

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

### **Training and Development Opportunities**

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

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

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

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

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

### **Use of Genuine Occupational Qualifications (GOQs) and Positive Action**

#### **GOQs**

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

#### **Positive action**

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

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

Efficiencies achieved through:

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

Productivity improvement accounting for 17 FTE reduction<sup>2</sup>.

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

### **Management & Supervision**

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

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

### **Business Support Unit**

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

- 1 Service Manager post

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

Public Realm Maintenance Services

2010/11 Training Program

2009/10  
Accumulative  
Totals

2010/11

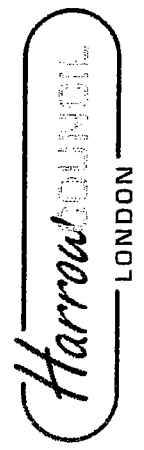
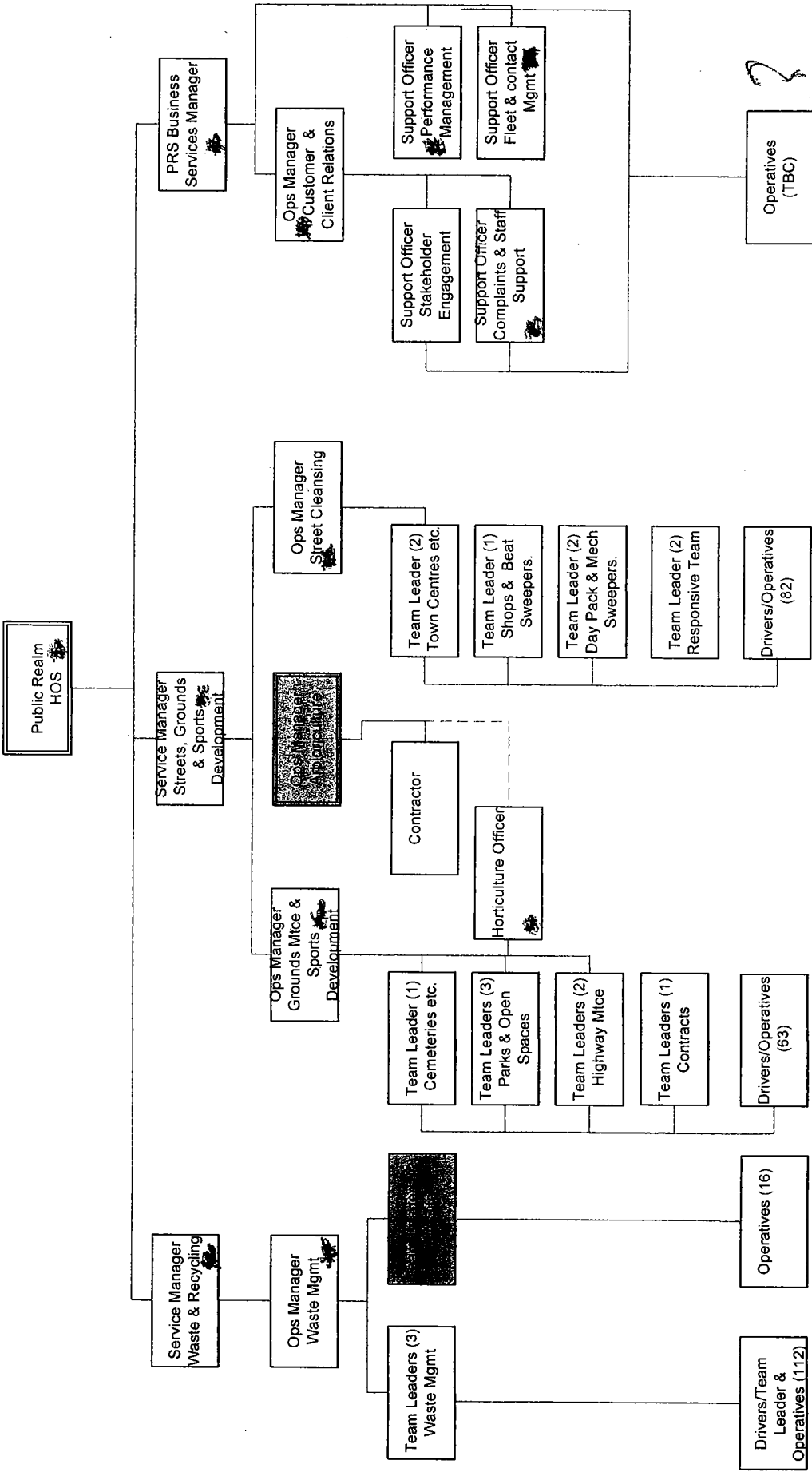
	Totals	Details	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
INVQ 2 Streets	31	0												
INVQ 2 Grounds	30	TBC												
INVQ 3 1st Line Manager	5	0												
Certificates in Management	1	0												
Diploma in Management	2	0												
Excel	4	3												
Streetworks	8	0												
Trailer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



