

U- Win!

Harrow UNISON has secured more than **£90,000 in compensation** for its members in the **outsourced** areas of the council and we hope to continue with this success.

The councils in-house services will be under the same scrutiny and we hope members will make us aware of any problem areas.

The branch has provided a substantial challenge to the excruciatingly bad practices that still occur in some areas of this authority, Mr Lockwood has clearly stated to UNISON that these practices are unwelcome and have no place in Harrow whether they are in-house or external providers. UNISON say either shape up or ship out.

It is unclear how much the powers that be want to outsource but it is clear that it is not being carried out with the employees right's in mind. Many areas that have been outsourced are clearly in a worse shape for it. The council is losing money rather than saving money. The only clear intention in outsourcing in the first place seems to be short term savings and the level of service to the community and employee rights seem secondary to this council.

This union will endeavour to challenge these matters with the strength this branch has built through the sheer determination of the voluntary activists of UNISON.

UNISON has recently persuaded the council to keep it's IT services (HITS) in house and have stated " they should be supported rather than under resourced and for the resources to be fairly allocated between partner (Capita BTP) and in house IT services and for efficiencies to be seen on a fair and equal basis". See cabinet minutes for the 19th June 2008 for the full response.

UNISON is gathering strength and through the help of the members will continue to do so.

Back Payment Secured!

Following on from recent negotiations for bringing the Emergency Duty Team staff into line with single status, it became apparent that some of our members had not been receiving enhanced payment for late, weekend and bank holiday working. This is their right and UNISON made management aware of this fact.

Management then offered a compensation deal which only took into account the late duty allowance.

UNISON asked management to reconsider their offer to incorporate the substantial amount owing to the team.

UNISON were later informed that the amounts outstanding are being calculated and figures will be provided to the branch for agreement.

UNISON uncovers Incorrect Practices

In response to concerns raised by UNISON, an emergency DJC has been convened in an endeavour to seek answers to incorrect practices in recruitment and selection by housing management – following on from receiving questions from members, it has become apparent that management within housing had been interviewing and selecting staff without following Harrow Councils recruitment and selection policy, which included untrained interview panel members.

Gwyneth Allen, Director of Housing, has apologised to UNISON and promised to review and rectify the situation. UNISON will endeavour to ensure the responsible officer be held to account.

Main Stories

- Big earners in Harrow.
- Council workers vote to Strike.
- Contribution based pay.
- Outsourcing— The Heart of the Matter.
- A wall of shifting mirrors.
- U do Say!!!.
- New convener adult services.
- New organizing / recruitment officer

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Council Workers Vote to Strike

Hundreds of thousands of council workers voted to strike over the miserly 2.45 % pay offer. Members are reported to be 'disappointed and angry' with the proposed pay increase that would do nothing to ease their struggle to cope with rising fuel and food costs. The past 4 years of real pay cuts have left many with the bleak choice of choosing to put food on their tables or heating their homes this winter. Bread is up a massive 44% and mortgage costs 8%. Petrol and diesel have gone up 20% and are set to continue to rise. By striking, 850,000 UNISON members are sending a clear message to employers that continuing real cuts in pay is an issue that will not go away. Council workers continue to be seen as the poor relations when compared to private sector workers. **GMB members have voted to accept the offer for the second time in two years and this has proved costly to NJC negotiations.**

The Bank of England's own figures say that pay increases of around 4.5 % a year across the whole economy would be consistent with the inflation target. **With inflation currently running at 4% the proposed 2.45% increase is in actual fact a 1.55 % cut in wages.**

The recent staff restaurant price increases exemplifies how increases in the cost of living and general increases are affecting members at work and at home and serves to bolster UNISON's argument to improve and re-negotiate the current pay offer of 2.45%. An improved offer that is based on the Retail Price Index (RPI) and not the Consumer Price Index (CPI) would enable members pay to catch up and match soaring food prices and household utility bills. Contrary to the employers belief, it is rising fuel prices and increased housing costs which cause inflation and not pay as they are maintaining. As in the private sector, the RPI determine pay rises not the CPI. On this basis members would expect to receive rises this year of between 3.7%-4.5%, a substantial increase on 2.45% serving to ease members financial burdens. **UNISON members are poised to strike on the 16th and 17th of July 2008.**

- Darren Butterfield / Ken McDonald/

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By voting to strike,
850,000 UNISON
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employers

* STOP PRESS !! * - Contribution Based Pay

UNISON would like to draw members' attention to this matter. **The above is nothing other than performance related pay i.e. (The face fit's pay scheme)**, this would affect all council employees, incremental pay rises would be awarded by management on an ad hoc basis and not by length of service. The scheme lends itself to abuse.

