

# Employees' Consultative Forum (Special) AGENDA

**DATE:** Tuesday 12 December 2017

**TIME:** 7.30 pm

**VENUE:** Committee Rooms 1 & 2, Harrow Civic Centre,  
Station Road, Harrow, HA1 2XY

**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)

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**Chair:** Councillor Kiran Ramchandani

**Councillors:**

Ms Pamela Fitzpatrick  
Graham Henson  
Sachin Shah

Mrs Camilla Bath  
Ms Mina Parmar  
Pritesh Patel

**Employee Representatives:**

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

Representatives of UNISON: Mr D Butterfield Mr D Searles  
Mr G Martin

Representatives of GMB: Ms P Belgrave

**(Reserve Council Side Members overleaf)**

## **Reserve Council Side Members:**

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- |                    |                 |
|--------------------|-----------------|
| 1. Maxine Henson   | 1. Susan Hall   |
| 2. Barry Kendler   | 2. John Hinkley |
| 3. David Perry     | 3. Paul Osborn  |
| 4. Aneka Shah-Levy |                 |

**Contact: Democratic Services Officer**

**Tel: 020 8424 1323 E-mail: [manize.talukdar@harrow.gov.uk](mailto:manize.talukdar@harrow.gov.uk)**

## **Useful Information**

### **Meeting details:**

This meeting is open to the press and public.

Directions to the Civic Centre can be found at:  
<http://www.harrow.gov.uk/site/scripts/location.php>.

### **Filming / recording of meetings**

The Council will audio record Public and Councillor Questions. The audio recording will be placed on the Council's website.

Please note that proceedings at this meeting may be photographed, recorded or filmed. If you choose to attend, you will be deemed to have consented to being photographed, recorded and/or filmed.

When present in the meeting room, silent mode should be enabled for all mobile devices.

### **Meeting access / special requirements.**

The Civic Centre is accessible to people with special needs. There are accessible toilets and lifts to meeting rooms. If you have special requirements, please contact the officer listed on the front page of this agenda.

An induction loop system for people with hearing difficulties is available. Please ask at the Security Desk on the Middlesex Floor.

**Agenda publication date: Monday 4 December 2017**

# **AGENDA - PART I**

## **1. ATTENDANCE BY RESERVE MEMBERS**

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

Reserve Members may attend meetings:-

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

## **2. DECLARATIONS OF INTEREST**

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

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

## **3. APPOINTMENT OF VICE CHAIR**

To appoint a Vice-Chair from the Union side for the 2017/18 Municipal Year.

## **4. MINUTES (Pages 7 - 10)**

That the minutes of the meeting held on 8 February 2017 be taken as read and signed as a correct record.

## **5. DEPUTATIONS**

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

## **6. ANNUAL EQUALITY IN EMPLOYMENT MONITORING REPORT FOR 1 APRIL 2016 - 31 MARCH 2017 (Pages 11 - 50)**

Report of the Interim Head of Employee and Customer Relations.

## **7. NON COMPLIANCE OF STATUTORY RESPONSIBILITIES, FAILURE TO ENGAGE IN THE ENVIRONMENT & COMMUNITIES DIRECTORATE (Pages 51 - 164)**

Report from the Harrow Unison LG Branch.

## **8. MANAGEMENT RESPONSE: NON COMPLIANCE OF STATUTORY RESPONSIBILITIES, FAILURE TO ENGAGE IN THE ENVIRONMENT & COMMUNITIES DIRECTORATE (Pages 165 - 170)**

Report of the Corporate Director, Community.

- 9. HARROW UNISON LG BRANCH REPORT ON UNILATERAL CHANGES TO ROLE PROFILES & THE UNDERMINING OF THE RECOGNITION AGREEMENT**  
(Pages 171 - 178)

Report from the Harrow Unison LG Branch.

- 10. MANAGEMENT RESPONSE: HARROW UNISON LG BRANCH REPORT ON UNILATERAL CHANGES TO ROLE PROFILES & THE UNDERMINING OF THE RECOGNITION AGREEMENT** (Pages 179 - 186)

Report of the Corporate Director, Resources and Commercial.

- 11. FAILURE IN THE HOUSING DIRECTORATE SENIOR MANAGEMENT TEAM**  
(Pages 187 - 198)

Report from the Harrow Unison LG Branch.

- 12. MANAGEMENT RESPONSE: FAILURE IN THE HOUSING DIRECTORATE SENIOR MANAGEMENT TEAM** (Pages 199 - 202)

Report of the Corporate Director, Community.

- 13. EXCLUSION OF THE PRESS & PUBLIC**

**EXCLUSION OF THE PRESS & PUBLIC**

To resolve that the press and public be excluded from the meeting for the following items of business, on the grounds that they involve the likely disclosure of confidential information in breach of an obligation of confidence, or of exempt information as defined in Part I of Schedule 12A to the Local Government Act 1972:

<u>Agenda Item No</u>	<u>Title</u>	<u>Description of Exempt Information</u>
14.	<b>Appendix 1</b> - Non compliance of Statutory Responsibilities, Failure to engage in the Environment & Communities Directorate	Information under paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972, relating to the financial or business affairs of any particular person (including the authority holding that information)

**AGENDA - PART II**

- 14. NON COMPLIANCE OF STATUTORY RESPONSIBILITIES, FAILURE TO ENGAGE IN THE ENVIRONMENT & COMMUNITIES DIRECTORATE** (Pages 203 - 204)

Report from the Harrow Unison LG Branch.

**\* 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

## 8 FEBRUARY 2017

<b>Chair:</b>	* Mr G Martin	
<b>Councillors:</b>	* Mrs Camilla Bath (2)	* Kiran Ramchandani
	* Graham Henson	* Aneka Shah-Levy
	* Ms Mina Parmar	* Sachin Shah
	* Pritesh Patel	
<b>Teacher</b>	* Ms L Crimmins	- NUT
	* Ms A Lyons	- NAHT
<b>Unison Representatives:</b>	Mr D Butterfield	* Mr J Royle
	* Mr S Compton	* Mr D Searles
<b>GMB Representative:</b>	* Ms P Belgrave	

\* Denotes Member present  
 (2) Denotes category of Reserve Member

### 35. Attendance by Reserve Members

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

Ordinary Member

Councillor Paul Osborn

Reserve Member

Councillor Mrs Camilla Bath

### 36. **Declarations of Interest**

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

Agenda Item 7 – Appeals Process when dealing with complaints relating to Corporate Directors – Natural Justice a basic fundamental right and Agenda Item 8 – Management response to Unison Report

Councillor Graham Henson declared a non-pecuniary interest in that he was an honorary member of the CWU, a former member of Unison, a member of the GMB Union and his cousin was an employee of the Council. He would remain in the room whilst the matter was considered and voted upon.

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

Councillor Sachin Shah declared a non-pecuniary interest in that he was a member of the Unite Union. He would remain in the room whilst the matter was considered and voted upon.

### 37. **Minute Silence**

The Forum stood and observed a minute silence for the late Councillor Bob Currie, a former Mayor of Harrow, who had been a member of the Forum and a lifelong member of Unison.

### 38. **Minutes**

**RESOLVED:** That the minutes of the meeting held on 23 November 2016 be taken as read and signed as a correct record subject to the following correction:

Minute 26 – Appointment of Employees’ Side Representatives

... Anne Lyons as the representative of the NAHT.

### 39. **Petitions**

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

### 40. **Deputations**

**RESOLVED:** To note that no deputations were received at this meeting under the provisions of Executive Procedure Rule 48 (Part 4D of the Constitution).

### 41. **Public Questions**

**RESOLVED:** To note that no public questions were received.



## RESOLVED ITEMS

### 42. Appeals Process when dealing with Complaints relating to Corporate Directors - Natural Justice a Basic Fundamental Right

The Forum received a submission from the Employees' side in relation to the appeals process when dealing with complaints about Corporate Directors (Agenda Item 7) and considered it in conjunction with a response report from the Corporate Director, Resources and Commercial (Agenda Item 8).

A representative from the Employees' Side expressed the view that whilst stage 2 grievances in relation to a Corporate Director should be heard by the Chief Executive with the acknowledgment that this may be delegated due to his schedule, it was not acceptable that grievance appeals be heard by a Corporate Director. It was therefore proposed that such appeals be heard a panel of elected Members. The representative stated that this would demonstrate fairness and that no bias existed amongst the Corporate Directors. Another representative of the Employees' side added that there was an issue of perception and Corporate Directors 'looked after each other'.

The Head of People and Organisational Development outlined Management's response to the paper submitted by Unison and stated that the normal practice in an organisation was that appeals would be heard by the next level of officer in terms of seniority. She stated that Management was prepared to accommodate Unison's request in that the Chief Executive had agreed to hear appeals against the findings of a grievance hearing against a Corporate Director. Grievances against a Corporate Director would continue to be heard by another Corporate Director in line with current practice. In response to the representative of the Employees' Side comments she stated that, in her experience, Corporate Directors viewed the matter of grievances seriously and were supported in hearings by a representative from both Human Resources and Legal who were on hand to provide advice.

In response to a question from an Employees' Side representative, the Head of People and Organisational Development advised that her records showed that the last grievance against a Corporate Director was in 2014 and that it was not upheld. An Employees' Side representative stated that this year one grievance against a Corporate Director had not been heard and that two heard in the previous year were not upheld. One hearing was held with out the employee's representative being present. This was challenged by the Head of People and Organisational Development who stated that she had been advised by the Corporate Director, Resources and Commercial, that he was not aware of any appeal where an employee's representative had been prevented from attending.

**RESOLVED:** That

- (1) the paper submitted by Unison and the report of the Corporate Director, Resources and Commercial be noted;

(2) the Grievance Policy concerning complaints against Corporate Directors be discussed further at the CJC.

**43. Management Response to Unison Report**

This report was dealt with in conjunction with the previous item.

**44. Information Report: Draft Revenue Budget 2017/18 and Medium Term Financial Strategy 2017/18 to 2019/20**

The Forum received a report of the Director of Finance, which had been considered by Cabinet in December, on the draft revenue budget for 2017/18 and draft Medium Term Financial Strategy (MTFS) for 2017/18 to 2019/20.

The Forum did not make any comments on the proposals.

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

**45. Information Report: Draft Capital Programme 2017/18 to 2019/20**

The Forum received a report of the Director of Finance which set out the new General Fund capital programmes which had been proposed as part of the 2017/18 budget process. The report, which had been considered by Cabinet in December, also set out budgets within the existing Capital Programme which had been re-profiled between 2016/17 and 2019/20 and where virements were proposed between projects.

The Forum did not make any comments on the proposals.

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

(Note: The meeting, having commenced at 7.32 pm, closed at 7.53 pm).

(Signed) GARY MARTIN  
Chair



**REPORT  
FOR:**

**EMPLOYEES' CONSULTATIVE  
FORUM**

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<b>Date of Meeting:</b>	12 December 2017
<b>Subject:</b>	<b>INFORMATION REPORT</b> Annual Equality in Employment Monitoring Report for 1 April 2016 - 31 March 2017
<b>Responsible Officer:</b>	John Kitching Head of Employee and Customer Relations HR Shared Service
<b>Exempt:</b>	No
<b>Enclosures:</b>	<b>Appendix 1</b> Annual equalities report presentation <b>Appendix 2</b> Supporting data tables by protected characteristic

## **Section 1 – Summary**

This report sets out employee data, presented by protected characteristic, related to a range of employment matters. This report is collated and published annually to meet our statutory equality duty:

**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, to comply with the requirements of the Public Sector Equality Duty set out in the Equality Act 2010 and the Equality Act 2010 (Specific Duties) Regulations 2011.

This report comprises of the employee diversity data summarised by protected characteristic, for the year ending 31 March 2017, and a brief analysis of the data which highlights key issues arising from the equalities data.

Following feedback from stakeholders on the format of the report in previous years, it has been changed this year to be more engaging. It includes infographics to allow the data to be reviewed 'at a glance' and encourage readership of the report at all levels.

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 2017 across the services workforce excluding school employees (including information available from Per Temps on recruitment) analysed by protected characteristic. Comparisons of the workforce profile against previous years and the local community are made where available and appropriate and available in Appendix 2. This includes data for the whole council including schools for comparison.

In addition, data is supplied for the complete year ending 31 March 2017 on redeployment rates and leavers by protected characteristics.

In previous years, we have not reported on gender reassignment as the low number could easily identify individuals. This year, however, no employee has classified themselves under gender reassignment.

## 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: (and actions delivered against them)

Priority	Achievements
Achieve a more comprehensive profile of the workforce by improving the reporting and recording of protected characteristics, particularly disability and sexual orientation	Undertook a communication campaign including CEO Newsletter, staff updates and posters to encourage staff to update their social identity information. This has led to a slight increase in data provided.
An increased percentage of BAME and disabled staff at senior pay bands	Target recruitment briefs have been issued to resourcing companies supporting with senior management recruitment.  Coaching and mentoring programmes have been initiated and staff from the BAME and those with disabilities have been encouraged to enroll on these.
An increase in the recruitment and retention of young people	We have now delivered our target to support 500 young people into jobs and apprenticeships.  Apprenticeship fair on 30 <sup>th</sup> June 2017 was very well attended, with over 200 young people and 15 exhibitors.
Maintain or improve our position in Stonewalls Workplace Index, (current ranking 153, up from 399 the previous year)	We have submitted against the WEI in August this year and await the results in Jan 2018.

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

No further information.

### **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 equality 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 type="checkbox"/>	Chief Financial Officer
Date: 16/11/17	<input checked="" type="checkbox"/>	

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

**Contact:** Samantha Reilly, HR Business Partner - HR Shared Service

Samantha.reilly@harrow.gov.uk



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# Annual Equality in Employment Monitoring Report

2016 – 2017

Harrow prides itself in being one of the most ethnically and religiously diverse boroughs in the country with people of many different backgrounds and life experiences living side by side. It is the richness of this diversity, and the positive impact that it has on the borough and our community, that we believe helps make Harrow such a great place to live, work and visit.

Our equalities vision is 'A Proud, Fair & Cohesive Harrow, a Great Place to Live, Work & Visit' and one of our strategic equality objectives is to develop 'An inclusive workforce that feels valued, respected and reflects our community'.

<sup>18</sup> 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 2017 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 2018/19 Corporate Equalities Action Plan.

**Note:** Tables with all equalities figures relating to 2016 – 17 broken down by Services and Harrow Council (including Schools) can be found as an appendix.

## Workforce Profile Data

This report provides a profile of Harrow Council's non-schools workforce demographics. It also excludes contracted out services which are monitored elsewhere. The report brings together data taken from the council's HR and payroll systems and job applicant diversity records for the period of 1 April 2016 to 31 March 2017.

**Note:** Tables with all equalities figures relating to 2016 – 17 broken down by Services and Harrow Council (including Schools) can be found as an appendix.

The Workforce Profile is a snapshot of the workforce as at 31 March 2017, 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. This is due to the number being so low it could potentially identify employees.

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.

<b>Applicants</b>	Number of applicants who applied for roles within Services
<b>Shortlisted</b>	Number of applicants who were shortlisted for roles within Services
<b>Appointed</b>	Number of applicants who were appointed to roles within Services
<b>Salary Bands</b>	Harrow Council pay scales grouped into bands
	Band 1            G1 to G3
	Band 2            G4 to G8
	Band 3            G9 to G11
	Band 4            MG1 – MG3
	Band 5            MG4 and D1
	Band 6            D2 and above
<b>BAME</b>	Includes Asian, Black, Mixed or any other minority ethnic group
<b>Working Pattern</b>	Employees that are either Full Time or Part Time
<b>LGBTQ+</b>	Includes Lesbian, Gay Men, Bisexual, Trans, Questioning and Other

- The number of staff who have identified themselves as BAME across the organisation has risen marginally. This still remains below the community census data we hold from 2011 but we do not know how this compares to the current community demographic
- There has been a rise in the % of staff declaring a disability
- The % of our workforce which is female, is higher than the boroughs population
- 21. • The number of 'unknown' has fallen against ethnicity, disability, religion or belief and sexual orientation. This is due to the SAP system being updated mid way through the year which now allows to staff to log or update equality data themselves. We continue to communicate this through the organisation and strive to improve the quality of diversity data
- The % of staff declaring their sexual orientation remains low at 35%
- The % of staff declaring their religion or belief also remains low at 39.38%
- There is still a disproportionate amount of women and staff from BAME in the higher pay bands in comparison to the make-up of the workforce as a whole. This continues to be an action on the annual equalities action plan

# Trends at a glance

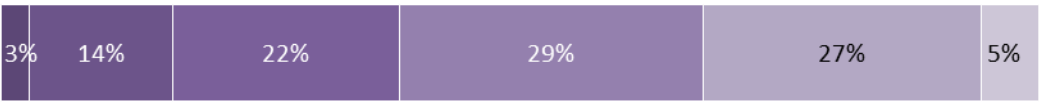
	2014	2015	2016	2017	Direction	
<b>No of Employees</b>	2192	2042	2028	2052		Increase in employees
<b>Age Group</b>	32.53%	32.62%	30.82%	29.29%		Highest % age group remains the same
<b>Disability</b>	3.10%	2.94%	2.91%	4.51%		Increase in employees declaring a disability
<b>BAME</b>	38.69%	40.16%	42.01%	42.54%		Increase in employees declaring BAME origin
<b>Female</b>	61.72%	61.51%	61.74%	61.45%		Decrease in female employees
<b>LGBTQ</b>	0.50%	0.78%	0.98%	1.12%		Increase in LGBTQ

# Age of our workforce

Our percentage employees aged 16 – 34 has increased since last year and now make up

**16.57%**

23

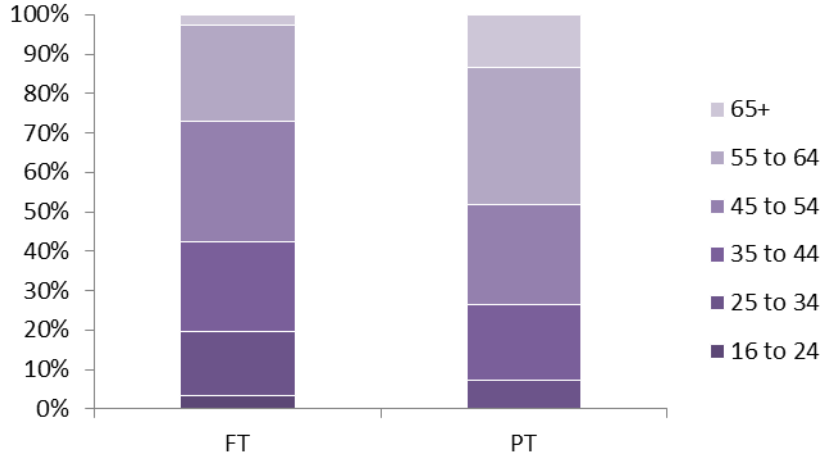


■ 16 to 24 ■ 25 to 34 ■ 35 to 44 ■ 45 to 54 ■ 55 to 64 ■ 65+

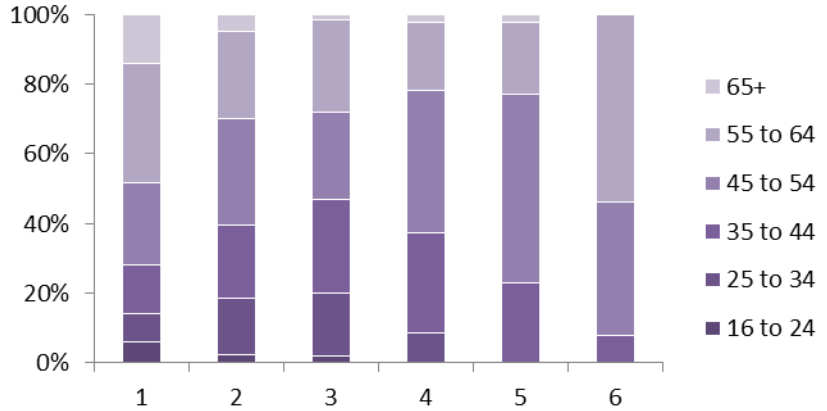
The average age in Council Services is:

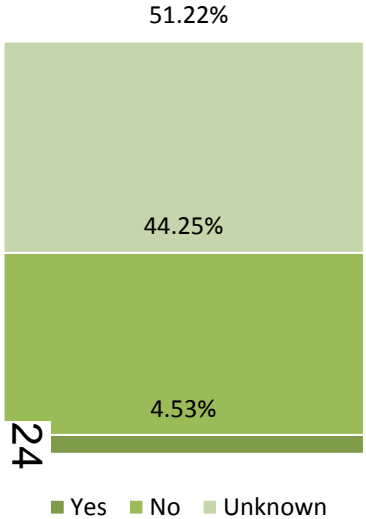
**47.5**

Age by Working Pattern



Age by Salary Band



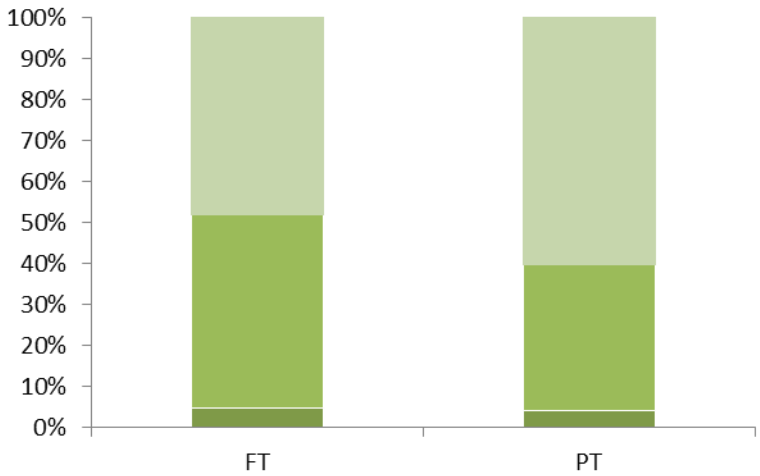


**4.53%** of the workforce have declared they have a disability.

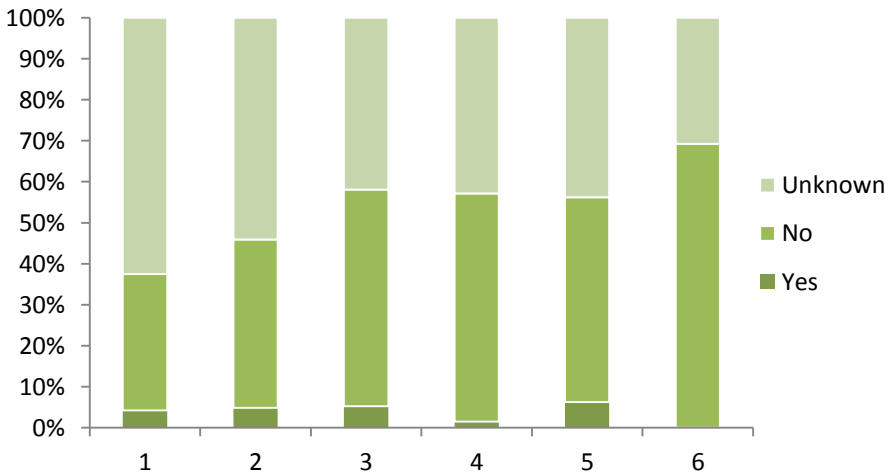
This increased by **1.62%** from the 2016 equalities report.



**Disability by Working Pattern**



**Disability by Salary Band**





# Work / Life Balance (Maternity)

**96** employees were on maternity leave in 2016 – 17

**89%** returned to their roles, however **5.88%** left the organisation within 4 months

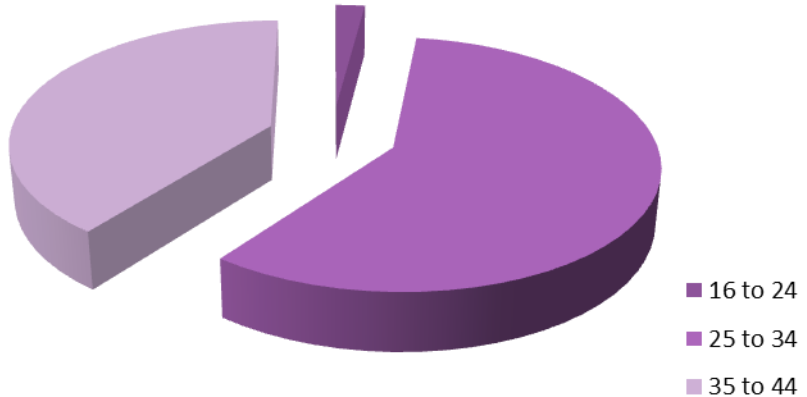


■ Returned to work ■ Did not return to work

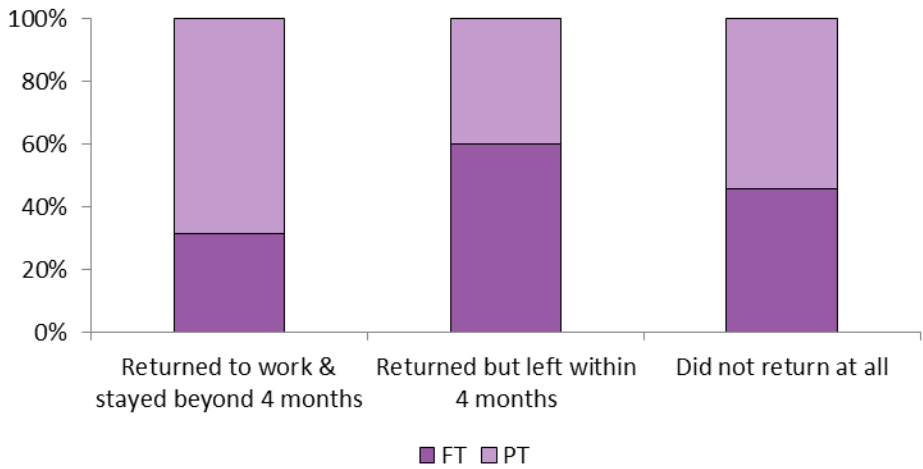
■ Stayed beyond 4 months ■ Left within 4 months

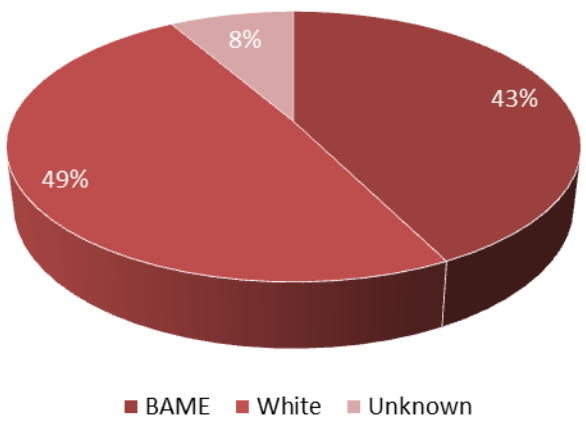
25

**Maternity by Age**

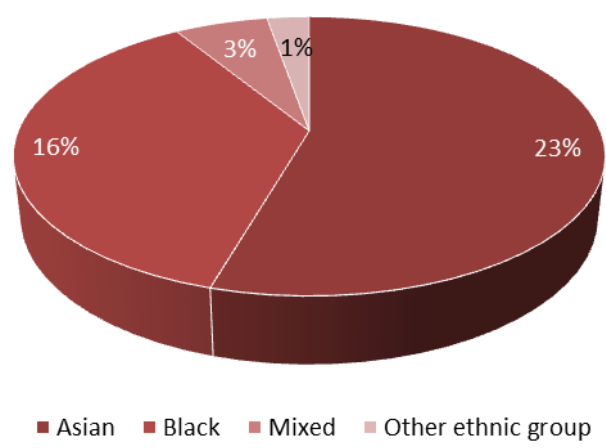


**Maternity by Working Pattern**

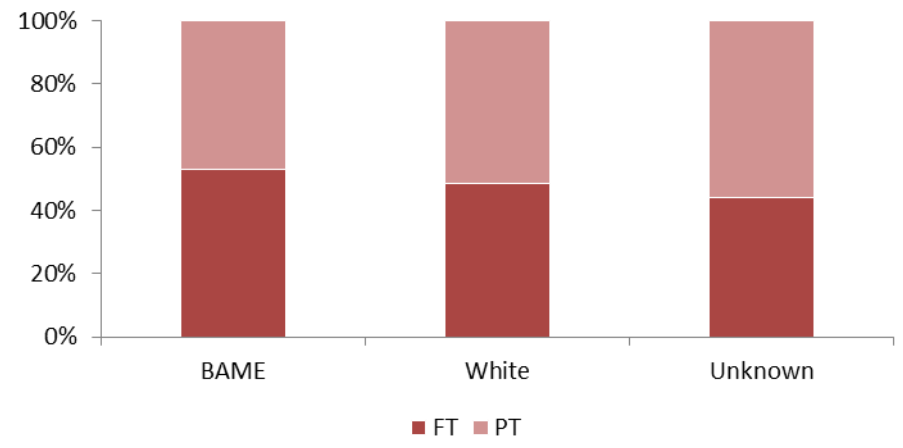




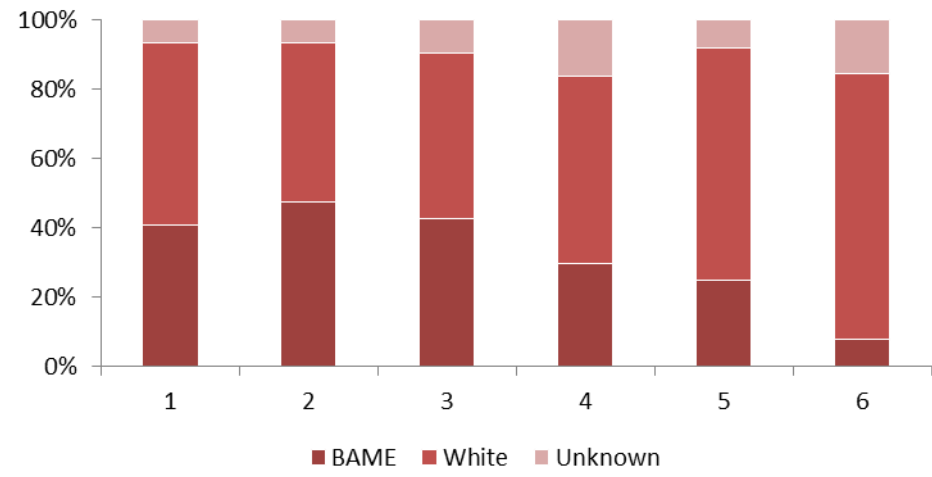
26  
**43%** of the workforce identified themselves as BAME, a further breakdown is shown below:



### Ethnicity by Working Pattern



### Ethnicity by Salary Band

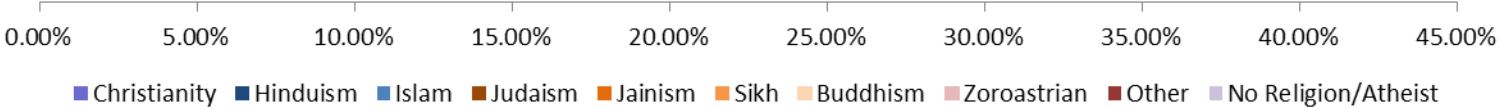


**39.38%** of the workforce have declared their religious beliefs

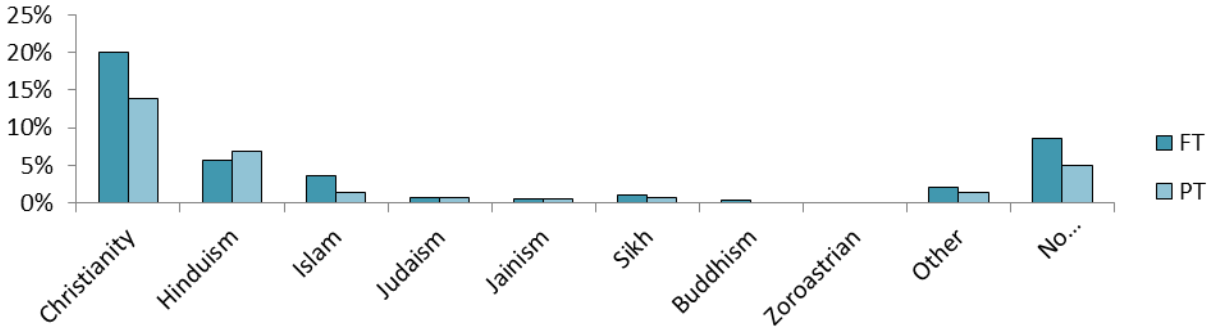


We still do not know the religion or beliefs of **60%** of the workforce and whilst this is significantly higher than the Community Data Census 2011 we have increased our understanding by **13%** on last year's data

27



### Religion by Working Pattern

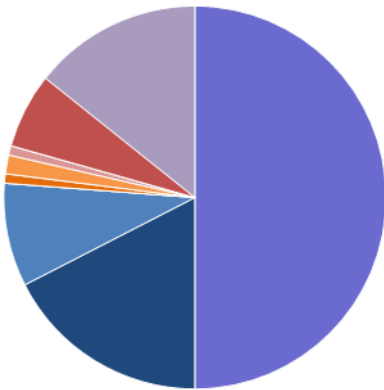


The percentages in the bar chart show the working patterns of employees by Religion

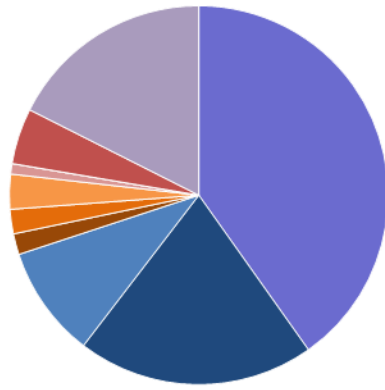
**Note:** The graphs relating to religion only shows a breakdown of those who have declared their religion or belief and excludes 'unknown'

# Religion & Belief continued

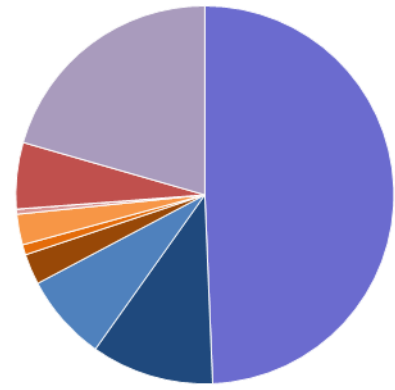
Salary Band 1



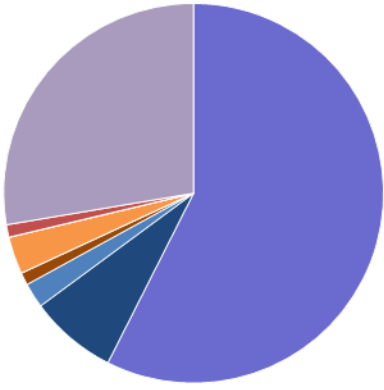
Salary Band 2



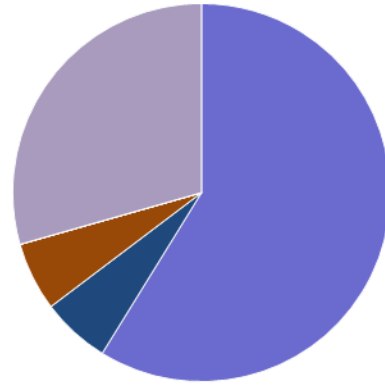
Salary Band 3



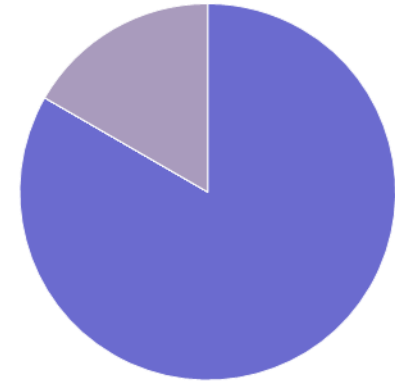
Salary Band 4



Salary Band 5



Salary Band 6

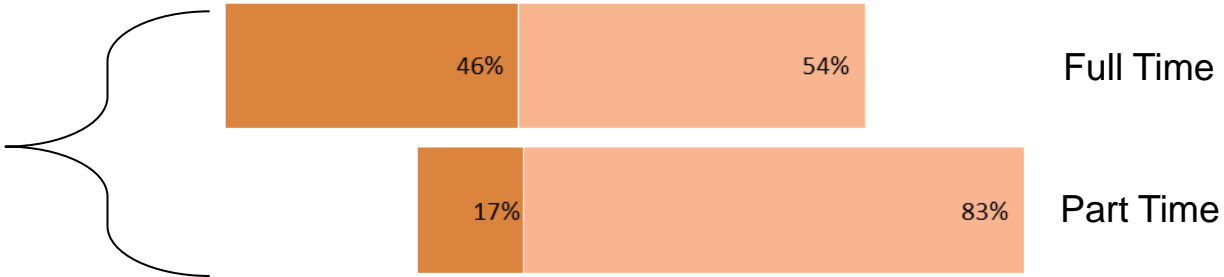


- Christianity
- Hinduism
- Islam
- Judaism
- Jainism
- Sikh
- Buddhism
- Zoroastrian
- Other
- No Religion/Atheist

