

**EMPLOYEES CONSULTATIVE
FORUM**

Date of Meeting:	23 November 2016
Subject:	INFORMATION REPORT Annual Equality in Employment Monitoring Report for 1 April 2015 - 31 March 2016
Responsible Officer:	Frances Mills, Head of People and Organisational Development HR Shared Service
Exempt:	No
Enclosures	Appendix 1 Data on Employment analysed by Protected Characteristic Workforce Profile Recruitment Employment Procedures Redeployment Maternity - Return to Work rates Leavers Take Up of Training Opportunities Directorate Workforce Profiles Agency Workers Workforce Profile (Pertemps) Appendix 2 Council pay bands Appendix 3 Brief summary of key issues arising from Data

Section 1 – Summary

This report sets out data, presented by protected characteristic, related to a range of employment matters as listed above, together with a brief summary of the main issues highlighted by the data.

Publication of the data is required by the Equalities Act 2010 (Specific Duties) regulations 2011.

FOR INFORMATION

Section 2 - Report

2.1. Introduction and format

This report sets out information on Harrow Council's performance on equalities and the impact of its policies and practices on its employees. It reviews the employment data to comply with the human resources requirements of the Public Sector Equality Duty set out in the Equality Act 2010 and the Equality Act 2010 (Specific Duties) Regulations 2011. The full report will be published separately.

This report comprises of the employee equalities data summarised by protected characteristic, for the year ending 31 March 2016, and a brief analysis of the data which highlights key issues arising from the equalities data.

The summary will be considered by the Corporate Equalities Group (CEG) and any issues identified from the analysis of the data will be addressed in the Corporate Equalities Action Plan.

2.2. Content

Appendix 1 of this report contains an overview of the workforce profile as at 31 March 2016 across the whole Council (including information available from Pertemps on recruitment and agency workers engaged by the Council), analysed by protected characteristic. Comparisons of the workforce profile against previous years and the local community are made where available and appropriate.

In addition, data is supplied for the complete year ending 31 March 2016 on redeployment rates and leavers by protected characteristics.

As in previous years, limited data is available on a number of the protected characteristics i.e. Religion or Belief, Sexual Orientation, and Gender Reassignment. There continues to be an ongoing pattern whereby employees choose not to disclose this information. In previous years, we have not reported on gender reassignment as the low number might enable individuals who have provided this information to be identified. This year, however, no employees have classified themselves under this category.

At the February 2016 ECF (Employee Consultative Forum), Members requested that one report is produced which includes both the equalities data summarised by protected characteristic and a brief summary of the main issues highlighted by the data, rather than two separate reports as in previous years.

The presentation of the data in this year's report is similar to previous years, albeit in one report rather than two. However, the content and format for future reports will be subject to review prior to next year's report. The objective of the review will be to reduce the level of resource required to provide the data whilst still meeting the Council's statutory duty to comply with the Public Sector Equality Duty set out in the Equality Act 2010 and the Equality Act 2010 (Specific Duties) Regulations 2011. It is likely, therefore, that in future years, the report will be condensed and focus on headline data.

2.3. Corporate Equalities Action Plan

Recommendations to address the key issues highlighted by the analysis of the data will be considered by the Corporate Equalities Group for inclusion in the Corporate Action Plan. This report and the comments of the Forum will be considered at the Corporate Equalities Group, which includes representation from external partners, trade unions and employees from the Making a Difference Group.

2.4. Monitoring and Review

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

2.5. Summary

Priorities established last year by the Corporate Equalities Group were:

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

Actions taken to address these priorities are as follows:

- Creating the equalities monitoring data in SAP Employee Self-Service to allow employees update their own equalities data. This went live in September 2016 and a whole staff communications was distributed in October 2016.
- Corporate Leadership Group Members from underrepresented groups committed to acting as role models at internal events.
- Leadership development opportunities promoted to underrepresented groups. Specifically the Coaching Scheme, CMI Management qualifications and Leadership Programme.
- X16 employment project to improve the employability of young people had supported 247 young people into employment 2014/2016 and 2015/2016.
- Promoting the recruitment of apprenticeships across the organisation through the workforce strategy groups.

Section 3 - Further Information

None.

Section 4 - Financial Implications

There are no financial implications relating to this report.

Section 5 - Equalities implications

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

Section 6 - Corporate Priorities

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

Name: Dawn Calvert	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
--------------------	-------------------------------------	---------------------------------------------

Date: 10/11/2016

Section 7 - Contact Details and Background Papers

Contact: Samantha Reilly, HR Business Partner. Tel: 07860 179558
Email: smreilly@buckscc.gov.uk

Annual Equality in Employment Monitoring Report

Employment Data

Appendix 1

1. How information is presented
2. Workforce Profile as at 31 March 2016 analysed by:
 - 2.1 Race (ethnicity)
 - 2.2 Sex
 - 2.3 Disability
 - 2.4 Age
 - 2.5 Religion or Belief
 - 2.6 Sexual Orientation
 - 2.7 Pregnancy and Maternity
 - 2.8 Workforce – Pay band
 - 2.9 Workforce - Part-time
3. Recruitment Monitoring
4. Employment Procedures
5. Redeployments
6. Maternity Leave - Return to Work rates
7. Leavers
8. Take Up of Training Opportunities
9. Workforce Profiles for Partner Organisation - Pertemps

Appendix 2

2015/16 Pay bands

Appendix 3

Brief Summary key issues

1. How information is presented

Workforce Profile Data

The Workforce Profile is a snapshot of the workforce as at 31 March 2016, broken down by 7 of the 9 protected characteristics, by pay band and whether Full or Part-time. There is no requirement to report on Marital Status and the decision has been taken not to report on Gender Reassignment.

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

Data Sources and Comparison with the Community

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

Recruitment

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

2. Workforce Profile as at 31 March 2016

2.1 Race (Ethnicity)

	Whole Council			Excluding Schools			Harrow Community data 2011 Census
	2014	2015	2016	2014	2015	2016	
	5,093	4,798	4,901	2,192	2,042	2,028	
Asian	23.44%	27.34%	28.24%	21.58%	22.33%	23.37%	42.59%
Black	8.50%	9.44%	9.83%	14.37%	15.03%	15.68%	8.24%
Mixed	2.02%	2.33%	2.45%	2.05%	2.06%	2.07%	3.97%
Any other ethnic group	0.73%	1.06%	1.10%	0.68%	0.73%	0.89%	2.95%
Total BAME	34.69%	40.18%	41.62%	38.69%	40.16%	42.01%	57.75%
White	47.52%	52.17%	50.70%	52.14%	51.42%	49.41%	42.25%
Unknown/Unclassified	17.79%	7.65%	7.67%	9.17%	8.42%	8.58%	0.00%

2.2 Sex

	Whole Council			Excluding Schools			Harrow Community data 2011 Census
	2014	2015	2016	2014	2015	2016	
	5,093	4,798	4,901	2,192	2,042	2,028	
Male	21.58%	21.72%	21.98%	38.28%	38.05%	38.26%	49.70%
Female	78.42%	78.28%	78.02%	61.72%	61.51%	61.74%	50.30%

2.3 Disability

	Whole Council			Excluding Schools			Harrow Community data 2011 Census
	2014	2015	2016	2014	2015	2016	
	5,093	4,798	4,901	2,192	2,042	2,028	
Yes	1.59%	1.44%	1.45%	3.10%	2.94%	2.91%	N/A
No	-	-	49.65%	-	-	37.97%	
Prefer not to say	-	-	0.10%	-	-	0.25%	
Unknown	-	-	48.60%	-	-	58.88%	

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

Employees have recently been given the option “Prefer not to say”.