To explain, we will provide you with two scenarios. Firstly if your department was to overspend in the tight restrictive budgets given by this authority then it would be you, the employee that suffers the failure of others more senior, by restricting or denying incremental progression.

Secondly the targets set can and maybe unachievable resulting in the same restriction of wages, and as we are fully aware posts have been deleted resulting in excess workloads. UNISON argue this matter on the basis that pay and progression is a contractual arrangement, clearly laid out in the Harrow Employees Handbook. To provide savings and place monies back into reserves should not be done solely on the backs of the employees of Harrow.

This matter went to the 19th of June Cabinet. **It was challenged by UNISON and the proposal was subsequently rejected. GMB put in no challenges to this major proposal and failed to turn up to the cabinet meeting.** Proposals such as this are being put forward constantly and UNISON will always try to look after it's members. We therefore encourage that your friends who are not represented, join a union in order to protect the conditions that still remain in Harrow. - Gary Martin

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your friend at work



Big Earners in Harrow Council Get More Than £100,000 Annually.

Apr 3 2008 By David Baker – Harrow Observer.

HARROW Council has denied it tried to cover up the wages of its top earners after it finally revealed that 10 of its employees are taking home six-figure salaries.

A freedom of information (FOI) request, put in by The Tax Payers' Alliance (TPA) in December, was originally refused by the council, which stated that 'Disclosure is incompatible with the purposes for which we hold the information'.

Documents produced by the TPA have even listed Harrow in a table entitled 'most ludicrous excuses for withholding information', which may have sparked a rethink.

Two months later the council finally revealed details of its top earners and claimed it had originally refused the request for the benefit of the staff.

A spokesman for the council said: "Harrow council initially declined the FOI request on the grounds it considers it has a duty to protect the confidentiality of its staff.

"However, after consideration it agreed with Taxpayers Alliance there was a legitimate public interest disclosing the salary packages of its most senior staff."

The findings, which cover the 2006-2007 financial year, show that two council employees earned in excess of £150,000 that year.

This included former chief executive Joyce Markham, who took home more than £177,000.

This is just £11,000 short of Prime Minister Gordon Brown's annual pay. Councillor **Paul Osborn (Conservative)**, who is responsible for strategy and business support, defended the bumper salaries.

He said: "Harrow Council is always looking for ways to make savings in its budget and, in the last year, has achieved a 10 per cent reduction in senior man-

agement costs.

"However, Harrow Council employs 5,500 people; it manages a budget of £600 million and it delivers hundreds of efficient services across the borough. It is a false economy not to employ the best candidates to deliver that level of service. Along with this, it must be noted that we have to be competitive with the private sector to attract top managerial talent to work for us." Councillor Navin Shah (**Labour**), **leader of the opposition**, is disgusted the council initially tried to cover up the earnings of its top executives.

He said: "I am staggered the council was not willing to reveal their salary levels, because all this information is essential.

"I expect councils to be accountable and transparent.

"I find it insulting these details are not easily available to the public. The question I ask is whether the council has something to hide."

UNISON's Comments

Coupled with all of the above are the increases in middle management salaries within the 2006/7 pay scales and the current 2007/8 pay scales.

Anybody comparing these scales will see that whilst all of the H1 –H11 grades have increased in line with the governments cost of living increase of 2.45% **the middle management scale have been increased in some cases by up to 15.7%.**

The H1 – H11 is graded using something called the Greater London Provisional Council (GLPC) scheme which UNISON and HR work on together. Salaries above grade H11 are graded using a private scheme called HAY which UNISON is NOT ALLOWED to be involved in. Most managers' grades start from above H11.

There are instances where staff jobs are being re-evaluated simply to re-grade them to a lower grade in order to save money, whilst sneaking in more tasks for them to do. Meanwhile the senior management, have had a pay rise! (Cont page 4) .