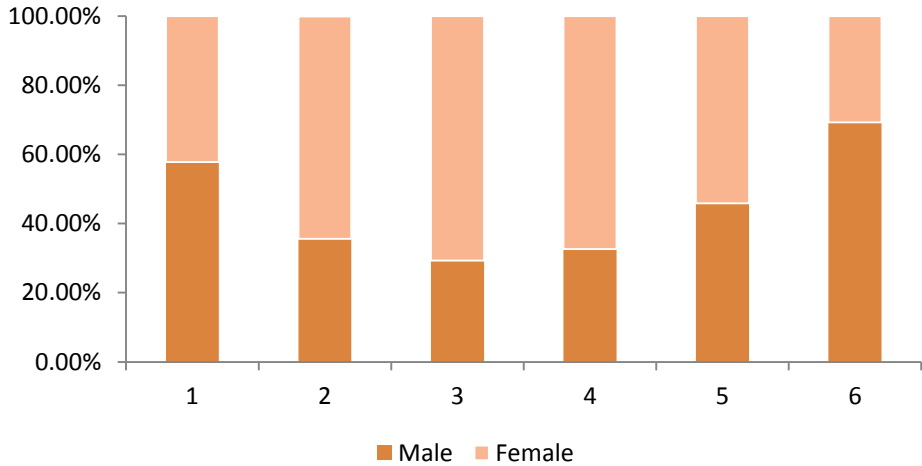


**61.45%** of the workforce are female.

29 The workforce by gender and their working patterns



**Gender by Salary Band**



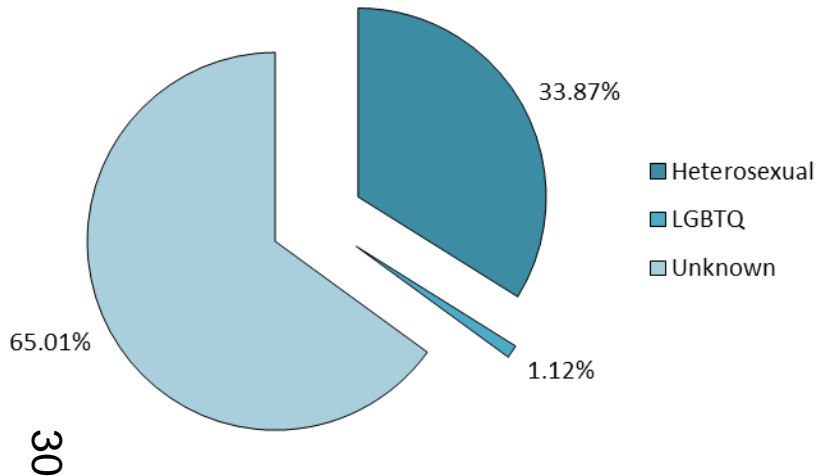
Male Female



The Harrow Community Census 2011 stated 50.30% of our community were female, which means our

workforce is currently has **11.15%** higher female presence

# Sexual Orientation

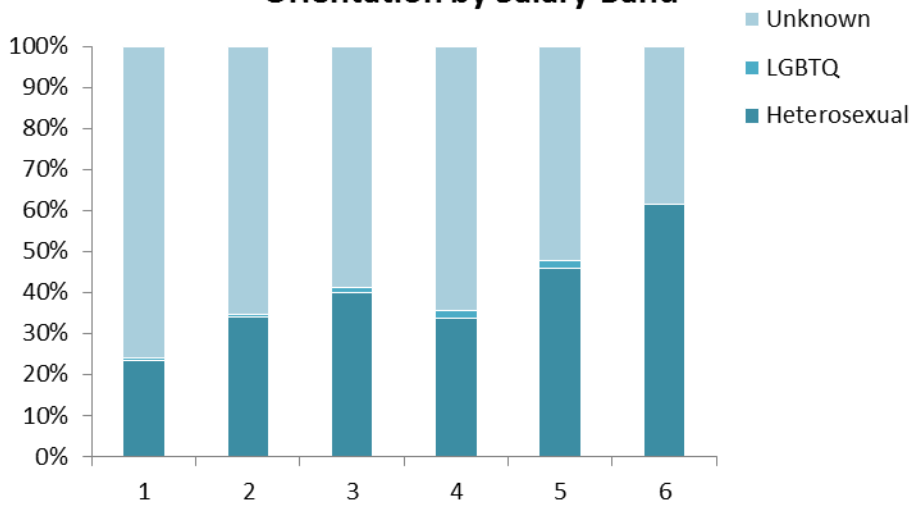


**1.12%** of our workforce have declared themselves to be LGBTQ

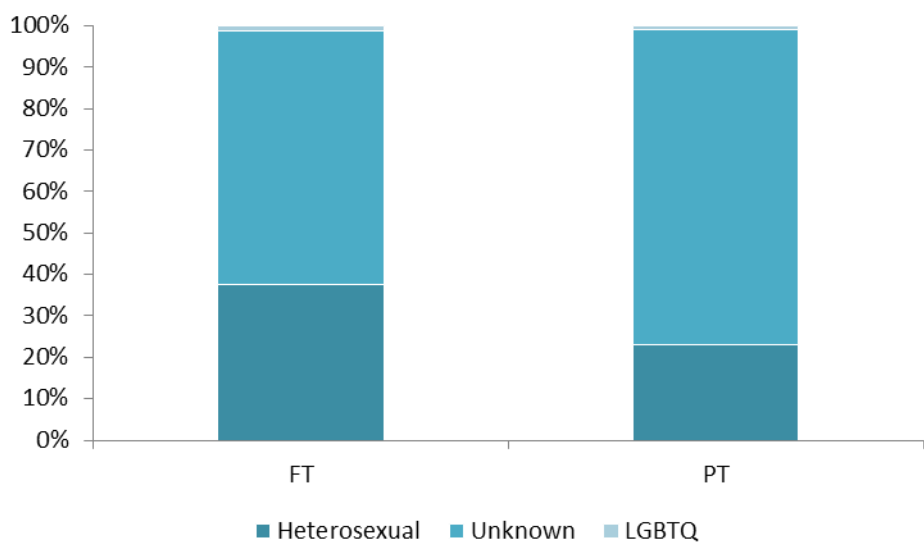
In 2016 – 17 Harrow Council were the most improved employer in Stonewalls Workplace Equality Index, moving from **439 to 153**

30

**Orientation by Salary Band**



**Orientation by Working Pattern**



# Recruitment and Leavers

## Disability

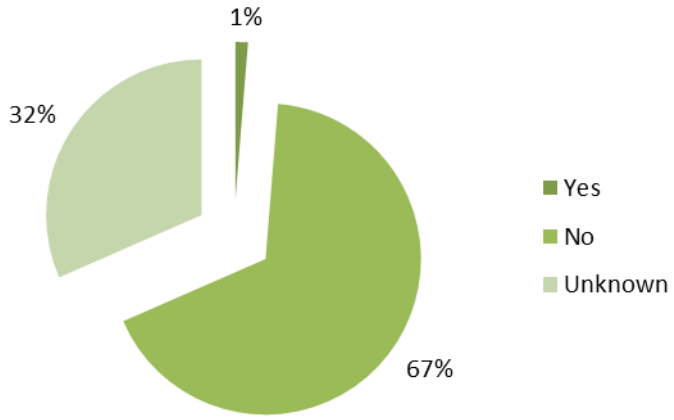
There have been **2657** applicants for roles advertised with Harrow Services in 2016 – 2017 of which **1.62%** declared themselves as having a disability.

This has decreased since 2016 by **1.66%**

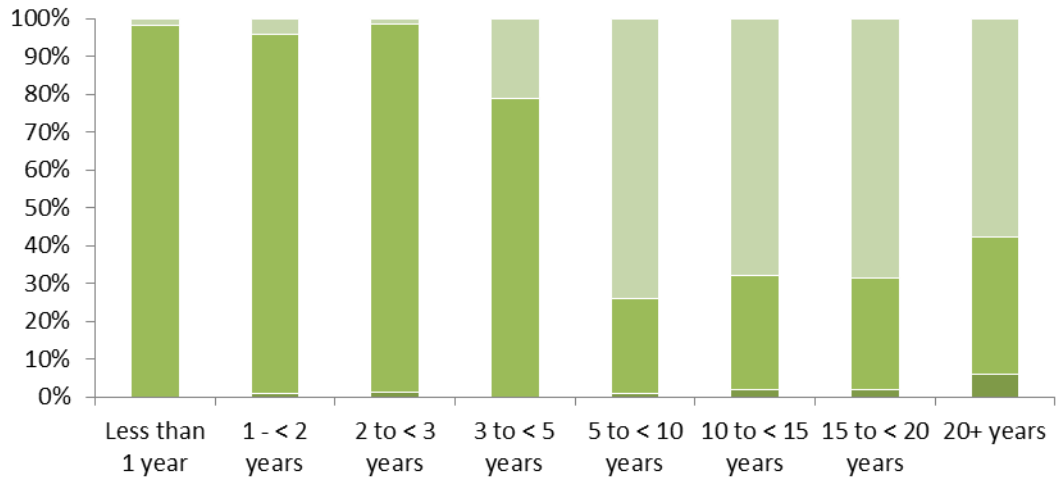
The percentage of candidates shortlisted and appointed have also decreased

31

### Leavers

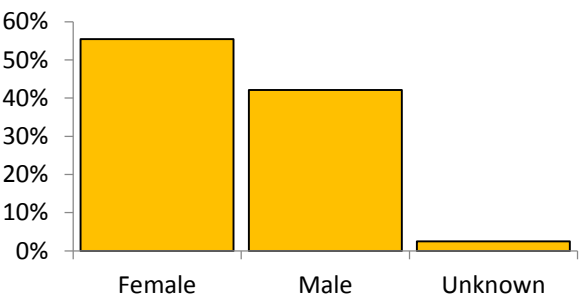


Disabilities broken by length of service

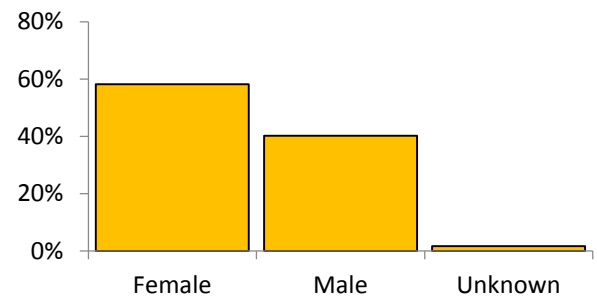


# Recruitment and Leavers Gender

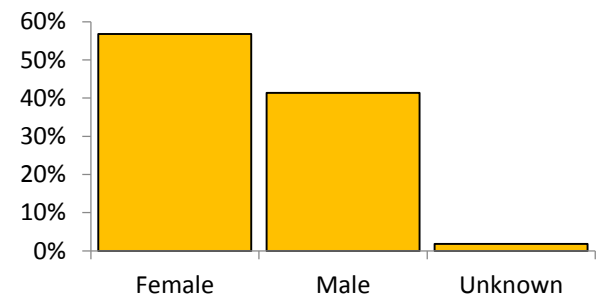
**Applied**



**Shortlisted**

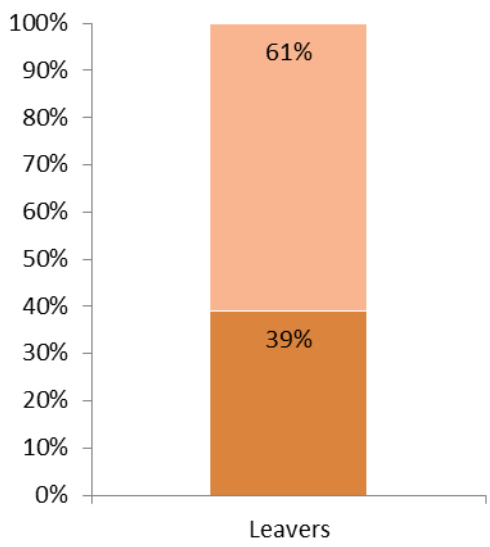


**Appointed**

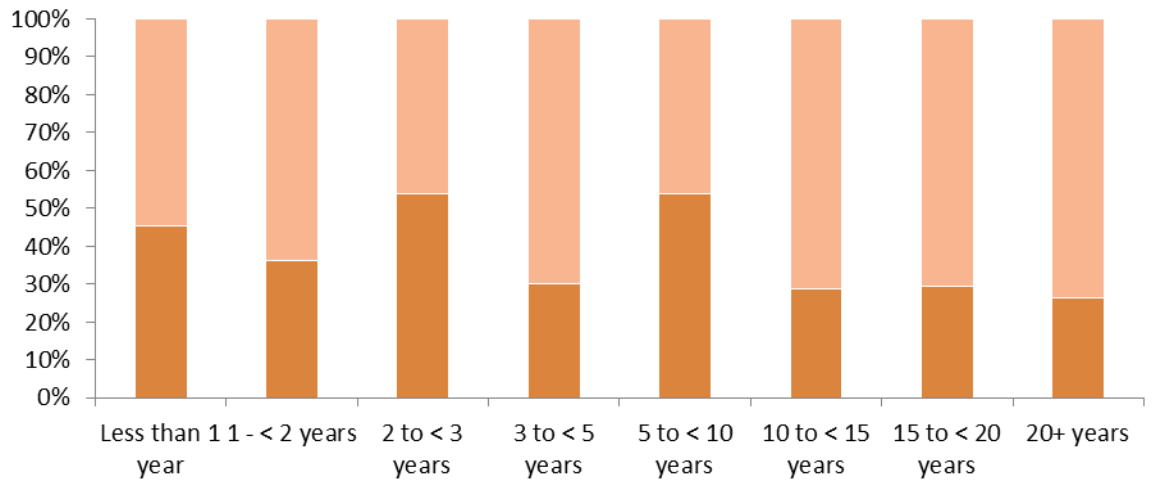


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## Leavers



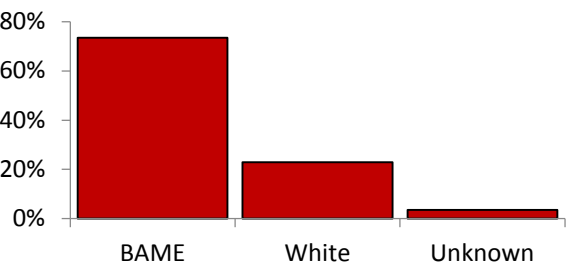
**Gender broken down by length of service**



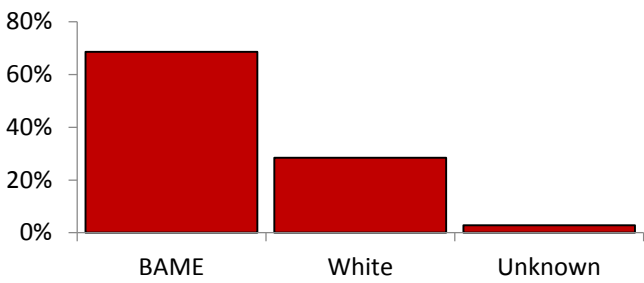


# Recruitment and Leavers Ethnicity

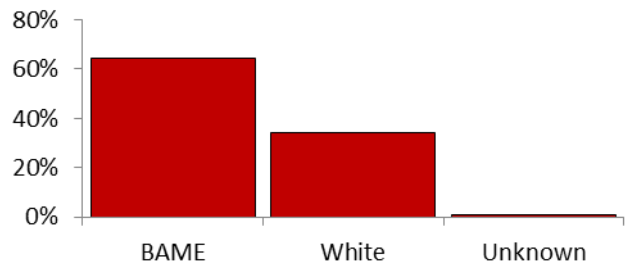
**Applied**



**Shortlisted**

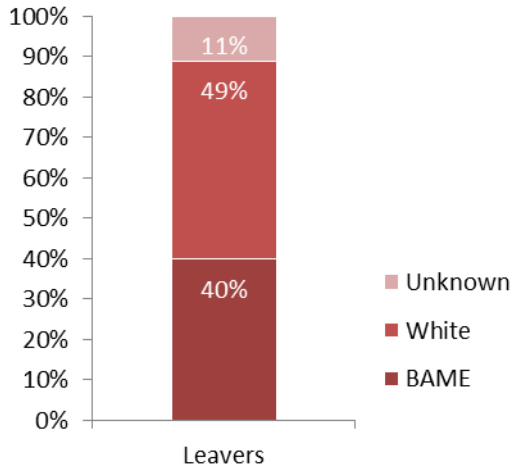


**Appointed**

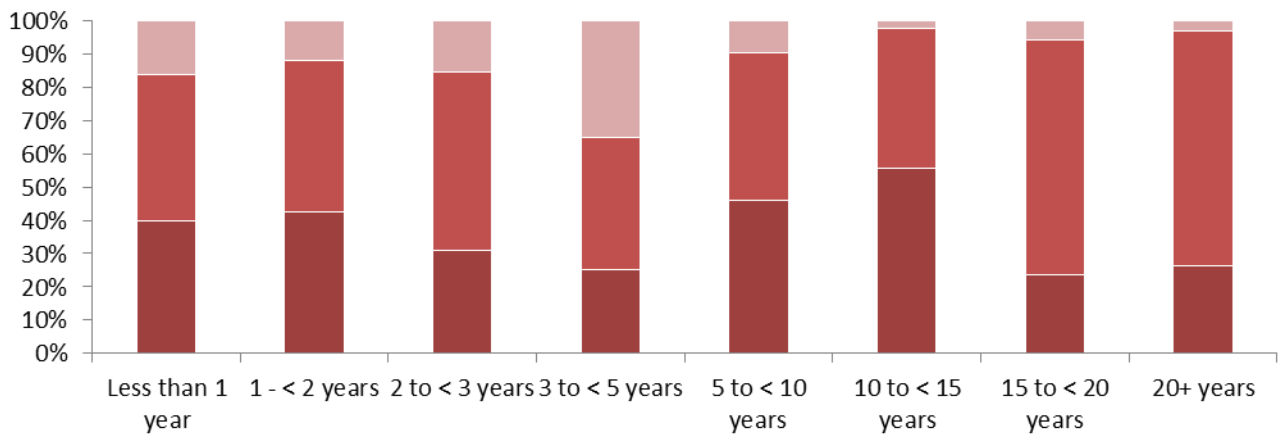


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## Leavers

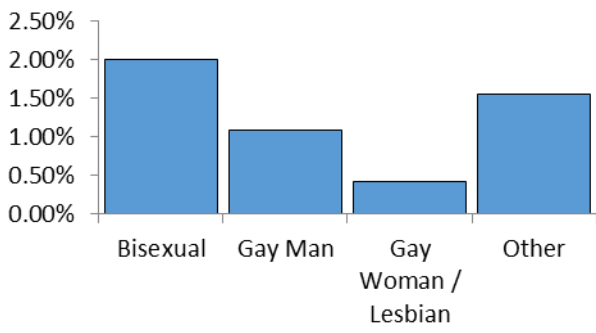


**Ethnicity broken down by length of service**

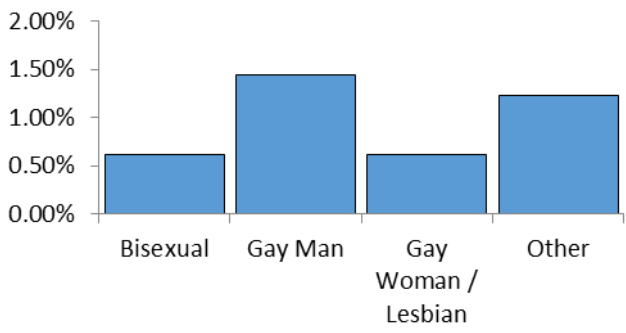


# Recruitment and Leavers Sexual Orientation

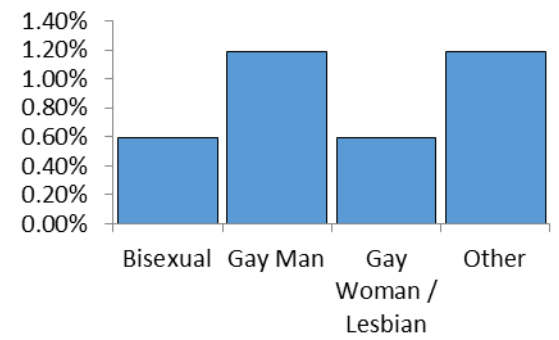
**Applied**



**Shortlisted**

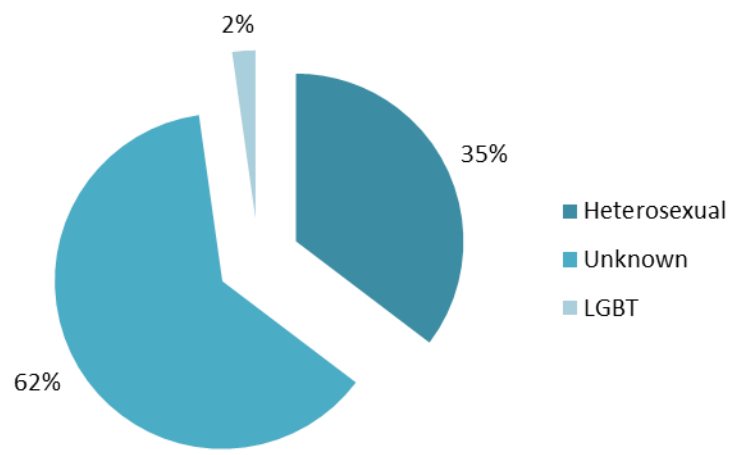


**Appointed**

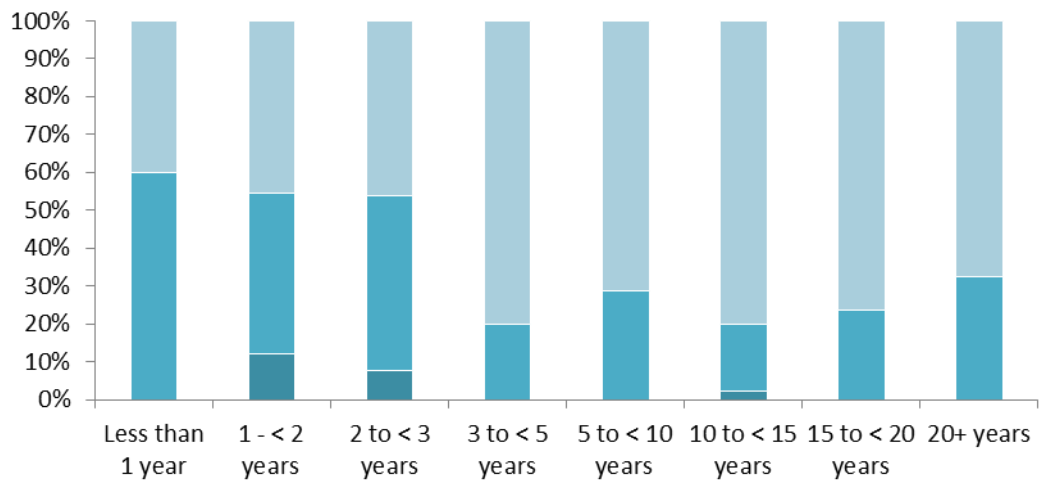


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## Leavers



**Sexual Orientation broken down by length of service**



**Harrow Council Annual Equalities Report  
Supporting Employee Diversity Data Tables  
2016-17**

## 1. Workforce Profile as at 31 March 2017

### 1.8 Race (Ethnicity)

	Whole Council			Excluding Schools			Harrow Community data 2011 Census
	2015	2016	2017	2015	2016	2017	
	4,798	4,901	4,894	2,042	2,028	2,052	
Asian	27.34%	28.24%	29.14%	22.33%	23.37%	23.20%	42.59%
Black	9.44%	9.83%	9.89%	15.03%	15.68%	15.59%	8.24%
Mixed	2.33%	2.45%	2.76%	2.06%	2.07%	2.58%	3.97%
Any other ethnic group	1.06%	1.10%	1.37%	0.73%	0.89%	1.17%	2.95%
<b>Total BAME</b>	<b>40.18%</b>	<b>41.62%</b>	<b>43.15%</b>	<b>40.16%</b>	<b>42.01%</b>	<b>42.54%</b>	<b>57.75%</b>
<b>White</b>	<b>52.17%</b>	<b>50.70%</b>	<b>49.47%</b>	<b>51.42%</b>	<b>49.41%</b>	<b>49.07%</b>	<b>42.25%</b>
Unknown/Unclassified	7.65%	7.67%	7.38%	8.42%	8.58%	8.38%	0.00%

### 1.2 Gender

	Whole Council			Excluding Schools			Harrow Community data 2011 Census
	2015	2016	2017	2015	2016	2017	
	4,798	4,901	4,894	2,042	2,028	2,052	
Male	21.72%	21.98%	22.37%	38.05%	38.26%	38.55%	49.70%
Female	78.28%	78.02%	77.61%	61.51%	61.74%	61.45%	50.30%

### 1.3 Disability

	Whole Council			Excluding Schools			Harrow Community data 2011 Census
	2015	2016	2017	2015	2016	2017	
	4,798	4,901	4,894	2,042	2,028	2,052	
Yes	1.44%	1.45%	2.19%	2.94%	2.91%	4.53%	N/A
No	-	49.65%	54.88%	-	37.97%	44.25%	
Prefer not to say	-	0.10%	0.16%	-	0.25%	0.34%	
Unknown	-	48.60%	42.77%	-	58.88%	50.88%	

\*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.

The option of “Prefer not to say” was introduced in mid-2016.

### 1.8 Age

	Whole Council			Excluding Schools		
	2015	2016	2017	2015	2016	2017
	4,798	4,901	4,894	2,042	2,028	2,052
16 to 24	3.83%	4.28%	4.50%	1.37%	2.17%	2.68%
25 to 34	17.22%	17.63%	17.63%	12.93%	13.71%	13.89%
35 to 44	23.59%	23.30%	23.01%	21.89%	21.55%	21.83%
45 to 54	31.20%	30.34%	29.36%	32.62%	30.82%	29.29%
55 to 64	21.05%	21.16%	22.13%	26.25%	26.53%	26.85%
65+	3.11%	3.29%	3.35%	4.95%	5.23%	5.46%

## 1.8 Religion or Belief

	Whole Council			Excluding Schools			Harrow Community data 2011 Census
	2015	2016	2017	2015	2016	2017	
	4,798	4,901	4,894	2,042	2,028	2,052	
Christianity	8.13%	8.37%	10.11%	11.41%	13.26%	18.52%	37.30%
Hinduism	3.48%	3.59%	3.92%	4.31%	4.93%	5.95%	25.30%
Islam	0.90%	1.14%	1.49%	1.37%	2.02%	3.02%	12.50%
Judaism	0.35%	0.35%	0.41%	0.49%	0.49%	0.68%	4.40%
Jainism	0.42%	0.41%	0.39%	0.44%	0.44%	0.49%	2.17%
Sikh	0.35%	0.39%	0.55%	0.49%	0.64%	1.02%	1.20%
Buddhism	0.17%	0.16%	0.16%	0.24%	0.25%	0.24%	1.10%
Zoroastrian	0.02%	0.02%	0.02%	0.00%	00.00%	-	0.07%
Other	0.73%	0.69%	1.00%	0.98%	0.99%	1.85%	0.26%
No religion/Atheist	1.71%	1.96%	3.58%	2.89%	3.70%	7.60%	9.60%
Unknown	83.74%	82.92%	78.36%	77.38%	73.27%	60.62%	6.20%

## 1.6 Sexual Orientation

	Whole Council			Excluding Schools		
	2015	2016	2017	2015	2016	2017
	4,798	4,901	4,894	2,042	2,028	2,052
Heterosexual	14.17%	15.34%	18.39%	20.47%	25.25%	33.87%
Gay Woman/Lesbian	0.06%	0.06%	0.08%	0.10%	0.10%	0.15%
Gay Man	0.17%	0.18%	0.18%	0.34%	0.44%	0.44%
Bi-sexual	0.17%	0.18%	0.22%	0.34%	0.39%	0.49%
Prefer not to say	1.00%	0.78%	0.92%	1.52%	1.04%	1.46%
Other	0.04%	0.08%	0.08%	0%	0.05%	0.05%
Unknown	84.39%	83.37%	80.12%	77.23%	72.73%	63.55%

## 1.7 Pregnancy and Maternity

	Whole Council			Excluding Schools		
	2015	2016	2017	2015	2016	2017
	4,798	4,901	4,894	2,042	2,028	2,052
Employees have been pregnant or taken maternity leave in the 2 years ending on 31 March 2017	3.69% (177)	3.98% (195)	4.31% (211)	4.01% (82)	3.70% (75)	3.80% (78)

## 1.8 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 2017, no staff disclosed that they had or were undergoing gender reassignment.

## 2. Workforce Profile by Pay Band and Protected Characteristic (including schools)

(See Appendix 5 for information on the Council Pay bands)

		Pay band						Whole Council	Harrow Community Data 2011 Census
		1	2	3	4	5	6	4,894	
<b>Ethnicity</b>	BAME	50.50%	43.05%	37.75%	28.08%	22.34%	7.14%	43.15%	57.75%
	White	42.66%	50.55%	53.55%	60.25%	73.40%	71.43%	49.47%	42.25%
	Unknown	6.77%	6.40%	8.70%	11.67%	4.26%	21.43%	7.38%	0.00%
<b>Sex</b>	Male	16.48%	27.13%	22.04%	25.55%	37.23%	64.29%	22.37%	49.70%
	Female	83.52%	72.80%	77.96%	74.45%	62.77%	35.71%	77.61%	50.30%
<b>Disability</b>	Yes	1.47%	2.80%	2.74%	0.95%	3.19%	0.00%	2.19%	N/A
	No	55.87%	56.22%	51.66%	53.94%	51.06%	64.29%	54.88%	
	Prefer not to say	0.11%	0.06%	0.47%	0.00%	0.00%	0.00%	0.16%	
	Unknown	42.55%	40.91%	45.13%	45.11%	45.74%	35.71%	42.77%	
<b>Age</b>	16 to 24	5.42%	6.89%	1.04%	-	-	-	4.50%	N/A
	25 to 34	10.27%	24.02%	22.99%	13.88%	-	-	17.63%	
	35 to 44	22.80%	17.99%	29.33%	28.71%	26.60%	7.14%	23.01%	
	45 to 54	32.56%	27.56%	22.99%	37.54%	43.62%	35.71%	29.36%	
	55 to 64	23.93%	20.30%	22.23%	17.98%	27.66%	57.14%	22.13%	
	65+	5.02%	3.17%	1.42%	1.89%	2.13%	-	3.35%	
<b>Religion or Belief</b>	Christianity	5.81%	10.30%	13.53%	19.56%	13.83%	35.71%	10.11%	37.30%
	Hinduism	3.67%	5.18%	3.12%	2.52%	1.06%	-	3.92%	25.30%
	Islam	1.13%	2.07%	1.61%	0.63%	-	-	1.49%	12.50%
	Judaism	0.11%	0.37%	0.85%	0.63%	1.06%	-	0.41%	4.40%
	Jainism	0.34%	0.61%	0.28%	-	-	-	0.39%	2.17%
	Sikh	0.23%	0.67%	0.66%	1.26%	1.06%	-	0.55%	1.20%
	Buddhism	0.11%	0.18%	0.19%	-	1.06%	-	0.16%	1.10%
	Zoroastrian	-	0.06%	-	-	-	-	0.02%	0.07%
	Other	0.85%	1.10%	1.42%	0.32%	-	-	1.00%	0.26%
	No Religion/ Atheist	1.24%	4.09%	4.82%	8.83%	6.38%	7.14%	3.58%	9.60%
Unknown	86.51%	75.37%	73.51%	66.25%	75.53%	57.14%	78.36%	6.20%	
<b>Sexual Orientation</b>	Heterosexual	9.65%	22.07%	23.94%	24.29%	30.85%	57.14%	18.39%	N/A
	Gay Woman/ Lesbian	-	0.12%	0.19%	-	-	-	0.08%	
	Gay Man	-	0.18%	0.28%	0.95%	-	-	0.18%	
	Bi-sexual	0.17%	0.24%	0.09%	0.63%	1.06%	-	0.22%	
	Prefer not to say	0.62%	0.85%	1.23%	2.21%	-	-	0.92%	
	Other	0.11%	-	0.19%	-	-	-	0.08%	
Unknown	89.45%	76.52%	74.08%	71.92%	68.09%	42.86%	80.12%		
<b>Maternity/ Pregnancy in last 2 years</b>	Yes	1.86%	3.23%	9.93%	5.68%	2.13%	0.00%	4.31%	N/A
	No	98.14%	96.77%	90.07%	94.32%	97.87%	100%	95.69%	

## 2.1 Workforce Profile (including schools) – Full and Part time

		Full time	Part time	Whole Council	Harrow Community Data 2011 Census
		2,507	2,387	4,894	
<b>Ethnicity</b>	BAME	39.85%	46.63%	43.15%	57.75%
	White	52.93%	45.83%	49.47%	42.25%
	Unknown	7.22%	7.54%	7.38%	0.00%
<b>Sex</b>	Male	35.86%	8.21%	22.37%	49.70%
	Female	64.10%	91.79%	77.61%	50.30%
<b>Disability</b>	Yes	2.87%	1.47%	2.19%	N/A
	No	54.89%	54.88%	54.88%	
	Prefer not to say	0.28%	0.04%	0.16%	
	Unknown	41.96%	43.61%	42.77%	
<b>Age</b>	16 to 24	5.94%	2.97%	4.50%	N/A
	25 to 34	24.65%	10.26%	17.63%	
	35 to 44	22.06%	24.01%	23.01%	
	45 to 54	26.41%	32.47%	29.36%	
	55 to 64	19.07%	25.35%	22.13%	
	65+	1.83%	4.94%	3.35%	
<b>Religion or Belief</b>	Christianity	13.56%	6.49%	10.11%	37.30%
	Hinduism	3.71%	4.15%	3.92%	25.30%
	Islam	2.23%	0.71%	1.49%	12.50%
	Judaism	0.52%	0.29%	0.41%	4.40%
	Jainism	0.32%	0.46%	0.39%	2.17%
	Sikh	0.80%	0.29%	0.55%	1.20%
	Buddhism	0.24%	0.08%	0.16%	1.10%
	Zoroastrian	-	0.04%	0.02%	0.07%
	Other	1.32%	0.67%	1.00%	0.26%
	No Religion/ Atheist	5.54%	1.51%	3.58%	9.60%
	Unknown	71.76%	85.30%	78.36%	6.20%
<b>Sexual Orientation</b>	Heterosexual	24.77%	11.69%	18.39%	N/A
	Gay Woman/Lesbian	0.08%	0.08%	0.08%	
	Gay Man	0.32%	0.04%	0.18%	
	Bi-sexual	0.32%	0.13%	0.22%	
	Prefer not to say	1.20%	0.63%	0.92%	
	Other	0.04%	0.13%	0.08%	
	Unknown	73.27%	87.31%	80.12%	
<b>Maternity/ Pregnancy in last 2 years</b>	Yes	3.31%	5.36%	4.31%	N/A
	No	96.69%	94.64%	95.69%	N/A

**Recruitment Council (Schools not included)**

This data relates only to recruitment carried out through Pertemps

		<b>Applied</b>	<b>Shortlisted</b>	<b>Appointed</b>
		2657	488	169
<b>Ethnicity</b>	BAME	62.25%	58.20%	49.70%
	White	22.96%	28.48%	34.32%
	Unknown	14.79%	13.32%	15.98%
<b>Sex</b>	Male	42.12%	40.16%	41.42%
	Female	55.44%	58.20%	56.80%
	Unknown	2.45%	1.64%	1.78%
<b>Disability</b>	Yes	1.62%	1.23%	1.78%
	No	93.07%	93.44%	92.90%
	Prefer not to say/ unknown	5.31%	5.33%	5.33%
<b>Age</b>	16 - 24 years	21.30%	18.03%	14.20%
	25 - 44 years	56.53%	51.23%	55.62%
	45 - 64 years	19.08%	27.46%	27.81%
	65 & over	0.38%	0.82%	0.00%
	Prefer not to say	2.67%	2.46%	2.37%
	Under 16	0.04%	0.00%	0.00%
<b>Religion or Belief</b>	Christianity	40.01%	43.03%	49.70%
	Hinduism	14.19%	11.48%	8.88%
	Islam	15.69%	11.48%	6.51%
	Judaism	0.98%	1.84%	2.96%
	Jainism	0.75%	1.02%	0.59%
	Sikh	2.75%	2.87%	3.55%
	Buddhism	1.09%	0.82%	0.59%
	Zoroastrian	0.15%	0.20%	0.00%
	Other	3.31%	2.66%	1.18%
	No Religion/Atheist	15.51%	19.06%	21.30%
	Unknown	5.57%	5.53%	4.73%
<b>Sexual Orientation</b>	Heterosexual	86.15%	91.80%	92.90%
	Gay Woman/ Lesbian	0.41%	0.61%	0.59%
	Gay Man	1.09%	1.43%	1.18%
	Bi-sexual	1.99%	0.61%	0.59%
	Other	1.54%	1.23%	1.18%
	Unknown	8.81%	4.30%	3.55%