2.4 Age

	Whole Council			Excluding Schools		
	2014	2015	2016	2014	2015	2016
	5,093	4,798	4,901	2,192	2,042	2,028
16 to 24	3.49%	3.83%	4.28%	1.19%	1.37%	2.17%
25 to 34	17.26%	17.22%	17.63%	13.46%	12.93%	13.71%
35 to 44	22.76%	23.59%	23.30%	21.44%	21.89%	21.55%
45 to 54	31.73%	31.20%	30.34%	32.53%	32.62%	30.82%
55 to 64	21.66%	21.05%	21.16%	26.69%	26.25%	26.53%
65+	3.10%	3.11%	3.29%	4.70%	4.95%	5.23%

2.5 Religion or Belief

	Whole Council	63	Excluding Schools	Harrow
--	---------------	----	-------------------	--------

	2014	2015	2016	2014	2015	2016	Community data 2011 Census
	5,093	4,798	4,901	2,192	2,042	2,028	
Christianity	11.00%	8.13%	8.37%	12.09%	11.41%	13.26%	37.30%
Hinduism	4.12%	3.48%	3.59%	4.11%	4.31%	4.93%	25.30%
Islam	1.44%	0.90%	1.14%	1.46%	1.37%	2.02%	12.50%
Judaism	0.57%	0.35%	0.35%	0.50%	0.49%	0.49%	4.40%
Jainism	0.51%	0.42%	0.41%	0.41%	0.44%	0.44%	2.17%
Sikh	0.39%	0.35%	0.39%	0.50%	0.49%	0.64%	1.20%
Buddhism	0.20%	0.17%	0.16%	0.27%	0.24%	0.25%	1.10%
Zoroastrian	0.02%	0.02%	0.02%	0%	0.00%	00.00%	0.07%
Other	0.86%	0.73%	0.69%	1.00%	0.98%	0.99%	0.26%
No religion/Atheist	2.09%	1.71%	1.96%	2.78%	2.89%	3.70%	9.60%
Unknown	78.81%	83.74%	82.92%	76.87%	77.38%	73.27%	6.20%

2.6 Sexual Orientation

	Whole Council			Excluding Schools		
	2014	2015	2016	2014	2015	2016
	5,093	4,798	4,901	2,192	2,042	2,028
Heterosexual	14.55%	14.17%	15.34%	18.57%	20.47%	25.25%
Gay Woman/Lesbian	0.06%	0.06%	0.06%	0.09%	0.10%	0.10%
Gay Man	0.08%	0.17%	0.18%	0.14%	0.34%	0.44%
Bi-sexual	0.14%	0.17%	0.18%	0.27%	0.34%	0.39%
Prefer not to say	0.92%	1.00%	0.78%	1.14%	1.52%	1.04%
Other	0.04%	0.04%	0.08%	0%	0%	0.05%
Unknown	84.21%	84.39%	83.37%	79.79%	77.23%	72.73%

2.7 Pregnancy and Maternity

	Whole Council			Excluding Schools		
	2014	2015	2016	2014	2015	2016
	5,093	4,798	4,901	2,192	2,042	2,028
Employees have been pregnant or taken maternity leave in the 2 years ending on 31 March 2016	3.83% (195)	3.69% (177)	3.98% (195)	4.01% (88)	4.01% (82)	3.70% (75)

2.8 Gender Reassignment

In previous years, the decision was taken not to report on this protected characteristic as due to the low numbers involved, it may be possible to identify individuals. As at 31 March 2016, no staff disclosed that they had or were undergoing gender reassignment.

Workforce Profile by Pay Band and Protected Characteristic
(See Appendix 2 for information on the Council Pay bands)

		Pay band						Whole Council	Harrow Community Data 2011 Census
		1 1,815	2 1,615	3 1,072	4 286	5 100	6 13	4,901	
Ethnicity	BAME	48.65%	41.42%	36.19%	27.62%	20.00%	7.69%	41.62%	57.75%
	White	43.69%	52.32%	54.76%	62.59%	72.00%	69.23%	50.70%	42.25%
	Unknown	7.66%	6.25%	9.05%	9.79%	8.00%	23.08%	7.67%	0.00%
Sex	Male	15.65%	27.62%	21.64%	25.17%	35.00%	61.54%	21.98%	49.70%
	Female	84.35%	72.38%	78.36%	74.83%	65.00%	38.46%	78.02%	50.30%
Disability	Yes	1.32%	1.61%	1.68%	0.70%	1.00%	0.00%	1.45%	N/A
	No	51.46%	51.58%	46.27%	43.71%	47.00%	61.54%	49.85%	
	Prefer not to say	0.06%	0.06%	0.28%	0.00%	0.00%	0.00%	0.10%	
	Unknown	47.16%	46.75%	51.77%	55.59%	52.00%	38.46%	48.60%	
Age	16 to 24	5.40%	6.56%	0.56%	0.00%	0.00%	0.00%	4.28%	N/A
	25 to 34	10.69%	22.91%	25.00%	11.19%	0.00%	0.00%	17.63%	
	35 to 44	24.02%	17.83%	27.89%	32.17%	24.00%	23.08%	23.30%	
	45 to 54	32.34%	30.22%	24.81%	34.27%	44.00%	30.77%	30.34%	
	55 to 64	22.92%	19.38%	20.52%	18.88%	28.00%	46.15%	21.16%	
	65+	4.63%	3.10%	1.21%	3.50%	4.00%	0.00%	3.29%	
Religion	Christianity	5.62%	9.41%	9.98%	12.94%	8.00%	30.77%	8.37%	37.30%
	Hinduism	4.08%	4.27%	2.24%	3.15%	0.00%	0.00%	3.59%	25.30%
	Islam	0.99%	1.49%	1.12%	0.70%	0.00%	0.00%	1.14%	12.50%
	Judaism	0.11%	0.37%	0.56%	0.70%	1.00%	0.00%	0.35%	4.40%
	Jainism	0.39%	0.50%	0.47%	0.00%	0.00%	0.00%	0.41%	2.17%
	Sikh	0.22%	0.37%	0.37%	1.40%	1.00%	0.00%	0.39%	1.20%
	Buddhism	0.11%	0.12%	0.28%	0.00%	1.00%	0.00%	0.16%	1.10%
	Zoroastrian	0.00%	0.06%	0.00%	0.00%	0.00%	0.00%	0.02%	0.07%
	Other	0.72%	0.62%	0.93%	0.35%	0.00%	0.00%	0.69%	0.26%
	No Religion/ Atheist	0.77%	2.23%	2.52%	4.90%	5.00%	0.00%	1.96%	9.60%
	Unknown	87.00%	80.56%	81.53%	75.87%	84.00%	69.23%	82.92%	6.20%
Sexual Orientation	Heterosexual	9.37%	17.96%	18.56%	21.33%	25.00%	53.85%	15.34%	N/A
	Gay Woman/ Lesbian	0.00%	0.06%	0.19%	0.00%	0.00%	0.00%	0.06%	
	Gay Man	0.00%	0.19%	0.28%	1.05%	0.00%	0.00%	0.18%	
	Bi-sexual	0.17%	0.19%	0.09%	0.70%	0.00%	0.00%	0.18%	
	Prefer not to say	0.55%	0.62%	1.12%	2.10%	0.00%	0.00%	0.78%	
	Other	0.17%	0.00%	0.09%	0.00%	0.00%	0.00%	0.08%	
	Unknown	89.75%	80.99%	79.66%	74.83%	75.00%	46.15%	83.37%	
Maternity/ Pregnancy in last 2 years	Yes	2.09%	3.03%	8.21%	6.64%	1.00%	0.00%	3.98%	N/A
	No	97.91%	96.97%	91.79%	93.36%	99.00%	100%	96.02%	