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The middle management scale has been increased in some cases by 15.7%
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Big earners in Harrow council get more than £100,000 annually.

It would seem that there is one rate for the poor and one rate for the rich. And all of this from a council that is allegedly in severe financial difficulties and has had to cut frontline staff and services to make ends meet!!!

UNISON is very concerned about this as most front line staff are on grades way below H11. This means that the council is not following it's own equal pay and equal opportunities policies simply because different criteria are being used to grade staff. All staff should be graded using one set of criteria only, so that there are equal chances of promotion and pay is assessed fairly.

**THE LIST: The top earners 2006 – 2007
Harrow Council's top 10 earners in the 2006-2007 financial year:**

<p>1. Joyce Markham Chief Executive £177,239</p>	<p>6. Penny Furness-Smith Director of adult community care £109,029</p>
<p>Jill Rothwell Corporate director of strategy & Business support and acting chief executive £168,950</p>	<p>7. Graham Jones Director of planning, development and enterprise. £105,425</p>
<p>Andrew Trehern Corporate director of community and environment £123,690</p>	<p>8. Michael Hart Director of strategy and business £105,366</p>
<p>Javed Khan Director of community & cultural services £112,105</p>	<p>Hugh Peart Director of legal & governance services £103,569</p>
<p>Paul Clark Corporate director of Children's service £109,029</p>	<p>Carol Cutler Director of business transformation and customer services £100,730</p>

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Parks of the Job

There are moves afoot to only issue car parking passes to employees on grade H7 and above. The branch feels that this is discriminating against the lower grades. What next? Separate toilet facilities with soft toilet paper for those on higher grades and torn up sheets of newspaper for the rest of us plebs?.

Do the Local Authority wish to introduce a two tier workforce? Could we say we have already got this in view of the huge pay packets of the council's directors and the two types of grading systems the council has? One for H11 and below and the other for those above H11? Further to this initial information the correct position is that the secret car park society already use this criteria for allocation of the golden pass, UNISON has now infiltrated this society and are negotiating to ensure a more equitable criteria, we hope this clarifies our position. Do members have any opinions regarding this information? If so please email info@harrow-unison.org.uk.

your friend at work



Organising & Recruitment Officer

I have been appointed by UNISON Harrow Branch in the role of Organising & Recruitment Officer; this new role will enable the Branch to build on its successes and to develop and organise a network of accredited workplace representatives in all areas of the Council.

I have worked in Harrow's children's services for over fifteen years and during that time I have had various roles such as an SMSA (school meals supervisory assistant), a Classroom Assistant, a Teaching Assistant and a Residential Social Worker. Like many school support staff I began working in schools part time and term time only, to fit in with my family commitments; accepting the low pay and low status that went along with it, simply because like many school staff I enjoyed the work and felt a loyalty to the children and the school.

I have been a workplace representative for over ten years during which time I have campaigned within my own workplace and at Branch Level for the recognition of the professional role that school support staff perform in the education of children. I have held the role of Branch Adults & Children's Services Convenor for Harrow UNISON; while in this post I have continued the campaign for better pay and recognition for staff at local and regional level.

I recently attained a Degree in Education Studies at the University of Hertfordshire and as part of my studies I researched the role of the teaching assistant and have used this work to support the campaign for the recognition of the major contribution support staff make to the success of Harrow schools.

I believe the greatest priority is in a commitment to listen to members and incorporate their views and ideas in the development and future of their roles and to enable all to participate fully in the campaign for the appropriate recognition and reward for the essential part they play in the Local Authority.

UNISON is the largest and most experienced trade union with the greatest number of members in the public sector. It is vital that we continue to build on our growing membership and numbers of workplace representatives within the Branch in order to strengthen our negotiating power in all areas of the workforce.

I look forward to working with all members, representatives, and Branch officers to continue to build a strong and effective organisation.

- Lynne Ahmad

Children's Services Conveners Report

The government announced on 1 April '07 that the new Independent Safeguarding Authority (ISA) will 'go live' from October 2009 and that it will cost £64 for staff to register. The ISA has been established to create a single system of identifying and preventing unsuitable people working with children and vulnerable adults.