<b>Pregnancy/ Maternity</b>	Yes	3.31%	3.69%	5.33%
	No	91.08%	92.42%	91.72%
	Unknown	5.61%	3.89%	

### 3.1 Redeployments 2016/17 (administered through Pertemps)

		Redeployment sought (all reasons) 73 employees	Successful Redeployments 7 employees	Not Redeployed 66 employees
	BAME	64.38%	28.57%	62.12%
<b>Ethnicity</b>	White	20.55%	57.14%	19.70%
	Unknown	15.07%	14.29%	18.18%
<b>Sex</b>	Male	41.1%	42.86%	39.40%
	Female	58.90%	57.14%	60.60%
	Yes	8.22%	0%	7.58%
<b>Disability</b>	No	68.49%	100%	68.18%
	Unknown	23.29%	0%	24.24%
	16 to 24	0%	0%	0%
	25 to 34	12.32%	14.28%	12.12%
<b>Age</b>	35 to 44	20.55%	0%	22.73%
	45 to 54	27.40%	28.58%	24.24%
	55 to 64	24.67%	14.28%	25.76%
	65+	4.11%	0%	4.55%
	Unknown	10.95%	42.86%	10.60%
	Christianity	23.29%	0%	25.76%
	Hinduism	12.33%	14.28%	12.12%
	Islam	5.48%	14.28%	4.55%
<b>Religion</b>	Judaism	0%	0%	0%
<b>or</b>	Jainism	0%	0%	0%
<b>Belief</b>	Sikh	5.48%	0%	6.06%
	Buddhism	0%	0%	0%
	Zoroastrian	0%	0%	0%
	Other	1.37%	0%	1.51%
	No			
	Religion/Atheist	16.44%	0%	34.85%
	Unknown	35.61%	71.44%	15.15%
	Heterosexual	60.27%	42.86%	62.12%
	Gay Woman/Lesbian	0%	0%	0%
<b>Sexual</b>	Gay Man	0%	0%	0%
<b>Orientation</b>	Bi-sexual	0%	0%	0%
	Prefer not to say	2.74%	0%	0%
	Other	0%	0%	0%
	Unknown	36.99%	57.14%	37.88%
<b>Pregnancy/ Maternity</b>	Yes	4.11%	0%	4.55%
	No	72.60%	57.14%	74.24%
<b>in last 2 years</b>	Unknown	<b>23.29%</b>	<b>42.86%</b>	<b>21.21%</b>

### 3.2. Maternity – Return to Work Rates – by Protected Characteristic

		Women due to return between 1 April 2016 - 31 March 2017	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
		<b>96</b>	<b>80</b>	<b>5</b>	<b>11</b>
<b>Ethnicity</b>	BAME	37.50%	33.75%	80.00%	45.45%
	White	54.17%	56.25%	20.00%	54.55%
	Unknown	8.33%	10.00%	-	-
<b>Disability</b>	Yes	1.04%	1.25%	-	-
	No	54.17%	48.75%	60.00%	90.91%
	Prefer not to say	(inc in unknown)	(inc in unknown)	(inc in unknown)	(inc in unknown)
	Unknown	44.79%	50.00%	40.00%	9.09%
<b>Age</b>	16 - 24	2.50%	-	-	2.08%
	25 to 34	57.50%	40.00%	72.73%	58.33%
	35 to 44	40.00%	60.00%	27.27%	39.58%
<b>Religion or Belief</b>	Christianity	8.33%	8.75%	20.00%	-
	Hinduism	1.04%	1.25%	-	-
	Islam	-	-	-	-
	Judaism	-	-	-	-
	Jainism	-	-	-	-
	Sikh	3.13%	2.50%	20.00%	-
	Buddhism	-	-	-	-
	Zoroastrian	-	-	-	-
	Other	4.17%	3.75%	-	9.09%
	No Religion/ Atheist	-	-	-	-
Unknown	83.33%	83.75%	60.00%	90.91%	
<b>Sexual Orientation</b>	Heterosexual	14.58%	12.50%	40.00%	18.18%
	Gay Woman/ Lesbian	-	-	-	-
	Bi-sexual	-	-	-	-
	Prefer not to say	-	-	-	-
	Other	-	-	-	-
	Unknown	85.42%	87.50%	60.00%	81.82%

### 3.3 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
		12	46	14	13	698	783	4,894
<b>Ethnicity</b>	BAME	33.33%	54.35%	50.00%	38.46%	35.67%	37.04%	43.15%
	White	58.33%	43.48%	50.00%	30.77%	56.59%	55.30%	49.47%
	Unknown	8.33%	2.17%	-	30.77%	7.74%	7.66%	7.38%
<b>Sex</b>	Male	33.33%	28.26%	21.43%	69.23%	20.34%	21.84%	22.37%
	Female	66.67%	71.74%	78.57%	30.77%	79.66%	78.16%	77.61%
<b>Disability</b>	Yes	16.67%	4.35%	21.43%	-	0.43%	1.28%	2.19%
	No	25.00%	30.43%	-	76.92%	71.49%	67.18%	54.88%
	Unknown	58.33%	65.22%	78.57%	23.08%	28.08%	31.55%	42.93%
<b>Age</b>	16 to 24	-	-	-	23.08%	5.16%	4.98%	4.50%
	25 to 34	-	2.17%	-	38.46%	30.52%	27.97%	17.63%
	35 to 44	16.67%	13.04%	21.43%	15.38%	23.50%	22.61%	23.01%
	45 to 54	41.67%	41.30%	14.29%	15.38%	19.77%	21.20%	29.36%
	55 to 64	41.67%	34.78%	42.86%	7.69%	15.19%	17.11%	22.13%
	65+	-	8.70%	21.43%	-	5.87%	6.13%	3.35%
<b>Religion or Belief</b>	Christianity	16.67%	15.22%	7.14%	30.77%	8.88%	9.71%	10.11%
	Hinduism	8.33%	8.70%	7.14%	-	1.43%	2.04%	3.92%
	Islam	-	-	7.14%	-	0.86%	0.89%	1.49%
	Judaism	-	-	-	-	0.14%	0.13%	0.41%
	Jainism	-	-	-	-	0.14%	0.13%	0.39%
	Sikh	-	2.17%	-	-	0.29%	0.38%	0.55%
	Buddhism	-	-	-	7.69%	1.43%	1.40%	0.16%
	Zoroastrian	-	2.17%	-	-	3.15%	2.94%	0.02%
	Other	75.00%	71.74%	78.57%	61.54%	83.67%	82.38%	1.00%
	No Religion/ Atheist	16.67%	15.22%	7.14%	30.77%	8.88%	9.71%	3.58%
Unknown	8.33%	8.70%	7.14%	-	1.43%	2.04%	78.36%	
<b>Sexual Orientation</b>	Heterosexual	16.67%	28.26%	28.57%	38.46%	15.33%	16.73%	18.39%
	Gay Woman/ Lesbian	-	2.17%	-	-	0.43%	0.51%	0.08%
	Gay Man	-	-	-	-	0.14%	0.13%	0.18%
	Bi-sexual	-	-	-	-	0.57%	0.51%	0.22%
	Prefer not to say	-	-	-	-	0.14%	0.13%	0.92%
	Other	83.33%	69.57%	71.43%	61.54%	83.38%	81.99%	0.08%
	Unknown	16.67%	28.26%	28.57%	38.46%	15.33%	16.73%	80.12%
<b>Maternity/ Pregnancy</b>	Yes	-	2.17%	7.14%	-	3.87%	3.70%	4.31%
<b>By Pay band</b>	1	58.33%	4.35%	57.14%	69.23%	35.24%	34.74%	
	2	16.67%	36.96%	21.43%	23.08%	33.52%	33.08%	
	3	25.00%	43.48%	21.43%	7.69%	24.36%	25.16%	
	4	-	13.04%	-	-	4.44%	4.73%	
	5	-	2.17%	-	-	2.44%	2.30%	
	6	58.33%	4.35%	57.14%	69.23%	35.24%	34.74%	

## 4. Directorate Workforce Profiles

### 4.1 Resources & Commercial Directorate

		Resources & Commercial Directorate	Whole Council
		558	4,894
<b>Ethnicity</b>	BAME	44.27%	43.15%
	White	42.29%	49.47%
	Unknown	13.44%	7.38%
<b>Sex</b>	Male	21.68%	22.37%
	Female	78.32%	77.61%
<b>Disability</b>	Yes	3.58%	2.19%
	No	46.06%	54.88%
	Prefer not to say	-	0.16%
	Unknown	50.36%	42.77%
<b>Age</b>	16 to 24	3.76%	4.50%
	25 to 34	17.92%	17.63%
	35 to 44	23.66%	23.01%
	45 to 54	31.36%	29.36%
	55 to 64	19.35%	22.13%
	65+	3.94%	3.35%
<b>Religion or Belief</b>	Christianity	13.98%	10.11%
	Hinduism	6.81%	3.92%
	Islam	3.41%	1.49%
	Judaism	0.18%	0.41%
	Jainism	0.54%	0.39%
	Sikh	2.33%	0.55%
	Buddhism	0.18%	0.16%
	Zoroastrian	-	0.02%
	Other	1.08%	1.00%
	No Religion/ Atheist	8.42%	3.58%
	Unknown	63.08%	78.36%
<b>Sexual Orientation</b>	Heterosexual	27.06%	18.39%
	Gay Woman/ Lesbian	0.18%	0.08%
	Gay Man	0.18%	0.18%
	Bi-sexual	-	0.22%
	Prefer not to say	0.72%	0.92%
	Other	-	0.08%
	Unknown	71.86%	80.12%
<b>Pregnancy/ Maternity</b>	Yes	4.48%	4.31%
	No	95.52%	95.69%

## 4.2 People Services Directorate (including schools)

		<b>People Services Directorate</b>	<b>Whole Council</b>
		3,509	4,894
<b>Ethnicity</b>	BAME	45.00%	43.15%
	White	48.13%	49.47%
	Unknown	6.87%	7.38%
<b>Sex</b>	Male	12.54%	22.37%
	Female	87.46%	77.61%
<b>Disability</b>	Yes	1.54%	2.19%
	No	60.07%	54.88%
	Prefer not to say	0.03%	0.16%
	Unknown	38.36%	42.77%
<b>Age</b>	16 to 24	5.13%	4.50%
	25 to 34	18.87%	17.63%
	35 to 44	23.54%	23.01%
	45 to 54	29.64%	29.36%
	55 to 64	20.29%	22.13%
	65+	2.54%	3.35%
<b>Religion or Belief</b>	Christianity	7.50%	10.11%
	Hinduism	3.16%	3.92%
	Islam	0.74%	1.49%
	Judaism	0.34%	0.41%
	Jainism	0.43%	0.39%
	Sikh	0.23%	0.55%
	Buddhism	0.11%	0.16%
	Zoroastrian	0.03%	0.02%
	Other	0.77%	1.00%
	No Religion/ Atheist	1.91%	3.58%
Unknown	84.78%	78.36%	
<b>Sexual Orientation</b>	Heterosexual	13.48%	18.39%
	Gay Woman/ Lesbian	0.09%	0.08%
	Gay Man	0.06%	0.18%
	Bi-sexual	0.11%	0.22%
	Prefer not to say	0.60%	0.92%
	Other	0.09%	0.08%
	Unknown	85.58%	80.12%
<b>Pregnancy/ Maternity</b>	Yes	4.84%	4.31%
	No	95.16%	95.69%

#### 4.2.1 People Services Directorate (excluding schools)

		People Services Directorate	Whole Council
		2052	4,894
<b>Ethnicity</b>	BAME	42.54%	43.15%
	White	49.07%	49.47%
	Unknown	8.38%	7.38%
<b>Sex</b>	Male	38.55%	22.37%
	Female	61.45%	77.61%
<b>Disability</b>	Yes	4.53%	2.19%
	No	44.25%	54.88%
	Prefer not to say	0.34%	0.16%
	Unknown	50.88%	42.77%
<b>Age</b>	16 to 24	2.68%	4.50%
	25 to 34	13.89%	17.63%
	35 to 44	21.83%	23.01%
	45 to 54	29.29%	29.36%
	55 to 64	26.85%	22.13%
	65+	5.46%	3.35%
<b>Religion or Belief</b>	Christianity	18.52%	10.11%
	Hinduism	5.95%	3.92%
	Islam	3.02%	1.49%
	Judaism	0.68%	0.41%
	Jainism	0.49%	0.39%
	Sikh	1.02%	0.55%
	Buddhism	0.24%	0.16%
	Zoroastrian	-	0.02%
	Other	1.85%	1.00%
	No Religion/ Atheist	7.60%	3.58%
Unknown	60.62%	78.36%	
<b>Sexual Orientation</b>	Heterosexual	33.87%	18.39%
	Gay Woman/ Lesbian	0.15%	0.08%
	Gay Man	0.44%	0.18%
	Bi-sexual	0.49%	0.22%
	Prefer not to say	1.46%	0.92%
	Other	0.05%	0.08%
	Unknown	63.55%	80.12%
<b>Pregnancy/ Maternity</b>	Yes	3.80%	4.31%
	No	96.20%	95.69%

### 4.3 Community Directorate

		<b>Community Directorate</b>	<b>Whole Council</b>
		781	4,894
<b>Ethnicity</b>	BAME	35.21%	43.15%
	White	59.54%	49.47%
	Unknown	5.25%	7.38%
<b>Sex</b>	Male	65.17%	22.37%
	Female	34.83%	77.61%
<b>Disability</b>	Yes	4.10%	2.19%
	No	37.39%	54.88%
	Prefer not to say	0.77%	0.16%
	Unknown	57.75%	42.77%
<b>Age</b>	16 to 24	2.30%	4.50%
	25 to 34	11.01%	17.63%
	35 to 44	18.95%	23.01%
	45 to 54	27.91%	29.36%
	55 to 64	32.65%	22.13%
	65+	7.17%	3.35%
<b>Religion or Belief</b>	Christianity	18.44%	10.11%
	Hinduism	5.38%	3.92%
	Islam	3.33%	1.49%
	Judaism	0.77%	0.41%
	Jainism	0.13%	0.39%
	Sikh	0.64%	0.55%
	Buddhism	0.38%	0.16%
	Zoroastrian	-	0.02%
	Other	1.92%	1.00%
	No Religion/ Atheist	7.17%	3.58%
	Unknown	61.84%	78.36%
<b>Sexual Orientation</b>	Heterosexual	33.16%	18.39%
	Gay Woman/ Lesbian	-	0.08%
	Gay Man	0.51%	0.18%
	Bi-sexual	0.77%	0.22%
	Prefer not to say	2.30%	0.92%
	Other	0.13%	0.08%
	Unknown	63.12%	80.12%
<b>Pregnancy/ Maternity</b>	Yes	1.66%	4.31%
	No	98.34%	95.69%



### 3.4 Regeneration

		Regeneration and Planning	Whole Council
		63	4,894
<b>Ethnicity</b>	BAME	34.92%	43.15%
	White	57.14%	49.47%
	Unknown	7.94%	7.38%
<b>Sex</b>	Male	39.68%	22.37%
	Female	60.32%	77.61%
<b>Disability</b>	Yes	3.17%	2.19%
	No	53.97%	54.88%
	Prefer not to say	1.59%	0.16%
	Unknown	41.27%	42.77%
<b>Age</b>	16 to 24	1.59%	4.50%
	25 to 34	23.81%	17.63%
	35 to 44	34.92%	23.01%
	45 to 54	19.05%	29.36%
	55 to 64	20.63%	22.13%
	65+	-	3.35%
<b>Religion or Belief</b>	Christianity	19.05%	10.11%
	Hinduism	4.76%	3.92%
	Islam	3.17%	1.49%
	Judaism	1.59%	0.41%
	Jainism	-	0.39%
	Sikh	1.59%	0.55%
	Buddhism	-	0.16%
	Zoroastrian	-	0.02%
	Other	1.59%	1.00%
	No Religion/ Atheist	7.94%	3.58%
	Unknown	60.32%	78.36%
<b>Sexual Orientation</b>	Heterosexual	30.16%	18.39%
	Gay Woman/ Lesbian	-	0.08%
	Gay Man	3.17%	0.18%
	Bi-sexual	1.59%	0.22%
	Prefer not to say	4.76%	0.92%
	Other	-	0.08%
	Unknown	60.32%	80.12%
<b>Pregnancy/ Maternity</b>	Yes	4.76%	4.31%
	No	95.24%	95.69%

## 2016/17 Paybands

Payband	Salary in £s	Broadly equivalent to and will include
Band 1	Up to 19,374	G1 to G3
Band 2	19,375 - 31,371	G4 to G8
Band 3	31,372 - 42,951	G9 to G11
Band 4	42,952 - 61,992	MG1 – MG3
Band 5	61,993 - 95,880	MG4 and D1
Band 6	95,881 and above	D2 and above

*G grades - Harrow pay spine*

**EMPLOYEES' CONSULTATIVE FORUM: Date TBA**

**EMPLOYEES' SIDE REPORT ON: Non- Compliance of Statutory responsibilities, failure to engage in the Environment & Communities Directorate**

**SUMMARY AND DECISION REQUESTED**

UNISON requests that the embarrassing current situation ceases immediately and that both senior staff and elected members act reasonably and enacts consequences for these failings rather than adopt the known 'Ostrich Syndrome' of hiding, ignoring or deliberately blaming lower paid staff for service failure.

UNISON need not remind you of your elected and contractual obligations as public servants to use the policies and procedures of this organisation to remove unnecessary cost element and support what the residents want i.e. support services at the frontline not high cost back office functions. This resolution is not only common sense but in the business world is described simply as basic business acumen.

**CHRONOLOGY:**

DATE	ACTION	
24/06/2011	Email from Jon Turner to HR & Unison	APPX 1 page 5-6
11/01/2012	Letter to Jon Turner from Gary Martin (DAW Procedures- ACAS Meeting)	APPX2 page 7-8
	DJC Terms of Reference	APPX3 page 9-11
	Harrow Council Payment of Market Supplement Policy	APPX4 page 12-13
	Harrow Council Change Management & Organisational Review Procedures	AAPX5 page14-21
	Harrow Council Change Management & Organisational Review Guidance	AAPX6 page 22-49
	Harrow Council Change Management & Organisational Review Policy	AAPX7 page 50-55
	Max Caller Report	AAPX8 page 56-68
16/08/2017	Letter to Michael Lockwood from Gary Martin ( <b>Unison's response to the Max Caller Report</b> )	APPX9 page 69-72
21/08/2017	Letter to David Robertson from Davis Searles ( <b>Employment recruitment MG1 Roles</b> )	APPX10 page 73-74
	MG1 & MG3 Role Profiles	APPX11 page75-88
23/08/2017	Letter to Simon Baxter from Davis Searles ( <b>Assistant Manager Post recruitment</b> )	APPX12 page 89
	Insert of the Code of Conduct	APPX13 page 100-101

21/08/2017 to 24/08/2017	Various email's to and from David Robertson and Unison	APPX14 page 102-104
18/09/2017	Letter to David Robertson from Davis Searles ( <b>Assistant Manager-CA Site</b> )	APPX15 page 105
	2x LVG Shortage Statements	APPX16 page 106-111
	Insurance Claims, Waste Services	APPX17 page 112-115
27/09/2017	Email from Pertemps to Gary Martin	APPX18 page 116-117
25/09/2017	Email from ? to David Robertson	APPX19 page 118
08/09/2017 to 26/09/2017	Various emails to and from Senior Management and Unison	APPX20 page 119-122
26/09/2017	Email to Cllr Ramchandani from Unison	APPX21 page 123

## REPORT

UNISON's ECF report relates to a cacophony of failures by the operational element of the Community and Environment Directorate, resulting in failure to comply with the agreed consultation framework of the London Borough of Harrow, and the other is a direct report to elected members of section 2.3 of the Councils Code of Conduct (Service Failure).

The first issue relates to a failure to enact a special DJC to discuss failures to respond to Trade Union letters in the agreed timeframe and an escalating cost attributed to the employment structure, without due regard for service delivery. This failure also extends to the Chief Executive whom has not responded to an invite to convene a Special DJC meeting in the absence of the Community Directorate Corporate Director and the vacancy in this area.

The issues that have been ignored are in respect of individual employees within the Community Directorate whom have been knowingly displaced from their previous roles yet; however, these individuals have not been afforded redeployment status under section 139 of the Employment Rights Act 1996, or more commonly known as the Redundancy Act 1996. This breach is not only a breach of the Council's contractual Managing Change Policy but a Breach of statute law. This is a flagrant disregard for compliance with statute that we cannot condone or tolerate any further.

The above paragraph also represents a breach of section 188 (4) TULRCA, a requirement to undertake meaningful consultation. If consultation was meaningful then we would have to ask the senior officers why the law pertaining to redeployment has not been strictly adhered too as referred above. Despite our attempts, this and many of the issues referenced have simply not been answered.

It is now common knowledge that those appointed to meet the Council's reduced budgets are failing dismally and that Harrow again pays extremely handsome remuneration packages for delegators who consistently make

excuses for the stagnant situation we find ourselves in at present. The "captains of industry" expectations and so-called innovators of service delivery are sadly more akin to captaining the maiden voyage of the SS Titanic, nothing more.

In regard to the restructure, UNISON has now witnessed a change to the original structure without consultation or any reasonable justification for the ultra vires actions of the newly appointed MG3 post holder and Head of Operations. This action has resulted in the removal of possible redeployment opportunities for our members, once again breaching the Council's statutory obligations in this regard.

Secondly, this issue relates to section 2.3 of the Council's code of conduct regarding service failure. To demonstrate, and to look at this issue in its entirety, there are currently 30-40% agency workers employed in the Operational Environment service area within the Community Directorate. This situation and reliance on agency staff by the Administration and responsible Director of the service area has contributed dramatically to an increase in cost to an already overstretched budget. Notwithstanding the massive increase financially, the use of agency staff has impacted complaints and overall service delivery for the residents of Harrow. This was previously identified as a major problem 17 years ago in the year 2000 within a Council Best Value report. Under the section headed "terms and conditions", it described the Waste Service as well below the national terms and conditions and heavily reliant on agency staff to operate and was a situation that existed until 2004.

It is apparent that this historical situation has now re-emerged with a 45% drop in LGV drivers across Europe and the UK, and with salaries below industry standard, is it no wonder that Harrow Council are now facing a crisis point with senior officers consistently failing to address the problem. Unfortunately, what UNISON has seen is a determined drive and desire by the Administration to enact market supplements to most of its senior managers, tantamount to another misuse of public monies which is clearly contributing to the severe budgetary pressures rather than concentrate on their election promises relating to frontline services delivered by public and in-house staff.

The elected members also have to take some responsibility in this shambolic situation and concentrate on what the residents of Harrow actually require and for the vast majority of residents they rely on their bins being emptied, grass verges and open spaces cut, and their streets swept. However, it is more than apparent to this union that the elected members and senior officers seem intent to promote and support a high density management structure and elevations of pay for those who consistently fail to deliver. For example, one elected member has attacked through stealth the Waste Service staff terms and conditions (Task and Finish- collective agreement) but is silent on the high end salary earners that fail time and again to deliver the minimal services to Harrow's tax paying residents. To further illustrate the unfair and undue attention devoted to low paid members of staff in comparison to senior officers, no degree of scrutiny is cast or concentrated on the non-visual elements of the Council's structure that cost in excess of £1.7million a year.

It has come to the attention of UNISON that sadly a market test exercise of these services is in the pipeline rather than officers face up to problems that they have actively (or inactively) contributed to. However, it seems that senior officers and elected members are totally tacit complicit and wholly responsible of this current situation. This is supported by the very fact that no senior officer or elected member can actually identify a dismissal at a senior level or even remember when this occurred. Maybe it is time that all senior staff and elected members stopped supporting and promoting golden handshake payments for failures and delegators and addresses the issues rather than bury their head in the sand.

UNISON is tired of highly paid people being employed on either a permanent or temporary basis delivering minimal if no output and failing consistently to achieve. Submissions of childlike reports and correspondence from highly paid consultants recently is embarrassing and insulting to the average person and other interested parties seeking to change things for the better. For example, UNISON found the large scripted and juvenile report on Environmental Services bereft of evidence to draw conclusions, factually inaccurate and simply not worth the paper it was written on- all of this at the taxpayers' expense and to the detriment of our members. UNISON states enough is enough.

Sadly, the apparent Harrow Council gravy train continues unabated with the introduction of another highly paid person to lead the directorate with no environmental experience from Copland; Copland being a remote wilderness expanse without the diversity, population mass and challenges facing a diverse London borough such as Harrow. Judging by previous appointments the future does not bode well.

**AUTHOR: Harrow UNISON LG Branch**

**CONTACT DETAILS:**

*Harrow L.G. Branch*

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Gary Martin

APPX 1

**From:** Jon Turner <Jon.Turner@harrow.gov.uk>  
**Sent:** 24 June 2011 10:54  
**To:** Henicka UDDIN; Gary Martin; Lesley Clarke; Marion Afoakwa; John Noblemunn <j.noblemunn@unison.co.uk.cjsm.net>  
**Subject:** RE: ACAS Outcomes - Draft joint statement

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Dear all,

I've picked up Gary's amendment in the revised draft below, which subject to any further comments I will circulate to senior managers next week.

'Officers from UNISON and Harrow's Human Resources met with ACAS last week to explore opportunities to improve the Council's consultation processes. Discussions were positive as all parties recognised the importance of compliance with council procedures and employment practices and, using examples of where consultation had gone well and not so well, good progress was made in identifying changes that should assist us in future consultation processes.'

Many thanks for your feedback  
Regards  
Jon

>>> Gary Martin <g.martin@harrow-unison.org.uk> 22/06/2011 09:29 >>>

Dear Jon,

Can you please include the point regarding compliance with council procedures and employment practices, other than that I am agreeable to the statement.

Regards  
Gary

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

**From:** Jon Turner [mailto:Jon.Turner@harrow.gov.uk]  
**Sent:** 21 June 2011 13:50  
**To:** Henicka UDDIN; Gary Martin; Lesley Clarke; Marion Afoakwa; John Noblemunn  
**Subject:** ACAS Outcomes - Draft joint statement

Dear all,

As agreed, I've drafted a short statement below. Please let me have any comments/amendments:

Officers from UNISON and Harrow's Human Resources met with ACAS yesterday to explore opportunities to improve the Council's consultation processes. Discussions were positive and using examples of where consultation had gone well and not so well, good progress was made in identifying changes that should assist us in future consultation processes.

Regards  
Jon

Jon Turner  
Divisional Director  
Human Resources, Development and Shared Services

Tel: 020 8424 1225

\*\*\*\*\*

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APPX 2  
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Branch Secretary: Gary Martin

Jon Turner  
Divisional Director HRD  
3<sup>rd</sup> Floor Civic 1  
Civic Centre  
Harrow  
Middlesex

11<sup>th</sup> January 2012

Dear Jon,

**Re D@W Procedures-ACAS meeting**

Thank you for your response to my initial letter dated 5<sup>th</sup> January 2012 regarding the above entitled concerns. This Branch accepts part of your response relating to the commitment and assurances given, to both Unison and the ACAS officer. It is however a concern that your dissemination has not been accepted by a proportion of the Management team in Harrow.

In regards to your justification relating to the Employment Tribunals we question the contradictory statement within the response. I directly refer to the numbers provided which seem to suggest that the council has entered into COT 3 agreements therefore the numbers fail to equate to a possible and unnecessary cost to the authority. This I believe to be a fair assumption based on the limited information provided in your response.

Also you fail to identify within your response that a CA is actually a payment made to settle a dispute between an employee and their employer again a probable and unnecessary cost to the tax paying public. I therefore request how many COT3 agreement have been made prior to the number of hearings identified in your response and the total figure(cost) of these agreements as well as the total number of CA agreements and total cost against the public purse for the period 2010/2011. Plus of course the legal cost incurred by Harrow Council.

This request would clearly identify whether the council D@W procedures which are disputed by Unison in relation to outcomes totally justifies whether the process is actually fair. As you will fully appreciate I have unfortunately been involved in the most perverse decision delivered by the council.

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



Yours sincerely



Gary Martin  
Branch Secretary  
Harrow Unison LG

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

## HARROW COUNCIL

### CONSTITUTION OF THE DIRECTORATE JOINT COMMITTEE (DJC)

Agreed: CJC 16 July 2015

Applicable to: All employees

#### 1. AIMS

To communicate, negotiate and consult between management and workforce 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 local issues.

2.2. The Committee shall not consider issues, which fall under the scope of existing procedures. Health and safety matters should be raised at the relevant Safety Group. If there is no Safety Group established within the Directorate, the DJC shall consider safety matters.

2.3. The Committee shall not consider other than in general terms corporate issues or items which would change Council policy or items affecting employees in more than one Directorate. Such items should be referred in the first instance to the Employee Relations Manager.

#### 3. MEMBERSHIP

##### Ex Officio

Corporate Director or delegated officers  
Local trade unions' representatives

Directors, Corporate Directors  
Trade Union Branch Secretaries  
or their representatives  
Trade Union Regional Officials

A representative from Human Resources may attend, on request.

Management and staff from the Service Area concerned in a particular issue may be co-opted and present for the particular items in which they are involved.

PAGE 9.

#### **4. MEETINGS**

- 4.1. Meetings of the Committee should take place at least once a quarter and should be held during working hours.
- 4.2. Sub Committees can be established as appropriate.
- 4.3 An emergency meeting may be called by either side.

The meeting should be convened within 7 working days.

A quorum for the meeting will consist:-

- 2 Trade Union Branch Secretaries or their Representatives
- 2 Management Representatives

One of the Management Representative will be the Director or his/her nominee.

#### **5. AGENDA AND MINUTES**

- 5.1 Items for inclusion on the agenda, from either side, normally should be sent in writing to the Director (or nominated officer) at least 72 hours in advance of the meeting, and should set out the nature of the issue and include any background matters.
- 5.2. Minutes of the meeting should be taken and draft minutes circulated to the Branch Secretaries (or their representative) for agreement within 3 weeks of the meeting. These minutes must include any decision reached and should be agreed at the following meeting.

#### **6. DECISIONS OF THE COMMITTEE**

- 6.1. In the event of a failure to agree on an issue, either side may refer the matter to the Employment sub-group of the Employees Consultative Forum.
- 6.2. If an issue is in dispute it is agreed that action will not be taken by management to implement changes and action will not be taken by Trade Unions to disrupt normal working whilst these local procedures are being applied. Once a decision has been made under 6.1 above, by the Employment sub-group of the Employee Consultative Forum as appropriate, the status quo provision ceases to apply, unless both parties agree to its continuation.

#### **7. TRADE UNION FACILITIES**

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

## 8. GENERAL PRINCIPLES

The above constitution has been designed as a basic minimum framework. Each Directorate committee is free to expand upon any of the above headings in order to meet local structures and circumstances.

## HARROW SCHEME FOR PAY AND CONDITIONS OF SERVICE

SUBJECT	Payment of Market Supplements	
SECTIONS	Employment Benefits	REF: 106
SOURCE AND DATE	Corporate Joint Committee 26 <sup>th</sup> September 2003	
APPLICABLE TO	All Employees (excluding schools employees)	

## 1. POLICY

The Council is committed to ensuring that pay and conditions of service are determined in a fair and equitable way for all staff. However, the Council recognises that fluctuations in the labour market may result in periodic problems in recruiting and/or retaining staff in specific jobs or work areas. In such circumstances the Council may consider payment of a 'market supplement' subject to the following criteria and process:

### Advice to Governing Bodies

This policy is strongly recommended for formal adoption by school governing bodies following consultation with their staff. Where the procedure makes reference to manager or supervisor, in schools, this will be a senior Teacher or Headteacher.

## 2. CRITERIA FOR PAYMENT OF MARKET SUPPLEMENTS

To demonstrate that payment of a market supplement may be objectively justified it is recommended that the following criteria be met:

- Evidence that the pay rates being offered by the Council are significantly lower than the market rate.
- Evidence that significant efforts to recruit relevant employees have been consistently unsuccessful in attracting suitable applicants
- Evidence of consistently higher than average turnover amongst relevant employees
- Documented and recognised evidence of national or regional problems in recruiting or retaining the relevant employees.

Evidence to meet at least 3 of the above criteria will normally be required to justify offering a market supplement.

Heads of Service will be responsible for obtaining relevant member approval and identifying the specific budgets to which market supplements will be charged and ensuring expenditure is contained within existing budgets.

### **3. CONDITIONS RELATING TO PAYMENT OF MARKET SUPPLEMENTS**

The value of any market supplement will be determined through analysis of the relevant labour market and comparative pay rates (see 2 above).

Contracts of employment for employees offered a market supplement will specify the terms under which the supplement will be payable and that, subject to relevant notice, the supplement may be varied or removed at the Council's discretion.

Payment of a market supplement will be subject to regular review (minimum annual) and the value of a supplement may vary in accordance with fluctuations in the labour market.

Market supplement payments will be subject to pension payments.

### **4. CONSULTATION**

The decision to offer a market supplement will be subject to consultation with the Chief Personnel Officer.

The Head of Service will consult with the relevant Trade Unions prior to offering a market supplement.

### **5. ADVICE**

Managers should seek advice and guidance from their Departmental Personnel Managers when considering payment of a market supplement.

## Harrow Council

### Change Management and Organisational Review Procedures

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

#### 1.0 Introduction

1.1 The Change Management and Organisational Review procedure will apply where there is a need to reconsider the structure of the organisation and to make appropriate changes and where this will involve changes of role for employees and changes in organisational structure. It may also result in the reduction of certain types of posts and the creation of new posts, which more closely meet the needs of the new organisation or service area.

1.2 In any organisational review where redundancies are possible, there are a range of measures which the Council can consider as alternatives to reducing the numbers of employees required. These alternatives will be considered as early as possible and at each stage of the process as appropriate. They include:-

- Phasing-in the reduction through natural wastage e.g. early retirement
- Reducing the use of agency staff
- Not extending fixed term contracts (in compliance with Less Favourable Treatment Regulations)
- Discontinuing any secondments
- Limiting recruitment i.e. not recruiting to vacancies as they arise
- Reducing overtime
- Considering alternative working arrangements e.g. part-time, job sharing
- Seeking voluntary reduction in hours
- Transferring staff to other jobs
- Seeking volunteers for redundancy
- Considering 'bumped' or "transferred redundancies, where an individual facing redundancy is transferred to another individual's job and as a result the latter individual is at risk of redundancy



- Redeployment elsewhere in the Council
- Any other alternatives proposed by the relevant Trade Union

1.3 Redundancy is defined by section 139 of the Employment Rights Act 1996 as a dismissal which is wholly or mainly due to the fact that:

The employer has ceased, or intends to cease to carry on the business for the purposes for which the employee was employed, or carry on the business in the place where the employee was so employed or

The requirements of the business for employees:

- To carry out work of a particular kind or
- To carry out work of a particular kind in a place where they were so employed, have ceased or diminished or are expected to cease or diminish

For the purposes of trade union consultation rights only, a redundancy is defined as a “dismissal for reasons not related to the individual concerned or for a number of reasons all of which are not so related”.

Employment legislation determines that the expiry of a fixed term contract (of any length) is a dismissal and the reason for the dismissal may be defined as redundancy. Hence there will be a need to consult with the individual at the expiry of a fixed term contract.

## 2.0 Purpose

2.1 The purpose of the procedure is to set out the process for managing organisational change and to achieve a smooth transition of the changes for employees which retains the best knowledge, skills and experience necessary using fair, objective and transparent selection processes.

2.2 This procedure applies where there is a need to review the structure of the organisation or service area and to make appropriate changes which involves changes in roles and organisational structure.

## 3.0 Consultation

3.1 Early and meaningful consultation with affected employees and their recognised trade union representatives before detailed proposals are developed will provide opportunities to influence the final outcome of the review, whilst recognising the contribution employees can make and helping alleviate any anxieties and concerns about job security.