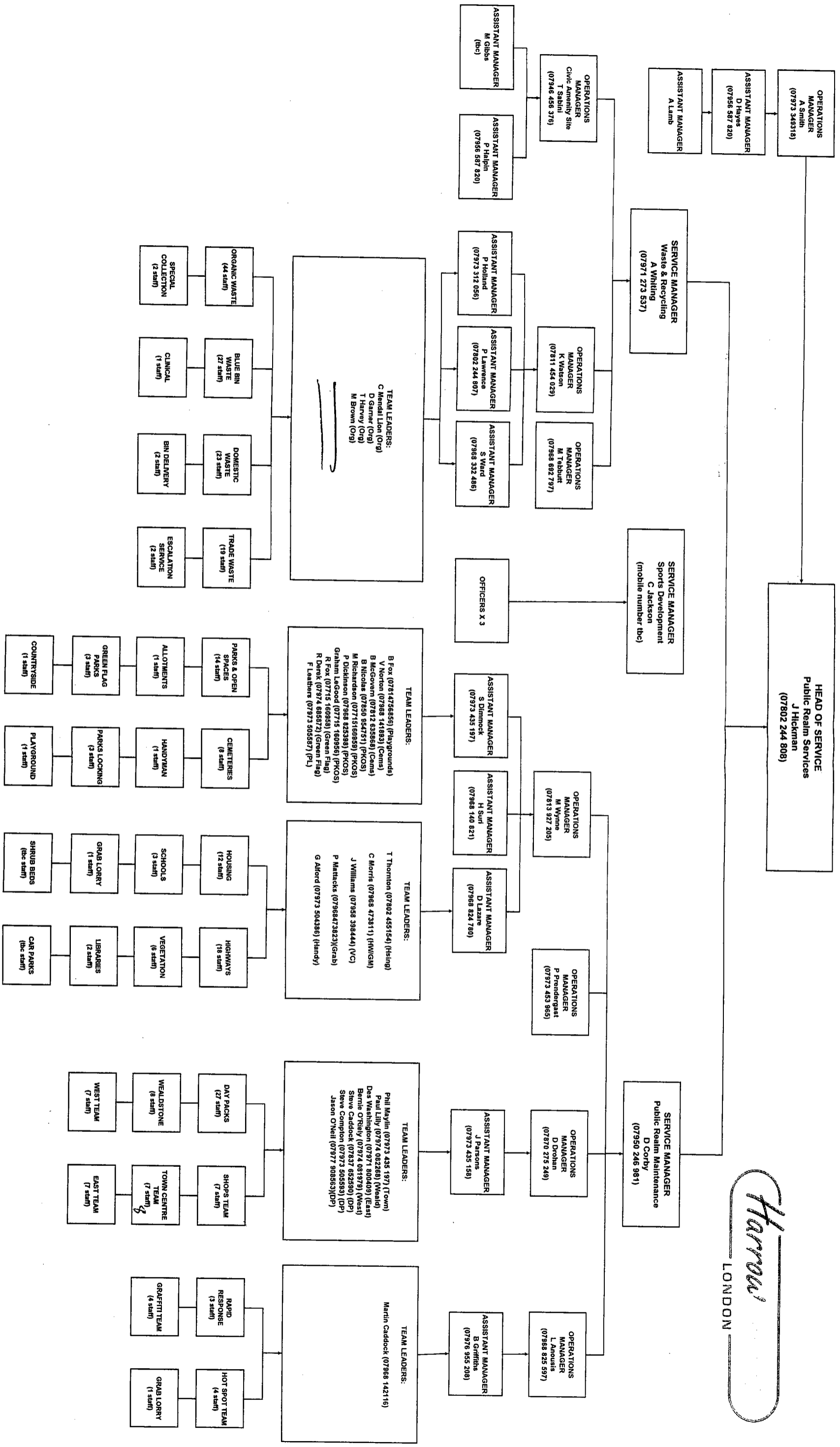
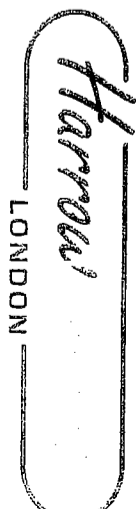


Version (7)

# Proposed Public Realm Target Organisational Structure 2010



after stu



Previous st

## Gary Martin

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

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

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

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

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

Kind regards,

Brendon

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

Dear Brendon,

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

Kindest regards  
Gary

---

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## Gary Martin

---

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

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

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

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

I have already advised the way forward on your concerns.

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

Brendon

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

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

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

Kindest regards  
Gary

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

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

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Directorate Consultive Committee chaired by the Divisional Director John Edwards.

Kind regards,

Brendon

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Kindest regards  
Gary

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## Gary Martin

---

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

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

Kindest regards  
Gary  
Have a nice weekend

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

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

Gary,

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

Thanks

John

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

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Community and Environment  
Corporate Director – Brendon Hills

Gary Martin  
Branch Secretary  
Unison

20 October 2011

Dear Gary,

**Re: Driver Team Leader Collective Dispute**

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

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

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

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

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

**Point 1 – Driver Team Leader re-evaluation**

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

**Point 2 – Training**

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

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

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

### **Point 3 – Driver Team Leader reporting lines**

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

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

### **Point 4 – Denial of job opportunities**

This point is covered in responses provided above.

### **Point 5 – Letter of no confidence**

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

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

Yours sincerely,

John Edwards  
Divisional Director Environment Services

## Gary Martin

---

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

**Importance:** High

Brendon,

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

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

I look forward in receipt of a comprehensive response

Regards  
Gary Martin  
Branch Secretary

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

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

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

Brendon

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

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

Regards  
Gary Martin

---

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

Brendon,

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

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

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

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

These are the three fundamental points that remain outstanding.

Regards  
Gary

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