If the system delivers what it promises then this will be an improvement on the current system. Protection of workers and data protection also need to be considered as in the current Criminal Records Bureau (CRB) system which needs to be incorporated

into the new system. **It is anticipated that the ISA will cover 11.3 million workers and volunteers. UNISON has expressed shock at the cost of registration; the fact that there is no banded payment structure based on salary or empathy as to the impact that it could have for low paid staff which includes teaching assistants.** This fee may be an annual one, however this is currently not confirmed.

The legislation places the obligation of registration and payment on the individual employee; however UNISON will be campaigning for **the employer to meet the cost of registration.**

(contin page 8)



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" I believe the greatest priority is in a commitment to listen to members and incorporate their views and ideas. "





A Wall of Shifting Mirrors

I was amused to read in the Cabinet minutes of the meeting for the 14th Of February 2008 the following:-

Our values:

The way Council Members and officers work with each other, our customers and our partners is crucial to our success.

Our values, which guide how we work as one Council, are:

- **Pride** – everyone is proud to work for us, celebrates our successes and avoids blaming.
- **Participation** – we are non-hierarchical, so our actions and decisions result from engaging our communities, Customers and staff.
- **Positive work** – we communicate openly and work to create a positive working and learning environment. We encourage innovation and risk-taking.
- **Partnership** – we are honest and build trust in our relationships.
- **Personal accountability** - we take responsibility for our actions and behaviour, we adopt a positive customer service attitude where it is our responsibility to guide customers through our organisation to find the information or service they want.

My opinion (and that of many of my colleagues) of the interpretation of the above statements is somewhat different. Senior management for one have yet to integrate any of these values into common working practices they use.

The above, are ideals that we the council's employees should follow, the ideals that the powers that be say, we should abide by. However, I have yet to meet any person in senior management who adheres to these ideals (they are after all, also council employees). In fact it is alleged statements such as "I am in senior management, I can do what I want" (in response to a number of colleagues disapproval of a ruling they have decreed) goes against the grain of such statements as "our actions and decisions result from engaging our communities customers and staff and we are non-hierarchical." **In fact this level of arrogance tells us that they do not listen to colleagues and are rarely open and honest or build trust in their relationships.** I ask them; are we not part of one team trying to achieve the same goals? Or is this simply a self preservation society for senior management?

Take bullet point number 1 – "everyone is proud to work for us, celebrates our successes and avoids blaming." We all know the old saying 'Prides comes before a fall' and we will fall when statements such as "Avoids blaming" don't ring true.

The comments regarding personal accountability are something that I would also like to scrutinise; 'we take responsibility for our actions and behaviour' yet how many senior staff are accountable for things when they go wrong as a direct result of their decisions? You only have to look at the councils financial situation to understand this. There needs to be an onus of responsibility at higher levels.

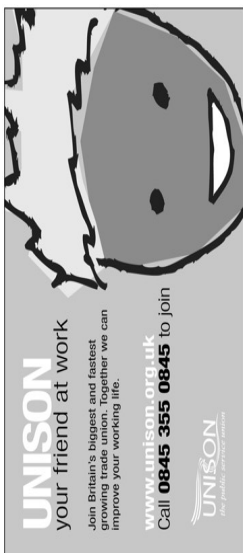
Senior management have always been akin to a wall of shifting mirrors, forever changing the focus of what they want to achieve (dependent on leaders), and never keeping an ideal image stable or long enough to gain grounding in its aim.

I, as much as anyone else, would like to see this local authority improve its standing as a community based Council, not by an outward show of polls, peer reviews, points systems or media coverage, but from within by **all employees** following these ideals and turning them into reality and not by using them as lip service to carry on as they currently do.

In response to our previous article regarding the chief executive we have now started to see some re-alignment in the council's hierarchy and maybe the values spoken of above will become reality across all of the council - perhaps by 2012?

- Kanti Halai

“
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Vice Chair's Report

Hi everyone,

I attended the Corporate Equalities group (CEG) meeting on 23rd May 2008; the group is chaired by the Deputy Chief Executive and includes representatives from each Corporate Directorate. This includes trade Unions, staff interest groups such as the Black workers Group and the staff Gay, Lesbian and Bisexual Group. The Group will meet at least 5 times a year and report back to cabinet. The group aims to:

- Eliminate unlawful discrimination and
- Promote equality between different groups of people.