## Trade Union

- 3.2 Written proposals for change will be discussed in good time and at the earliest opportunity with the relevant trade unions before formal consultation commences. These discussions will be treated as confidential by the Trade Unions until the responsible manager agrees that information can be shared.
- 3.3 The trade union representative and responsible manager will discuss the impact on employees that may arise out of the proposed changes and the frequency and duration of meetings. This will include details for the proposed changes, affected staff, timescales, selection processes, redeployment, potential means of avoiding or minimising redundancies e.g. voluntary redundancies and support for employees. Managers should also agree how both parties will maintain contact with each other during the changes.
- 3.4 Written records must be kept of meetings. Discussions and formal consultation will typically take place at Consultation Group (specifically set up to meet project requirements), Departmental Joint Committee, Corporate Joint Committee, Employee Consultative Forum meetings, meeting with departmental senior manager or nominee etc.
- 3.5 A typical agenda for the initial meeting could include:
- Details of proposed change
  - Details of affected staff
  - Timescales
  - Selection processes if any
  - Redeployment
  - Communication
  - Arrangements for ongoing contact
  - Implications for conditions of service
  - Support for employees through process
- 3.6 Proper consideration will be given to counter proposals put forward. This does not mean that employees' views always have to be acted on since there may be sound practical, business or financial reasons for not doing so. However, whenever employees' views are not accepted the reasons for doing so will be carefully explained in writing.

## Formal / statutory consultation

- 3.7 Following initial consultation detailed proposals will be developed, and any amendments made. Formal consultations will then follow and will include:
- The reasons for the proposals
  - The numbers and descriptions of employees who may be made redundant

- The proposed method of selecting employees who may be dismissed
- How dismissals will be carried out and the period over which they will happen
- The proposed method of calculating redundancy payments
- Ways of avoiding or reducing the number of employees to be dismissed and ways of mitigating the dismissals.

3.8 To ensure employee representatives can play a useful part in the consultation process over proposed redundancies the responsible manager must also provide information relating to the number of agency workers including interims who may be employed in the affected organisation or service area.

3.9 When undertaking statutory consultation on reorganisations that may lead to 20 or more redundancies, there are **specific statutory time limits** for commencing consultation that must be followed. These time limits relate to the Council and not to departments, and so care should be taken to ensure that the Council monitors the numbers, which might be affected at any time and commences consultation at the appropriate time. Consultation should begin at the earliest opportunity but in any event no later than:-

<b>No. Of employees affected</b>	<b>Commencement of consultation</b>
20-99 employees	30 days before the first dismissal occurs
More than 100 employees	45 days before the first dismissal occurs

3.10 There are no statutory provisions for consultation on reorganisations that may lead to redundancies of between 1-19 employees. However, as a matter of good practice, employees and trade unions should always be consulted on any such proposals as soon as possible.

3.11 During the consultation period employees affected should have the opportunity to discuss the proposals on a one to one basis in a meaningful way with the aim of helping them to understand how they may be affected by the proposed changes. Meaningful consultation allows employees and trade union representatives to understand and discuss potential changes before proposals are developed. All questions from employees should be carefully considered and responded to. At the end of the consultation period any agreed changes to the proposals should be made and where necessary role profiles updated and evaluated.

#### 4.0 SELECTION PROCESS

##### Introduction

4.1 Change Management will apply where there is a need to reconsider the structure of the organisation and to make appropriate changes and where this will involve changes of role for employees and changes in organisational

structure. It may also result in the reduction of certain types of posts and the creation of new posts which more closely meet the needs of the new organisation.

The following procedures have been drawn up after discussions with the trade unions and aim to ensure:

- A fair selection process
- A smooth transition to a revised structure and
- The best use of individual's skills and experiences in line with the new structure

### Scope

- 4.2 This procedure will apply to all permanent and fixed term employees of the council.
- 4.3 In determining eligibility for assimilated, ring fenced or posts open for competitive selection, the determining factor will be the substantive post of the employee. This includes secondments, acting up and any other fixed term arrangements.

### Job Matching

- 4.4 Role profiles will be produced and evaluated for all new posts. They will then be used for job matching in a fair, open and transparent way. For this purpose the up to date role profile of all affected employees for their substantive post will be used, except where employees have been on a secondment or have been acting up into a higher grade post for more than a year, when the role profile for their seconded role, will be the one used for job matching.
- 4.5 Where an individual's duties have changed significantly over the years and the role profile has not been updated or where a group of individuals have a generic role profile, the individuals concerned should be asked to update their job description to reflect their current role and in agreement with their line manager. Consideration should be given as to whether the updated role profile should be re-evaluated and before the appointments process is implemented and at an early stage of the consultation.
- 4.6 Once job matching is complete the outcome and associated documentation i.e. job descriptions/role profiles will be provided to the relevant trade unions at the appropriate forum.

### Assimilation

- 4.7 Assimilation through job matching will be the basis for the selection process. Wherever possible, individuals will be assimilated into posts in the new

structure without the need to go through a selection process. Employees will be assimilated where the duties of their current role and duties of the proposed role in the new structure is broadly similar, and where there is no other employee who has a claim on the role, and there are the same or more posts in the new structure.

### Ring Fencing

4.8 Ring fencing should affect the least number of people and will mostly, in the main, only be drawn around directly affected employees. Details of the proposed ring fencing arrangements will be subject to consultation with the trade unions.

4.9 Ring fencing applies when-:

- The old roles are not 'broadly similar' to those in the new structure
- There is a reduction in the number of roles
- New roles are introduced
- Where all the roles of a particular type in the old structure are deleted or a combination of the above

4.10 Where there are more employees within the ring fence than jobs in the new structure then selection will be made through open competition.

4.11 Where a proposed new structure is comprised of a range of differently graded roles, the affected staff will be required to express a preference for a particular role although they will be invited to apply for one or more of the new posts including higher graded roles. Appointments to higher graded posts will be made through open competition.

4.12 Where a ring fenced employee does not express a preference or does not apply for a role, the Council reserves the right to consider and offer them a suitable alternative role within the new structure using all objective information available to them. Failure to accept a reasonable offer of suitable alternative employment will normally affect that individual's entitlement to a redundancy payment.

### Open competitive selection

4.13 Any posts in the new structure which are not filled by assimilation or ring fencing will be made available to individuals within the service area, enabling further opportunities and career development. These posts will not be open to redeployees outside the service area at this stage. The competitive process will be undertaken in accordance with the Council's Recruitment and Selection Policy and Procedure. Any posts that are not filled by individuals within the service area by the end of this process will be advertised internally to employees in the redeployment pool, and other internal candidates

including agency workers. If no appointment is made the positions will be advertised externally.

## **5.0 Employees on maternity leave, adoption leave, additional paternity leave or shared parental leave**

5.1 In accordance with relevant legislation, an employee on maternity leave who is to be made redundant must be offered any suitable alternative vacancy available in preference to other employees. The Council is under a statutory obligation to offer an employee on maternity leave any suitable alternative vacancy that exists with it, with its successor or with an associated employer. The offer must be made before she is dismissed and must be for work that is both suitable in relation to the employee and appropriate for her to do in the circumstances. This means that if a vacancy that is suitable for the employee exists she must be offered it even if this means that she is treated more favourably than her colleagues who are also at risk of redundancy. This is the case even if the other employees are better qualified for the position than she is. Managers must seek HR advice where this provision applies

5.2 Employees on adoption leave, additional paternity leave or shared parental leave have the same right as those on maternity leave to be offered any suitable alternative vacancy. If there is more than one employee on maternity, adoption, additional paternity or shared parental leave for whom a vacancy would be suitable, each of those employees has an equal entitlement to be offered the vacancy. The manager should use a fair selection process to decide to which employee it will offer the vacancy.

## **6.0 Measures to avoid redundancies**

6.1 Employees will be displaced when they are not allocated to a role in the new structure following assimilation, ring fencing, open competition or redeployment at will be at risk of redundancy.

6.2 The Council will seek to redeploy at risk employees wherever possible as a means to avoid redundancies.

## **7.0 Redundancy and redundancy pay**

7.1 Where an employee is displaced and has not been successful in open competition, assimilation, ring fencing or the redeployment process the manager will notify the individual in writing of termination of their employment and offer to meet with them to discuss the decision. The employee will receive at least 5 days statutory notice of the meeting and will have the right to be accompanied by their Trade Union representative or a fellow work colleague. At the meeting the reasons for the decision should be discussed. After the

meeting the employee must be notified of the decision in writing and informed of their right to appeal and who to address their appeal to.

### **Appeals against redundancy**

7.2 Any appeal must be registered in writing within 5 working days of receiving the notification of the decision and addressed to the relevant senior manager not directly involved in the process. Appeals received after this timescale will only be considered in exceptional circumstances. The employee should then be invited to an appeal meeting. The individual is entitled to be accompanied by their Trade Union representative or a fellow work colleague. The appeal will be heard by a senior manager. The meeting will determine if the reason for the dismissal was fair. After the meeting the manager will inform the employee of the final decision in writing.

### **8.0 Monitoring and Evaluating Organisational Change**

8.1 The responsible manager (or nominated officer) will monitor the impact of any reorganisation, both to ensure its effectiveness and that the process has been carried out in a fair and equitable manner. In particular it will be monitored to ensure that it does not impact adversely or disproportionately on any protected characteristic group based on their age, gender, race, sexuality, religious belief or disability.

8.2 All information on assimilation, appointment through the ring-fence, redeployment, voluntary and compulsory redundancy will be collected and analysed by age, gender, ethnicity, sexual orientation, religious belief or disability. If any disproportionate or adverse impact is identified the Director of HR and OD will investigate and put forward proposals for remedying this as appropriate. Monitoring information will be made available to the trade unions.

## Change Management and Organisational Review Guidance

Change Management will apply where there is a need to reconsider the structure of the organisation and to make appropriate changes and where this will involve changes of role for employees and changes in organisational structure. It may also result in the reduction of certain types of posts and the creation of new posts, which more closely meet the needs of the new organisation

### 1. Trade Union Consultation Arrangements

#### 1.1. Potential Reorganisation

Proposals for any significant change affecting employees or a group of employees must be discussed in good time, by the department concerned with the relevant Trade Unions. These discussions will normally take place at Departmental Joint Committee (DJC), Special DJC, Corporate Joint Committee (CJC), Employee Consultative Forum (ECF), ECF Sub Group etc and set up specifically for the relevant project.

Where change is cross Council, the Chief Executive or a senior manager nominated by the CEO will lead that project.

Such discussions shall be treated as confidential by the Trade Unions until such time as the senior manager agrees that the information can be shared more widely.

#### 1.2. Consultation Arrangements

The Senior Manager nominated will be the lead person and the main communication channel for the purposes of consultation. The Trade Union will likewise appoint a lead representative.

When there are proposals concerning the way the Council is organised and structured which may affect employees, the relevant Senior Manager will be responsible for ensuring effective consultation with employees and their trade union(s). The Divisional Director of HR or delegate will advise on the necessary consultation processes which should be undertaken, and will also advise and assist, as necessary, on consultation which affects more than one Directorate.

In good time, union representatives of the employees and relevant employee groups should be informed (in writing and wherever possible through meetings) of the scale of the proposed changes. Trade union representatives should be allowed reasonable paid time off to consider the proposals and to meet with the staff affected. Similarly, employees should be allowed reasonable paid time off to attend meetings with their union representatives.

Following the initial discussion, the relevant Trade Union representative and the Senior Manager or Lead Manager will meet to discuss the issues that are likely to arise out of the proposed changes.

A typical agenda for this initial meeting could include:

- Rationale for the change



- Details of proposed change
- Details of affected employees
- Timescales
- Selection processes if any
- Redeployment
- Communication
- Arrangements for on-going contact
- Implications for conditions of service
- Support for employees through process.

- The above are not in order of priority. Future meetings will determine priority order. Many of the items will be standing items.

Both the management and trade union representatives will determine the frequency and duration of the meeting. Each meeting will have a written agenda and a record of the meeting will be kept by the Senior Manager or Lead Manager.

The Senior Manager or Lead Manager should establish an issues log to record any issues in relation to the reorganisation raised by the trade unions and the actions to be/taken by management to address them.

## **2. Informing Employees and Trade Unions of the proposed changes**

Managers are responsible for ensuring that employees are consulted and kept informed of proposals for change, either in writing or through individual or collective meetings. Sufficient detail should be provided to allow them to understand the issues involved, and to ensure they  are aware of the policy and procedures, which affect them. Trade unions should be invited to the initial meetings.

Following early consultation feedback it is recommended that a Consultation Pack is produced and issued to affected employees and trade unions giving any relevant information in relation to the proposals.

### **2.1 Objectives of the Consultation Process**

The purpose of statutory consultation is to ensure that employees and their representatives are involved in meaningful consultation on the potential changes before detailed proposals are developed, including ways of avoiding the dismissals; reducing the numbers to be dismissed; and mitigating the consequences of the dismissals. Managers must undertake consultation with a view to reaching agreement where possible.

It should be recognised that employees may have positive ideas to contribute to the development of the proposals. In any event they will require clarification on specific details of any proposals, as well as information and/or advice on the impact of these proposals on them. Proper consideration should be given to any counter-proposals put forward by employees and the trade unions. These could, for example, include alternative ideas for implementing changes to organisation structures, or for mitigating the impact of change on individuals.

Where, following initial consultation with the relevant employees and trade unions, detailed proposals have been developed or the original proposals amended, employees and the recognised trade unions must again be consulted as early as possible and their views on the new proposals sought.

## 2.2 Consultation Pack

This should include:

- The reasons for the proposals;
- The numbers and descriptions of employees who may be dismissed as redundant;
- The total number of employees of any such descriptions at the establishment in question;
- The proposed method of selecting the employees who may be redundant;
- The proposed method of carrying out the dismissals, including the period over which the dismissals are to take effect;
- The proposed method of calculating the amount of any redundancy payments

Role profile(s) and selection criteria should be produced, in draft, for new posts and for existing posts where there are changes in duties, responsibilities and accountabilities. Affected employees and trade unions will be consulted on the content of the role profiles during the consultation period.

Any comments or alternative proposals from employees and trade unions should be given to the Senior Manager or Lead Manager within the statutory time period (usually 2 to 4 weeks) and a record kept of all comments received. The consultation must be meaningful and this means that the Senior Manager / Lead Manager should carefully consider alternative proposals from employees/unions and provide a clear rationale for agreeing and disagreeing to alternative proposals. Managers must undertake consultation with a view to reaching agreement where possible.

Where written questions are asked during the consultation period manager should gather these and respond to them in writing at key stages during the consultation.

## 2.3 Employees Absent from the Workplace

It is important that all employees are consulted, including those employees who are not members of a trade union. All employees affected whether on maternity or paternity leave, absent due to

sickness, on secondment or otherwise absent, must also be informed and consulted on the proposals. All documentation concerning the restructuring should be sent to any employee who is absent, and if possible individual meetings with them should be arranged.

It should be noted that special conditions apply to any employee who is on maternity or additional paternity leave. Seek advice from HR if in any doubt about the special conditions applicable to staff on maternity leave.

## **2.4 End of Consultation**

The proposed reorganisation should be reviewed following any comments received from affected employees and trade unions during the consultation period. Any amendments to the proposals should be made.

The Divisional/Corporate Director should agree to the final proposals before any implementation takes place.

- The Senior Manager or Lead Manager should inform the affected employees of the outcome of the consultation period in writing (e-mail messages are acceptable, but care must be exercised in order to ensure that all affected employees are notified) and the final changes to the proposals must be explained.

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### 3. Equality Impact Assessment (EqIA)

The Senior Manager or Lead Manager should complete an Equality Impact Assessment (EqIA) at the start of any reorganisation to determine the extent of any differential impact upon relevant groups and in turn whether that impact is adverse, that is whether it has a negative impact on groups or individuals in relation to one or more of the equality categories (gender, disability, sexual orientation, age, sexual orientation and religious belief).

Further advice and guidance on how to complete an Equality Impact Assessment is available from the Council's Corporate Equalities Group. The Senior Manager / Lead Manager should also ensure the development of the Equality Impact Assessment is carried out in conjunction and consultation with the trade unions, other relevant stakeholders and Corporate Equality Group. The Corporate / Directorate Equality Group will review and sign off the Equality Impact Assessment ensuring compliance with the Council's policy and due consideration with the relevant stakeholders.

## **4. Implementation of Organisation Change**

### **4.1. Application and Selection Process**

#### **4.1.1. Role Profiles**

Draft role profiles, job descriptions and selection criteria will be reviewed following completion of the consultation arrangements. Any amendments will be made where necessary. Final versions will be evaluated in accordance with either Hay or GLPC job evaluation scheme, as appropriate.

### **4.2. Appointment Process**

Once the necessary consultation has been initiated, either role profile or job descriptions or selection criteria will be produced for new posts, and for existing posts where there are changes in duties, responsibilities and accountabilities. The trade unions will be consulted on the content of the job descriptions. These will be evaluated in accordance with either Hay or GLPC job evaluation scheme, as appropriate.

#### **4.2.1. Chief Officers**

The Chief Officers' Appointments Panel will make appointments to Chief Officer posts. The council's constitution also sets out the process by which such posts should be filled. Where it is not proposed to make an appointment from among current post holders, the arrangements set out in the constitution will be followed.

Where it is proposed to make an appointment exclusively from current post holders, the stages in these procedures will be followed subject to:

- Job descriptions and selection criteria being agreed by the appointments panel;
- The chief officer's appointment panel will include at least one member of the executive; and
- An offer of employment as a chief officer will only be made where any member of the executive makes no well-founded objections.

#### **4.2.2. 'At risk'**

At the conclusion of the consultation when a management decision has been taken to reduce the number of posts, those employees who are not assimilated into roles in the new structure and are 'at risk' will be notified.

### **4.3. Means of Appointing to Posts in New Structure**

The appropriate manager in the department concerned, or in the case of cross departmental or Chief Officer appointments, the Chief Executive (or nominee) will discuss with the appropriate Trade Unions the method to be used for appointment. In determining eligibility for assimilated, ring fenced or posts for open competition, the determining factor will be the substantive post of the employee and includes secondments, acting up and any fixed term arrangement unless the employee has been working in these latter arrangements for a minimum of one year when the role profile for their seconded/acting up post will be the one used for job matching.

This will be one or more of the following: -

- Assimilation
- Ring Fencing
- Open competition (competitive selection)

Affected employees and trade unions should be notified, in writing advising of the planned structure, the process to be followed and timescales.

#### 4.3.1. Job Matching

Prior to appointing to posts in the new structure, a job matching exercise should be undertaken by management and HR. Job Matching should consider grades and be based on the up to date evaluated job description/role profile of the existing post matched against agreed evaluated posts in the new structure. Job matching should be carried out in a fair, open and transparent manner.

##### 4.3.1.1. Job Matching Process

- Identify the substantive post occupied by the employee
- Identify posts intending to assimilate individual(s) into the new structure
- Establish whether there are other employees with a comparable claim to the post
- Ascertain whether the duties and responsibilities are predominantly the same. This will be done by comparing the nature of the duties of the existing post with the nature of duties of the post in the revised structure. Where job descriptions of the existing post are out of date, this should be re-written and where necessary evaluated to reflect current duties and then the comparison should take place.

The outcome of the matching exercise should be formally discussed with the trade unions at the appropriate consultative forum and all relevant documents i.e. job descriptions/role profiles etc. should be provided to the trade unions as appropriate.

Following the job matching exercise, if the results show that the roles in the existing structure are broadly similar to the ones in the new structure and there are no others with a comparable claim to the post, then assimilation will normally apply. If the results show that the roles are not similar, then assimilation will not apply and ring fencing and/or competitive selection will normally be considered.

#### 4.3.2. Assimilation

This option should be used wherever possible and individuals should be assimilated to posts within the revised structure without the need to go through a selection process. Only in exceptional circumstances should this option not be used.

Assimilation will normally occur where: -

- There is a close or exact match between the new and old post; and

- There is no other employee who has a comparable claim on the post; and
- There are the same number (or more) of such jobs in the old and new structures
- Assimilation will then take place

In the case of Chief Officers, this will be subject to the agreement of the Chief Officers' appointment panel.

If an employee unreasonably refuses to accept the assimilation, this will normally affect entitlement to receive redundancy pay.

#### 4.4. Acting Job Holders or Secondees

Employees who are acting up or seconded into a higher graded post for a period of more than one year, will normally be considered for assimilation into the higher graded post.

- For employees who are acting up or seconded into a higher graded post for a period of less than one year will only be considered for assimilation in relation to their substantive post.

This should be made clear to employees acting up or on secondment at the beginning of the re-organisation process.

#### 4.5. Ring Fencing

The objective when drawing ring fences will be to affect the least number of employees and to minimise the number of ring fences.

Ring fencing arrangements will operate in the following circumstances:

- A reduction in the number of posts e.g. 12 admin posts in old structure and 10 admin posts in new structure.
- Re-organisation of duties and responsibilities so that the jobs in the new structure no longer exactly match the current duties and responsibilities of employees.
- Introduction of new types of jobs.
- Deletion of all jobs of a particular type.
- A combination of any of the above.

##### 4.5.1. Process

- Establish the group of employees affected. Ring fences will, in the main, be drawn around the directly affected employees.
- The ring fence will be determined in the case of Chief Officer posts by the Chief Executive and members of the Chief Officers' Appointments Panel. For other posts, the appropriate senior manager in conjunction will determine it with the Divisional Director for HR (or nominee). These will be separately agreed for each stage of a re-organisation.

- Details of the proposed ring fencing arrangements will be the subject of consultation with the appropriate Trade Unions.
- The scope of the ring fence should ensure fair and equitable treatment of the affected employees.
- Appointments to posts within a ring fence will be made by competitive interview where there are more employees within the ring-fenced group than new jobs in the new structure.
- Where a re-organisation results in posts with a range of grades, e.g., 10 x grade H8 posts become 2 x grade H10, 2 x grade H9 and 6 x grade H8, employees will be required to express a preference for a particular post. If applying for a higher graded post within the ring fence, competitive selection interviews and/or testing will take place.
- Employees within the ring-fenced group will be invited to apply for one or more of the new posts.
- In the event of an employee within the ring-fenced group choosing not to apply for a post, the Council reserves the right to consider the employee for a suitable post within the new structure. In these circumstances the decision will be based on an assessment of that employee's suitability using all objective information available to them. An unreasonable refusal of suitable alternative employment will normally affect the individual's entitlement to receive redundancy payment.

#### 4.5.2. Criteria for Competitive Selection through Ring Fencing

The criteria for selecting employees within the ring fence for appointment must be fair, reasonable and free of age, sex, race, disability, religious belief, nationality, sexual orientation or trade unions membership or activity bias. Selection criteria should be objective, rational, precisely defined and capable of being applied independently.

The competitive interview will be undertaken in accordance with the principles of the council's Recruitment and Selection Procedure. Application forms or a statement in support of their application will be provided, and the selection panel will assess the employee against the selection criteria for the post (or Chief Officer Appointments Panel in the case of Chief Officer appointments).

Where two or more employees all meet the essential requirements for the post, then Overall Work Performance will be taken in to account. The individual's work rate and effectiveness should be judged by formal methods, e.g. performance standards. Where such methods are not in place consideration of an individual's ability – provided it is based on objective evidence, may be used.

#### 4.5.3. Outcome of Interviews

All employees interviewed, as part of the ring fencing process will be notified of the outcome by a pre-determined date, usually within 5 working days.



Applicants who are unsuccessful will have the opportunity to discuss the reasons for this with the chair of the selection panel.

#### **4.6. Redeployment**

Where it is not possible to offer employees a post in the new structure as a result of the ring fencing process, the unsuccessful employees will be considered for re-deployment to other posts within the council.

#### **4.7. Open Competition within Reorganised Area**

Posts will be subject to open competition if: -

- They are deemed to be 'new posts' and are not being filled by assimilation or ring fencing;
- Having followed the ring fencing procedure, it is not possible to make an appointment; or
- There are vacant posts remaining following assimilation.

##### **4.7.1. Process**

- Applications will be sought from all employees within the organisation who are affected by the re-organisation or from the area or department affected.
- Such posts will be advertised internally only within the first instance.
- If no suitable candidates emerge at either the short listing or interview stages following an assessment of applications against the requirements of the selection criteria, then consideration will be given to advertising the post outside of the area being reorganised including externally.
- References, CRB checks and medicals will be completed in the normal way where individuals are appointed to open posts.
- In the event of an employee within the affected group being considered for open competition chooses not to apply for a post considered as suitable alternative employment, this decision will normally affect the individual's entitlement to a redundancy payment.

##### **4.7.1. Criteria for Competitive Selection**

The competitive interview will be undertaken in accordance with the principles of the council's selection procedures. Application forms or a statement in support of their application will be provided, and the selection panel will assess the employee against the selection criteria for the post (or Chief Officer Appointments Panel in the case of Chief Officer appointments).

##### **4.7.2. Outcome of Interviews**

All employees interviewed, as part of the open competition process will be notified of the outcome by a pre-determined date.

Applicants who are unsuccessful will have the opportunity to discuss the reasons for this with the chair of the selection panel.

#### **4.8. Grievance Procedure**

Employees who consider that they have not been treated fairly should contact the senior manager leading the re-organisation, following publication of the information about eligibility for posts. Any concerns raised will be addressed and a reply should be given before appointments are made. Employees may seek advice and support from their Trade Union. If the employee remains dissatisfied, they can pursue the matter under the Grievance procedure.

#### **4.9. Employees on Maternity**

Employees on maternity are afforded special protection by employment legislation, where they are unable to return to their existing post. In such cases, they should not be treated less favourably than other affected employees and must be included in assimilation, ring fencing and competitive selection with colleagues.

In the case of an employee on maternity leave the employer's obligations go further than this. An employee on maternity leave who is to be made redundant must be offered any suitable alternative vacancy available in preference to other employees. The Council is under a statutory obligation to offer an employee on maternity leave any suitable alternative vacancy that exists with it, with its successor or with an associated employer. The offer must be made before she is dismissed and must be for work that is both suitable in relation to the employee and appropriate for her to do in the circumstances. This means that if a vacancy that is suitable for the employee exists she must be offered it even if this means that she is treated more favourably than her colleagues who are also at risk of redundancy. This is the case even if the other employees are better qualified for the position than she is. Managers must seek HR advice where this provision applies.

Employees on adoption leave, additional paternity leave or shared parental leave have the same right as those on maternity leave to be offered any suitable alternative vacancy. If there is more than one employee on maternity, adoption, additional paternity or shared parental leave for whom a vacancy would be suitable, each of those employees has an equal entitlement to be offered the vacancy. The manager should use a fair selection process to decide to which employee it will offer the vacancy.

In the event that an employee in these circumstances is not appointed or unable to return to their former substantive role, they will be given the opportunity to discuss whether there are any other jobs available either in the new structure or elsewhere in the organisation. Other jobs must be on terms and conditions no less favourable than those of their former substantive role.

If it is agreed by the appropriate senior manager in conjunction with the Divisional Director for HR that a suitable post is available, then the employee concerned should be offered preferential status as a redeployee and considered ahead of other redeployees.

The Divisional Director for HR (or nominee) must be consulted prior to any final decision being taken where it appears that no suitable job is available for an employee on maternity/paternity leave.

#### **4.10. Employees with a Disability**

In order to fulfil its obligations under the Equality Act 2010, where an employee with a disability is being considered for assimilation or redeployment to a different job, consideration must be given to any reasonable adjustments that can be made to enable that employee to successfully undertake the new duties. Where necessary, every effort will be made to redeploy disabled employees to suitable alternative posts.

## 5. Chief Officer Appointments

The Chief Officers' Appointments Panel will make appointments to Chief Officer posts. The council's constitution sets out the process by which such posts should be filled. Where it is not proposed to make an appointment from among current post holders, the arrangements set out in the constitution will be followed.

Where it is proposed to make an appointment exclusively from current post holders, the stages in these procedures will be followed subject to:

- Job descriptions and selection criteria being agreed by the appointments panel;
- The Chief Officers' Appointment Panel will include at least one member of the executive; and
- An offer of employment as a chief officer will only be made where any member of the executive makes no well-founded objections.

## **6. Support for Employees**

### **6.1. Introduction**

It is recognised that there will be mixed emotions from employees as they face organisational change. Some employees will embrace it whole heartedly seeing the opportunities it presents, others will be more apprehensive, concerned at its impact on their personal and working lives.

Harrow recognises this and will offer support to employees to mitigate the impact on staff.

### **6.2. Options available to employees**

Harrow recognises that it is important for employees to exercise choice as to the way in which the process may impact upon them.

The choices that are available to employees will vary depending upon their post within the organisation and the way they are affected by the relevant change process.

For some employees, the change will be fundamental in that the current post will not exist in the new structure and they will be faced by one or all of the following: -

- Ring fencing
- Open competition
- Redundancy, and
- Redeployment

For others, the change will be minimal and they will be assimilated smoothly into the new structure.

As well as bringing about a new organisation, Harrow will need to maintain effective and smooth service delivery. This adds an additional dimension to the choices available to employees - to remain within the organisation on an interim basis to ensure the smooth transition to the new organisation.

### **6.3. Employee Support Schemes**

The Council is committed to supporting staff affected by change and/or at risk of redundancy. This may also include managers managing the processes as well as those directly affected.

The Council will put into place support mechanisms for employees undergoing change as appropriate.

When discussing options with individuals the Council will make every effort to match the individual's requirements. However, this will not always be possible and the Council reserves its right to determine whether or not to agree to the employee's requests. Such a decision will be based upon: -

- The need to retain an appropriate balance of skills and experience in the service concerned to ensure that services are maintained and delivered effectively;
- The financial implications of the preference expressed, for example the cost of releasing an individual volunteering for early retirement/redundancy; and
- The availability of suitable alternative employment.

This list is not exhaustive and other factors may be equally relevant.

The Senior Manager / Lead Manager should ensure affected individuals are aware of and have access to the support mechanisms available to them including:

- The Employee Assistance Programme
- Occupational Health
- Trade Unions
- Time during working hours to meet with Trade Union representative
- Time during working hours to meet as a group to provide mutual support, if required
- Paid time to attend meetings, if on career break or maternity leave
- HR
- Meeting with management – one to ones and or group meetings.
- Reasonable time off to look for new employment during notice period – if facing redundancy

The Council may from time to time run a number of courses/workshops relating to redundancy, career change, financial management and early retirement. Outplacement support may also be offered.

Support should be provided to the affected individuals throughout the reorganisation process.

Managers should ensure employees are given time during working hours to meet with their trade union representative or support groups as well as time during working hours to meet as a group to provide mutual support, if required.

Where employees are on maternity leave or on a career break, these employees should be offered paid time to attend any meetings, as part of their keeping in touch days.

Employees facing redundancy are allowed reasonable time off during their notice period to look for new employment or make arrangements for training for future employment, by arrangement with their line manager.

## **7. Measures to Avoid Redundancies**

Where redundancies are possible, the relevant Senior Manager / Lead Manager should discuss with the Divisional Director of HR (or his/her nominee) whether there are other means of reducing requirements for employees, such as:

- Phasing-in the reduction through natural wastage (i.e. not recruiting to vacancies as they arise);
- Reducing the use of agency staff;
- Not extending fixed term contracts after the stated contract end date;
- Discontinuing any secondments;
- Limiting recruitment;
- Reducing overtime;
- Considering alternative working arrangements e.g. part-time, job sharing;
- Seeking voluntary reduction in hours;
- Transferring staff to other jobs;
- Seeking volunteers for redundancy/early retirement;
- Considering 'bumped' redundancies; and
- Redeployment elsewhere in the council

### **7.1. Voluntary Redundancy**

Before commencing steps to identify individual redundancies, the staff group affected by the changes should be consulted and volunteers for redundancy invited.

Pension benefits will be in line with the Council's policy at that time.

Acceptance of volunteers is at the discretion of the Council, which retains the right to determine whether to accept an application for voluntary redundancy.

Such a decision will be based on: -

- The need retain an appropriate balance of skills and experience in the workforce to ensure that services are maintained and delivered effectively;
- The financial implications of releasing an individual. Redundancy/early retirement will only be considered where there is an identifiable saving; and
- The viability of suitable alternative employment.

Discussions on the use of voluntary redundancy/early retirements will take place with the trade unions as part of the consultation process.

Employees whose requests for early retirement or redundancy are not agreed will be given a written explanation of the reason for the refusal.

## 7.2. Move to another Job

The intention of a move to another job is to avoid a redundancy by moving an employee prior to selection for redundancy.

This can only take place where the Council has a contractual right to transfer the employee and where a move could have taken place regardless of whether there is a risk of redundancy. Where there is no contractual right to transfer the employee a move may still take place if both parties agree.

A move to another job will normally be between similar posts of the same grade, where earnings are not affected. Selection criteria will only need to be applied where more than one employee wishes to transfer and more than one employee is affected. However where an employee volunteers to move to a lower grade post, it will be on the terms and conditions of that post with no protection of earnings.

## 7.3. Transferred Redundancy (bumping)

This is where an employee not in the original pool volunteers to be made redundant and their job is given to a potentially redundant employee. There must be a direct connection between the employee who leaves the Council on the grounds of redundancy and the group of directly affected employees. Bumped redundancies can only take place when an overall reduction in the workforce results.

If the potentially redundant employee moves into the post before receiving notice of redundancy, they are not entitled to a four-week trial period.

If the potentially redundant employee has received notice of redundancy they will be entitled to a 4-week trial period. If this is successful full notice will be given to the volunteer who will be entitled to receive a redundancy payment.

## 7.4. Voluntary reduction in hours

The option of a voluntary reduction in hours enables employees to reduce their contractual working hours and receive a lump sum compensation award. This option is only available where a reduction in hours is a practical option; such as to achieve budget reductions. All requests for reduction in hours must be authorised by a Director/Head of Service. The lump sum compensation payment will be calculated as follows:



Hours	Compensation
Reduction in Hours Involving Less than 20% loss of gross pay	<i>No Compensation</i>
Reduction in Hours involving 20 – 40% loss of gross pay	No of weeks on Statutory Redundancy Grid x weekly loss of pay
Reduction in Hours involving more than 40% loss of gross pay	No of weeks on Statutory Redundancy Grid x weekly loss of pay plus an additional payment for notice x weekly loss of pay

The compensation payment will be subject to tax, NI deductions etc. If the employee is a member of the pension scheme, any reduction in hours will not affect their continued membership, but it will affect their benefits. Employees should seek individual advice from the pension section before agreeing the changes.

An employee who requests a voluntary reduction in hours must agree to pay back an element of the compensation if he/she leaves the job voluntarily either to another post internally or externally or increases their hours within a defined period. The amount to be paid back will be based on the difference between the compensation paid and the savings actually made, calculated on an individual basis, the principle being that the scheme must not cost more than the savings it produces. E.g. where an employee has received compensation of £1,500 wishes to leave and savings made since their reduction in hours amount to £1000 the employee will be required to pay back £500.

## 8. Displaced employees

Employees will be displaced when they are not allocated to a post to the new structure as a result of one or more of the following:-

- Assimilation
- Ring fencing
- Open competition
- Redeployment

In these circumstances or where an employee is displaced and refuses to participate in the employer's measures to avoid redundancies, the manager will notify the employee in writing, that their post is redundant with effect from a specified date and the reasons why.

### 8.1. Letter

○ They should also be informed that redundancy was the basis for the decision to terminate their employment. This letter constitutes formal notice to the employee of termination of their employment. The letter should be sent to the employee and offer the employee the opportunity to attend a meeting to discuss this decision with their manager.

### 8.2. Meeting

If the employee requests a meeting, they should be given at least 5 days notice of the meeting and will have a statutory right to be accompanied at the meeting by a trade union representative or work colleague. The meeting must take place before the contract comes to an end. It is vital that the meeting is scheduled at a reasonable time and place and provision should be made to ensure that the employee, and the person accompanying them, is able to attend. Similarly, the employee should take reasonable steps to attend the meeting.

○ At the meeting the Council's decision should be discussed together with the reasons the decision is being taken.

After the meeting the employee must be notified of the decision in writing and informed of their right of appeal and who to address their appeal to.

If the employee does wish to appeal they must register their appeal within 5 days of receiving the notification of the decision. Appeals registered after this timescale will only be considered in exceptional circumstances.

The employee should then be invited to attend a further meeting.

### 8.3. Appeal Meeting

A manager senior to the lead manager should hear the Appeal. The employee has a statutory right to be accompanied at the meeting by a trade union representative or work colleague. The employee must take all reasonable steps to attend the meeting.

The purpose of the meeting is to determine whether the reasons for the dismissal are fair.

The appeal meeting need not take place before the dismissal takes effect.

After the appeal meeting the employer must inform the employee of the final decision.

## 9. Giving Notice of Termination in Redundancies

Employees are entitled to one week's notice for each year of service to a maximum of 12 weeks or the notice entitlement due under the contract, whichever is the greater.

Where an employee has been warned of a risk of redundancy but has not been given formal notification but leaves before the date of redundancy, he/she will not be entitled to a redundancy payment.

If an employee has been given a written date for redundancy and wishes to leave during his/her statutory period of notice, he/she will be entitled to a redundancy payment, calculated to the date on which they leave, provided their manager agrees to them leaving. The request to leave early must be made during the employee's statutory notice period and must be in writing.

Where it is not agreed, the Council may refuse to make a redundancy payment. Further advice is available from HR.