2.10 Workforce Profile - Full and Part time

		Full time	Part time	Whole Council	Harrow Community Data 2011 Census
		2,481	2,420	4,901	
Ethnicity	BAME	38.94%	44.38%	41.62%	57.75%
	White	53.37%	47.98%	50.70%	42.25%
	Unknown	7.70%	7.64%	7.67%	0.00%
Sex	Male	35.07%	8.55%	21.98%	49.70%
	Female	64.93%	91.45%	78.02%	50.30%
Disability	Yes	1.61%	1.28%	1.45%	N/A
	No	48.77%	50.95%	49.85%	
	Prefer not to say	0.16%	0.04%	0.10%	
	Unknown	49.46%	47.73%	48.60%	
Age	16 to 24	5.20%	3.35%	4.28%	N/A
	25 to 34	25.43%	9.63%	17.63%	
	35 to 44	22.05%	24.59%	23.30%	
	45 to 54	26.92%	33.84%	30.34%	
	55 to 64	18.58%	23.80%	21.16%	
	65+	1.81%	4.79%	3.29%	
Religion	Christianity	9.71%	6.98%	8.37%	37.30%
	Hinduism	2.90%	4.30%	3.59%	25.30%
	Islam	1.41%	0.87%	1.14%	12.50%
	Judaism	0.44%	0.25%	0.35%	4.40%
	Jainism	0.28%	0.54%	0.41%	2.17%
	Sikh	0.52%	0.25%	0.39%	1.20%
	Buddhism	0.24%	0.08%	0.16%	1.10%
	Zoroastrian	0.00%	0.04%	0.02%	0.07%
	Other	0.73%	0.66%	0.69%	0.26%
	No Religion/ Atheist	2.70%	1.20%	1.96%	9.60%
Unknown	81.06%	84.83%	82.92%	6.20%	
Sexual Orientation	Heterosexual	18.86%	11.74%	15.34%	N/A
	Gay Woman/Lesbian	0.04%	0.08%	0.06%	
	Gay Man	0.32%	0.04%	0.18%	
	Bi-sexual	0.20%	0.17%	0.18%	
	Prefer not to say	0.89%	0.66%	0.78%	
	Other	0.04%	0.12%	0.08%	
	Unknown	79.65%	87.19%	83.37%	
Maternity/ Pregnancy in last 2 years	Yes	3.35%	4.63%	3.98%	N/A
	No	96.65%	95.37%	96.02%	N/A

3. Recruitment Council (Schools not included)

This data relates only to recruitment carried out through Pertemps

		Applied	Shortlisted	Appointed	Council excluding Schools	Whole Council Workforce Profile
		1,737	498	191	2,028	4,901
Ethnicity	BAME	65.23%	64.06%	56.54%	42.01%	41.62%
	White	24.64%	29.92%	38.74%	49.41%	50.70%
	Unknown	10.13%	6.02%	4.71%	8.58%	7.67%
Sex	Male	65.23%	64.06%	56.54%	38.26%	21.98%
	Female	24.64%	29.92%	38.74%	61.74%	78.02%
	Unknown	10.13%	6.02%	4.71%	-	0.00%
Disability	Yes	3.28%	4.02%	3.14%	2.91%	1.45%
	No	87.56%	90.16%	92.15%	37.97%	49.85%
	Prefer not to say	Incl. in 'Unknown'	Incl. in 'Unknown'	Incl. in 'Unknown'	0.25%	0.10%
	Unknown	9.15%	5.82%	4.71%	58.88%	48.60%
Age	16 to 24	14.28%	8.84%	8.90%	2.17%	4.28%
	25 to 34	34.89%	31.12%	32.46%	13.71%	17.63%
	35 to 44	23.89%	25.70%	30.89%	21.55%	23.30%
	45 to 54	18.71%	23.69%	18.85%	30.82%	30.34%
	55 to 64	7.31%	9.24%	8.38%	26.53%	21.16%
	65+	0.23%	0.60%	-	5.23%	3.29%
	Unknown	0.69%	0.80%	0.52%	2.17%	-
Religion or Belief	Christianity	38.63%	40.16%	40.31%	13.26%	8.37%
	Hinduism	14.91%	12.45%	13.09%	4.93%	3.59%
	Islam	12.09%	10.04%	7.85%	2.02%	1.14%
	Judaism	0.92%	1.20%	1.05%	0.49%	0.35%
	Jainism	0.75%	0.40%	-	0.44%	0.41%
	Sikh	2.13%	3.82%	1.57%	0.64%	0.39%
	Buddhism	1.50%	1.81%	0.52%	0.25%	0.16%
	Zoroastrian	Incl. in 'Other'	Incl. in 'Other'	Incl. in 'Other'	-	0.02%
	Other	3.40%	4.22%	5.24%	0.99%	0.69%
	No Religion/Atheist	13.93%	18.07%	23.56%	3.70%	1.96%
Unknown	11.74%	7.83%	6.81%	73.27%	82.92%	
Sexual Orientation	Heterosexual	84.11%	88.96%	91.10%	25.25%	15.34%
	Gay Woman/ Lesbian	0.40%	0.60%	-	0.10%	0.06%
	Gay Man	0.58%	0.60%	1.05%	0.44%	0.18%
	Bi-sexual	1.55%	1.00%	0.52%	0.39%	0.18%
	Prefer not to say	Incl. in 'Unknown'	Incl. in 'Unknown'	Incl. in 'Unknown'	1.04%	0.78%
	Other	0.98%	0.40%	-	0.05%	0.08%
	Unknown	12.38%	8.43%	7.33%	72.73%	83.37%
Pregnancy/ Maternity	Yes	3.17%	3.01%	3.66%	3.70%	3.98%
	No	85.43%	88.96%	89.01%	96.30%	96.02%
	Unknown	11.40%	8.03%	7.33%	-	-

4. Employment Procedures

Not available – see commentary.