I would welcome any feedback from members on any issues of equality. I am contactable at the Branch and I will endeavor to raise them at the next meeting. My contact number is 0208-424-1795 I am in the office on Thursdays' from 7.45am till 5.30 pm.

- Anna Jackson

New convener—Adult Services

I would like to introduce myself, my name is **Deborah Hattam**, and I have recently been elected as a convener in Adult services.

I have worked for Harrow Council for 15 years as a social worker and many of you will know me from my work in the Harrow Learning Disabilities Team which involved working with adults and children and the Harrow Adult Placement Team.

I have been a UNISON Health & Safety Representative and Steward for the Harrow Branch. As a representative I have also been assisting Lynne Ahmad in her convener role for the past 18 months and I am the branch treasurer.

I will be working in the UNISON Branch Office in Forward Drive every Wednesday. As a convener I will be electing a network of representatives and be holding regular meetings with the representatives in Adult Services.

I recently attended the Regional Social Care Forum for issues and changes in social care. If you have any questions or concerns in this area please contact me via your workplace representative. I look forward to working with you all.

Finally if YOU would be interested in becoming a representative in Adult Services I would be pleased to hear from you. The role is interesting and challenging. Training, support, "tea and sympathy" will be provided.

Deborah Hattam

Tel: 020 8424 1795

Email: d.hattam@harrow-unison.org.uk.

We invite Stewards interested in attending ANY Trade Union conferences to contact the UNISON office (contact Teresa Stanley or Varsha Patel - see page 12 for contact details)



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Children's Services Conveners Report - Continued from page 5

Adult's Services

CSCI (commission for social care inspection) report to Cabinet in May this year **praised the front line staff for their good work. The senior management were criticised regarding strategic management and procurement.** The poor transition plans for clients moving from children's to Adult's services was highlighted as an area for improvement.

Recommendations from CSCI included a warning that Harrow should make sure that there are enough good managers, staff and money for services for people with learning disabilities. **The council should look again at their old plans and also check that the plans are actually happening.** Harrow has been a one star Council for the past six years and will remain a one star Council following this inspection.

Children's Services

Building Brighter Futures Next Steps for the Children's Workforce. This government report contains details of their vision for improving children's lives. The report considers the implications for staff working with children. UNISON believes that the

improvements can only be delivered by ensuring that there is investment and integration of the workforce. UNISON will be represented on this group by Christina McAnea, National Secretary for Education and the Children's Workforce.

If you would like any further information on these or any other issues please do not hesitate to contact the Branch Office on 8424

1795.



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Did You Know ?

TAX ALLOWANCE FOR CLEANING WORK CLOTHES-

Are members aware that they are entitled to claim an income tax allowance for cleaning their uniforms? If you are required to wear a uniform or Personal Protection Equipment (PPE) clothing when at work, you may be entitled to this allowance. You can obtain a claim form from your local tax office.

UNISON Bid's Farewell to Jill Rothwell

UNISON would like to wish Jill the best of luck in her endeavours for the future. UNISON has always attempted to embrace the concept of 'Partnership Working' with Jill over the years we had known her.

Whilst UNISON and Jill had different ideas on the concept of partnership working. Jill wholly supported UNISON by conceding a whole day in facility time for the reps and stewards in her directorate.

It is true to say that her presence in this authority has left it's mark , noticeably in the application of the councils equal opportunities and discrimination policies. Jill's overriding influence on the management style and culture of "old Harrow" will be remembered by many of her colleagues.

All the very best from all the officers at the UNISON branch office.



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www.unison.org.uk

UNISON
the public service union

UNISON Thanks Susan Hall

Over the past eighteen months, Public Realm Services have faced many cutbacks and transformations. Over two million pounds was taken out of the budget which devastated parts of the service with the need for voluntary redundancies, and reduced the capacity of others. All this and we are then hit by an expensive service review by **cap-ita** which UNISON believed was instigated with a view to **outsourcing** the services.

During this time, the service was assigned a new portfolio holder in the name of Councillor Susan Hall. **As time went by, UNISON became aware that we were not the only ones desperately fighting to keep our services intact and 'in house'.**

Over many regular meetings with Councillor Hall, we realised we had some support. Although we may not have agreed on all aspects, the fundamental goal of keeping these services 'in house' with regeneration was shared by both parties.