Where the final date for redundancy is not known e.g. where an establishment is closing and clients need to be placed in other accommodation, issuing notification of redundancy may be delayed until the closure date is finalised. Thereafter employees may receive all or part of their redundancy payment in lieu of notice.

## **10. Organisational Change Re-employment**

Redundancy Payments will be affected if an employee receives an unconditional offer of employment from this or any other Local Authority (or any other employer covered by the Modification Order), on or before their last day of service with this Council and takes up such employment within 4 weeks of their last day of service.

If an employee in receipt of an augmented pension from the Council is re-employed, the augmented pension will cease during the period of re-employment.

## **11. Redeployment – offers of alternative employment.**

Redeployed are classified as those employees who have no posts within the council as a result of one or more of the following:

- Assimilation
- Ring fencing
- Open competition
- A rationalisation or closure of services

As well as the obligations as a good employer, the council has a statutory responsibility to assist employees in finding alternative work, as a means of reducing the numbers dismissed due to redundancy.

If necessary, employees affected by the organisational change may be issued notices to terminate their contracts of employment immediately after the proposed reorganisation is agreed. The assimilation and redeployment processes will commence at the same time. For employees who are not assimilated or appointed to a job in the new structure, suitable alternative employment will be sought within the council during their period of notice. The employee may be given temporary duties to undertake during their period of notice.

Where employees are identified for re-deployment they will be given a list of all current vacancies (If requested, a copy of the internal vacancy list can be sent to either a private email address or, by post, to their home address) and will have first priority for consideration of any suitable alternative job with the council. This will include an interview with the appropriate manager from the Department in which the vacancy exists. The alternative job may be in the employee's existing Department or in another Department.

Either HR or a specifically appointed Change Team will carry out a matching exercise and bring to the attention of the relevant HR Advisor any vacancies, which may be suitable for redeployed before an advertisement is placed. It is also the responsibility of the redeployed to identify and apply for any suitable vacancies direct with the recruiting department. They should indicate on their application form that they are a redeployed and as such, where they meet the minimum criteria as set out in the selection criteria, will be interviewed.

Factors to consider in determining the suitability of the job:

- Nature of the job
- The similarity between old and new jobs
- The employee's skills and experience and whether these fit the job description and selection criteria
- Pay and benefits
- Hours/shift patterns
- Permanence
- Location

The council will endeavour to offer employees selected for re-deployment alternative employment, provided that suitable jobs are available. All offers will be made having regard to the circumstances of the individual employee.

In the event that a number of redeployed are seeking redeployment to the same job and are equally suitable, the following priority should be given (based on Mingo case):

- Women returning from maternity leave under threat of redundancy
- Redeployed with a disability
- Employees who have received notice of redundancy

#### 11.1. Refusal of suitable alternative employment

Where an employee unreasonably refuses offers of alternative suitable employment they may lose all rights to redundancy compensation.

### 12. Trial Periods

No trial period is necessary when, before the end of the employee's employment under their previous contract of employment (i.e. the date of termination due to redundancy), an employee is offered renewal of their contract of employment or re-engagement on the same terms as the previous employment including the capacity and place in which the employee is employed. The employee will be treated as not having been dismissed and if they refuse such an offer there will be no entitlement to redundancy pay.

A trial period is necessary when an employee is offered any other post which differs in capacity, place and /or on others terms and conditions. In other words, if the provisions of the proposed contract differ at all from the provisions of the employees' previous contact, Section 138(3) of the ERA 1996 entitles the employee to a trial period.

The offer of alternative employment will be put to the employee in writing and should be made before the employment under the previous contract ends.

The effect of the trial period is to give both the employee and the council the chance to assess whether the new post is appropriate

#### 12.1 Length of the trial period

Redeployed will be entitled to a trial period of a minimum of four weeks. This may be extended to a maximum of 12 weeks in exceptional circumstances, e.g. as a reasonable adjustment for a disabled employee, or if a specific training need is identified prior to the trial period.

If an employee works beyond the end of the four-week period (or any jointly agreed longer period), any redundancy entitlement will be lost, as the employee will have been deemed to accept the new employment.

## 12.2 Purposes of trial periods

The purposes of the trial period are to:

- Enable the employee to acquire the skills and knowledge necessary to perform the duties of the new job to a satisfactory level
- Allow both the employee and managers to determine the suitability of the employee for the job.

The relevant employee and line manager should both understand the employee's responsibilities before and during the trial period. The role of the manager during this period is crucial. HR will provide the manager with written guidance, as described below, on her/his responsibilities before the trial period begins.

HR will be available to advise on the use of trial periods. Advice is also available on procedures for determining the success or otherwise of a trial period, including the procedures to be adopted where the trial is viewed as unsuccessful.

## 12.3 Role of Managers during Trial

The manager must ensure that the redeployed receives reasonable support and guidance in adapting to the duties of the new job. This process requires the manager to:

- Before the trial redeployment begins, identify the skills and knowledge required to undertake the duties and responsibilities of the job;
- Audit the employee's knowledge and skills against those required for the job and, if necessary, put together a package of measures to enable the employee to acquire them;
- Hold regular supervisory meetings with the employee (initially these should be weekly, although they may often only involve a few minutes);
- Set targets for the employee in terms of the duties/activities involved in the job;
- Monitor the employee's performance against the targets and provide feedback;
- Identify any problems with performance as early as possible;
- Take necessary remedial action to assist the employee to improve performance - this may include training, asking the employee to work more closely with an experienced colleague, closer supervision, etc.;
- Keep written records of all action taken during the trial period, and of supervisory meetings held with the employee.

## 12.4 Unsuccessful trial periods

Where the line manager identifies an on-going problem with the performance of the employee, and remedial action does not resolve this, the line manager must advise the HR as soon as possible. The line manager is not required to await the

completion of the trial period before involving HR, if it is clear that support and guidance is unlikely to produce an improvement in performance.

A range of factors may affect the success of redeployment. Circumstances will vary from case to case. However, the sorts of issues that could be relevant include:

- Differences in specific duties/tasks could require different skills and knowledge - for example the employee may be uncomfortable in a job which requires more contact with members of the public and stronger communication skills, or requires familiarity with new technology
- Responsibilities attached to the jobs- although the duties may be similar the level of responsibility attached may be different between the jobs
- Level of supervision - for example, an employee who in the old job worked under close day-to-day supervision might find difficulty in adapting to a job where there is more autonomy given
- Difficulties in adapting to the working culture of the new unit, for example, moving from a team-based working environment to an environment which is more individualistic
- More onerous travel arrangements, different hours or shift patterns, effects on domestic responsibilities, etc., or even on health
- Employee inability or unwillingness to develop the skills required for the new job
- Problems for the employee in achievement of targets (which should have been set by the manager)

In practice, the greater the difference between new and old jobs the easier it may be for either party (but particularly the employee) to establish that the redeployment has not worked.

Either party may claim that the trial period has established the unsuitability of the new job. If both sides agree, then the trial period will be terminated. If the employee's notice period for redundancy has expired, then they will receive their redundancy payment, with the date of termination being the date the employment under the old contract ended. If their notice period has not expired then the redeployment process will recommence at the stage reached prior to the unsuccessful redeployment. If no further redeployment opportunities are possible, then the employment will be terminated on the grounds of redundancy.

If there is a disagreement about the success of a trial, the reasons for this should be explored but if no agreement can be reached then either party can decide that the alternative duties are not suitable and on that basis to terminate the arrangement. The employee would, however, have to have reasonable grounds to explain why the duties are not suitable. If the employee unreasonably refuses an offer of suitable alternative employment, they will not be entitled to receive a redundancy payment.



If there is any other issue that arises that is not connected to the change in job but results in the council deciding that the employee should leave its employment, e.g. an act of gross misconduct, then the employee will lose their right to a redundancy payment. However in these circumstances it is necessary to follow the appropriate council procedure e.g. disciplinary procedure before dismissal takes place, and in such circumstances the reason for dismissal would be misconduct.

### **13. Employees with a disability**

The Equality Act 2010 prohibits discrimination against people within nine protected characteristics, of which disability is one of the characteristics. Protection applies to disabled people in a range of circumstances including their employment. The Act requires employers to make workplace adjustments to remove barriers that place a disabled person at a substantial disadvantage in the workplace because of their disability.

In order to fulfil its obligations under the Act, where an employee with a disability is being considered for assimilation or redeployment to a different job, consideration must be given to any reasonable adjustments that can be made to enable that employee to successfully undertake the new duties. Where necessary, every effort will be made to redeploy disabled employees to suitable alternative posts.

### **14. Protection Arrangements**

#### **14.1. Protection of Pay**

Protection of pay for teachers will be in accordance with the teachers' pay and conditions of employment document. For further information contact Human Resources.

An employee will be entitled to pay protection where there is a reduction in their contractual pay as a result of:

- redeployment to avoid redundancy, or
- re-grading as a result of job evaluation
- restructuring or reorganisation of work

Protection arrangements will only apply where an employee accepts a post where the difference between the employee's previous contractual pay and their new contractual pay means a reduction in salary.

With effect from the start of their new contract, pay protection will be based on the difference between their previous and new total contractual pay, provided that the difference is no more than 20%.

Pay protection will be a phased reduction of pay over a period of not more than two years, as follows:

Year One - 100% of the difference for the first 12 months from the date of the redeployment

Year Two - 50% of the difference for the following 12 months

Year Three - There will be no protection and the employee will be paid the salary for the new post

Where there is more than a 20% difference between the previous and new total contractual pay, only 20% will be protected.

Note – Where an employee moves to a higher paid role during the pay protection period, pay protection will cease.

## **14.2. Pensions Protection**

Redeployment may affect an employee's pension benefits. Employees can request that any 3 consecutive years (ending on a 31 March) in their last 10 in the scheme are used to calculate their pension benefits. Employees are advised to make the request to the Pensions Section at the time their leaving date is confirmed.

## **14.3. Protection of Other Terms and Conditions**

### Place of Work and Working Patterns

Place of work and working patterns will not normally be protected and will, where necessary, vary in accordance with the requirements of the post to which the employee is re-deployed. Consideration will be given to flexible or phased in arrangements subject to operational requirements.

### Contractual Hours

Where the grade/rate of pay of the post to which the employee is redeployed remains unchanged but the contractual hours of work are fewer than their current contractual hours, the employee will be entitled to a lump sum compensation payment calculated in accordance with the Voluntary Reduction in Hours Scheme.

Where the grade/rate of pay of the post to which the employee is redeployed is lower than their current grade/rate of pay and their contractual hours are fewer than their current contractual hours, the employee will be entitled to protection of salary based on the new contractual hours, with no further entitlement to compensation.

Where the contractual hours of work of the post to which the employee is redeployed are less than their current contractual hours but their earnings are equal to or greater than their previous earnings, the employee will not be eligible for protection or compensation.

### Harrow Car User Allowance

An employee whose post carries an Harrow car user allowance will lose the allowance if there is no allowance attached to the post to which (s)he is redeployed.

## Lease Car Scheme

An employee with a lease car who is redeployed will be entitled to retain their car until the expiry of their current lease car agreement. Upon expiry of the current lease car agreement their entitlement to participate in the lease car scheme will cease.

### **14.4 Development Plan**

Where, as a direct result of being at risk from redundancy, an employee has been successfully redeployed, a development plan will be produced. The Council are committed to ensuring individuals are given every opportunity to develop new skills through planned training and development interventions.

Line Managers will be responsible for plan development:

- Meet with the individual to discuss the skills and knowledge required in line with career aspirations and the duties and responsibilities of the job;
- Audit the employee's knowledge and skills against those required for the job and future development. If necessary, put together a package of measures to enable the employee to acquire them;
- Hold regular review meetings with the employee;
- Set time bound objectives for the employee in terms of his or her development plan;
- Monitor the employee's development against those objectives and provide feedback;
- Identify any problems as early as possible;
- Take necessary action to assist the employee - this may include training, asking the employee to work more closely with an experienced colleague, closer supervision, etc.;
- Keep written records of all action taken and of review meetings held with the employee.

### **14.5 Redeployment into Schools**

Under local management of schools, Governing Bodies determine who will work in a school. Council can nominate employees seeking redeployment to a school for consideration by the Governing Body.

## Harrow Council

### Change Management and Organisational Review Policy

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

#### 1.0 Introduction

- 1.1 Harrow Council aims to provide cost effective services that put the customer as the main focus of everything we do whilst meeting the differing needs of the residents of the borough.
- 1.2 The Council operates in a changing environment and at times needs to review the way it provides services and its structures to respond to internal and external challenges such as budget pressures and legislative changes.
- 1.3 The Council acknowledges that considering the needs of its employees through the development, implementation and review of it's policies is important, and is reflected in this policy and associated documents.
- 1.4 The purpose of this policy is to facilitate change and mitigate the impact of change on Council employees, minimising redundancies and retaining skills as far as possible, ensuring that service needs are met by having the right people with the right skills to ensure the best service is provided to meet the needs of the residents of Harrow.

#### 2.0 Scope of this Policy

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

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

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

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

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

### 3.0. Principles

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

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

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

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

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

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

### 4.0 CONSULTATION

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

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

- 4.2 Proper consideration will be given to counter proposals put forward. Whenever employees' views are not accepted the reasons for doing so will be carefully explained. Conversely, where the views and ideas of employees help to improve a decision due credit and recognition should be given in writing.
- 4.3 When following informal consultation and engagement a proposal has been developed the responsible manager will start the formal consultation process by calling a consultation meeting of staff affected and their Trade Union representatives. A formal consultation process should always be launched and begin with a staff meeting with invited trade union representatives.
- 4.4 Formal consultation will endeavour to ensure that any new structures are implemented through the most effective means available whilst seeking to avoid or minimise the number of redundancies.
- 4.5 Affected employees who are absent from work as a result of sickness, maternity leave or any other reason, and those who have been seconded to another role must be properly informed and consulted on the proposals. The relevant documentation will be sent to individuals who are absent and where possible arrangements made to meet with them.
- 4.6 Cross-Council change projects and the appropriate consultation and trade union facility time arrangements will be discussed and agreed with the trade unions and the relevant lead officer/project group.

## **5.0 STATUTORY NOTIFICATION**

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

## **6.0 APPOINTING TO THE NEW STRUCTURE.**

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

- 6.2 A job matching exercise will match the existing (and updated) role profiles to evaluated role profiles in the new structure.
- 6.3 Where role profiles in the existing structure are broadly similar to those in the new structure, and there are the same number of jobs in both the old and new structure then assimilation will normally apply. Employees who are acting up or seconded to a higher graded role will not normally be considered for assimilation unless the employee has been in the post for a significant period of time usually one year or has not been advised of an end date to their Fixed Term contract. Managers should seek advice from HR when considering the assimilation status of Fixed Term employees.
- 6.4 Where role profiles are not broadly similar or they are similar but there are fewer jobs in the new structure, or the roles are new, then ring fencing will apply. Appointments to posts within a ring fence will be by competitive interview, which may include testing subject to consultation with trade unions.
- 6.5 Where following assimilation and/or ring fencing an appointment is not made or there are new posts in the structure the posts will be filled by means of open competition and will be limited in the first instance to those individuals in the ring fence within the service area.
- 6.6 Where it is not possible to offer an employee a post in the new structure then the unsuccessful employees will be considered for redeployment and will be notified that they are at risk of redundancy.

## **7.0. EMPLOYEE SUPPORT**

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

## **8.0 CONFIDENTIALITY AND RECORD KEEPING**

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

## **9.0 EQUALITY AND DIVERSITY**

- 9.1 When dealing with organisational change, managers will ensure that equality and diversity considerations are fully taken into account at every stage of the process and this also includes carrying out Equality Impact Assessments (EIAs) in consultation and in review with the trade unions.
- 9.2 Reasonable adjustments will be considered fully for employees who have a disability.

## **10.0 GRIEVANCE**

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



## Appendix 1 – GLOSSARY:

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

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

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

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

## London Borough of Harrow

### Review of delivery of core basic Environmental Services

July 2017

#### Introduction

Councillors and residents have been expressing concern for some time about the delivery of core basic environmental services provided by LB Harrow. These concerns have manifested in complaints about a failure of service to collect domestic and garden waste, the incidence of low level fly tipping on Harrow streets linked to sweeping bags, problems in accessing the Civic Amenity site and an inconsistent approach to dealing with environmental problems in back alleyways.

I was commissioned by the Chief Executive, following discussions with the Leader and key Cabinet members to undertake a speedy review of these core activities and produce both short and long term recommendations for improvement. This has been undertaken by a series of 1-1 meetings with senior officers, workshops, one involving a diagonal slice from senior management to operatives, and separate workshops focussed on communications and IT.

#### Context

The Community Directorate, until recently led by Tom McCourt, provides all these services. The majority of activity is delivered by the Environment and Culture Division but no activity is self-contained and requires effective links both to the other Divisions in the Directorate and to other Directorates. There has been relatively high turnover at the senior level in this area which has meant that agendas for change have not been followed to a conclusion and that the Directorate does not work as a whole with a common focus on cross cutting agendas. There has also been a history of tension between the centre and operational activity which has both delayed progress and resulted in operational requirements not being understood and catered for.

The Environment and Culture Division is in the middle of a reorganisation which is intrinsically linked to a significant investment in new technology but those linkages are not fully understood or provided

for. There is no overarching plan, no risk register nor an understanding of the resources required to undertake the transition.

There is a lack of clarity about the approved policy platform for these services. This is true for both the officers in the service and resident understanding of what they get and what their part is in ensuring effective service delivery. This lack of clarity means that the performance data reviewed by Members and management may not reflect the resident experience. For example, a failure to collect a domestic waste bin may be due to it being missed by the crew, that the bin was overfull so it was not collected or that the whole road was missed due to obstructions preventing collection. It appears that only the first of these is classed as a missed bin for the purpose of statistical analysis instead of reflecting the resident experience.

Examples such as the above were instanced for a range of issues during the workshops. In addition, the Council's main Customer Relationship management activity, Access Harrow, is only as good as the data provided by the service and it is evident that on the front line knowledge, understanding and usage of the technology is patchy.

Set against this the Council has been able to recruit some talented Heads of Service who have only recently joined and who will, in time, make a significant contribution to solving these problems. However, time is of the essence and action cannot wait until the recruitment of a new Corporate Director, timetabled for September and if external, not arriving until the end of the year.

This report, therefore, sets out a series of actions and recommendations aimed at improving matters now and setting a way forward for the next 12-18 months. To avoid this report being overlong I have not fully documented the evidence to support my conclusions and recommendations in this text but am happy to identify the basis for my recommendations as required.

## Recommendations and Action Points

### **1. Leadership of the Directorate**

The Council is about to appoint a new Corporate Director to lead this area of activity. It is important to ensure that whoever is appointed is committed to delivering the change programme you are already embarked on. Otherwise you risk further cost, delay and confusion as a new Director seeks to impose their slant on an already complicated programme. You should take advice from your appointed consultants as to whether they can deliver credible external candidates on the basis of this brief.

I have already suggested to you that an alternative way forward could be to get an internal candidate to act up to lead the Directorate and the change programme. Thus far you have not chosen to follow this path. I again recommend that you consider whether this is appropriate. The Directorate needs to be managed as a whole and the next 6 months are crucial to the change programme. I do not believe you can wait for a permanent external appointment to take up post. If you conclude there is no potential internal candidate within the Directorate, even with appropriate support, you should consider either a 6 month Interim Director with clear terms of reference or deploying an existing Corporate Director to cover the role and use acting up to fill the ensuing vacancy.

### **2. Information Technology Upgrade and Directorate Restructure**

The key IT system, Bartec was specified and implemented in 2008/9. There is widespread distrust of the system at operational level and some evidence that it is not being used or ignored leading to multiple versions of truth being promoted and making it difficult for Access Harrow to effectively deal with resident concerns. Over the past 12 months or so significant work has been done to identify a suite of IT improvement proposals designed to address known existing problems and be implemented hand in hand with a new operating philosophy for the Directorate. There are some 8 elements of the IT proposals, not all of which have been agreed, and around 10 strands of restructuring elements. It is a matter of concern that there still does not appear to be acceptance within the Directorate that the IT proposals, and in particular, the Bartec upgrade, will meet the perceived concerns and required

improvements. This view is not just held by longstanding officers, it is held by your new appointments who have experienced this programme suite in their previous authorities. In my view it is essential that these concerns are addressed before any further investment is made and I propose that a consultation workshop series be held as soon as possible with all staff who contributed to the needs analysis to take them through the build-up of the business case, the choices that were made relating to what could and could not be delivered and the justification for the Bartec upgrade for waste and Abavus for streets. Without this step, I believe there will be major issues in acceptance and the intended benefits will not be realised. This could be completed in 2-3 weeks.

I understand that Harrow has in the past deployed a programme board structure led by a senior officer with personal responsibility as Programme sponsor. The programme board would have appropriate terms of reference, have representation for all major divisions of the Council involved, report to the Corporate Management Team and the relevant Lead Member and manage the high level programme, integration of elements and the risk register. Such an approach is best practice and many Councils impose such an approach as a corporate standard for all projects above a risk, value and/or complexity threshold.

This has not been adopted for this change programme and in my view, has led to some of the problems already experienced. In addition there is no evidence that risk has been systematically considered logged and proposals for mitigation promoted.

This programme board should be established without delay and the Chief Executive should nominate the project sponsor. Given the cross-cutting nature of the programmes involved such a sponsor is likely to be at Corporate Director level, emphasising my earlier recommendation.

Initial tasks should be to establish a comprehensive programme, a risk register and to determine a budget for the transition arrangements. It does not appear that much thought was given to how the Directorate and its services were going to move to the desired end state living within the specified budget. The knee jerk reaction to pause the reorganisation proposals was wrongheaded as it is the new structure and operating philosophy which needs to drive the IT implementation. Where you are

now is a half completed process containing potentially displaced and definitely disaffected staff not working towards the new position.

Officers understand that implementation of any new elements of process or service will need to be complete by the end of the year so that the inevitable glitches do not become unintended election issues.

It is probable that the entire bid for IT investment will be required to deliver a long term stable service platform but establishing the key dates for such investment as part of an overall programme, should provide confidence to Members.

### **3. Street Cleansing and Fly Tipping**

Harrow as a borough does not suffer from many major fly tipping incidents. However, there are significant numbers of low level incidents; some associated with the Councils own sweeping arisings left overnight, some from excess domestic waste not collected amongst other reasons.

The move to a beat sweeping system is the reason for the bags appearing on street and at one level it demonstrates the success of the move. More waste is being swept and bagged.

It is suggested that the limitations of the IT system prevents a systematic solution but the outputs from the workshop highlighted a number of issues all of which management could have addressed and now should take action on.

The biggest impact in the short term would be to redeploy the resources allocated to the night rider fly tip clearance service to pick up all the Harrow bags left on street at the end of the working day. Operatives should be required to call in the locations of their last two loads at the end of their shift so that a round can be scheduled.

Additional resources to reinstate the night rider service can be found by changing tip locations to prevent bringing waste back to the depot when there is a nearer off-load.

In addition there are a number of service issues to deal with. These include;-

- Providing access for operatives to toilet facilities in either Council buildings or by negotiation with businesses in each ward.
- Identifying locations for secure barrow storage adjacent to beats
- Using the operatives more flexibly depending on the areas covered rather than a blanket morning shift as at present.
- Reviewing beats to identify areas that need a guaranteed weekly clean
- Properly identifying the resource level to match the service promise and matching approved resource to the service delivery
- Assisting enforcement activity by ensuring that appropriate technology is available for evidence recording.

The last elements can only be done with the aid of a suitable IT system such as Abavus.

Work also needs to be done on identifying the reasons why fly tipping occurs. Parts of the borough have significant numbers of transient population and there is some correlation between incidence of fly tipping and population churn. In the first instance, I recommend that Communications commission some limited research to understand what new residents moving into Harrow need or want to know in terms of basic services. The refuse collection and sweeping systems are quite sophisticated compared with many parts of mainland Europe and expectations of service are different. Even moving inside London from say Barnet to Harrow would result in a completely different refuse service.

There is also the opportunity to offer a house clearance service on a commercial basis to local landlords to reduce potential for tipping.

All of these things together would enable the promotion of a more effective and targeted education programme which might be best promoted through relevant community specialist shops.

#### **4. Civic Amenity Site**

In the original commission I was asked to review issues surrounding the operation of the Civic Amenity site. This was discussed at the first workshop where it was reported that Cabinet was due to consider a report dealing with the issues and making proposals for a short term solution pending the construction of a new recycling centre in a separate location from the depot. As a consequence I have not considered this issue further as the implementation of the agreed recommendations will need to be evaluated in due course.

#### **5. Rear Alley ways**

Harrow has a complicated pattern of rear alley ways across the Borough. Some are adopted highways, some are recognised as public rights of way, some are residential only, some are mixed commercial and residential, some provide the only safe means of servicing properties due to traffic issues on the frontage highways and some are substantially disused and obstructed by vegetation and/or deposited material. Ownership presents a similar confused picture ranging from being in public ownership, being owned by the frontagers, being owned by original developers or their inheritors in title and some being considered orphans as no owner or group of owners can be discovered. It is possible for a mix of some or all of these conditions to apply in any single location and it often takes significant detective work to schedule the individual interests. The Council's legal position varies depending on each situation and, in the past, the Council has taken contradictory positions on potential solutions. Essentially, unless the Council is clear about its responsibilities, officers have tried to avoid dealing with these issues until they are forced into action by Member pressure leading to an incoherent policy response. It is usually impossible to determine the status of any location visually so the average spectator would not understand why the Council acts in some cases but not in others

Where there has been agreement with all stakeholders and funds were available from local funds under ward members' control there have been successful solutions but there have also been failures when some stakeholders find compliance with agreed actions too onerous. This has typically happened in mixed residential and commercial areas where



gates have been provided but opening and closing has proved too difficult to ensure security.

There are legislative powers available to enforce against fly tipping on land that is designated private but they are quite tortuous and do not always deliver a successful outcome proportionate to the amount of Council resource expended.

There is no simple short or long term solution to deal with such patchwork of issues so what is needed in the development of a multistrand approach which is locally focussed, led by ward members and backed up by a targeted publicity campaign in the local area. In the end solutions can only be developed if participation matters to all the stakeholders so they are prepared to co-operate in a solution with the Council providing a share of the support but not necessarily leading via officers.

A starting point could be the Council setting out a clear policy position for those elements where it has explicit powers and responsibilities. It should then set out the conditions where it might take further action as a partner with a representative group of stakeholders, convened or led by a ward Councillor. Rather than reinstating a ward fund to pay for this the Council could establish a bid fund held as a contingency to resource proposals where there is agreement on both short and long term proposals. The Council could take a more relaxed position on its statutory position evaluating issues on a risk rather than an absolute basis.

Ideas that might be brought forward could involve establishing informal resident/trader management groups, creating linear parks, preventing vehicular access whilst maintaining pedestrian rights by maze construction but each is essentially local.

## **6. Domestic Refuse, Green and Trade Waste Collection**

On the face of the reported performance statistics this looks like a relatively successful basic service. The Council appears to be competitive in trade waste and a green waste service has been introduced at a relatively high cost to the user which has still attracted custom. Probe beneath the surface however and there are significant problems. The statistics are based on what the Council defines service delivery as, not the resident experience so for example if a bin is not collected because it is overfull that is not deemed a missed collection for statistical purposes but it certainly is for the resident. A whole road that is missed due to obstructive parking might only get one complaint so is treated as only one property affected or the crew may just have failed to record appropriate performance information.

Underlying this patchy position on collection is a complicated and confused policy position, poor vehicle reliability and temporary staff being used without the total skills set required to fulfil all the tasks required but sent out to keep some service running. The Bartec technology solution has not been upgraded as new versions were issued and is distrusted to the extent that it is inconsistently used.

To get from here to a consistent and reliable service that is understood by the resident will take concerted management action, an appropriate IT solution that is understood and used by every employee it affects, and investment in vehicles and people underpinned by a simplification of the rules. Some of these are starting to be put in hand but, as noted earlier, are not linked to the implementation of the investment strategies and have transition consequences for resourcing to get to the end state.

In the short term the only way to address this problem is by designation a single manager with personal day by day responsibility for solving on street service failure and allocating crews and vehicles to run late rounds to pick up where bins are missed.

In the medium term there are two fundamental points to address:-

The policy position needs to be simplified and approved by Cabinet and needs to be effectively communicated to residents and Councillors. It needs to be underpinned by research designed to understand what

residents need to know and how they need to know it. This is unlikely to be videos and more likely to be posters and leaflets in community shops.

Apparently if a resident has an overfull bin or side waste in bags they can get this collected by telling the Council and paying a £20 charge but no-one does this. Whether the bin is collected or not depends on the crew and if they do not record the extra waste it is reported that some residents place the uncollected waste in the bin and claim a missed collection.

Negotiate out the task and finish system and replace it with a clear definition of requirement linked to a better balance of rounds. Task and Finish is a poor practice from a Health and Safety perspective but also leads to an unwillingness to go back to check on obstructed roads when collection is not possible.

Vehicle reliability has decreased as Harrow comes to the end of its existing supply contract and you are now paying for the short term saving decision to extend vehicle life earlier in the contract. The new contract management arrangements need to incorporate a user group informing the supervising officer of issues that need resolution.

It is reported that Harrow is competitive in its rates of pay for drivers and loaders but that resourcing was calculated without reflecting sickness and holidays. As a consequence there is a requirement for agency staff who do not understand the cab based IT. There appears to be no budget for ensuring that knowledge on how to use the system is routinely tested and improved which is a common failing in introducing IT systems. The staffing budget needs to be rebased to match the service requirement and where possible permanent staff recruited on appropriate terms and conditions to deliver the service required by the policy platform.

Green waste and trade waste are commercial offers. The offer should be simplified, particularly changing the term of commitment to a rolling mandate which charges being capable of payment by direct debit or standing mandate to charge. As they are commercial offers they might best be managed in the Commercial Division of the Directorate.

A major effort needs to be made on internal and external communications. There appears to be no systematic approach to communicating core messages down to operative level or any links across the Directorate to enable discussions on points of mutual interest. Externally the division ceased to leaflet cars causing obstructions or properties missed for specific reasons. These processes need (re)introduction.

## **7. Summary of Key Recommendations and Conclusions**

For the Chief Executive in consultation with the Leader

- a. Designate an interim Corporate Director to lead the services, either by acting up of one of the existing Divisional Directors or by moving an existing Corporate Director across with a consequent need to promote an acting up to cover the residual vacancy.
- b. Establish a programme board with suitable terms of reference to oversee and manage an integrated programme of IT investment and restructuring activity over the next 18 months. This Board should be personally led by the project sponsor, the Corporate Director, should report to the Chief Executive and his management Team and be guided by a small steering group of Cabinet members which the Leader may choose to chair. Initial tasks should be to determine a complete timeline and a working risk register.
- c. Review the timeline and terms of reference for the appointment of a permanent Corporate Director. This would make it clear that an early appointment would need to be committed to the current change programme or a delayed appointment would be taking over leadership towards the end of the current change programme.

For the Chief Executive

- d. Ensure that contract management arrangements let on a corporate basis, such as vehicles, temporary staff etc., provide for service managers to be part of a user group or similar arrangement to provide direct feedback on requirements and performance to contract officers.

## For the Corporate Director

- e. Before the end of August have completed a presentation and feedback session involving all relevant staff to set out the analysis and assumptions which led to the Bartec upgrade being promoted as the right investment solution for the refuse service so as to determine whether to go ahead or seek a new solution.
- f. Commission and oversee the development of simple and coherent policy objectives and statements for all the areas of core environmental services, including appropriate enforcement action within budgetary constraints in the remit of the Directorate which should be reported to Cabinet for endorsement. This work should be informed by the research on what residents need to know referred to in recommendation m.
- g. Institute a process of internal communication which reaches down to operative level on a systematic basis
- h. Transfer responsibility for green and trade waste to the Commercial Division with instructions to simplify both the service offer and the payment mechanisms and to promote other viable services, like house clearance, to add to the portfolio.

## For the Divisional Director Environment and Culture

- i. Immediately redeploy resources available in the late afternoon/evening to ensure all Harrow sweeping arisings are collected each night.
- j. Task a specific refuse manager with resolving missed collection issues based on resident experience on a daily basis and ensure vehicle and crew availability to meet the demand.
- k. Address the hygiene factors such as access to toilet and storage facilities for remotely deployed staff.
- l. Prepare for endorsement a statement of negotiation objectives to eliminate 'task and finish' operations so that operatives can be managed to do what the Council's policy and service objectives require.

## For the Head of Communications

- m. Design and commission a piece of research to establish what new residents moving into Harrow want and need to know and how they would best have this communicated to them
- n. Work with colleagues to devise and promote ward specific education campaigns so that residents understand the basic services available and how they can play their part in improving the quality of the environment in their area.

## Conclusion

Core Environmental services in Harrow are at a crucial point. The Council has been able to recruit some talented Heads of Service but what is now required is to deliver in a structure and coherent way the restructure and changed processes supported by the IT investment, staged so that the inevitable teething and implementation issues do not become an unwanted distraction during purdah periods. It will take strong, thoughtful and determined management to do this and I wish you every success.

I would like to thank all the support staff who worked hard to set up and arrange the workshops and the way in which everyone involved fully participated.

Max Caller CBE

26<sup>th</sup> July 2017



APPX 9  
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Branch Secretary: Gary Martin

Michael Lockwood CEO  
Middlesex Suite  
Civic 1  
Civic Centre  
Harrow  
Middlesex  
HA1 2XF

16<sup>th</sup> August 2017

Dear Michael,

**RE: Unisons Formal Response to Max Caller Report.**

Harrow Unison will respond on the same type of format used by Mr Caller in his report.

**Leadership**

It is agreed partially that the leadership of this Directorate has not been consistent or secure and that there has been a large turnover of journey personnel with little or no strategic direction, this has been due to a poor selection and appointment programme used by the council.

However, I must point out that Mr Caller's report make reference to moving a Corporate Director and providing an acting up opportunity for others outside of the community Directorate. This enacts a position of two key elements in our opinion firstly is the demotivation of the incumbent directors in this division failing to comply with the core values introduced by you of valuing staff and affording equal opportunities.

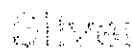
Secondly, is that if another directorate can facilitate this request, which would in my opinion be the Resource Directorate? This only demonstrates a directorate that is not providing value for money or is heavy overstaffed without due or reasonable justification. I would remind the council that Harrow has the largest central service compared to any other council, thus failing to understand customer services. Unison cannot agree to such a draconian proposal that has all the elements to disrupt demotivate and cause significant

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problems. This should be considered within the Environmental Directorate supporting this service area.

### Information Technology

Technology has always been problematic with the Bartec system. Mr Caller has failed to comprehend the independent report conducted by the persons who introduced this system originally into the council, this failure to procure a proper independent company to provide an un-bias report further demonstrates a lack of good corporate governance by the resource Directorate. It must also be noted that the decision to enter the IT external contract was conducted by the Labour Administration, and a very poor decision was agreed. The Council IT providers have failed to deliver a basic service, it must be noted that IT have more daily visits by council staff, than the dole office of the 1980's due to constant problems. Unison wrote a very detailed option paper for the use of a live reporting system, ignored by the council even though this has worked for other Local authorities at a fraction of Bartec cost.

Mr Caller has seemingly overlooked the fundamental principles of poor decision making in a perverse bid to appease his paymasters, this raises serious concerns when the facts have been distorted without reasonable justification.

### Street Cleansing and Fly Tipping

This element of the report further and succinctly demonstrates Mr Caller's opinion based report, if he actually understood the services he would have known that the services delivered by the depot already provide a commercial house clearance service at competitive rates. This is in Unisons opinion a schoolboy error, but one that demonstrates an outcome without corroborative evidence to support its findings.

I would also openly stipulate that the Borough has grown considerably in residential properties; however the extra income gleaned by this growth has not been disseminated to support the services provided by the council but taken by the corporate function to support a highly costly core of bureaucracy, and highly inflated salaries. Any well-established organisation, McDonalds for example place a greater emphasis on customer delivery to enhance their business function, this is what is commonly known as good business acumen.

### Civic Amenity Site

Mr Caller has not provided any real substance on this key element of services for residents. The queues are related not solely but a high level of contribution by the council's decision to charge for Green Waste, if the CA site was structured to separate waste as a recycling centre then it would benefit financial from the resale of materials, commonly known as rebate. It is essential to conduct a site where benefits are obtained from Defra's guidance, a booking system would reduce the queues or a resident card would also assist this service following Hillingdon's benefit system for residents.

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## Domestic Refuse, Green and Trade Waste

This statutory service and Mr Callers report is just a regurgitation of a report conducted in 2000 by the LBH openly identifying a large use of temporary staff which is a known element of customer dissatisfaction. Mr Caller has identified a good remuneration package and conditions of work for LGV employees, this in itself is quite perverse based on supposition and opinion no evidence whatsoever. I would draw your attention to the findings of the RHA (Road Haulage Association) and the FTA (Freight Transport Association) both leaders recognised in the Transport industry; these captains of industry have already identified a massive problem in recruitment and retention of LGV drivers across the UK and Europe. The councils pay and conditions are poor compared to market pressures; however the Council is unaware or ignorant of Market Supplements and just pays these enhancements to senior staff to appease and boost their attractive salaries.