5. Redeployments 2015/16 (administered through Pertemps)

		Redeployment sought (all reasons) 72 employees	Successful redeployments 9 employees	Not redeployed 63 employees	Whole Council 4,901 employees
Ethnicity	BAME	51.39%	44.44%	50.80%	41.62%
	White	38.89%	44.44%	39.68%	50.70%
	Unknown	9.72%	11.12%	9.52%	7.67%
Sex	Male	38.89%	66.67%	39.68%	21.98%
	Female	61.11%	33.33%	60.32%	78.02%
Disability	Yes	5.56%	0%	6.35%	1.45%
	No	58.33%	55.56	68.25%	49.65%
	Prefer not to say	-	-	-	0.10%
	Unknown	36.11%	44.44	25.40%	48.60%
Age	16 to 24	0%	0%	0%	4.28%
	25 to 34	12.50%	11.11%	12.70%	17.63%
	35 to 44	18.06%	22.22%	17.46%	23.30%
	45 to 54	36.11%	66.67%	31.75%	30.34%
	55 to 64	25.00%	0%	30.16%	21.16%
	65+	8.33%	0%	7.93%	3.29%
	Unknown	0%	0%	0%	0%
Religion or Belief	Christianity	25%	11.11%	26.98%	8.37%
	Hinduism	5.55%	0%	6.35%	3.59%
	Islam	5.55%	11.11%	4.76%	1.14%
	Judaism	0%	0%	0%	0.35%
	Jainism	0%	0%	0%	0.41%
	Sikh	4.17%	0%	4.76%	0.39%
	Buddhism	1.39%	0%	1.59%	0.16%
	Zoroastrian	0%	0%	0%	0.02%
	Other	1.39%	0%	1.59%	0.69%
	No Religion/ Atheist	2.78%	11.11%	20.64 %	1.96%
Unknown	54.17%	66.67%	33.33%	82.92%	
Sexual Orientation	Heterosexual	56.94%	55.56%	57.14%	15.34%
	Gay Woman/ Lesbian	0%	0%	0%	0.06%
	Gay Man	0%	0%	0%	0.18%
	Bi-sexual	0%	0%	0%	0.18%
	Prefer not to say	1.39%	0%	1.59%	0.78%
	Other	0%	0%	0%	0.08%
	Unknown	41.67%	44.44%	41.27%	83.37%
Pregnancy/ Maternity in the last 2 years	Yes	5.56%	0%	6.35%	3.98%
	No	59.72%	66.67%	58.73%	96.02%
	Unknown	34.72%	33.33%	34.92%	0%

6. Maternity - Return to Work Rates - by Protected Characteristic

		Women due to return between 1 April 2015 - 31 March 2016	Women who returned to work for longer than 4 months	Women who returned to work but left within 4 months	Non returners following maternity leave
		99	80	4	15
Ethnicity	BAME	39.39%	41.25%	50.00%	26.67%
	White	45.45%	43.75%	50.00%	53.33%
	Unknown	15.15%	15.00%	-	20.00%
Disability	Yes	1.01%	1.25%	-	-
	No	42.42%	41.25%	75.00%	40.00%
	Prefer not to say	1.01%	-	25.00%	-
	Unknown	55.56%	57.50%	-	60.00%
Age	16 - 24	1.01%	1.25%	-	-
	25 to 34	61.62%	58.75%	100.00%	66.67%
	35 to 44	37.37%	40.00%	-	33.33%
Religion or Belief	Christianity	8.08%	10.00%	-	-
	Hinduism	5.05%	6.25%	-	-
	Islam	-	-	-	-
	Judaism	-	-	-	-
	Jainism	-	-	-	-
	Sikh	-	-	-	-
	Buddhism	-	-	-	-
	Zoroastrian	-	-	-	-
	Other	-	-	-	-
	No Religion/ Atheist	2.02%	1.25%	25.00%	-
Unknown	84.85%	82.50%	75.00%	100.00%	
Sexual Orientation	Heterosexual	15.00%	25.00%	-	13.13%
	Gay Woman/ Lesbian	-	-	-	-
	Bi-sexual	-	-	-	-
	Prefer not to say	-	25.00%	-	1.01%
	Other	-	-	-	-
	Unknown	85.00%	50.00%	100.00%	85.86%

7. Leavers - by Protected Characteristic and Pay Band

		Ill Health Dismissal	Red'ncy Comp	Red'ncy Vol	Dismissal (including probation)	Resign'ion and other leavers	All leavers	Whole Council
		4	25	18	9	653	709	4,901
Ethnicity	BAME	50.00%	20.00%	44.44%	55.56%	36.75%	36.67%	41.62%
	White	25.00%	68.00%	55.56%	33.33%	55.28%	55.29%	50.70%
	Unknown	25.00%	12.00%	-	11.11%	7.96%	8.04%	7.67%
Sex	Male	-	28.00%	38.89%	22.22%	19.14%	19.89%	21.98%
	Female	100.00%	72.00%	61.11%	77.78%	80.86%	80.11%	78.02%
Disability	Yes	-	-	-	-	1.38%	1.27%	1.45%
	No	25.00%	48.00%	55.56%	77.78%	65.85%	64.88%	49.85%
	Prefer not to say	-	-	-	-	0.31%	0.28%	0.10%
	Unknown	75.00%	52.00%	44.44%	22.22%	32.47%	33.57%	48.60%
Age	16 to 24	-	-	-	-	5.21%	4.80%	4.28%
	25 to 34	-	8.00%	-	33.33%	27.41%	25.95%	17.63%
	35 to 44	-	16.00%	11.11%	-	21.75%	20.87%	23.30%
	45 to 54	50.00%	28.00%	22.22%	55.56%	20.52%	21.44%	30.34%
	55 to 64	50.00%	36.00%	50.00%	11.11%	19.60%	21.02%	21.16%
	65+	-	12.00%	16.67%	-	5.51%	5.92%	3.29%
Religion	Christianity	-	16.00%	22.22%	11.11%	6.58%	7.33%	8.37%
	Hinduism	-	-	5.56%	-	1.68%	1.69%	3.59%
	Islam	-	-	-	-	0.46%	0.42%	1.14%
	Judaism	-	-	-	-	0.31%	0.28%	0.35%
	Jainism	-	-	-	-	-	-	0.41%
	Sikh	-	4.00%	-	-	0.31%	0.42%	0.39%
	Buddhism	-	4.00%	-	-	-	0.14%	0.16%
	Zoroastrian	-	-	-	-	-	-	0.02%
	Other	-	4.00%	-	-	0.46%	0.56%	0.69%
	No Religion/ Atheist	-	-	5.56%	-	2.30%	2.26%	1.96%
Unknown	100.00%	72.00%	66.67%	88.89%	87.90%	86.88%	82.92%	
Sexual Orientation	Heterosexual	-	36.00%	44.44%	11.11%	12.56%	14.10%	15.34%
	Gay Woman/ Lesbian	-	-	-	-	-	-	0.06%
	Gay Man	-	-	-	-	0.61%	0.56%	0.18%
	Bi-sexual	-	-	-	-	-	-	0.18%
	Prefer not to say	-	4.00%	-	-	1.38%	1.41%	0.78%
	Other	-	-	-	-	-	-	0.08%
	Unknown	100.00%	60.00%	55.56%	88.89%	85.45%	83.92%	83.37%
Maternity/ Pregnancy	Yes	-	-	-	-	4.59%	4.23%	3.98%
By Pay band	1	50.00%	16.00%	38.89%	66.67%	40.58%	40.06%	37.03%
	2	25.00%	36.00%	5.56%	33.33%	27.41%	27.22%	32.95%
	3	-	36.00%	33.33%	-	24.50%	24.68%	21.87%
	4	25.00%	8.00%	16.67%	-	5.36%	5.78%	5.84%
	5	-	4.00%	-	-	1.68%	1.69%	2.04%
	6	-	-	5.56%	-	0.46%	0.56%	0.27%