Task and finish a thorn in Councillor K. Ramchandani side, this is not as suggested a problem but an attempt to remove council benefits. If the members had their finger on the pulse or even looked out of the window at the Civic Centre then they would see an empty or partial full car park, due to other staffs associated benefits, working from home or flexible working, yet these benefits do not factor or loss of productivity is not a problem, which in itself is quite discriminatory, or is this another covert attack on Unison members when viewing the affiliation of the portfolio holder in allocation of extra facility time to a Union of her choosing, this is a major concern for Unison.

Again I return to the growth of this Borough and the failure by the corporate function to allocate financial resources to deliver these vital election winning services, at the expense of customer satisfaction.

Vehicle contracts which have been extended by previous highly paid journey employees without a realisation of risk or future impact to service delivery again omitted from this report.

Staffing figures agreed by elected members not akin to the actual staff required this was an exercise conducted in Towards Excellence, and not a true reflection of staff employed in the day to day delivery of these services. Maybe if the council provided a more realistic budget to the service area. If the council and elected members were really committed to customer satisfaction then they would disseminate monies more professionally and to the service requirement.

Mr Caller, has openly declared that the new heads of Service are talented, this opinion was based on the start date of one of the new appointments. Had he researched these employees then he would have ascertained that previous councils who employed these staff do not have the same opinion this is called evidence based assessment from the staff engagement side of the business. We cannot continue to employ delegators who consistently moan about having more subordinates to conduct what they fail to achieve, conducting duties which they are handsomely paid to do, just another level of portentous underachievers.

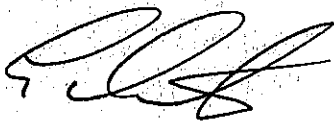
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Reorganisation or structure this further identifies a lack of business acumen opting for a large costly back office function rather than enhancing the frontline delivery, this is perverse when considering that this type of modus operandi is more akin to Tory policies not a Labour led Council. It is essential to stop, pause and reconsider the cost options and risks of a service that will undoubtedly win a forthcoming election and improve customer satisfaction. Unison has had to endure a costly consultant's report on known issues, when a greater emphasis should be supporting a service properly budgeted enhancing the customer experience.

Finally, waste reduction and cost saving, this would be achieved with a policy change by elected members reduce receptacles residual waste to one per property collected on a 3 week cycle move DMR (Dry Mixed Recyclables) weekly and properly fund the separation collection method which failed to be declared with the exception of Unison when the introduction of Garden waste was agreed, no consideration of vehicle's and staff to deliver this programme.

Apart from the obvious which we have highlighted a more active engagement by senior staff employ doer's not delegators and correctly organise the service to meet customer expectations or conduct the obvious follow organisations that deliver a customer focused operation.

Yours Sincerely



Gary Martin  
Branch Secretary  
Harrow Unison

Cc Max Caller  
Cc Leader of the Council  
Cc Graham Henson PH  
Cc Simon Baxter-DD  
Cc Venetia Reid Baptiste-DD

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APPX 10

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Web: [www.harrow-unison.org.uk](http://www.harrow-unison.org.uk)

Branch Secretary: Gary Martin

David Robertson  
Head of Operational Services  
Community & Environment  
Unit 1 Central Depot  
Forward Drive  
Harrow  
Middlesex  
HA3 8NT

21<sup>st</sup> August 2017

Dear Mr Robertson,

**RE: Employment (recruitment) MG1 Roles**

Harrow Unison LG formally writes to you regarding a serious matter brought to our attention via our membership.

It appears that you made certain inappropriate declarations regarding the process and appointment to the current costly MG1 back office function. We have been reliably informed by more than one person that you desire to enact some type of selective recruitment process opting to send the roles to specific candidates of a specific skill set.

This type of approach fails to meet the contractual policy on recruitment and selection and appears to be a re-emergence of indicative activities conducted in Swindon and brought to our direct attention by the Unison Swindon Branch; can you confirm or deny these declarations?

Also, it appears that the role you are currently occupying is one of an operational nature, however here we are with a waste disposal overspend, a failure to reduce the current rate of overspend and more serious a failure to meet with operational staff within your short tenure, can you please explain your inactivity?

Can you please provide a comprehensive response why current employees displaced have not been a priority objective as new Head of Service? Why do you consistently refer to waiting until the MG1 roles are in place before any reduction in cost is pursued? And what key achievements (easy wins) have you made within your paid time at Harrow?

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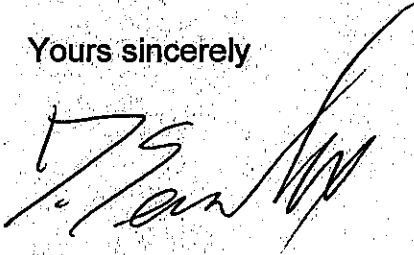


Silver



Finally, I look forward in receipt of your response prior to escalating this matter to other more senior staff, in order to ascertain why you have failed to comply with Harrow Councils core values.

Yours sincerely



Davis Searles  
Equalities Officer  
Harrow Unison L.G.

C.C. Mr Gary Martin- Branch Secretary Harrow Unison

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**ROLE PROFILE**

**June 2016**

**Job Title:** Recycling and Waste Operations Manager

**Grade:** (MG1)

**Directorate:** Community

**Division / Section:** Environment & Culture / Environmental Operations

**Reports to:** Head of Environmental Operations

**1 ROLE PURPOSE**

- 1.1 To manage and take responsibility for all environmental operations including:
  - Recycling
  - Residual Waste
  - Food Waste
  - Special Projects
- 1.2 To ensure that all services delivered are provided in accordance with the contract schedules and that immediate action is taken to deal with any non compliance.
- 1.3 To assist the Head of Environment Operations Manager in the daily administration of the Waste Management/Street Cleansing Service and ensure that procedures and systems are adhered to and deadlines are met.
- 1.4 To support the management team in the common objective of placing Harrow at the pinnacle in terms of performance, cost effectiveness and customer focus.

○ **Strategy & Planning-**

- To challenge existing practises and take initiatives for service improvements and development to meet central and local objectives.
- To ensure that employees are fully aware of strategies and objectives relative to the service delivery unit and its central obligations.
- To ensure that performance review mechanisms are utilised to monitor progress and achievement against Key Performance Indicators, objectives etc.

**Managing Services & Delivery-**

- To organise area teams and work processes to deliver services on time on budget and to the specified quality standards.
- To ensure that the operations are carried out in a safe manner and in compliance with all legal requirements.

M: Recycling and Waste Operations Manager

## **Communication-**

- To communicate in a confident, authoritative and assertive manner that is in line with established policies, practices and priorities of the Council and enhances its credibility.
- To communicate in a way which, meets the needs of a diverse audience and in a way that has an effective influence.

## **Leadership & People Management-**

- To support senior management in strategic vision for the service unit.
- To operate and manage a performance oriented approach and culture ensuring that appropriate business plans, appraisals, supervision and staff development systems are in place to achieve service strategies and objectives.
- To inspire and motivate others to achieve, providing support where necessary to improve performance in order to accomplish objectives and goals.
- To promote equality and good industrial relations.

## **Political Sensitivity Personal Effectiveness-**

- To have an awareness of the organisational context and commitment to the Councils organisational frameworks and beliefs.
- To assess own priorities, setting own objectives (in consultation with the Environmental Operations Manager) and deadlines to enable the service unit to achieve its objectives and goals.

## **Managing Projects and Resources-**

- To assist senior management in ensuring that all projects are managed appropriately. To work collaboratively, responsible for the daily delivery of service standards within Environment and Culture, supervising technical staff to achieve high standards and customer satisfaction in accordance with legislative requirements and Council policies and procedures for recycling and waste services.

Provide professional and expert and up to date technical advice to residents, local businesses, Members and key stakeholders

## **2 DIMENSIONS**

The Team Leader will be responsible for:

Supervision and management of staff within the service area

Ensure proper use and safekeeping of physical resources such as laptops, monitoring and testing equipment

- The delivery of operational performance pivotal to the strategic direction of the service and the directorate, in line with corporate priorities and visions

### **3 CONTEXT**

Community is one of the three Directorates within Harrow Council, delivering universal services to all sections of the community such as street cleaning, waste & recycling, parks, highways infrastructure, civil engineering, traffic and transport, public protection, community safety, housing, and property.

The directorate provides services that combine to improve the everyday quality of life of residents of Harrow, as well as focussing on the creation of long term environmental, spatial and economic futures for the borough, its business and residents.

The directorate also takes a lead in the Council's drive to engage with local Communities through leadership of the Neighbourhood Champion and Pride in Harrow schemes, and engaging and supporting voluntary groups to participate in assisting the Council to maintain countryside and open space areas.

Environment & Culture is responsible for the operational delivery and strategic development of a number of key activities that are vital to meeting the corporate objective of Building a Better Harrow and the Council's commercialisation agenda. Just as importantly, the universal services within this Division have an impact of all residents, businesses and visitors to and through the borough and have a major impact on the view of Harrow, not just as a council, but as a place to live, work and invest in.

We are a suite of services that care about the borough, we care take the facilities, the natural resources, and the public realm; and we create the right conditions for investment, growth and development.

### **4 MAIN DUTIES / ACCOUNTABILITIES**

	<b>Generic Duties/Accountabilities</b>
1.	To ensure compliance with your responsibilities as laid out in the Council's equal opportunity policy and take an active role in promoting equality and diversity and to Harrow's diverse community
2.	To ensure compliance with your responsibilities as laid out in the Council's health and safety policy and take an active role in promoting a positive health and safety culture
3.	To promote and participate in the Council's investors in people (IIP) and individual performance appraisal and development (IPAD) initiatives and information management best practice
4.	To ensure compliance with the Council's information security policies and maintain confidentiality
5.	To promote and adhere to the Council's values
<b>Service Specific Duties/ Accountabilities</b>	
6.	Supervise the work of technical staff, in line with service requirements relaying management instructions as directed and be responsible for the deployment of staff, resources and financial guidelines set out by the budget manager
7.	Allocate and supervise the completion of allocated work schedules of proactive inspections to ensure compliance with service standards and statutory requirements
8.	Contribute to and deliver the objectives set out within operational plans, annual corporate and statutory service plans and business improvement plans to meet council outcomes and statutory requirements
9.	Carry out annual IPAD and IPAD reviews for all staff, including identifying staff training

M: Recycling and Waste Operations Manager

	requirements for learning and development plans
10.	Responsible for the formal stages of employee relations issues, including, Dignity at Work, Capability and Conduct processes
11.	Supervise staff in the investigation of complaints, service requests, service issues and the implementation of legislation relevant to the team, including the preparation of cases for legal proceedings instituted within the delegated authority of the post holder
12.	Disseminate all relevant information throughout operational teams and act as first point of contact for staff to contribute to continuous improvement
13.	Contribute to the development of approaches and incentives to continually motivate staff
14.	Provide professional, expert and up to date technical advice to residents, businesses, Members and key stakeholders
15.	Investigate and respond to complex and contentious service issues and cases, taking appropriate actions acting as lead officer for the Council using delegated authority
16.	Review and approve legal documentation produced by members of staff prior to submission for legal proceedings within delegated authority
17.	Represent the Council at public inquiries, public meetings, external organisations and Council committee meetings, providing technical information for service related issues
18.	Build effective relationships with internal and external stakeholders to meet the council and statutory outcomes including influencing stakeholders
19.	As required, to act in the position of responsible authority and licensing authority for the Council in all matters associated with the Licensing Act 2003
20.	Attend monthly performance reviews, contribute to and deliver improvement methodologies across services and communicate outcomes to staff
21.	Carry out performance management and quality reviews of work undertaken to ensure compliance with relevant legislation, codes of practice, approved guidance and corporate policies
22.	Participate in publicity campaigns, customer service improvement plans and joint initiatives (both proactive and reactive) across Council services and with other agencies as directed
23.	Contribute to the development and implementation of staff and customer training programmes
24.	Keep abreast of and apply to service delivery, legislative, technical and professional developments in relation to the service area
25.	The financial overview of the day to day operational service delivery, monitoring income generation and ensuring corporate targets are met
26.	Deputise for the Manager and other Team Leaders as necessary to ensure continuance of service delivery
27.	To undertake other reasonable duties consistent with the grade and level of the post



## 5. SELECTION CRITERIA

**Note for applicants** – The selection criteria specifies the knowledge, experience, skills, abilities, qualifications and training required to perform the duties of the post for which you are applying. In your application you will need to explain how your knowledge, experience, skills, abilities gained in paid or unpaid work, study or training, meets each of the selection criteria marked 'A' below, including your awareness, understanding and commitment to equality and diversity in employment and service delivery. If you fail to do so, you will not be shortlisted.

Shortlisting will be on the basis of assessing the selection criteria marked 'A'

Ranking Order	Knowledge Indicator	Method of Assessment
	a. A working and up to date knowledge of relevant Health, Safety and Welfare legislation and approved Codes of Practices	
	b. A working and up to date knowledge and understanding recycling and waste services their impact on Harrow as appropriate	
	c. Able to demonstrate specialist working and up to date knowledge and skills in legislation within the services provided by the role	
	d. Understanding of the political context and environment of Local Government	
	<b>Experience</b>	<b>Method of Assessment</b>
	e. Supervisory or management experience in the delivery of recycling and waste services in a service industry organisation	
	f. Experience of working with a range of stakeholders from public, private and third sector organisations	
	g. Experience of managing service budgets and delivering a culture of performance management.	
	h. Experience of successful delivery of customer care within the area	
	i. Working under pressure and to strict deadlines in a demanding environment	
	j. Experience of working across services and directorate boundaries	
	<b>Education, Qualifications and Training</b>	<b>Method of Assessment</b>
	k. Recognised supervisory or management qualification, or substantial experience of supervising or managing staff	
	l. Recognised post graduate qualification in a discipline related to the area in question, or relevant experience	
	m. Evidence of continuing professional development	
	n. Membership of relevant professional bodies	
	o. Current clean, full UK driving licence	
	<b>Skills and Abilities</b>	
	p. Ability to lead, motivate and empower staff and promote teamwork	
	q. Ability to communicate effectively with a wide variety of people, face to face, via letter, email and on the telephone	
	r. Ability to work efficiently and effectively in a demanding and pressurised environment	
	s. High standard of written and verbal communication skills	
	t. Ability to use PC based word processing, presentation packages, spreadsheets and database usage	

	<b>u. Ability to work to strict deadlines in a demanding environment</b>	
	<b>Other Essential Factors</b>	
	<b>v. Must have a satisfactory advanced DBS check</b>	
	<b>w. Must have a clear understanding of the diverse nature of Harrow's communities and the implications for services delivered to residents and service users</b>	
	<b>x. Inclusive team worker who can foster partnerships, work collaboratively across teams to achieve desired performance and outcomes</b>	
	<b>y. Able to work flexibly in response to the service needs of a 24/7 business, including weekends, evenings and Bank Holidays, and to participate in out of hours and emergency standby rotas</b>	

**Form Completed by:**

**Name:** \_\_\_\_\_

**Designation:** \_\_\_\_\_

**Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Form Evaluated by:**

**Name:** \_\_\_\_\_

**Designation:** \_\_\_\_\_

**Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

## **DRAFT ROLE PROFILE**

**Job Title:** Head of Environmental Operations

**Indicative Grade:** MG3

**Directorate:** Community

**Division / Section:** Environment and Culture / Environmental Operations

**Directly Reports to:** Divisional Director

---

### **1. ROLE PURPOSE**

To manage, develop and deliver all frontline services in Harrow, covering waste, recycling, cleansing, grounds and associated commercial functions. This includes managing all budgets, equipment and full sickness and disciplinary issues.

To work collaboratively as part of the Environment Management Team, providing strategic and managerial leadership to staff to achieve upper quartile performance standards and customer satisfaction against agreed service specifications and standards.

To motivate, and empower staff via effective and regular communication to optimise their skills, outputs to promote effective employee relations at all times whilst raising performance in all aspects of service delivery.

### **2. DIMENSIONS**

**Budget** - Responsible for a revenue budget of up to £6 million.

**Staff** - Responsible for up to 121 members of staff. The Head of Service will work across the following functions:

- Street Cleansing
- Grounds Maintenance
- Waste and Recycling collections
- Business and Service Development
- Commercial Services

### **3. CONTEXT**

Community is one of the three Directorates within Harrow Council, delivering universal services to all sections of the community such as street cleaning, waste & recycling,

parks, highways infrastructure, civil engineering, traffic and transport, public protection, community safety, housing, and property.

The Directorate provides services that combine to improve the everyday quality of life of residents of Harrow, as well as focussing on the creation of long term environmental, spatial and economic futures for the borough, its business and residents.

The Directorate also takes a lead in the Council's drive to engage with local Communities through leadership of the Neighbourhood Champion and Pride in Harrow schemes, and engaging and supporting voluntary groups to participate in assisting the Council to maintain countryside and open space areas.

Environment and Culture is responsible for the operational delivery and strategic development of a number of key activities that are vital to meeting the corporate objective of Building a Better Harrow and the Councils commercialisation agenda. Just as importantly, the universal services within this Division have an impact of all residents, businesses and visitors to and through the borough and have a major impact on the view of Harrow, not just as a council, but as a place to live, work and invest in.

We are a suite of services that care about the borough, we care-take the facilities, the natural resources, and the public realm; and we create the right conditions for investment, growth and development.

#### **4. MAIN DUTIES / ACCOUNTABILITIES**

##### **Generic Duties/Accountabilities**

1. Implement and champion, through service and staff development, the Council's Health and Safety, Equal Opportunity and Information Security Policies.
2. Promote and ensure participation in the Council's IIP, performance appraisal and training initiatives, Information governance initiatives and information management best practice.
3. To ensure that the post holder complies with their responsibilities as laid out in the Council's health and safety policy and takes an active role in promoting a positive health and safety culture.
4. To support the operation of local and general elections when requested by the Retuning Officer.
5. To actively promote and adhere to the Council's values.

##### **5.1 Be Courageous**

We are ambitious about what's possible, challenging the status quo and ready to step up and accept a challenge. We make brave decisions to achieve success, delivering on our promises and inspiring others to 'Think Big'.

## 5.2 Do It Together

We build strong, effective relationships across the organisation, sharing our knowledge and breaking down silos. We listen to others opinions to inform decision making and seek opportunities to drive collaboration with those that share our outcome. We value diversity and always treat others with empathy and respect.

## 5.3. Make It Happen

We are outcomes focused, setting clear objectives within a framework and articulating what success looks like. We are decisive, agile and quick to act. We know what to do and have the conviction to do it. We break down barriers and enable others to be more effective.

6. To manage the team so that the services provided are responsive to customer requirements, accessible to all areas of the community and provide value for money.
7. To develop the structures, systems and policies necessary to support effective service delivery.
8. To motivate, train, develop and performance manage staff to maintain an effective workforce capable of meeting its objectives.
9. To formulate annual operational plans and budgets for the team so that there are clear priorities and appropriate resources are allocated to their achievement.
10. To resolve the most complex and high level operational issues so that they are resolved effectively and precedents are set for the resolution of similar issues.
11. To contribute to longer term (2-3 years) plans for the services managed so that they are developed in line with Council and Government priorities and customer requirements.
12. To ensure services link effectively with related service provision, within or external to the Council, so that coherent and value for money services are provided. Where appropriate, and in conjunction with other service providers, to undertake joint planning of service delivery and/or for the closer integration of service provision.
13. Prepare monitor and control the service budget to ensure that expenditure is in line with the agreed business plan.
14. To manage the teams and service provided in a way that promotes the Council's approach to diversity.
15. As a member of the Public Realm Divisional Management Team you will be responsible for the successful delivery of the Council's corporate priorities, corporate objectives, and the business objectives of your designated services.

16. To be responsible for providing high level technical and policy advice on waste, cleansing, refuse, commercial services and environment operations and hygiene strategy and service areas.
17. To develop and manage a range of commercial activities relating to the local environment: including the commercial waste portfolio, with an emphasis on commercial recycling, and pest control to maximise their efficiency and income and assist with the Councils financial position.
18. To ensure a co-ordinated corporate approach to improved local environmental quality across the Council and its partners including the development and provision of services and functions to other authorities.
19. The Head of Environmental Operations will be responsible for in excess of 300 staff with an annual budget of £6 million.

### **Service Specific Duties/ Accountabilities**

1. To manage operations within the service area, providing tactical and strategic direction for services in order to achieve upper quartile performance standards and customer satisfaction against agreed service specifications and standards.
2. Manage customer facing staff to promote awareness of, and continuously act in support of, their customer care principles and responsibilities to achieve a high standard of customer satisfaction.
3. To motivate, and empower staff via effective and regular communication to optimise their skills, outputs to promote effective employee relations at all times whilst raising performance in all aspects of service delivery.
4. To promote and develop operational synergies between services across the Community Directorate to maintain and improve the environmental condition of the Borough.
5. Responsible for daily management of the operational decision making process, deploying appropriate resources to achieve service standards.
6. Responsibility for the continuance of service delivery in response to unscheduled events, including managing redistribution of resources to ensure key services are delivered, and maintaining alternative work schedules for events such as bank holidays and seasonal variations.
7. Drive and champion initiatives throughout all services and be responsible for ensuring new ways of working and best practice is implemented and embedded.
8. To work with the Business Improvement team to contribute to continuous improvement plans for services to ensure that the Council's corporate priorities and flagship actions are incorporated in the service delivery strategy team plans and individual targets.

9. To work collaboratively with the senior management team to ensure that the service plans produced have specific outcomes, performance measures standards and that resources are allocated effectively to underpin these plans with performance management systems in place which includes input from all members of staff.
10. To contribute to identifying service needs in the development policies and strategies that have a key impact on improving service standards and customer satisfaction.
11. To manage responses to customer service requests and complaints regarding the implementation of works orders and improvement projects and schemes, ensuring comprehensive and high quality customer service is provided.
12. Ensure that all staff, managers and suppliers working feel valued, involved and empowered to deliver the very best services for Harrow customers.
13. To assist the senior management team in negotiating and managing the revenue and capital budgets and income from internal and external customers in accordance with the Council's financial regulations obtaining value for money and the optimisation of income where applicable.
14. Responsible for ensuring compliance in respect of Health, Safety & Welfare, and Environmental Legislation; Employment and Procurement Regulations, and all other relevant Acts of Parliament, Statutory Instruments, Codes of Practice, Policies and Procedures, together with the management responsibilities set out within Corporate Governance documents.
15. To represent the Council's interests locally, regionally and nationally, to raise the profile of the authority and establish partners and external funding opportunities.
16. To manage complex projects, including writing submissions, writing project initiation documents, preparing project plans, writing procedural documents, for technical and non technical audiences and undertaking as required the leadership of multi-disciplinary teams including external consultants.
17. Evaluate the environmental impacts of business activities and take action to minimise these impacts over time.
18. To transform the operational delivery of services advising the senior management team on key operational issues, identifying opportunities and challenges related to services and to advise, amend and develop solutions to drive continuous improvement.
19. Deliver change agendas, leading on the development and implementation of programmes.
20. Contribute to technological developments designed to enhance operational efficiencies.

21. Responsible for the proper use and safe keeping of physical resources, including premises, vehicles, plant, consumables and related insurance claims.
22. Responsible for facilitating monthly continuous improvement workshops for operational teams to disseminate performance information and foster best practice by identifying service failures and formulating improvement methodologies.
23. To deputise for the Divisional Director and other managers as necessary to ensure continuance of service delivery.
24. Responsible for the leadership and management of staff within the service. To ensure performance management arrangements are in place to translate strategic aims into operational practice that will achieve continuous improvement of the Council.
25. Any other task that are commensurate with the role.

## 5. SELECTION CRITERIA

**Note for applicants** - The selection criteria specifies the knowledge, experience, skills, abilities, qualifications and training required to perform the duties of the post for which you are applying.

In your application you will need to explain how your knowledge, experience, skills, abilities gained in paid or unpaid work, study or training, meets each of the selection criteria marked 'A' below, including your awareness, understanding and commitment to equality and diversity in employment and service delivery. If you fail to do so, you will not be shortlisted.

Shortlisting will be on the basis of assessing the selection criteria marked 'A'. "I" denotes interview which includes competency based interview and presentation and "P" denotes psychometric tests.

### Knowledge Indicator

- 1 a. Comprehensive understanding of performance management and continuous improvement processes **A, I**
- 1 b. Understanding of financial management processes and impact **A, I**
- 1 c. A working knowledge of relevant Environmental Legislation and Approved Codes of Practice and their impact on staff and members of the public **A, I**
- 1 d. Comprehensive understanding of relevant Health, Safety & Welfare Legislation and approved Code of Practices and the impact on staff and members of the public **A, I**



**1 e.** Comprehensive understanding of relevant Employment Legislation and Approved Codes of Practice, and Best Practice in staff management and their impact on staff and members of the public **A, I**

**1 f.** An understanding of equality issues and commitment to the aims and objectives of the Council's Equal Opportunities Policy and impact **A, I**

#### **Experience**

**1 g.** Extensive experience, in the delivery of services and management of budgets, within medium or large scale organisation **A, I**

**1 h.** Working under pressure and to strict deadlines in a demanding environment **A, I, P**

**1 i.** Experience of establishing effective performance improvement measures and implementing continuous improvement methodologies **A, I**

**1 j.** Evidence of working in more than one discipline/area of service provision **A**

#### **Education, Qualifications and Training**

**1 k.** Recognised management qualification or able to demonstrate evidence of directly managing staff and a proven ability and possession of appropriate skills to motivate staff **A, I**

**1 l.** Demonstration of continuing professional development **A**

**1 m.** Working knowledge of and able to use PC based word processing, presentation packages, spreadsheets and to use e-mail and database usage **A, I**

**1 n.** Membership of relevant professional bodies **A**

**1 o.** Current full UK driving licence (Car) **A**

#### **Competencies, Skills and Abilities**

##### **1 p. Be Courageous**

Ambitious about what's possible, challenging the status quo and ready to step up and accept a challenge. We make brave decisions to achieve success, delivering on our promises and inspiring others to 'Think Big' **P**

##### **1 q. Do It Together**

Builds strong, effective relationships across the organisation, sharing their knowledge and breaking down silos. Listens to others opinions to inform decision making and seek opportunities to drive collaboration with those that share our outcome. Values diversity and always treat others with empathy and respect. **P**

## **1 r. Make It Happen**

Outcomes focused, setting clear objectives within a framework and articulating what success looks like. Decisive, agile and quick to act. Knows what to do and have the conviction to do it. Breaks down barriers and enable others to be more effective. **P**

**1 s.** Able to demonstrate a high standard of written and verbal communication skills, including report writing and presentation skills **A**

### **Other Essential Factors**

**1 t.** Must have a clear understanding of the diverse nature of Harrow's Communities and the implications for Community Directorate and the impact on Harrow residents and service users **A, I**

**1 u.** High standard of personal presentation **I**

**1 v.** Able to work flexibly in response to the service needs of a 24/7 business, including weekends, evenings and Bank Holidays, and to participate in the out of hours and emergency standby rota **A, I**

APPX 12



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

Email: [info@harrow-unison.org.uk](mailto:info@harrow-unison.org.uk)  
Web: [www.harrow-unison.org.uk](http://www.harrow-unison.org.uk)

Branch Secretary: Gary Martin

Simon Baxter  
Divisional Director  
Environment & Culture  
Fourth floor  
Civic Centre

23rd August 2017

Dear Simon

**Re: Assistant Manager Post (recruitment)**

Harrow Unison LG formally writes to you regarding your intention to recruit to the two vacant Assistant Manager posts in the approaching weeks by means of advertisement. However it is apparent that members of staff who initially interviewed as part of the restructure process were considered appointable through the scoring matrix utilised. Can you confirm if this is correct?

If this is in fact the case can you please explain why these appointable employees have been over looked when there is no other employee who has a comparable claim on the posts? It would seem that the appropriate support offered to others has not been extended to staff at risk of redundancy which is peculiar as this this would of course comply with the Council's obligation to mitigate redundancies and also avoid a costly unnecessary recruitment and selection process, or do you disagree?

I welcome your thoughts as regards to the above and look forward to your response.

Yours sincerely

Davis Searles  
Equalities Officer  
Harrow Unison LG

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**Harrow UNISON:**



### 2.3. Duty to Report failure in Service Standards

Employees must bring to the attention of the Director any impropriety, breach of procedure or failure of the manner in which services are being provided, without fear of recrimination.

## 3. FINANCIAL AND NON-FINANCIAL INTERESTS

### 3.1. Duty to Declare Certain Contractual Interests

- 3.1.1. A failure by an employee to declare an interest in a contract which the Council is considering entering into or has entered into may be a prosecutable offence. Section 117 of the Local Government Act 1972 provides that if an employee knows that a contract in which (s)he has an interest is before the local authority (s)he must give notice of that interest to the authority. Notice shall be given to the Borough Secretary and that the particulars of the interest shall be entered into a register. The register is open to inspection by Councillors.
- 3.1.2. Employees who have an interest in a company or other organisation with which it is likely or possible that the Council will enter into a contract in the future are advised that they must give prior notice of the interest in the company. Separate later notice of each contract entered into is also required, under the provisions of the Act.
- 3.1.3. It is particularly important that if an employee is considering becoming involved or has become involved with an organisation to provide services to the Council, that that interest is disclosed at an early stage and certainly before any decisions have been taken over the tendering and selection procedures. No further part can be taken by an employee who has such an interest in the formulation of an internal bid for the provision of services under Compulsory Competitive Tendering, Voluntary Competitive Tendering, or other similar procedures.

### 3.2 Corruption

There are certain statutory provisions set out below which back up the general requirement on all employees that all benefits which result from the performance of duties on behalf of the Council may only come officially by proper remuneration:

- (i) Section 117 (2) Local Government Act 1972 forbids an employee to accept "any fee or reward whatsoever" other than proper remuneration.
- (ii) Prevention of Corruption Acts 1906 and 1916 make it an offence for employees to accept any gift or consideration as an inducement or reward for:-
  - (a) doing or refraining from doing anything in their official capacity; or
  - (b) showing favour or disfavour to any person in their official capacity.

These Acts also provide that if any money, gift or consideration is received by an employee in public service from a person or organisation holding or seeking to obtain a

contract it will be deemed to have been received corruptly unless the employee proves to the contrary.

### **3.3. Additional "Outside" Employment**

3.3.1 Employees on H7 or above are required by their contract of employment to seek prior written approval before accepting any work outside the Council. Approval must be sought from the Director. Failure to obtain consent is a breach of the terms of the contract of employment.

Even where approval is given it will be on the basis that it will not be to the detriment of the work for the Council and will not in any way be in conflict with the interests of the Council.

If there is any possibility of conflict with the interests of the Council, employees below H7 are required to seek approval from the Director. Employees must ensure that the additional work will not affect their work for the Council.

Approval for private work must be sought and obtained on a 3 yearly basis regardless of whether or not there has been any change in circumstances. If an employee's position with the Council or the nature or scope of the private work changes in any way, approval must be sought from the Director in order to continue to pursue the private work.

The Council's policy on private working states that "Employees off duty hours are their own concern, but their private interests must not interfere with their performance in their job. Employees must not put themselves in a position where their private interests conflict with their job and the interests of the Council. The Council will not prevent employees from undertaking additional work unless such work, in the Council's opinion, conflicts with or is detrimental to the Council's interests or would in any way weaken public confidence in the conduct of the Council's business."

The policy provides that "2.1. Any Officer graded above H6 (Scale 6) must seek approval from his/her Director in writing if he/she wishes to undertake private work. This applies whether or not there may be a conflict of interests."

3.3.2. No office facilities or information owned or held by the Council may be used for the purposes of "outside" use or employment. It is irrelevant whether or not the work is paid. Prior authority should be obtained for all situations where facilities or information are intended to be used. Employees should also take care not to infringe any copyrights or intellectual property rights held by the Council. Guidance should always be sought where there is any doubt as to what is permitted. e.g. supplying information to local authority associations, professional groups.

3.3.3. Directors will maintain registers of all approval given.

### **3.4. Hospitality**

3.4.1. Hospitality should not be accepted unless the employee is representing the Council in the community or where there is a genuine need to impart information. In these situations the hospitality accepted must be commensurate with the

**Varsha Patel**

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**From:** Varsha Patel  
**Sent:** 24 August 2017 12:01  
**To:** David.Robertson@harrow.gov.uk  
**Cc:** Davis Searles  
**Subject:** FW: recruitment

Dear Mr Robertson,

I apologise for my previous email (below), the agreed protocol at Harrow Council is that a response in writing to a formal letter sent by Unison is required. Once Unison has received a response to the concerns outlined in the letter we will be happy to meet.

Many thanks

Varsha Patel

---

**From:** Varsha Patel  
**Sent:** 24 August 2017 11:12  
**To:** 'David.Robertson@harrow.gov.uk'; Davis Searles  
**Cc:** Gary Martin  
**Subject:** RE: recruitment

Dear Mr Robertson,

I have been asked to contact you regarding your email. The earliest availability I have is Tuesday 29<sup>th</sup> August 2017 at 10.30 in the Unison office or Thursday 31<sup>st</sup> August 2017 10.00am in the Unison office.

I would be grateful if you could let me know which of the dates are suitable?

Many thanks

Varsha Patel  
Harrow Unison  
Branch Administrator  
Telephone Number 0208-424-1795

**From:** David.Robertson@harrow.gov.uk [mailto:David.Robertson@harrow.gov.uk]  
**Sent:** 23 August 2017 18:19  
**To:** Davis Searles  
**Cc:** Gary Martin; Varsha Patel  
**Subject:** RE: recruitment

Davis,

I think it would be more effective to meet in person and see if we can reach a consensus through discussion. I'm keen to explore the specific points of concern that you have as I think there may be a misunderstanding about the recruitment process that we are carrying out.

Can you suggest a date and time that works for you?

Thanks,

**David Robertson**

Head of Environmental Operations  
t: +44 (0)20 8424 1877 (Ext 2877)

---

**From:** Davis Searles [<mailto:D.Searles@harrow-unison.org.uk>]  
**Sent:** 23 August 2017 11:20  
**To:** David Robertson  
**Cc:** Gary Martin; Varsha Patel  
**Subject:** RE: recruitment

Dear David

I am happy to meet with you however I think it would be more appropriate to do so after you have provided a formal response to the points raised in my letter.  
Please be advised that I am on annual leave Thursday 24th and Friday 25th

Regards  
Davis Searles  
*Equalities Officer*  
*Harrow Unison LG Branch*  
020-8424-1795  
X2487

---

**From:** [David.Robertson@harrow.gov.uk](mailto:David.Robertson@harrow.gov.uk) [<mailto:David.Robertson@harrow.gov.uk>]  
**Sent:** 22 August 2017 14:51  
**To:** Davis Searles  
**Cc:** Gary Martin  
**Subject:** RE: recruitment

Davis,

Thanks for your letter. I disagree with many of the comments you make but appreciate you taking the time to make your views known.

In terms of the recruitment processes, I think it would be a good idea to discuss this in person as there seems to be some confusion over the actions that have been taken. I'm free on Thursday after 2pm and Friday after 11.30am if you'd like to suggest a time and location that works for you.

Regards

**David Robertson**

Head of Environmental Operations  
t: +44 (0)20 8424 1877 (Ext 2877)

---

**From:** Davis Searles [<mailto:D.Searles@harrow-unison.org.uk>]  
**Sent:** 21 August 2017 12:34  
**To:** David Robertson  
**Cc:** Gary Martin

**Subject:** recruitment  
**Importance:** High

Dear Mr Robertson

Please see the attached letter.

Regards  
Davis Searles  
Equalities Officer  
Harrow Unison LG Branch  
020-8424-1795  
X2487

---

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

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Appx 15



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Branch Secretary: Gary Martin

David Robertson  
Head of Operational Services  
Community & Environment  
Unit 1 Central Depot  
Forward Drive  
Harrow  
Middlesex  
HA3 8NT

18th September 2017

Dear Mr Robertson

**Re: Assistant Manager – CA Site**

Harrow Unison LG formally writes to you again regarding the on-going Environment and Culture restructure. It has been brought to the attention of this Branch that you are now seeking to only recruit to one post in the above role although the structure consulted upon clearly identified two posts. It appears that once again staff at risk of redundancy are being denied the opportunity of redeployment due to the antediluvian practices and attitudes of Senior Management which always seem to adversely impact frontline staff.

This situation raises serious concerns for Harrow Unison, first and foremost can you clarify when this change to an already agreed structure was proposed and with whom it was decided upon? Also can you clarify whether any further changes to the agreed structure have been made without consultation with the recognised Trade Unions?

Can you please provide this Branch with a comprehensive response to the above matters confirming where we are in the restructure process and the reasons for the excessive delay in its implementation?

Yours sincerely

A handwritten signature in black ink, appearing to read "Davis Searles".

Davis Searles  
Equalities Officer  
Harrow Unison LG

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**Harrow UNISON:**



### Waste companies respond to driver 'shortage'

A number of waste and recycling companies are putting measures in place to tackle a reported national shortage of qualified drivers.

The shortage has been attributed to a number of factors including the demands of the job and the strict requirements around licensing for drivers. Concerns have also been raised of the availability of drivers post-Brexit.



### NWH launches 'Driver Academy' to tackle driver 'shortage'

Earlier this month, Scottish waste management firm, NWH Group, launched a 'Driver Academy' in a bid to overcome the 'industry-wide shortage' of Class 2 HGV drivers.

Mark Williams, managing director at NWH Group, said: "The rising cost of the licence and the difficulty faced in finding work as a newly qualified driver, means businesses the length and breadth of the country are faced with the challenge of a driver shortage which is preventing services from being delivered.

"Insurance companies often do not allow companies to recruit new drivers due to risk, so we are working together to help overcome this major issue."

According to NWH, the purpose of the Academy is to enable it to recruit and train new HGV drivers by pairing them with an experienced mentor who will assist in their professional development and ensure that they are driving at industry standard before being allowed to drive solo.

FTA

When contacted by *letsrecycle.com*, the Freight Transport Association (FTA) confirmed that driver shortage has been an ongoing concern for the last 15 years.

James Hookham, deputy chief executive of the FTA said: "It's a big problem and it's not going away.

"There's several factors, it's quite demanding work, it's not a cosy office job. It also demands a lot of energy and attention. You can't just do a course. You need a licence and training, and it's quite expensive. So you can't just walk out of a job and become a driver – it's quite tough to get in to."

"Our response to this has involved upskilling our loaders to assist them in obtaining their HGV licences and to investigate the opportunities of the apprenticeship levy in order to attract younger people into the business."

“  
”

**Mark A Woods**

**Viridor**

The deputy chief executive also explained that there is a low number of women joining the field, which is thought to be for a number of reasons, including lack of roadside facilities, which he said local authorities need to do more to provide. Mr Hookham also outlined the need to appeal to a younger generation.

In terms of the future, Mr Hookham said: "13% of drivers are EU nationals, which is around 30,000 drivers. Currently we are 35,000 short, which could easily double if EU nationals aren't allowed to work here after Brexit.

"We've got several areas we're working on such as raising the profile nationally. We're trying to encourage young people, as well as unemployed people at the Job Centre Plus, but at the moment there is low unemployment. Military leavers are another group we are trying to target.

"We're also trying to persuade people who have reached a point in their career that it's a good job to do. It can be a very rewarding and well paid job, and there are a number of very good employers. You also get to see a lot of the countryside."

Mr Hookham said the consequences are that wages have increased and it is going to become more expensive to pay drivers. "Businesses will have to realise it is a demanding job and we need to recognise that in what we pay them."

"It is bad at the moment but not as bad as it was two years ago. We were 60,000 drivers short at that time and now we're 35,000."

Viridor

Viridor's sales and collections director Mark A Woods was in agreement with the FTA that the driver shortage is a challenge. However, Mr Woods said he is confident that the company has 'effective measures' in place to meet the requirements of the business.

Mr Woods explained this involves a 'two-pronged approach' of investing in the skills development of Viridor's workforce to address the current demand, and creating opportunities to plan for future growth.



Viridor has put in place measures to secure drivers for its operations

He said: "Our response to this has involved upskilling our loaders to assist them in obtaining their HGV licences and to investigate the opportunities of the apprenticeship levy in order to attract younger people into the business."

### Suez

Recycling and waste management firm Suez confirmed that the company was also working to overcome the issues caused by the shortage.

Kevan Sproul, HR director at Suez, said: "I think it is fair to say that there was a fear that the Brexit vote would lead to an immediate shortage of drivers as those drivers already over here from Europe would return home and the flow of new drivers coming here would stop. This did not happen overnight as feared but it can now be felt on an increasing scale.

"Every company needs to plan how this can be overcome by the training and development of current employees rather than just driving business costs up by competing against each other on pay levels. This is potentially a long term issue that needs a long term solution."

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The chairman of the group, Stoke-on-Trent MP Rob Fello, said that considerable obstacles remained in terms of attracting workers in the 16-24 age bracket to the logistics industry, particularly at HGV driver level, despite almost one million young people not being in employment, education or training – the so-called NEETs.

The group's research found that just 2% of all HGV drivers are under the age of 25, with 60% over 45.

"There is a huge disparity between these two groups – we have so many people over 45 and over 60, and almost none under 25," Mr Fello told MPs and industry figures assembled for the report's launch.



All-party Parliamentary Group for Freight Transport chairman Rob Fello

**"It is also striking that there are actually slightly more managing directors in transport and distribution businesses that are under the age of 25 than there are HGV drivers, which just shows how many barriers there are to getting young people driving," he continued.**

One of the most fundamental problems that the freight and logistics industry has to overcome is its lack of visibility to wider society – people, particularly younger people, simply do not know it exists. A lack of awareness of the road haulage sector, which is by far and away the single largest segment of the logistics industry and estimated to be worth £42bn a year, was "repeatedly highlighted" in individuals' and businesses' submissions to the group.

"While the general public has some awareness of the drivers and the role that they play in the movement of goods, they are generally unaware of the roles which are required to sustain a fleet of commercial vehicles," the report said.

The sector had suffered from repeated governments' focus on university education over and above vocational courses, the report said. "Logistics is too often considered to be a job of last resort. Through pursuit of this agenda and highlighting university places as a marker for education quality, government may have devalued skills that are crucial to the economy."

This had combined with an institutional failure to provide young people with adequate career guidance, the report noted, pointing to a recent Confederation of British Industry report which

concluded: "The quality of careers advice in schools remains in severe crisis. For 93 out of 100 young people to not feel in possession of the facts they need to make informed choices about the future is a damning indictment."

Mr Fello added: "Unless you have a parent that works in the sector it is one that you have probably never come across in your career guidance."

And many employers also questioned the quality of qualifications and training young people receive, with some 16% of companies employing staff "that they consider not to be fully proficient," with a third of companies saying that a lack of skills has led to increased operating costs and a quarter believing that have lost business to competitors.

[The report also contains the following assertion, which is more profoundly shocking than possibly anything directly covers the freight industry, from Lord Sandy Leitch's 2006 review of UK skills which found that a third of UK adults lack the equivalent basic school leaving qualification, half lack numeracy skills and one in seven are not functionally literate. Which. Is. Shocking.]

**However, there are grounds for optimism. The recent decision to raise the minimum school leaving age to 18 ought to be a chance to increase the numbers attending vocational training courses rather than academic education, and, combined with the reduction of the age limit for an HGV licence to 18, could provide a route for more young people to train as drivers.**

**"It is now possible that on leaving education a young person could now go straight into the logistics sector as a driver. The government should consult with industry and education providers to explore vocational programmes which could be undertaken by individuals before they reach the age when they can obtain the relevant licences," the report suggested, but also warned that the costs of training courses and insurance for younger drivers could be prohibitive**

"Contrary to this aspiration, the costs of insurance for the under-25s means that almost no school leavers will become drivers," it asserted.

# Valenciaport



As a result, probably two of its most important and tangible recommendations concern insurance cost and the extension of the student loans system to cover vocational training courses.

"The existing student loans system should be extended to students who wish to undertake training courses provided by accredited organisations, and the level of funding for apprenticeships to age 24.

"The government [also] needs to engage with insurers to determine the factors which are causing insurance costs related to young drivers to be exponentially higher than for other drivers, and develop a strategy to bring these costs down," it said.

**It really is a ticking time bomb, as highlighted by this quote from a submission by Skills for Logistics: "A fifth of the current LGV workforce will reach retirement age in the next 10 years. That's**

approximately 75,000 drivers and this does not include those that will have licences revoked or curtailed or even those that will leave the professions for other job opportunities.

"But the number gaining a licence is decreasing year-on-year. The data shows a 45% fall in the number obtaining a LGV licence in a five-year period, and it appears that only 20% are acquiring their initial driver CPC. This therefore does not come close to replacing those that are anticipated to leave the profession."

M16MVVF000216	19/01/2017	Alleged refuse vehicle hit boundary wall.	Unknown	CLOSED	0.00	0.00	0.00	0.00	0.00	Permanent
M16MVVF000227	23/01/2017	Alleged third party vehicle was damaged by Council vehicle	Unknown	CLOSED	0.00	0.00	0.00	0.00	0.00	Permanent
M16MVVF000219	24/01/2017	Damage found on inspection	Unknown	CLOSED	685.42	685.42	0.00	0.00	0.00	Permanent
M16MVVF000241	07/02/2017	Unknown - damage found on inspection	Unknown	CLOSED	570.60	570.60	0.00	0.00	0.00	Permanent
M16MVVF000235	20/02/2017	Hit third party whilst reversing	Fault	CLOSED	0.00	0.00	0.00	0.00	0.00	Agency
M16MVVF000244	24/02/2017	Hit parked third party vehicle	Fault	OPEN	0.00	0.00	0.00	0.00	0.00	Permanent
M16MVVF000246	02/03/2017	Reversed into third party vehicle.	Fault	CLOSED	1,569.34	1,569.34	0.00	0.00	0.00	Permanent
M16MVVF000262	08/03/2017	Hit telegraph pole whilst reversing	Fault	OPEN	1,400.00	0.00	1,400.00	0.00	1,400.00	Permanent (left the Council)
M16MVVF000252	09/03/2017	Damaged light whilst parking in truck yard	Fault	CLOSED	0.00	0.00	0.00	0.00	0.00	Agency
M16MVVF000263	14/03/2017	Reversed into a tree	Fault	CLOSED	0.00	0.00	0.00	0.00	0.00	Permanent
M16MVVF000257	15/03/2017	Damaged whilst parked	Non-Fault	CLOSED	554.00	554.00	0.00	0.00	0.00	Permanent
M16MVVF000253	15/03/2017	Hit parked car.	Fault	CLOSED	1,521.60	1,521.60	0.00	0.00	0.00	Permanent
M16MVVF000254	16/03/2017	Reversed into tipping bay and caught a low post	Fault	CLOSED	3,122.21	3,122.21	0.00	0.00	0.00	Fixed term Contract
M16MVVF000261	21/03/2017	Hit whilst parked	Non-Fault	OPEN	339.76	339.76	0.00	0.00	0.00	Permanent
M16MVVF000278	27/03/2017	Reversed into post	Fault	CLOSED	122.22	122.22	0.00	0.00	0.00	Permanent (Retired)
M16MVVF000270	28/03/2017	Third party was hit whilst pulling out onto Pinner Road from Bedford Road	Fault	CLOSED	3,251.59	3,251.59	0.00	0.00	0.00	Permanent (Retired)
M16MVVF000272	28/03/2017	Third party vehicle was hit whilst parked	Fault	OPEN	2,000.00	0.00	2,000.00	0.00	2,000.00	Permanent



M16MVF000274	CN66 KWE	28/03/2017	Hit parked vehicle	Fault	CLOSED	2,749.64	2,749.64	0.00	Permanent
M16MVF000276		30/03/2017	Alleged refuse truck hit parked car	Unknown	OPEN	0.00	0.00	1,500.00	
M17MVF000003	CN66 KWF	03/04/2017	Alleged refuse truck hit parked vehicle	Unknown	OPEN	0.00	0.00	1,500.00	
M17MVF000004	LS58 ZYM	15/04/2017	Hit third party whilst turning the corner	Fault	OPEN	3,267.52	48.00	3,219.52	Permanent (Loader - Occasional Driver)
M17MVF000012	LS58 ZYR	28/04/2017	Alleged our vehicle hit third party vehicle	Fault	OPEN	408.00	48.00	360.00	Permanent
M17MVF000015	LS58 ZYU	28/04/2017	Cycle cage bar hit third party parked car	Fault	OPEN	500.00	0.00	500.00	Permanent
M17MVF000024	LN09 PFO	05/05/2017	Hit gates	Fault	CLOSED	2,411.98	2,411.98	0.00	Agency
M17MVF000036	LN09 PGK	09/05/2017	Hit parked car.	Fault	CLOSED	0.00	0.00	0.00	Permanent
M17MVF000025		09/05/2017	Alleged vehicle reversed into driveway and damaged window	Unknown	CLOSED	0.00	0.00	0.00	
M17MVF000040	LN09 PFJ	11/05/2017	Hit fixed object	Fault	CLOSED	0.00	0.00	0.00	Permanent
M17MVF000037	LN09 PFZ	18/05/2017	Hit barrier whilst struggling to get into bay.	Fault	CLOSED	0.00	0.00	0.00	Permanent
M17MVF000039	LS58 ZYU	19/05/2017	Hit parked third party vehicle	Fault	CLOSED	4,372.76	4,372.76	0.00	Agency
M17MVF000042	LS58 ZYL	22/05/2017	Hit by another Council vehicle	Non-Fault	OPEN	2,000.00	0.00	2,000.00	Permanent
M17MVF000047		30/05/2017	Alleged refuse vehicle hit parked third party vehicle	Unknown	OPEN	500.00	0.00	500.00	
M17MVF000055	LN09 PFU	09/06/2017	Hit telegraph pole	Fault	OPEN	2,000.00	40.00	1,960.00	Permanent
M17MVF000054	VX09 WKD	09/06/2017	Harrow driver failed to stop at roundabout and collided with third party car	Fault	CLOSED	2,032.01	2,032.01	0.00	Permanent

M17MVF000061	LN09 PFK	12/06/2017	On inspection found bumper resting on a metal frame	Unknown	CLOSED	612.22	612.22	0.00	Agency
M17MVF000064	LN09 PFY	15/06/2017	Hit parked car	Fault	OPEN	500.00	0.00	500.00	Permanent
M17MVF000071	LN09 PFY	28/06/2017	Hit parked car	Fault	OPEN	1,500.00	252.00	1,248.00	Agency
M17MVF000070	BG64 NWR	29/06/2017	Driver hit parked car	Fault	CLOSED	896.82	896.82	0.00	Agency
M17MVF000077		05/07/2017	Alleged refuse truck hit parked car	Unknown	OPEN	0.00	0.00	0.00	
M17MVF000079	LN09 PFY	06/07/2017	Reversing. Hit gate.	Fault	CLOSED	552.00	552.00	0.00	Agency
M17MVF000081	VX16 ABU	07/07/2017	Alleged we hit third party vehicle	Fault	OPEN	6,150.00	4,048.00	2,102.00	Agency
M17MVF000090	LS58 ZYN	11/07/2017	Third party alleges we hit his vehicle - denied by our driver	Under Investigation	OPEN	1,500.00	0.00	1,500.00	Permanent
M17MVF000083	LS58 ZYM	11/07/2017	Reversed into parked third party vehicle	Fault	OPEN	2,000.00	0.00	2,000.00	Permanent (Loader - Occasional Driver)
M17MVF000093	VX09 WKD	13/07/2017	Driver moved forward and hit a shutter causing damage	Fault	CLOSED	0.00	0.00	0.00	Agency
M17MVF000092	LS58 ZYG	14/07/2017	Vehicle found to be damaged on inspection	Unknown	OPEN	3,000.00	0.00	3,000.00	Permanent
M17MVF000085	LN09 PFU	14/07/2017	Reversed into third party vehicle	Fault	CLOSED	1,099.88	1,099.88	0.00	Permanent (Loader - Occasional Driver)
M17MVF000095	LN09 PFV	17/07/2017	Vehicle was hit whilst parked by another council vehicle	Non-Fault	OPEN	500.00	380.48	119.52	
M17MVF000094	LN09 PFK	17/07/2017	Hit another parked Council vehicle	Fault	CLOSED	0.00	0.00	0.00	Permanent
M17MVF000088	LS58 ZYG	17/07/2017	Hit third party whilst turning right	Fault	OPEN	1,570.00	1,198.00	372.00	Agency

M17MVFF000102	LS58 ZYK	19/07/2017	Alleged refuse lorry hit entrance post	Fault	OPEN	400.00	0.00	400.00	Agency
M17MVFF000097	LN09 PFJ	20/07/2017	Alleged driver hit tp vehicle while reversing - CCTV shows no collision	Non-Fault	OPEN	2,000.00	0.00	2,000.00	Permanent
M17MVFF000105	LN09 PFO	20/07/2017	Hit third party wall due to tight turn	Fault	CLOSED	668.00	668.00	0.00	Permanent
M17MVFF000099	BG64 NWR	21/07/2017	Third party hit our vehicle in rear.	Non-Fault	OPEN	700.00	0.00	700.00	Agency
M17MVFF000106	LN09 PGO	24/07/2017	Clipped high kerb whilst reversing	Fault	CLOSED	0.00	0.00	0.00	Permanent
M17MVFF000104		26/07/2017	Alleged refuse truck hit parked vehicle	Unknown	OPEN	1,000.00	0.00	1,000.00	
M17MVFF000115	LN09 PGO	10/08/2017	Reversing and clipped his n/s mirror	Fault	OPEN	0.00	0.00	0.00	Permanent
M17MVFF000113	LS58 ZYE	11/08/2017	Reversed into low hanging tree branch	Fault	OPEN	250.00	0.00	250.00	Permanent
M17MVFF000112	LN09 PFO	11/08/2017	Tree branch hit windscreen and corner window	Fault	CLOSED	1,823.44	1,823.44	0.00	Permanent
M17MVFF000122	LN09 PGK	19/08/2017	Reversed into post	Fault	OPEN	4,050.00	48.00	4,002.00	Permanent
M17MVFF000120	LN09 PFJ	22/08/2017	Reversing in a tight space and hit telegraph pole	Fault	OPEN	1,000.00	0.00	1,000.00	Permanent
M17MVFF000125	VX16 ABU	30/08/2017	Reversing and third party turning right resulted in collision	Fault	OPEN	1,000.00	0.00	1,000.00	Agency
M17MVFF000127	LN09 PGO	01/09/2017	Presumed our driver hit stationary third party vehicle - details to be confirmed	Under Investigation	OPEN	0.00	0.00	0.00	Permanent
M17MVFF000131	LN09 PFU	08/09/2017	Hit parked car	Fault	OPEN	4,000.00	185.00	3,815.00	Permanent (Loader - Occasional Driver)

**Gary Martin**

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**From:** [Redacted]  
**Sent:** 27 September 2017 11:31  
**To:** Gary Martin  
**Subject:** FW: LGV 2 Drivers  
  
**Importance:** High

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**From:** Gupinder Kooner [mailto:Gupinder.Kooner@pertemps.co.uk]  
**Sent:** 27 September 2017 11:33

[Redacted]  
**Subject:** LGV 2 Drivers

[Redacted]  
I just wanted to apologise for the shortfall over the last couple of weeks with Dust Cart Drivers. I wanted to assure you that we are doing everything possible to get this situation back under control. As I mentioned in our earlier conversation there is already a UK-Wide shortage for qualified drivers, which in my opinion will only get worse over the Christmas peak. The problem at Harrow is compounded by current pay scales being way below market rates. To give you a better scope of things, a Non-Parity Dust Cart Driver at Harrow is currently paid £10ph, other Councils in the area are paying upwards of £12ph. The upshot is that driver attraction and retention in an already difficult market is being put under further pressure.

I have already contacted PAWS and explained the severity of the matter, my understanding is they are currently conducting case studies to investigate and determine current market rates. The concern for me is the impact it is having on the service right now and the knock on effects it is undoubtedly causing.

I have listed below for you the current market rates for drivers below, I hope this helps:

<b>Market Rate</b>	
LGV 2 Driver	£12.00 - £13.00
7.5T Driver	£10.50 - £11.00
3.5T Driver	£9.00 - £9.50

As you know we have worked with yourself and Harrow Council for a number of years, both directly and indirectly. For the most part we have enjoyed a successful relationship with our focus always being on supporting you and keeping you informed of changes in the market that could effect your operation and our ability support it.

We are mindful of your need to control costs but strongly believe that this increase is both very necessary and inline with what the current market is demanding.

I look forward to any support you are able to offer.

Regards,  
Gupinder Kooner  
Manager.

Tel: 020 8566 6333  
Fax: 020 8575 2456  
Mobile07920 106 061 (Industrial)  
Mobile07920 104 041 (Care)  
Email: [Gupinder.Kooner@Pertemps.co.uk](mailto:Gupinder.Kooner@Pertemps.co.uk)  
Web: <http://www.pertemps.co.uk>  
Add: 200 Windmill Lane, Greenford, Middlesex, UB6 9DW



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**Gary Martin**

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**From:** [REDACTED]  
**Sent:** 27 September 2017 06:52  
**To:** Gary Martin  
**Subject:** FW: Uncollected roads paperwork

He ignored this email.

---

[REDACTED]  
**Sent:** 25 September 2017 11:55  
**To:** David Robertson  
[REDACTED]  
**Subject:** Uncollected roads paperwork

Dave

I am of the understanding that a couple of roads were not cleared last week to which the drivers handed you the paperwork, Monroe Gardens being one of them. We were not aware of this and the complaints are coming through this morning. Moving on I'd be grateful if you could highlight these issues to either myself or Steve, or both preferably, so that we can organise their clearance.

Thanks

[REDACTED]  
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**Varsha Patel**

---

**From:** Sheron.Laughlin@harrow.gov.uk  
**Sent:** 26 September 2017 17:12  
**To:** Gary Martin; Varsha Patel  
**Cc:** Michael.Lockwood@harrow.gov.uk; Tom.Whiting@harrow.gov.uk;  
Simon.Baxter@harrow.gov.uk; Deborah.Peach@harrow.gov.uk  
**Subject:** RE: Special DJC Meeting

Thanks for your email Gary.

I will make Michael aware of your email below.

As you will see from the email to me on the 18<sup>th</sup> September, it was your office that copied in another Corporate Director so I am unable to comment regarding that matter!

Regards  
Sheron

**From:** Varsha Patel [<mailto:v.patel@harrow-unison.org.uk>]  
**Sent:** 18 September 2017 13:48  
**To:** Hina Patel; Sheron Laughlin  
**Cc:** Michael Lockwood; Tom Whiting; Gary Martin  
**Subject:** RE: Special DJC Meeting  
**Importance:** High

Dear Sheron,

Gary has serious reservations regarding Michaels absence, does Tom have any authority whatsoever to make decisions in another directorate? Tom in his own meeting with Gary regarding a serious potential Breach of Data gave no timescales or indication of response, this created a problem which has now been escalated to the ICO due to the vagueness of the Data controller (Tom)? Also Tom Heads another directorate, and under councils very own structure, Michael fills the void left by Tom McCourt or has there been some type of covert agreement to cover this directorate outside of consultation that Gary is Unaware of? This type of practice in something so serious i.e. service failure does not comply with the Councils code of conduct, Gary as serious concerns that the top tier are now making up the rules as they go along.

Regards  
Varsha

Sent on behalf of the Branch Secretary

Sheron Laughlin  
PA to Michael Lockwood – Chief Executive  
Harrow Council  
020 8424 1001  
[www.harrow.gov.uk](http://www.harrow.gov.uk)

BUILDING A BETTER  
HARROW

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**From:** Gary Martin [mailto:g.martin@harrow-unison.org.uk]  
**Sent:** 26 September 2017 17:02  
**To:** Sheron Laughlin; Varsha Patel  
**Cc:** Michael Lockwood; Tom Whiting; Simon Baxter; Deborah Peach  
**Subject:** RE: Special DJC Meeting

Dear Sheron

Unison is now moving matters to ECF for a basic failure to meet the agreed timeframe, this failure is wholly against the councils core values when considering how many times we have had to approach the employer and of course the DJC terms of reference . Or in reality are we now being requested to beg to be heard?(total disregard for freedom of opinion) Could you please clarify why another corporate director has been Cc into this e-mail who has no responsibility for the directorate? Finally it appears that the employer has total disregard for Unison or its membership.

Regards

Gary

---

**From:** [Sheron.Laughlin@harrow.gov.uk](mailto:Sheron.Laughlin@harrow.gov.uk) [mailto:Sheron.Laughlin@harrow.gov.uk]

**Sent:** 26 September 2017 16:19

**To:** Varsha Patel

**Cc:** [Michael.Lockwood@harrow.gov.uk](mailto:Michael.Lockwood@harrow.gov.uk); [Tom.Whiting@harrow.gov.uk](mailto:Tom.Whiting@harrow.gov.uk); Gary Martin; [Simon.Baxter@harrow.gov.uk](mailto:Simon.Baxter@harrow.gov.uk); [Deborah.Peach@harrow.gov.uk](mailto:Deborah.Peach@harrow.gov.uk)

**Subject:** RE: Special DJC Meeting

Gary

Apologies for the delay.

Michael will attend a special DJC meeting and I'll look at some dates for next week.

Regards

Sheron

Sheron Laughlin

PA to Michael Lockwood – Chief Executive

Harrow Council

020 8424 1001

[www.harrow.gov.uk](http://www.harrow.gov.uk)

BUILDING A BETTER

HARROW

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**From:** Varsha Patel [mailto:v.patel@harrow-unison.org.uk]

**Sent:** 18 September 2017 13:48

**To:** Hina Patel; Sheron Laughlin

**Cc:** Michael Lockwood; Tom Whiting; Gary Martin

**Subject:** RE: Special DJC Meeting

**Importance:** High

Dear Sheron,

Gary has serious reservations regarding Michaels absence, does Tom have any authority whatsoever to make decisions in another directorate? Tom in his own meeting with Gary regarding a serious potential Breach of Data gave no timescales or indication of response, this



created a problem which has now been escalated to the ICO due to the vagueness of the Data controller (Tom)? Also Tom Heads another directorate, and under councils very own structure, Michael fills the void left by Tom McCourt or has there been some type of covert agreement to cover this directorate outside of consultation that Gary is Unaware of? This type of practice in something so serious i.e. service failure does not comply with the Councils code of conduct, Gary has serious concerns that the top tier are now making up the rules as they go along.

Regards  
Varsha

Sent on behalf of the Branch Secretary

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**From:** [Hina.Patel@harrow.gov.uk](mailto:Hina.Patel@harrow.gov.uk) [mailto:Hina.Patel@harrow.gov.uk]  
**Sent:** 18 September 2017 11:49  
**To:** Varsha Patel  
**Subject:** FW: Special DJC Meeting

Hi Varsha

As per our conversation.

Kind regards  
Hina

---

**From:** Sheron Laughlin  
**Sent:** 18 September 2017 11:44  
**To:** Hina Patel  
**Subject:** RE: Special DJC Meeting

I did this morning and his preference would be for it to go ahead without him and possibly Tom Whiting to attend in his place.

Regards  
Sheron

Sheron Laughlin  
PA to Michael Lockwood – Chief Executive  
Harrow Council  
020 8424 1001  
[www.harrow.gov.uk](http://www.harrow.gov.uk)

FOR A BETTER  
HARROW

**From:** Hina Patel  
**Sent:** 18 September 2017 11:42  
**To:** Sheron Laughlin  
**Subject:** RE: Special DJC Meeting

Hi Sheron

Just checking if you have had a chance to check with Michael regarding this meeting?

Kind regards  
Hina

---

**From:** Sheron Laughlin  
**Sent:** 08 September 2017 09:35  
**To:** 'Varsha Patel'; Michael Lockwood; Simon Baxter; Venetia Reid-Baptiste; Nick Powell; David Robertson; Richard Lebrun; Tim Bryan; Rebecca Johnson  
**Cc:** Gary Martin; Davis Searles; John Royle; Ken McDonald; 'Noblemunn, John'; Darren Butterfield  
**Subject:** RE: Special DJC Meeting

Dear Varsha

Thank you for your email.

I will discuss with Michael, hopefully, later today and come back to you in relation to you inviting Michael to a special DJC meeting.

Regards  
Sheron

Sheron Laughlin  
PA to Michael Lockwood – Chief Executive  
Harrow Council  
020 8424 1001  
[www.harrow.gov.uk](http://www.harrow.gov.uk)

**BUILDING A BETTER  
HARROW**

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**From:** Varsha Patel [<mailto:v.patel@harrow-unison.org.uk>]  
**Sent:** 07 September 2017 15:32  
**To:** Michael Lockwood; Simon Baxter; Venetia Reid-Baptiste; Nick Powell; David Robertson; Richard Lebrun; Tim Bryan; Rebecca Johnson  
**Cc:** Gary Martin; Davis Searles; John Royle; Ken McDonald; 'Noblemunn, John'; Darren Butterfield  
**Subject:** Special DJC Meeting  
**Importance:** High

Dear All,

I have been asked to invite you all to an upcoming Special DJC Meeting. In the absence of the Corporate Director I have been asked to invite the Chief Executive Mr Lockwood to this meeting.

Mr Baxter, I would be grateful if you could come back to me with a date and time to the meeting (within the terms of reference). The reason for calling this meeting is to discuss the failure to formally respond to a recognised TU within the agreed timescales enacting a situation of breaching our members legal and statutory rights under section 139 ERA96 and TULRCA

Many thanks

Varsha Patel  
Harrow Unison  
Branch Administrator  
Telephone Number 0208-424-1795

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

**Varsha Patel**

---

**From:** Varsha Patel  
**Sent:** 26 September 2017 09:31  
**To:** 'Kiran.Ramchandani@harrow.gov.uk'  
**Cc:** frances.mills@harrow.gov.uk; Samantha.Reilly@harrow.gov.uk;  
Michael.Lockwood@harrow.gov.uk  
**Subject:** Request for a Special ECF Meeting

Dear Ms Ramchandani,

I have been asked to contact you with regards to arranging a special ECF meeting, the reason for the meeting is the failure to convene a special DJC meeting.

Many thanks

Varsha Patel  
Harrow Unison  
Branch Administrator  
Telephone Number 0208-424-1795

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**REPORT FOR: EMPLOYEE  
CONSULTATIVE FORUM**

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<b>Date of Meeting:</b>	12 <sup>th</sup> December 2017
<b>Subject:</b>	Response to report from Unison regarding <i>'Non-compliance of statutory responsibilities, failure to engage in the Environment and Communities Directorate'</i>
<b>Key Decision:</b>	No
<b>Responsible Officer:</b>	Paul Walker – Corporate Director, Communities
<b>Portfolio Holder:</b>	Graham Henson, Portfolio holder for the Environment
<b>Exempt:</b>	No
<b>Wards affected:</b>	N/A

## Section 1 – Summary and Recommendations

This report sets out the Council's response to a report received from Unison entitled '*Non-compliance of statutory responsibilities, failure to engage in the Environment and Communities Directorate*'. The report was received on 5<sup>th</sup> October 2017

### For Information

## Section 2 – Report

This report outlines the Council's response to the Unison paper entitled '*Non-compliance of statutory responsibilities, failure to engage in the Environment and Communities Directorate*'. The report was received on 5<sup>th</sup> October 2017.

The Environmental Operations and Strategy teams operate within the wider Environment and Communities Directorate and consist of over 250 staff and managers. The teams deliver front line services including waste and recycling collection, the civic amenity site, street cleansing and grounds maintenance. The Strategy team supports delivery of front line services through co-ordinating all policy and IT developments across the division and maintaining the links with West London Waste Authority and other key stakeholders.

The restructure of Environment and Culture is a wider project that impacts the whole division; however the focus in this paper is on the Environmental Operations and Strategy Teams, reflecting the issues raised by Unison.

### **1. Failure to comply with the council's consultation policy and failure to offer redeployment to displaced employees at risk of redundancy.**

The consultation process followed during the restructure of Environmental Services has followed the Council's policies and procedures and this has not resulted in any displaced employees being disadvantaged.

The consultation was launched in February 2017 and involved a restructure of all levels of the management team to ensure it reflects the current needs of the service. A key aspect of the restructure was replacing the grade 8 Team Leader roles with new grade 8 Assistant Manager roles and a supporting Health and Safety Advisor.

Following the initial launch of the consultation, extensive feedback was received from the trade unions through a special DJC held on 2nd March 2017. This resulted in a number of amendments to the consultation and an extended consultation period through to 18th April 2017. Interviews for the Assistant Manager posts took place in June 2017. Those that were successful in securing a new post were appointed. Those staff that were unable to secure a new post were informed that they would stay in their current role, subject to the outcome of a formal HR process involving one of the affected staff that needed to be resolved before the process could be completed. This was completed in late October. This delay ensured that there were sufficient managers within the service areas to maintain front line delivery – if the Assistant Manager recruitment had been completed to the original timescale then this would have had a significant detrimental effect on service delivery. The extension to the restructure timescale and reasons were relayed to staff and updates were communicated through team meetings.

Unison's submission states that there has been a change in the original structure without consultation. There has been no formal change in the new structure.

During the consultation, the two grade 10 Civic Amenity Site Assistant Managers both decided to leave the council while the restructure was ongoing, leaving two vacant posts. As an interim position, it has been decided to recruit into one of these posts while consideration is given to impact of these posts on the wider structure. This reflects the Council's Recruitment and Selection Procedure, which requires 'Managers are expected to conduct a review of each post as it becomes vacant - whether it needs to exist in its current form, whether changes are required, or whether it needs to exist at all'. This was discussed with Unison on 22<sup>nd</sup> August to gain initial feedback. If it is decided to proceed and change the structure at the civic amenity site then this would be undertaken through the correct formal processes and procedures.

One of the Assistant Manager posts within civic amenity was advertised in September with only one internal application received, and then subsequently withdrawn. The post has been re-advertised (internally only) in early November, ensuring it is available for either of the two redeployees within the service to apply for. Additionally, the vacant Health and Safety Advisor role has been re-advertised, making a second post available for the redeployees to apply for. The council's redeployment advisor (through PerTemps) has been engaged and is working directly with the employees.

## **2. Failure to enact a special DJC, failure to respond to TU letters within an agreed timeframe.**

A request for a DJC was received from Unison on 7th September. The DJC would normally be attended by the Corporate Director of Resources, however the post was vacant at the time so the request was directed to the Chief Executive. The Chief Executive's Office responded on 18th September, indicating that the Director of Resources could attend in his place.

Unison indicated that this would not be an acceptable substitution and subsequently the request for DJC was overridden by a request for an ECF, received on 31st October.

In addition to the requests for a DJC and ECF, there were various letters submitted to managers within the service area relating to specific concerns. Responses were issued to each of the letters, offering face to face discussions on each occasion.

### **3. Breaking the council's code of conduct.**

Specific allegations relating to conduct should be addressed through performance management processes. It is not clear from Unison's report how the code of conduct has been broken; if specific details are provided then this can be investigated through the correct processes.

### **4. Number of agency drivers in waste services**

The waste and recycling service has been reliant on agency staff to cover vacant roles over a long term period. These agency staff currently cover between 5 and 7 drivers and 12 to 15 loaders within the service each day. This represents around 20% of the overall workforce. In many cases the agency staff are employed for long periods, mitigating the challenges of reliance on agency workers, however it is recognised that this issue needs to be addressed as the service will run more effectively with a workforce predominantly consisting of full time staff and relying on agency workers for seasonal and day to day flexibility.

The use of agency workers within the service area is subject to an ongoing process of review as part of a wider workforce strategy project. The Chief Executive has met with Unison and the Director of Environment and Culture on two separate occasions in October to review and agree actions. Care is being taken to ensure that budgets are reviewed and the correct numbers of staff are employed, taking into consideration aspirations to take on a new batch of apprentices in early 2018.

Recruitment of 5 drivers and 13 loaders has recently been approved and recruitment into these posts will be completed before Christmas 2017. This will assist with improving standards of health and safety, quality of work and reducing missed collections.

### **5. Payments of market supplements to senior staff and 'golden handshakes'**

There are no managers within Environmental Services receiving market supplements nor any 'Golden Handshakes'.



## Summary

The service areas within Environmental Operations have been through a long period of change and uncertainty. It is recognised that this creates challenges for staff and managers within the service and that there are opportunities to improve front line delivery of services.

There have however been significant steps forwards in recent months and these are leading to improvements in the services that will continue in to the new year; these include:

- The project to upgrade the Bartec IT system is progressing well and is set to go live in January 2018, this will ensure collections crews have access to accurate information through the in-cab system and will significantly improve processing for garden waste collections, resolving missed bins and delivering containers.
- The restructure of front line management, including Assistant Managers, is progressing well and most staff are in the new posts. Recruitment into the remaining posts is ongoing, the two Operational Manager posts have been filled and the staff will join in the new year. Recruitment of staff into the Strategy section of the division has been completed, allowing for greater support of front line services.
- A renewed emphasis on health and safety is delivering meaningful improvements on the ground, including new induction training, an active programme of crew inspections and reintroduction of Safety Circles to include front line staff in safety management.