8. Take Up of Training Opportunities - 2015/16

A new training system has been introduced mid-year and therefore this information is no longer available.

The new system was introduced Oct 2015. This is an external system and does not hold protected characteristics data. We have identified a way to manually report on this for class room based learning by cross referencing the employee data held on SAP. We are continuing to investigate if this will be possible for e-Learning modules.

9. Directorate Workforce Profiles

9.1 Resources & Commercial Directorate

		Resources & Commercial Directorate	Whole Council
		529	4,901
Ethnicity	BAME	46.31%	41.62%
	White	42.21%	50.70%
	Unknown	12.48%	7.67%
Sex	Male	22.12%	21.98%
	Female	77.88%	78.02%
Disability	Yes	3.21%	1.45%
	No	34.40%	49.85%
	Prefer not to say	0.00%	0.10%
	Unknown	62.38%	48.60
Age	16 to 24	3.40%	4.28%
	25 to 34	16.45%	17.63%
	35 to 44	24.39%	23.30%
	45 to 54	30.81%	30.34%
	55 to 64	20.98%	21.16%
	65+	3.97%	3.29%
Religion or Belief	Christianity	8.13%	8.37%
	Hinduism	6.62%	3.59%
	Islam	1.89%	1.14%
	Judaism	0.00%	0.35%
	Jainism	0.57%	0.41%
	Sikh	1.32%	0.39%
	Buddhism	0.19%	0.16%
	Zoroastrian	0.00%	0.02%
	Other	0.76%	0.69%
	No Religion/ Atheist	3.40%	1.96%
Unknown	77.13%	82.92%	
Sexual Orientation	Heterosexual	19.85%	15.34%
	Gay Woman/ Lesbian	0.00%	0.06%
	Gay Man	0.19%	0.18%
	Bi-sexual	0.00%	0.18%
	Prefer not to say	0.76%	0.78%

	Other	0.00%	0.08%
	Unknown	79.21%	83.37%
Pregnancy/ Maternity	Yes	5.67%	3.98%
	No	94.33%	96.02%

9.2 People Services Directorate (including schools)

		People Services Directorate	Whole Council
		3,566	4,901
Ethnicity	BAME	42.62%	41.62%
	White	50.08%	50.70%
	Unknown	7.29%	7.67%
Sex	Male	12.56%	21.98%
	Female	87.44%	78.02%
Disability	Yes	0.87%	1.45%
	No	55.89%	49.85%
	Prefer not to say	0.11%	0.10%
	Unknown	43.13%	48.60
Age	16 to 24	4.99%	4.28%
	25 to 34	19.01%	17.63%
	35 to 44	24.12%	23.30%
	45 to 54	30.45%	30.34%
	55 to 64	18.87%	21.16%
	65+	2.55%	3.29%
Religion or Belief	Christianity	7.49%	8.37%
	Hinduism	3.06%	3.59%
	Islam	0.79%	1.14%
	Judaism	0.31%	0.35%
	Jainism	0.45%	0.41%
	Sikh	0.22%	0.39%
	Buddhism	0.14%	0.16%
	Zoroastrian	0.03%	0.02%
	Other	0.67%	0.69%
	No Religion/ Atheist	1.63%	1.96%
Unknown	85.22%	82.92%	
Sexual Orientation	Heterosexual	13.38%	15.34%
	Gay Woman/ Lesbian	0.08%	0.06%
	Gay Man	0.08%	0.18%
	Bi-sexual	0.08%	0.18%
	Prefer not to say	0.64%	0.78%
	Other	0.08%	0.08%
	Unknown	85.64%	83.37%
Pregnancy/ Maternity	Yes	4.26%	3.98%
	No	95.74%	96.02%

9.3 Community Directorate

		Community Directorate	Whole Council
		721	4,901
Ethnicity	BAME	36.20%	41.62%
	White	58.39%	50.70%
	Unknown	5.41%	7.67%
Sex	Male	64.49%	21.98%
	Female	35.51%	78.02%
Disability	Yes	2.91%	1.45%
	No	32.18%	49.85%
	Prefer not to say	0.14%	0.10%
	Unknown	64.77%	48.60
Age	16 to 24	1.80%	4.28%
	25 to 34	10.54%	17.63%
	35 to 44	17.48%	23.30%
	45 to 54	30.65%	30.34%
	55 to 64	32.32%	21.16%
	65+	7.21%	3.29%
Religion or Belief	Christianity	13.59%	8.37%
	Hinduism	4.58%	3.59%
	Islam	2.36%	1.14%
	Judaism	0.69%	0.35%
	Jainism	0.14%	0.41%
	Sikh	0.55%	0.39%
	Buddhism	0.28%	0.16%
	Zoroastrian	0.00%	0.02%
	Other	0.83%	0.69%
	No Religion/ Atheist	2.36%	1.96%
Unknown	74.62%	82.92%	
Sexual Orientation	Heterosexual	22.61%	15.34%
	Gay Woman/ Lesbian	0.00%	0.06%
	Gay Man	0.28%	0.18%
	Bi-sexual	0.69%	0.18%
	Prefer not to say	1.11%	0.78%
	Other	0.14%	0.08%
	Unknown	75.17%	83.37%
Pregnancy/ Maternity	Yes	1.11%	3.98%
	No	98.89%	96.02%

9.4 Regeneration

		Regeneration and Planning	Whole Council
		102	4,901
Ethnicity	BAME	25.49%	41.62%
	White	63.73%	50.70%
	Unknown	10.78%	7.67%
Sex	Male	46.08%	21.98%
	Female	53.92%	78.02%
Disability	Yes	2.94%	1.45%
	No	40.20%	49.85%
	Prefer not to say	0.00%	0.10%
	Unknown	56.86%	48.60
Age	16 to 24	0.98%	4.28%
	25 to 34	21.57%	17.63%
	35 to 44	28.43%	23.30%
	45 to 54	22.55%	30.34%
	55 to 64	25.49%	21.16%
	65+	0.98%	3.29%
Religion or Belief	Christianity	4.90%	8.37%
	Hinduism	1.96%	3.59%
	Islam	0.98%	1.14%
	Judaism	0.98%	0.35%
	Jainism	0.00%	0.41%
	Sikh	0.00%	0.39%
	Buddhism	0.00%	0.16%
	Zoroastrian	0.00%	0.02%
	Other	0.00%	0.69%
	No Religion/ Atheist	2.94%	1.96%
Unknown	88.24%	82.92%	
Sexual Orientation	Heterosexual	9.80%	15.34%
	Gay Woman/ Lesbian	0.00%	0.06%
	Gay Man	2.94%	0.18%
	Bi-sexual	0.98%	0.18%
	Prefer not to say	2.94%	0.78%
	Other	0.00%	0.08%
	Unknown	83.33%	83.37%
Pregnancy/ Maternity	Yes	3.92%	3.98%
	No	96.08%	96.02%

10. Workforce Profile - Agency Workers engaged through Pertemps

		Pertemps Headcount during March 2016 710 placements	Council Workforce Excluding Schools 4,901 employees	Harrow Community
Ethnicity	BAME	35.49%	41.62%	57.75%
	White	29.86%	50.70%	42.25%
	Prefer not to say	34.65%	N/A	N/A
	Incomplete/Unknown	0.00%	7.67%	0.00%
Sex	Male	39.01%	21.98%	49.70%
	Female	43.94%	78.02%	50.30%
	Prefer not to say	17.04%	N/A	N/A
	Incomplete/Unknown	0.00%	0.00%	N/A
Disability	Yes	0.70%	1.45%	N/A
	No	77.32%	49.85%	
	Prefer not to say	21.97%	0.10%	
	Incomplete/Unknown	0.00%	48.60%	
Age	16 to 24	9.30%	4.28%	N/A
	25 to 34	36.20%	17.63%	
	35 to 44		23.30%	
	45 to 54	30.99%	30.34%	
	55 to 64		21.16%	
	65+	2.25%	3.29%	
Prefer not to say	21.27%	0.00%		
Religion or Belief	Christianity	28.03%	8.37%	37.30%
	Hinduism	4.79%	3.59%	25.30%
	Islam	0.00%	1.14%	12.50%
	Judaism	0.28%	0.35%	4.40%
	Jainism	0.42%	0.41%	2.17%
	Sikh	0.99%	0.39%	1.20%
	Buddhism	0.28%	0.16%	1.10%
	Zoroastrian	0.00%	0.02%	0.07%
	Other	0.00%	0.69%	0.26%
	No Religion/Atheist	9.72%	1.96%	9.60%
	Prefer not to say	55.49%	N/A	N/A
Incomplete/Unknown	0.00%	82.92%	6.20%	
Sexual Orientation	Heterosexual	61.41%	15.34%	N/A
	Gay Woman/ Lesbian	0.28%	0.06%	
	Gay Man	0.28%	0.18%	
	Bi-sexual	0.28%	0.18%	
	Prefer not to say	37.75%	0.78%	
	Other	0.00%	0.08%	
	Incomplete/Unknown	0.00%	83.37%	
Pregnancy/ maternity in last 2 years	Yes	2.39%	3.98%	N/A
	No	62.82%	96.02%	
	Prefer Not To Say	34.79%	N/A	
	Incomplete/Unknown	0.00%	N/A	

2015/16 Pay bands

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

3. Analysis of Employment Data – Key issues identified

3.1 Workforce Profile/Recruitment and Retention

3.1.1 RACE

- **Representation of BAME Employees in the Workforce**

The Council has an objective to develop a workforce that reflects the diverse communities it serves. This year's data highlights that, as in previous years, the representation of BAME employees in the workforce (41.62%), does not reflect the BAME representation in the local community (57.75%).

However, this year there is a slight increase in the proportion of BAME employees in the workforce compared to the previous year (40.18%), an increase of just below 1.5%.

This year more than half the appointments (56.54%) made were BAME applicants, which exceeds the current proportion of BAME staff in the workforce (42.01%), excluding schools. The data also shows a lower representation of BAME employees (36.67%), leaving the Council's employment, compared to their profile in the workforce. The proportion of White employees leaving the Council's employment is higher than their profile in the workforce.

If these trends continue, this would contribute over a period of time to a continuing increase in the proportion of BAME employees in the workforce, although levels of recruitment generally continue to be low.

This small improvement reflects the efforts that we have made to embed equalities and celebrating diversity within our organisational culture. Targeting training of managers on recruitment processes and delivering organisational wide events to promote diversity.

- **Proportion of BAME appointments compared to applications**

This year the proportion of BAME applicants (65.23%) is higher than their profile in the community (57.75%) and higher than their representation in the workforce, excluding schools (42.01%).

This year, the drop off in the proportion of BAME applicants between application and interview stage (65.23% - 64.06%) has reduced significantly compared to the previous year's figures (68.42% – 59.65%).

The drop off in the proportion of BAME applicants between interview and appointment stage (64.06% - 56.54%) has increased this year compared to with previous year (59.65% - 57.06%).

More than half the appointments made were from BAME applicants, which exceeds the current proportion of BAME staff in the workforce (42.01%), excluding schools, but is less than their representation in the community (57.75%).

The applicant monitoring profile data shows a higher percentage of BAME employees joining the Council, compared to their representation in the workforce which should, if it continues, contril 78 an increase in the proportion of BAME

employees in the workforce over a period of time. In addition, the proportion of BAME leavers is lower than their profile in the workforce.

As stated in last year's report, relying on recruitment alone is unlikely to redress the imbalance in the representation of BAME employees in the workforce and unlikely to produce significant change, as levels of external recruitment remain relatively low.

• **Lack of BAME representation at senior levels in the organisation**

The representation of BAME employees across the pay bands remains generally unchanged. The proportion of BAME employees is greatest in the lower pay bands and reduces at higher pay bands.

When the snapshot of the workforce was taken on 31 March 2016, only 7.63% of employees in pay band 6, Director level and above, had declared their ethnicity as BAME.