## Section 3 - Statutory Officer Clearance

Name: Dawn Calvert. Date: 04/12/17	on behalf of the*   Chief Financial Officer
---------------------------------------	--

## Section 4 - Contact Details and Background Papers

**Contact:** Simon Baxter – Director of Environment and Culture  
[Simon.Baxter@harrow.gov.uk](mailto:Simon.Baxter@harrow.gov.uk)

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**EMPLOYEES' CONSULTATIVE FORUM: 29<sup>th</sup> NOVEMBER 2017**

**HARROW UNISON LG BRANCH REPORT ON UNILATERAL CHANGES TO ROLE PROFILES AND THE UNDERMINING OF THE RECOGNITION AGREEMENT**

**SUMMARY AND DECISION REQUESTED**

In July 2017 Harrow UNISON LG Branch were engaged in what was believed to be meaningful consultation and negotiation regarding proposed format and content changes to the role profile template. However, following a CJC meeting and a special meeting to discuss the changes, HR admitted both verbally and in writing that, regardless of our consultation, negotiation and involvement in this matter, and notwithstanding our legitimate concerns and comments, a decision had already been made by other Council forums (CLG and CSB) agreeing the changed format. Not only do these actions represent unilateral changes to our members' contractual terms and conditions but they signify the undermining of this union's Recognition Agreement with the Council and yet a further failure by HR (operated by Bucks CC) to engage with UNISON meaningfully. Harrow UNISON LG Branch are requesting the direct intervention of ECF to return this issue to the negotiating table reversing the decision to enact the changes, a formal apology from HR and a written commitment from Harrow Council that it will honour and abide by all terms within UNISON's Recognition and Procedural Agreement before ACAS intervention is once again sought by this union.

**CHRONOLOGY**

<b>DATE</b>	<b>ACTION</b>	<b>OUTCOME</b>
18/07/2017	UNISON attended CJC meeting and discussed changes to the Recruitment System and role profile template.	UNISON requested a demonstration of the changes, more information and more detail on the proposals. HR agreed to schedule a meeting.
26/09/2017	Meeting attended by HR and UNISON representatives to discuss Recruitment System changes and role profiles.	UNISON committed to formally responding to the proposals in respect of the role profile changes following Branch Executive Committee discussion. However, UNISON were verbally informed that changes will be enacted regardless of our input and involvement (latterly reaffirmed in writing by HR in the email of the 29/09/2017 (Appendix 1)).
29/09/2017	Email received from the HR Organisational Development Business Partner (Appendix 1).	As above, UNISON were informed <i>'that we will continue with our plans to implement the revised recruitment changes based on CLG/CSB decision'</i> .

20/10/2017	UNISON sent correspondence to HR Organisational Development Business Partner (Appendix 2).	UNISON expressed its formal rejection of the changes and its disappointment to be informed, prior to our decision, that the recruitment (role profile changes) had already been agreed.
31/10/2017	Submitted formal ECF report.	Seeking resolution as outlined in 'Summary and Decision required' box.

## REPORT

The subject of this report involves two issues. The first issue relates to the lack of a genuine and justifiable reason behind the proposal by HR to remove and 'streamline' the existing role profile template. The second issue relates to the unilateral decision to implement the change without any meaningful engagement or prior agreement from UNISON thereby compromising the Recognition and Procedural Agreement the Council has with UNISON and straining industrial relations even further.

Firstly, in relation to the role profile issue; in July 2017 UNISON attended a CJC meeting to discuss wider Recruitment Process changes involving IT and proposals to amend the existing role profile template. UNISON representatives requested a demonstration of the Recruitment Process changes, more information and further justification regarding the role profile template changes proposed.

A meeting was duly convened on the 26<sup>th</sup> September whereby members of HR (Bucks CC) and the recruitment supplier Pertemps attended to explain and clarify the proposals in more detail.

In requesting the motive and reasoning behind this proposal, HR representatives explained that role profiles contain many generic statements that unnecessarily add weight to existing job descriptions. In further justifying the proposal, HR representatives added that role profiles need to be reduced because many 'are 12 pages in length'.

UNISON representatives challenged these assumptions and conveyed a rather different reality given that many job descriptions submitted to UNISON for evaluation are normally no more than 3-4 pages in length and are certainly not 12 pages long as quoted by HR. Furthermore, and as is outlined in our letter of the 20<sup>th</sup> October (Appendix 2), UNISON representatives found the streamlining justification presented by HR to be contradictory given that, rather than reduce job description documentation, the proposal will actually increase the total number of role profile documents from one to three (NB- the additional two documents mentioned had not been disclosed to UNISON so we are unable to comment as to the content of these documents).

Not at all convinced by the flimsy justification, UNISON representatives questioned the motive behind the change and further questioned the impact this would have on the GLPC (Greater London Provincial Council) Job Evaluation Scheme in light of HR's recent manipulation and movement away from the application of its due process in Harrow recently (for example see point 3 within Appendix 2). As stated in

our letter of the 20<sup>th</sup> October and in summary, the Branch Executive Committee rejected the change as unnecessary, unjustified and took umbrage with the way in which this matter had been presented to Harrow UNISON LG Branch by HR as fait accompli given that it had already been agreed by other Council forums without our inclusion or involvement.

This leads to the second issue of the report for ECF decision and it relates to the unilateral decision to implement the change without any meaningful engagement or prior agreement from UNISON. As members of ECF will be fully aware, Harrow Council must respect and honour this union's Recognition and Procedural Agreement. This Agreement covers collective bargaining arrangements and states that information for consultation purposes should be supplied and meaningful consultation with trade unions will take place before decisions are taken (see Section 15 of the Agreement).

Harrow UNISON LG Branch is extremely concerned by the order in which this matter has been progressed. It is quite clear from HR's email of the 29<sup>th</sup> September 2017 (Appendix 1) that HR had already sought a decision before consultation and negotiation had taken place with UNISON on this matter, thus undermining and compromising the Recognition and Procedural Agreement the Council has with UNISON and rendering this negotiation process meaningless. As stated in Appendix 2, such breaches and apparent cavalier attitudes to industrial relations will not be tolerated and ECF involvement is required to resolve the matter before ACAS assistance is once again sought.

## **CONCLUSION & DECISION REQUIRED**

In July 2017 Harrow UNISON LG Branch were engaged in what was believed to be meaningful consultation and negotiation regarding proposed format and content changes to the role profile template. However, following a CJC meeting and a special meeting to discuss the changes, HR admitted both verbally and in writing that, regardless of our consultation, negotiation and involvement in this matter, and notwithstanding our legitimate concerns and comments, a decision had already been made by other Council forums (CLG and CSB) agreeing the changed format. Not only do these actions represent unilateral changes to our members' contractual terms and conditions but they signify the undermining of this union's Recognition Agreement with the Council and yet a further failure by HR (operated by Bucks CC) to engage with UNISON meaningfully. Harrow UNISON LG Branch are requesting the direct intervention of ECF to return this issue to the negotiating table reversing the decision to enact the changes, a formal apology from HR and a written commitment from Harrow Council that it will honour and abide by all terms within UNISON's Recognition and Procedural Agreement before ACAS intervention is once again sought by this union.

**AUTHOR: HARROW UNISON LG BRANCH**

**CONTACT DETAILS:**

*Harrow UNISON L.G. Branch  
The UNISON Office  
Station Rd, Civic 7,  
Harrow, Middlesex  
HA1 2XY*

Tel: 020 8424 1795  
Fax: 020 8424 1835  
Email: [info@harrow-unison.org.uk](mailto:info@harrow-unison.org.uk)

**From:** Welsh, Vincent <vwelsh@buckscc.gov.uk>  
**Sent:** 29 September 2017 15:28  
**To:** Darren Butterfield  
**Cc:** Kitching, John; Reilly, Samantha; tom.whiting@harrow.gov.uk; Guest, Tom  
**Subject:** Harrow Recruitment Project  
**Attachments:** Role Profile Template Final (Aug 17).docx

Dear Darren,

After the CJC meeting in August, Unison colleagues requested a follow up meeting where they could see a demonstration of the Pertemps Recruitment System. The purpose of the demo was to reassure colleagues that the system has the ability to allow applicants for roles at Harrow to upload their CV's and then the system automatically lifts the information out of the CV and drops the information into the relevant fields in the current Harrow application form template. This approach maintains the existing organisational desire for 'blind' recruitment at the shortlisting stage. Whilst allowing greater flexibility to applicants in how they apply for roles and potentially attracting new candidates who have an expectation of using a CV to apply for roles. The only other change to the application process is the decision to move away from specific questions to a personal statement which allows candidates to demonstrate their skills and experience in relation to the essential criteria. During the meeting we were able to successfully demo the system and answer any related questions raised.

The second part of meeting was used to share the CSB and CLG approved changes to the role profile template which supports the move to personal statements and use of Essential and Desirable criteria.

During these discussions Unison colleagues raised the following/points and concerns:

- **Concerns that the revised role profile template would lead to role expectations being missed-** it was explained that information relating specifically to a role is not being removed, rather it will be captured/transferred to the new available sections/headers on the form
- **The removal of generic duties-** although Generic duties have been removed from the template, they will still be available on both the intranet and internet for managers and candidates to see and familiarise themselves with when applying for a role. The rationale for their removal is that these Generic duties are expectations of all employees of Harrow Council regardless of role. The revised role profile focuses on the duties that are specifically required to fulfil the role and the supporting knowledge, skills and experience required. We believe this approach gives candidates a clearer steer of what is essential/desirable criteria for the role which in turn helps them to shape their personal statement appropriately
- **Concerns that change to the template could affect the Job Evaluation process** - The JE process will not be affected by the change as all the role specific information from the previous template will be available on the new template. In addition Employee Relations colleagues who carry out the initial evaluation have questionnaires to support both GLPC and HAY evaluations and liaise directly with the recruiting manager if they have not provided sufficient information to complete an evaluation.

As requested please find attached a copy of the new Role Profile Template for information and sharing with your regional TU representative. **Please note** that we will continue with our plans to

implement the revised recruitment changes based on CLG/CSB decision. We will of course be open to consider any suggestions/feedback that share based on your discussion with your regional representative.

Kind Regards

Vincent Welsh  
Organisational Development Business Partner  
Mobile 07811110744



[www.ruwise2it.co.uk](http://www.ruwise2it.co.uk)

Partners in Buckinghamshire work together as part of the Buckinghamshire Safeguarding Children Board to safeguard and promote the welfare of all children and young people in the county.

**Buckinghamshire County Council**

Visit our Web Site : <http://www.buckscc.gov.uk>

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*Harrow L.G.  
Branch*

Appendix 2

*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](mailto:info@harrow-unison.org.uk)  
Web: [www.harrow-unison.org.uk](http://www.harrow-unison.org.uk)*

*Branch Secretary: Gary Martin*

Vincent Welsh  
Organisational Development Business Partner  
Human Resources  
Civic Centre  
Station Road  
Harrow  
HA1 2XY

Friday 20<sup>th</sup> October 2017

### **Unilateral changes to role profiles**

Dear Vincent

In our meeting of the 26<sup>th</sup> September 2017 we discussed changes you were presenting to the role profile template and you were seeking a decision from this union as to our acceptance and agreement of them. Please accept our apology in communicating this to you but as you are fully aware trade union facility time is severely limited, restricting the ability of union representatives to engage with the employer on such important matters. Nevertheless on the 3<sup>rd</sup> October 2017 the Branch Executive Committee met and discussed the issue but rejected the changes for the following reasons listed in no particular order of importance for your immediate attention below;


1. As was conveyed to you in the meeting, there have been several examples by Human Resources over the last 12 months that have witnessed actions and attempts to undermine, manipulate and erode the current GLPC job evaluation process and the application of this in Harrow. UNISON believe the reduction of the role profile template and stripping its content down to a mere page is yet a further attempt to move in a direction away from the fair and transparent use and application of the GLPC scheme, a nationally agreed scheme that is well established in Harrow, historically endorsed and applied by both recognised trade unions and the employer.
2. In the meeting HR presented little justification for change and the only explanation Branch representatives could discern rested on your goal to streamline and reduce role profiles because they are '12 pages in length'. As Branch representatives conveyed, the reality of the situation is substantially different to the flimsy justification offered in the meeting by you given that most role profiles submitted by HR for union evaluation are no more than 3-4 pages, this was a fact demonstrated to you in our meeting. Furthermore, the streamlining justification presented is contradictory and flawed because, rather than reduce job description documentation, it was clearly outlined that this change will actually increase role profile documentation from one document to three. We therefore once again pose

the question, how is this streamlining when only one documents exists now? what value does this change deliver and what is the overall benefit to the employer?

3. As stated in point 1, recently HR have openly endorsed and approved of the manipulation of the GLPC scheme and process. For example, one HR officer in a Peoples Directorate Joint Committee was quoted as saying "*it is correct and appropriate that the employer can choose not to follow processes that conflict with business needs*" in justification of a decision not to abide by an agreed job evaluation grade. We again therefore question the motive in progressing this unnecessary and unjustified change as we see little benefit in removing several generic duties from the existing format unless there is an ulterior motive that has not been disclosed to us.
  
4. In discussing the format change, the Branch Executive Committee wanted to convey serious concern with the contempt displayed in your email of the 29<sup>th</sup> September which shamelessly breaches the Recognition Agreement this union has with Harrow Council informing this union that a decision has already been made regardless of our input and involvement. We refer you to the final paragraph of your email which states '*Please note that we will continue with our plans to implement the revised changes based on CLG/CSB decision*'. Your actions here have not only strained industrial relations with the Council but completely undermined our consultation and collective bargaining rights compromising the collective right of association our members are assured of which, as you will be fully aware, is an enshrined fundamental human right. We are completely astounded but not at all surprised with this cavalier modus-operandi which will not and cannot be tolerated any further.

In summary we reject the changes as unnecessary, unjustified and flawed for the reasons listed within this correspondence. Given the clear breach of our recognition agreement and the contempt shown towards this union as outlined in point 4, we have no choice but to escalate this matter directly to the employer to be discussed at the Employees Consultative Forum in November.

Yours sincerely



Darren Butterfield  
Assistant Branch Secretary  
(on behalf of the Branch Executive Committee)

CC. Branch Executive Committee  
J. Noblemunn, Regional Organiser, Greater London UNISON  
Tom Whiting, Corporate Director  
John Kitching, HR  
Samantha Reilly, HR

**REPORT FOR: EMPLOYEES'  
CONSULTATIVE FORUM**

---

<b>Date of Meeting:</b>	12 <sup>th</sup> December 2017
<b>Subject:</b>	Response to an Employees' Side Report on Unilateral Changes to Role Profiles and the undermining of the Recognition Agreement.
<b>Key Decision:</b>	No
<b>Responsible Officer:</b>	Tom Whiting – Corporate Director Resources and Commercial
<b>Portfolio Holder:</b>	Councillor Kiran Ramchandani Portfolio Holder - Performance, Corporate Resources & Customer Service
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	No
<b>Wards affected:</b>	N/A
<b>Enclosures:</b>	None

## **Section 1 – Summary and Recommendations**

This report sets out the Council's response to a report received from UNISON entitled 'Unilateral Changes to Role Profiles and the undermining of the Recognition Agreement'. The report was received on 31<sup>st</sup> October 2017.

### **For Information**

## **Section 2 – Report**

This report outlines the Council's response to the UNISON paper, addressing the issues raised and supplying additional information where necessary.

### **2.1 Unilateral changes to contractual terms and conditions**

The report from Employee's side refers to lack of meaningful consultation and negotiation with details of the consultation undertaken by Human Resources in the chronology and in appendices 1 and 2, beginning with consultation at CJC meeting on 18<sup>th</sup> July.

On 30<sup>th</sup> October and email was sent to UNISON from the Employee and Customer Relations Manager to provide further clarification on the changes to recruitment working practices as it was apparent from the content of the document submitted at Appendix 2 in the UNISON report that further clarity was required. This assumption was confirmed by the submission of the UNISON report to this forum. The salient issues conveyed were;

- The changes proposed are concerned with improving processes and the experience for both recruiting managers and candidates.
- Candidates can complete the Harrow application form quickly using their existing C.V and can review alongside their personal statement before applying. Alternatively they can complete the application form. This means the process has no impact on Harrow managers and still maintains 'blind recruitment'.
- There is no intention to undermine, manipulate or erode the GLPC job evaluation process or the application of the process in Harrow. There are no changes to job evaluation.

To provide clarity, the table below summarises all the changes between the current arrangements and the new proposed arrangements.

<b>Ref</b>	<b>Subject</b>	<b>Current arrangements</b>	<b>Proposed arrangements</b>
1	Recruitment	Two role profile templates. One for posts graded above G11, the other for posts graded under G11. No supporting guidance	One role profile template with guidance to be available. Information from previous versions of role profiles can be used to populate the new template. The blank template is one page but will expand depending on the content of the role.
2	Recruitment	Generic duties contained in both role profiles	Generic duties are listed in a separate document. The role profile therefore focuses on specific requirements which are assessed in the selection process.
3	Recruitment	Specific duties are selected from the role profiles to be assessed using the application, testing (where appropriate) and at interview.	Knowledge skills and duties are now included in the role profile to cover the selection criteria, focusing on what is required to effectively undertake the duties of the role.
4	Recruitment	Behavioural indicators not used.	A Behavioural indicators document has been produced to assist candidates to complete applications. This document is not part of the role profile
5	Recruitment	Application form and set questions.	A CV can be used by the recruitment system to populate the application form with preview functionality. The application form can still be used. There is also the facility to ask set questions.
6	Recruitment	Mandatory one day classroom course for managers. Half of the day covers the policy and recruitment legislation, the other half day covers recruitment practicalities	A mandatory one day course focusing on the skills required and the recruitment processes. e.g. how to produce role profiles, how to shortlist. Practice interviews and

			questioning techniques are included.
7	Job evaluation	Role profiles used for job evaluation	No change. Role profiles used for job evaluation

Human Resources have consulted on the changes which focus on, streamlining the process and improving the candidate and manager experience. The information provided to date explains the rationale for the changes supported by the above summary.

The changes are also in line with the July 2016 ACAS Guide – Recruiting Staff which states that ‘an employer should consider:

- key tasks, skills, attributes, behaviours, values, knowledge and experience required for the role’:

## 2.2. Undermining of the Recognition Agreement

The UNISON report states that the actions of Human Resources signify the undermining of the union’s Recognition Agreement with the Council and yet a further failure by HR ( operated by Bucks CC) to engage with UNISON. The direct intervention of this forum is requested to return this issue to the negotiating table, reversing the decision to enact the changes, with a formal apology from HR and a written commitment to abide by the recognition agreement.

Human Resources believe that the recognition agreement has been followed (Section 15 Consultation).

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;

The changes made to the recruitment process require consultation but are not covered by Section 16 – Negotiation. This section states that Harrow Council will negotiate and reach agreement, through the DJC or CJC on all issues pertaining to terms and conditions of employment affecting staff.

The changes to the recruitment process are not changes to terms and conditions of employment affecting staff. The Job Evaluation process is not being changed. Several of the changes focus on external candidates in the recruitment process who are not yet or may never become Harrow Council employees.

## **Current situation**

The changes to the process have not yet been implemented, following the submission of the UNISON report and will require changes to the HR Intranet site.

## **Risk Management Implications**

No changes made to working practices that would place the Council at risk

## **Legal Implications**

None as Management has complied with the Council's procedures.

## **Financial Implications**

No financial implications as the recruitment processes and job evaluation processes are undertaken within existing resources.

## **Equalities implications / Public Sector Equality Duty**

None as the recognised job evaluation procedure is unaffected.

## **Council Priorities**

The Council's vision:

**Working Together to Make a Difference for Harrow**

## **Section 3 - Statutory Officer Clearance**

Name: Dawn Calvert



Chief Financial Officer

Date: 16/11/2017

## **Section 4 - Contact Details and Background Papers**

**Contact:**

John Kitching  
Head of Employee and Customer Relations  
Human Resources  
Community Directorate  
[John.kitching@harrow.gov.uk](mailto:John.kitching@harrow.gov.uk)

**Background Papers:** None





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**EMPLOYEES' CONSULTATIVE FORUM: Date TBC**

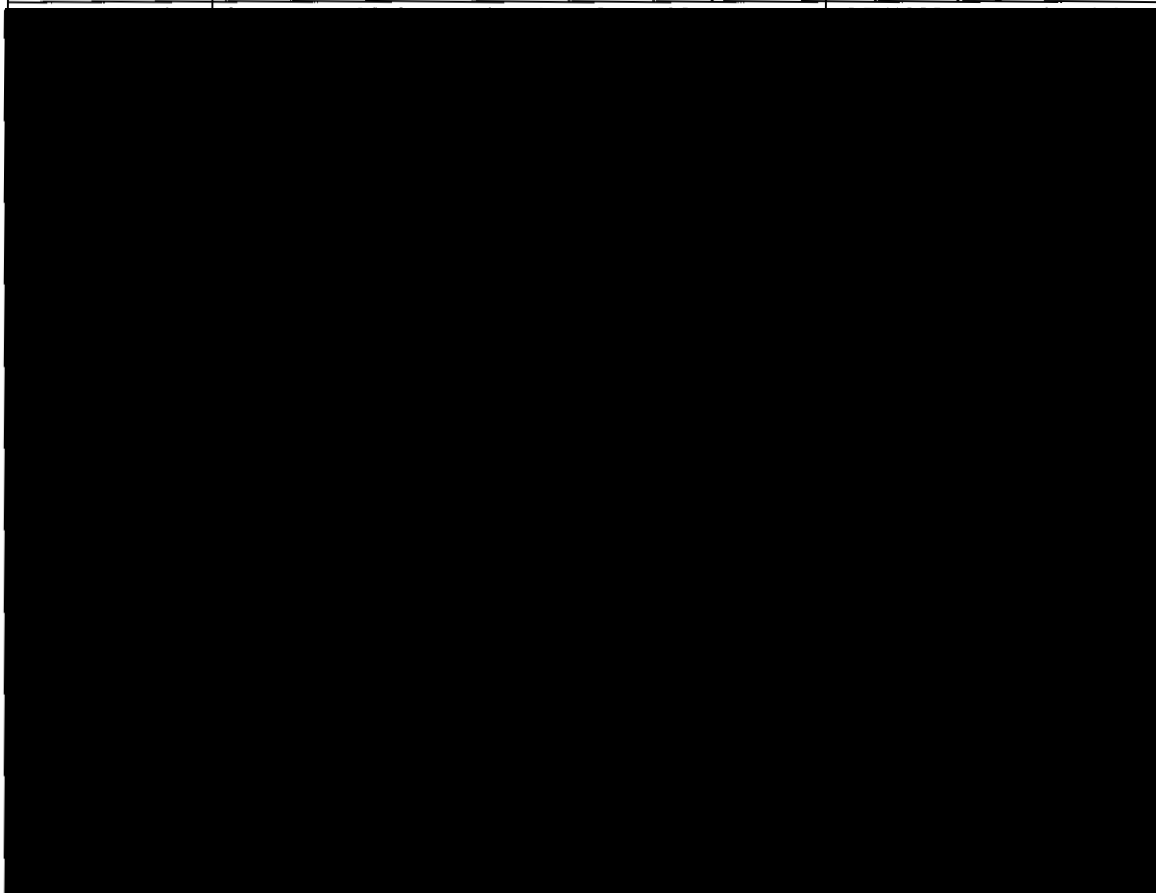
**EMPLOYEES' SIDE REPORT ON: FAILUE**

**SUMMARY AND DECISION REQUESTED**

UNISON, requests that the Housing Directorate Senior Management Team including the Divisional Director attend training courses to fully understand a person's rights at work, we cannot continue to conduct a tick box exercise within an organisation that has no real direction or understanding of employment relations. and that the council enacts consequences for these failings when considering the vast sums of public monies received by these senior employees.

**CHRONOLOGY:**

DATE	ACTION	OUTCOME
24/06/2011	Email from Jon Turner to HR & Unison	APPX 1 page 4-5
11/01/2012	Letter to Jon Turner from Gary Martin (DAW Procedures- ACAS Meeting	APPX2 page 6-7
	Harrow Council's Disciplinary Procedure	APPX3 page 8
	Harrow Council's Grievance Procedure	APPX4 page 9-11
	Harrow Council's Grievance Policy	APPX5 page 12-14





## REPORT

UNISONs ECF report concentrates on the Housing Directorate and the failure to act in accordance of the Councils procedure and Article 6 of the HRA 1998 a protected right to a fair hearing, this is a protected right of every European citizen.

The LBH grievance procedure is a contractual procedure one of the key elements which formulate the employee's contract of employment. This identifies a contractual right and therefore places the duty to act fairly squarely on the employer.

However what we have witnessed at most senior level's of the directorate "The Divisional Director" a somewhat different approach, an approach that dilutes the complaint; a dictatorial stance to prohibit the complaint being heard correctly. The Divisional Director who has been near on non-existent to Unison fails to apply any form of good corporate governance in his dealing with staff.

Harrow Councils open declaration on values is quite amusing considering the most senior officer in Housing treats staff who complain in the most appalling and disgraceful manner. It appears that this directorate is totally disrespecting a workers rights under current UK employment Law, even more alarming is the fact that the Divisional Director is supportive of breaching a persons protected rights under "the Right to a private and family life" and believes that it is right that a person should be openly accused of having an sexual affair with another colleague within the work place when UNISON made a formal complaint on behalf of the Member The divisional director ignored the complaint in a totally condescending manner, we wonder whether he would be so accommodating if malicious rumours were openly spread about him we think not.

**AUTHOR: Harrow UNISON LG Branch**

**CONTACT DETAILS:**

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Fax: 020 8424 1835  
Email: [info@harrow-unison.org.uk](mailto:info@harrow-unison.org.uk)*

**Gary Martin**

*Appx 1*

**From:** Jon Turner <Jon.Turner@harrow.gov.uk>  
**Sent:** 24 June 2011 10:54  
**To:** Henicka UDDIN; Gary Martin; Lesley Clarke; Marion Afoakwa; John Noblemunn <j.noblemunn@unison.co.uk.cjasm.net>  
**Subject:** RE: ACAS Outcomes - Draft joint statement

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Dear all,

I've picked up Gary's amendment in the revised draft below, which subject to any further comments I will circulate to senior managers next week.

'Officers from UNISON and Harrow's Human Resources met with ACAS last week to explore opportunities to improve the Council's consultation processes. Discussions were positive as all parties recognised the importance of compliance with council procedures and employment practices and, using examples of where consultation had gone well and not so well, good progress was made in identifying changes that should assist us in future consultation processes.'

Many thanks for your feedback  
Regards  
Jon

>>> Gary Martin <g.martin@harrow-unison.org.uk> 22/06/2011 09:29 >>>

Dear Jon,

Can you please include the point regarding compliance with council procedures and employment practices, other than that I am agreeable to the statement.

Regards  
Gary

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

From: Jon Turner [mailto:Jon.Turner@harrow.gov.uk]  
Sent: 21 June 2011 13:50  
To: Henicka UDDIN; Gary Martin; Lesley Clarke; Marion Afoakwa; John Noblemunn  
Subject: ACAS Outcomes - Draft joint statement

Dear all,

As agreed, I've drafted a short statement below. Please let me have any comments/amendments:

Officers from UNISON and Harrow's Human Resources met with ACAS yesterday to explore opportunities to improve the Council's consultation processes. Discussions were positive and using examples of where consultation had gone well and not so well, good progress was made in identifying changes that should assist us in future consultation processes.

Regards  
Jon

Jon Turner  
Divisional Director  
Human Resources, Development and Shared Services

Tel: 020 8424 1225

\*\*\*\*\*

Mail FROM London Borough of Harrow:

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

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

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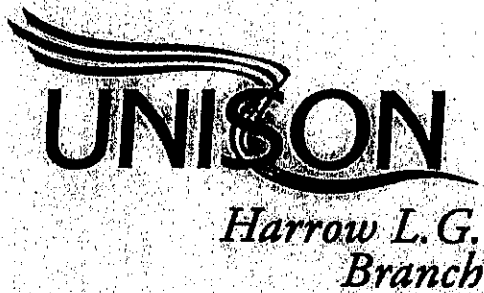
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Mail TO London Borough of Harrow:



777777  
Harrow L.G. Branch  
The UNISON Office  
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HA1 2XY  
Tel: 020 8424 1795  
Fax: 020 8424 1835

Email: [info@harrow-unison.org.uk](mailto:info@harrow-unison.org.uk)  
Web: [www.harrow-unison.org.uk](http://www.harrow-unison.org.uk)

Branch Secretary: Gary Martin

Jon Turner  
Divisional Director HRD  
3<sup>rd</sup> Floor Civic 1  
Civic Centre  
Harrow  
Middlesex

11<sup>th</sup> January 2012

Dear Jon,

**Re D@W Procedures-ACAS meeting**

Thank you for your response to my initial letter dated 5<sup>th</sup> January 2012 regarding the above entitled concerns. This Branch accepts part of your response relating to the commitment and assurances given, to both Unison and the ACAS officer. It is however a concern that your dissemination has not be accepted by a proportion of the Management team in Harrow.

In regards to your justification relating to the Employment Tribunals we question the contradictory statement within the response. I directly refer to the numbers provided which seem to suggest that the council has entered into COT 3 agreements therefore the numbers fail to equate to a possible and unnecessary cost to the authority. This I believe to be a fair assumption based on the limited information provided in your response.

Also you fail to identify within your response that a CA is actually a payment made to settle a dispute between an employee and their employer again a probable and unnecessary cost to the tax paying public. I therefore request how many COT3 agreement have been made prior to the number of hearings identified in your response and the total figure(cost) of these agreements as well as the total number of CA agreements and total cost against the public purse for the period 2010/2011. Plus of course the legal cost incurred by Harrow Council.

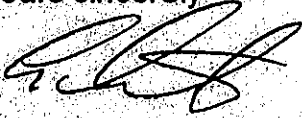
This request would clearly identify whether the council D@W procedures which are disputed by Unison in relation to outcomes totally justifies whether the process is actually fair. As you will fully appreciate I have unfortunately been involved in the most perverse decision delivered by the council.

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





Yours sincerely



Gary Martin  
Branch Secretary  
Harrow Unison LG

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



## Harrow Council

### Disciplinary Procedure

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

This procedure sets out the process for ensuring that misconduct issues are dealt with in a fair, timely and consistent way whilst supporting the person concerned to improve their conduct to an acceptable standard.

#### 1. Informal Procedure

- 1.1 Minor issues of misconduct will, initially, be dealt with informally through day to day management. After establishing what happened, a manager may consider there is no need to resort to the formal procedure and that it is sufficient to hold a Guidance meeting with the employee. The purpose of a Guidance meeting is to raise with the employee those areas where their conduct is not satisfactory and provide guidance on how to correct or overcome conduct issues in a constructive and supportive manner.
- 1.2 Where the informal route is to be used the manager should discuss the issue with the employee at the earliest possible opportunity so that the employee can take steps to improve. The discussion may therefore cover any, or all of the following areas:
  - The minimum standards of behaviour
  - The action required to meet the minimum requirements
  - Any support, guidance or training which may be necessary
- 1.3 The employee must be informed that the discussion constitutes an informal approach to resolving the issue and that continued failure to meet the appropriate standards will result in formal action being taken under the disciplinary procedure.
- 1.4 The Manager will give the employee a written record of what was discussed at the Guidance Meeting, and a copy sent to HR for the personal file where it will be held for 12 months.

#### 2. The Formal Disciplinary Procedure

- 2.1 The formal disciplinary procedure will only be used when Guidance meetings have failed to result in sufficient improvement or there has been an allegation made relating to more serious misconduct.

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## Harrow Council

### Grievance Procedure

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

#### 1 Raising an Informal Grievance

- 1.1 In the first instance, managers and employees should always aim to resolve problems in an informal manner and should take a constructive approach to solving concerns or complaints. Consideration should also be given as to whether mediation is appropriate.
- 1.2 Employees are encouraged initially, where they feel able, to seek resolution to their complaint themselves, where possible.
- 1.2 Managers should seek to address and resolve problems and concerns quickly and fairly.

#### 2 Raising a formal grievance

- 2.1 If the grievance cannot be resolved informally an employee should complete the grievance complaint form.
- 2.2 The manager, graded MG3 or above (or manager with delegated authority) must write to the employee within 5 working days, acknowledging receipt of the grievance and explaining the process which will be followed, including confirming the right to be accompanied by a trade union representative or a work colleague and sending a copy of the Grievance Procedure.
- 2.3 The manager will arrange a Formal Grievance meeting to be held within 15 days of receipt of the formal grievance. The manager will liaise with the employee and /or their representative and arrange a suitable date and time for the meeting, giving the employee a minimum of 5 working days' notice, in writing. Any extensions to timescales must be discussed and reasonably agreed by both parties.
- 2.4 Employees are expected to make every effort to be available for any meetings arranged.

#### 3.0 Right to be accompanied

- 3.1 Employees may be accompanied, at all formal meetings, by their trade union representative or a work colleague, who can present their case but cannot answer questions on their behalf. It is the employee's responsibility to inform their trade union representative/work colleague of the details of the Grievance Meeting/Appeal Hearing.

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the first meeting, providing any supporting evidence. The manager who conducted the grievance meeting will be invited to respond to these grounds.

7.5 The manager hearing the appeal will confirm any appeal decision, in writing, within 5 working days of the appeal meeting.

7.6 There is no further internal right of appeal.

## **8 Collective Grievances**

8.1 Collective grievances are where more than two employees have similar complaints and wish them to be addressed in the same grievance process.

8.2 Advice concerning treating a grievance as a collective one should be sought from HR.

## Harrow Council

### Grievance Policy

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

#### 1.0 Purpose

- 1.1 The Council expects employees to maintain good relationships with colleagues and members of the public and is committed to the belief that every employee has the right to be treated fairly and with dignity and respect at work, and to work without fear of discrimination, bullying or harassment.
- 1.2 The Council encourages any employee who considers that they have been the subject of any unfair or unjustified treatment to bring this to the notice of management.
- 1.3 The Council will investigate all complaints thoroughly and take appropriate action where necessary.
- 1.4 This policy and procedure provides a framework to enable managers to address employees' complaints in a fair and consistent manner, to ensure complaints are dealt with seriously, and to resolve them as soon as possible.
- 1.5 It has been developed to comply with legal requirements and in accordance with ACAS code of practice and guidance.

#### 2.0 Scope

- 2.1 This policy and procedure applies to directly employed staff excluding schools employees and 'as and when' workers. It does not apply to agency workers, interims or consultants.
- 2.2 This policy and procedure is not applicable in schools, however, it is recommended for adoption by the Schools Governing bodies.
- 2.3 The policy and procedure does not cover:
  - A matter over which the Council has no control
  - An employee who is no longer employed
  - Concerns relating to pay and/or terms and conditions of service, except

**5.0 Mediation**

5.1 Mediation can play an important role in resolving problems between managers and employees and between employees themselves. It can also be particularly helpful in cases where interpersonal conflict or competing interests form an important element in the situation contributing to the grievance.

**6.0 Confidentiality and Record Keeping**

6.1 Information disclosed during the process must be treated with sensitivity and confidentially and kept securely in accordance with the Data Protection Act 1998.

**7.0 Equality and Diversity**

7.1 When dealing with grievances and complaints, managers must ensure that equality and diversity considerations are taken account of at every stage of the process

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

**REPORT FOR: EMPLOYEES'  
CONSULTATIVE FORUM**

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**Date of Meeting:** 12 December 2017

**Subject:** Employees' Side Report on: 'Failure'  
submitted by Unison

**Key Decision:** No

**Responsible Officer:** Paul Walker – Corporate Director Community

**Portfolio Holder:** Councillor Glen Hearnden  
Portfolio Holder - Housing & Employment

**Exempt:** No

**Enclosures:** none

## **Section 1 – Summary and Recommendations**

Management response to Employees' Side Report from Unison entitled 'Failure'.

**Recommendations:**  
**None**

## **Section 2 – Report**

### **Introductory paragraph**

This report provides a response to the Employees' Side Report confirms that the appropriate actions have been taken by Management in consultation with Human Resources and Legal Services.

### **Background**

The Employees' Side Report alleges failure on the part of Management in dealing with two separate cases relating to employees of the Housing Service and suggests that the Divisional Director and his management team should attend training to understand an employee's rights at work.

### **Response**

It is not appropriate for individual case work to be discussed at ECF as this is outside of the terms of reference of the Forum. Discussing casework at the ECF could also compromise section 6.1 of the Grievance Procedure which states that 'Information disclosed during the process must be treated with sensitivity and confidentiality'.

These cases have been reasonably handled in line with the correct internal processes and will continue to be until all internal processes are exhausted.

### **Legal Implications**



None as Management has complied with the Council's Grievance procedures.

### **Financial Implications**

None.

### **Equalities implications / Public Sector Equality Duty**

None.

## **Section 3 - Statutory Officer Clearance**

Name: ...Dawn Calvert.....  Chief Financial Officer

Date: .....15/11/2017.....

## **Section 4 - Contact Details and Background Papers**

### **Contact:**

Nick Powell  
Divisional Director – Housing  
Housing Services  
Community Directorate  
[Nick.Powell@harrow.gov.uk](mailto:Nick.Powell@harrow.gov.uk)  
Internal: 2998  
External: 020 8424 1998

**Background Papers:** None

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