Actions focusing on the recruitment to senior posts and crucially on the development and progression of BAME staff were included in the Action Plan as this was one of the key priorities identified from last year's report. Members of the Corporate Leadership Group from under-represented groups committed to acting as role models through storytelling at events, mentoring and championing the equalities action report. Leadership development has been promoted to all employees, specifically the coaching scheme and CMI management and leadership programmes.

3.1.2 GENDER

• **Full and Part Time Workers**

There is no change to the ongoing pattern i.e. women comprise almost all of the workforce working part time (91.45%). There tends to be a higher proportion within schools as a consequence of school operating hours and availability of term time only working.

3.1.3 DISABILITY

• **Under Representation of Employees with Disabilities in the Workforce**

The proportion of employees across the whole Council (including schools) who have declared that they had a disability increased slightly to 1.45% (an increase of 0.01% on the previous year) and continues to be below the Council's target of 3%. A total of only 71 employees, across the whole Council, declared a disability. The proportion of employees, excluding those in schools, who declared a disability, was 2.91% (61 employees).

This year's figures show that the overall proportion of employees leaving the Council who declared a disability (1.27%) was lower than their representation in the workforce profile (1.45%). This may reflect that once employed employees declaring a disability feel well supported by the organisation.

Proportion of appointments from applicants with disabilities, compared to applications

The proportion of applications received from applicants with disabilities increased to 3.28%, from 2.57% in the previous year. The proportion of applicants with disabilities who were shortlisted and appointed were both higher than the proportion of applications received from applicants with disabilities.

Applicants and employees assess and classify themselves as to whether they have a disability and/or whether they wish it to be recorded. The Council application form does mention the definition of disability as contained in the Equality Act 2010, but it is clear that different individuals may have different views about what constitutes disability. Furthermore, the SAP system, where current employees can record whether they are disabled, does not provide any definition. However, applicants and employees have now recently been given the option to state “prefer not to say” in relation to declaring their disability.

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

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

However, the results of the Staff Survey which took place in 2014, appears to indicate there are a higher proportion of staff with disabilities across the workforce who choose not to declare their disability. The Council continues to encourage staff to declare against all protected characteristics and create a climate in which staff feel comfortable disclosing this information.

• Disability - Representation of employees at senior levels in the organisation

The representation of employees who have declared a disability remains low at all levels of the organisation, however, this year pay band 6 is the only category where no employees have declared a disability.

3.1.4 AGE

• Under representation of Employees aged under 25 years in the Workforce

Just less than 55% of the workforce across the whole Council is aged 45 years and over and over 60% excluding schools. The proportion of over 65s employed continues to increase slightly year on year, but remains low at 3.29%.

This year the proportion of Harrow Council employees aged under 25 years has increased slightly to 4.28% this year.

The proportion of employees leaving the Council aged under 25 years (4.80%) is higher than their representation in the workforce. To improve retention of staff in this age group, the Council needs to understand and address the reasons for this.

Suggested actions:

A workplace survey for our under 25's to understand the key important areas for them when choosing, and staying with an employer.

Review of the leavers' process to capture quantitative and qualitative data of reasons for employee, especially those under 25, exiting the business.

• Low level of recruitment of young people

The Council attracted 14.28% of its applications from young people aged under 25 years but only 2.17% of appointments were of under 25 year olds.

A PricewaterhouseCoopers (PwC) survey of 4,364 university graduates born between 1980 and 2000 revealed the expectations of both Generation Y and Generation Z towards their employers. Only 18% of those advised that they planned to stay with an employer long term. Key factor for choosing a job were:

1. 65% - opportunities for learning an development
2. 36% the reputation of the organisation
3. 24% the role itself

In the same survey, 59% said that an employer's provision of state-of-the art technology was important to them when considering a job, but they habitually use workplace technology alongside their own. Over half of those questioned routinely make use of their own technology at work, and 78% said that access to the technology they like to use makes them more effective at work.

Suggested actions:

Review of ICT capability to 'bring your own device'.

Targeted social media recruitment campaigns for young people.

Recruitment project has been commissioned (starting October 2016) to review the Recruitment and Selection Policy and Procedures and the attraction strategy for young people (as well as those from all underrepresented groups.)

The introduction of the apprenticeship levy from March 2017 will ensure targeted recruitment campaigns at school leavers and under 25's.

3.1.5 EMPLOYMENT PROCEDURES

In previous years, reports have been provided which cover Disciplinary (Conduct), Capability (Sickness Absence and Performance) and Dignity at Work (Grievance) cases.

Following the HR Transformation which took place in April 2015, HR Advisors are only involved in these procedures at specific intervention points i.e. if a potential dismissal, an appeal or if it is a particularly complex case. Managers and employees involved in the procedures can obtain information and advice from the intranet or via AskHR, either over the telephone or by email.

As a consequence, the only information held centrally relates to those few cases involving potential dismissal, appeals or complex cases. Information cannot, as yet, be retrieved from Civica, as originally intended. Furthermore, the number of cases which could be reported is considerably lower than in previous years, and it may be possible to identify individuals from the data. However, a review of these few cases does not indicate any bias in terms of protected characteristics.

This issue will be addressed in the review of this report for future years.

3.1.6 WORKFORCE PROFILE DATA

There are continuing concerns regarding the accuracy and completeness of workforce profile data.

The high percentage of “Unknowns” on the Protected Characteristics of Religion or Belief and Sexual Orientation again this year, means it is not possible to carry out meaningful analysis. There is also under reporting of disability.

The high level of unknowns is concerning because it means that a full corporate picture cannot be established.

In order for the Council to monitor performance on equalities and meet the individual needs of the workforce as part of the development of an inclusive culture, it is essential a full picture of the workforce is established. Achieving a more comprehensive profile of the workforce by encouraging staff to declare their protected characteristics has been identified as one of the key priorities for action.

Development of the SAP ESS system has been undertaken to allow employees to update their own equalities data from September 2016. Whilst this includes options for employees to select ‘prefer not to say’ it is hoped that this resource will still improve the data captured making our reports more accurate. A communications plan to inform employees of this new feature is scheduled for October 2016

3.1.7 TRAINING

It has not been possible to provide any data relating to corporate training for the year ending 31 March 2016. A new recording system, TOTARA, was introduced mid year and doesn’t have the facility to record protected characteristics. This issue will be addressed in the future review of this report.

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

Work has been ongoing to improve our compliance rates for the mandatory training modules. Face to face training workshops have taken place at the depot for staff that do not currently have access to the online course. Quarterly reporting highlighting those employees with outstanding learning records have been created, broken down by directorate, and shared with the Corporate Leadership Group (CLG).

Levels still remain below target. We are working with the e-learning system provider to implement a digital solution for sending reminders to employees, and their managers when this training has not been completed. ICT are investigating the implications of introducing a meta compliance solution. In the interim, it has been agreed to create manual monthly reports to be shared with CLG to identify areas that are not meeting the required 100% completion rate.

**REPORT FOR: EMPLOYEE
CONSULTATIVE FORUM**

Date of Meeting:	23 November 2016
Subject:	INFORMATION REPORT – Terms of Reference for the Corporate Joint Committee
Responsible Officer:	Frances Mills Head of People and OD
Exempt:	No
Wards affected:	N/A
Enclosures:	Appendix 1. Draft Terms of Reference November 2016 Appendix 2. List of changes made

Section 1 – Summary

FOR INFORMATION

The Forum is requested to note the new Terms of Reference for the Corporate Joint Committee to be implemented with immediate effect.

Section 2 – Report

On 1st August 2016 a new joint management team was established across the HR Shared Service with Harrow Council and Buckinghamshire County Council. This new management structure and service provision needs to be reflected in the Terms of Reference for the Corporate Joint Committee. Minimal changes have been made to the current ToR in place. These draft changes have been circulated with all members of the CJC and no comments or objections have been received.

Accurate ToR are required to support the structure, accountability and constraints of the CJC

Section 3 – Further Information

N/A

Section 4 – Financial Implications

N/A

Section 5 - Equalities implications

Minimal changes have been made to the current ToR's in place and no EqIA is required.

Name: Dawn Calvert	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 10/11/16		

Ward Councillors notified:	NO
-----------------------------------	-----------

Section 7 - Contact Details and Background Papers

Contact: Samantha Reilly, HR Business Partner, 07860 179558

Background Papers: None

This page is intentionally left blank

CJC ToR draft changes list - October 2016:

Changes refer to the current ToR agreed in July 2015.

1.1 – wording changed from ‘to negotiate and consult’ to ‘enable negotiations and consultations’.

2.1 - wording changed from, ‘department’ to ‘directorate’.

2.1 (i) - wording changed from, ‘department’ to ‘directorate’.

2.2 - Title change from Corporate Health and Safety Group to Corporate Health, Safety and Wellbeing Committee.

3. Changes to job titles only

4.2 – changes to job titles. Additional sentence added as per agreement at September 2016 CJC meeting. ‘Meetings may go ahead with fewer union representatives as long as there is agreement from all parties’.

4.6 – changes to job titles only

6.1 – changes to job titles

6.2 changed ‘should’ to ‘must’.

This page is intentionally left blank

HARROW COUNCIL

CONSTITUTION OF THE CORPORATE JOINT COMMITTEE (CJC)

Agreed: DRAFT OCT16

Applicable to: All employees

1. AIMS

- 1.1 To enable negotiations and consultations between management and the Trade Unions on matters of mutual interest in order to promote good employee relations, reach joint agreement and encourage the concept of workforce and management working together to achieve common ends.

2. TERMS OF REFERENCE

- 2.1 The Committee shall be used to progress issues affecting more than one directorate including:
- (i) Issues of a collective nature relating to local conditions of service affecting all employees of the Council. Issues relating to only one employee group based in more than one directorate will be discussed between management and the relevant trade union as necessary.
 - (ii) Issues arising from proposals to change working practices and procedures.
 - (iii) Issues arising from the introduction or implementation of Council policy.
 - (iv) Issues concerning the future development or progress of specific items including personnel policies, practices and procedures.
 - (v) Issues relating to equal opportunities.
 - (vi) Issues relating to the Council's future intentions concerning any employment matters.
 - (vii) Issues relating to training and development.
 - (viii) General issues concerning employment of staff.
- 2.2 The Committee shall not consider issues which fall within the scope of other procedures, e.g. disciplinary appeals, individual grievance cases and individual grading appeals. Health and Safety issues should be discussed at the Corporate Joint Health, Safety & Wellbeing Committee.

- 2.3 The Committee shall not consider any issues which only concern employees in a single directorate. Such issues should be referred to the appropriate Directorate Joint Committee.

3. MEMBERSHIP

The permanent membership of the Committee shall be as follows:

Employee Relations Manager (or Team Leader)	
HR Shared Service Business Partner	
Head of People and OD	
UNISON	- Branch Secretary (or deputy) plus 1 representative
GMB	- Branch Secretary
Recognised teaching unions	- 1 representative
BMA	- 1 representative
RCN	- 1 representative
MiP	- 1 representative
UNITE	- 1 representative

Ex Officer

Chief Executive and Corporate Directors

Divisional Directors

Trade Union Regional Officials

From time to time, either side can co-opt an individual with a particular interest in an item which is on the agenda for discussion.

4. MEETINGS

- 4.1. Ordinary meetings of the CJC shall take place once a quarter and shall be held during working hours.
- 4.2. For a meeting to be quorate, they must be attended by the Employee Relations Manager (or deputy) and the Head of People and OD or HR Business Partner, and a minimum of two Elected Representatives from two of the trade unions (or their delegates). Meetings may go ahead with fewer union representatives as long as there is agreement from all parties.
- 4.3. Interim CJC meetings shall take place as necessary and may be called either by Management or the Trade Union.
- 4.4. A Special CJC sub-group meeting may be arranged, as required, to address issues arising from specific projects which have implications across the whole of the Council.
- 4.5. The Trade Union side will meet together in advance of the full meeting if necessary.
- 4.6. Urgent items may be dealt with directly by the HR Business Partner or Head of HR and OD or Employee Relations Manager and the Branch Secretaries of two trade unions (or their delegates). This urgent meeting may be called by either side and should be convened within 3 working days.

5. DISCLOSURE OF INFORMATION

Harrow Council will comply with the ACAS Code of Practice in relation to Disclosure of Information to Trade Unions for Collective Bargaining purposes.

6. AGENDA AND MINUTES

- 6.1 Items for inclusion on the agenda, from either side, normally shall be submitted in writing to the HR Business Partner at least 72 hours in advance of the meeting.
- 6.2 Each item submitted for the agenda must set out the nature of the issue and include any background matters or data prior to the meeting.
- 6.3 Notes of the meeting should be taken and draft notes circulated to all Trade Union representatives attending including the Branch Secretaries (or their representatives) for agreement within 3 weeks of the meeting. These notes must include any decision reached and should be agreed at the following meeting.

7. DECISION OF THE COMMITTEE

- 7.1. Decisions and recommendations of the Committee may be referred, if appropriate, to the Employees' Consultative Forum Sub Group.
- 7.2. In the event of a failure to agree on an issue, either side may refer the matter to the Employees' Consultative Forum Sub Group.
- 7.3. If an issue is in dispute it is agreed that action will not be taken by management to implement changes and/or action will not be taken by employees to disrupt normal working, whilst local procedures are being applied. This provision will cease to operate once a decision has been made under 7.1 above, unless both parties agree to its continuation.

8. TRADE UNION FACILITIES

To facilitate these arrangements, reasonable time off for trade union representatives will be provided for training, attendance at CJC meetings and meetings of the Trade Union Side to discuss CJC and related matters.

This page is intentionally left blank