UNISON appreciates that Councillor Hall faced very strong opposition from some parts of the current administration and corporate directors who did not share her view and no doubt, would have preferred that these services were outsourced to a private company. As a result of Councillor Hall's support and UNISON's constant campaigning this Council is now reinvesting money in these services.

UNISON is always happy to give credit where credit is due and, on this occasion says 'thank you' to Susan Hall for her support. We hope future collaborations will be as productive in bringing about satisfactory outcomes to such contentious issues.

- Steve Compton

Where Would You Be Without Your Union? - This is where.....

Members may have seen the recent shocking news reports concerning the German discount store Lidl and its use of intrusive surveillance methods in spying on its employees across Europe

Private detectives were employed using mini-video cameras to collect intimate and banal details, including how many times they went to the toilet as well as details about their love lives, personal finances and menstrual cycles.

The most shocking example of Lidl's alleged "Stasi* tactics" relate to a store in the Czech Republic, in which an internal memorandum advises staff that "female workers who have periods may go to the toilet now and again, but to enjoy this privilege they should wear a visible headband."

According to Lidl, these tactics serve the purpose of "identifying incapable and naïve employees" and "establish possible abnormal behaviour". **Lidl has no recognised trade union so workers are completely under management control and have little or no collective rights.**

About a year ago Harrow installed cameras around civic 1 and it's surrounding buildings. The purpose of these cameras is unclear and staff have never been told. Let's hope they are not used to monitor staff. Is this the beginning of stasi tactics by the council?

- Darren Butterfield

Sources:

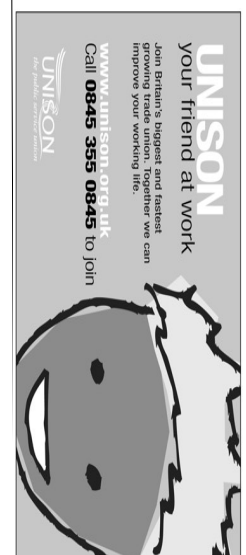
Patterson, T. "German retail chain accused of using Stasi tactics to spy on staff", Independent Newspaper, 27 March 2008.

Connolly, K. "German supermarket chain Lidl accused of snooping on staff", Guardian Newspaper, 27 March 2008.

* East Germany's Ministry for State Security, known as the Stasi, featured probably the most comprehensive internal security operation of the Cold War. It was widely regarded as one of the most effective – and repressive – intelligence and secret police agencies in the world.

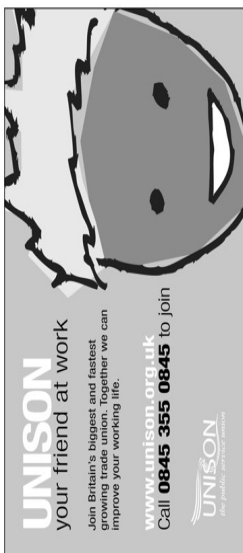


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 ”





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**Without this team
 UNISON Harrow
 would not provide
 the strength and
 support to the
 Members of
 Harrow UNISON**
 ”



Branch Secretary's Report

Dear colleagues

Welcome to our July edition of the network, the branch has been involved at many levels of representation including those at corporate level and representing, most importantly the members. I would like to take this opportunity to thank all Branch Officers who have excelled in their support of the branch in the tasks undertaken.

My thanks to:

Ken McDonald our education officer who is a qualified trainer and has provided a number of in house courses on health and safety issues, environmental legislation and other useful topics. He has also provided the branch with a professional focus and given it experienced guidance in all its dealings. *(The above allegations are under independent scrutiny)*

Mary and Bob for their stoic work and persistence in obtaining a hard fought result to protect the health and well-being of our members and to ensure that this remains a priority. *(The rumour is, that the HSE is very worried and may close as an organisation)*

Steve and Ron, for the excellent support that they provide and the professional way in which they undertake member representation. *(The UN has head hunted these two for their diplomacy skills and they will seeking advice very soon.)*

Anna for the vast input that she has undertaken with all equality matters and challenging the friend's family and face fit culture of Harrow. *(Rumours are rife that BT will be offering friends and family rates to Harrow employees)*

Varsha and Teresa who provide outstanding office and organisational support. They always deal sensitively with members or outside callers to the branch. This is usually the first contact others have with the branch and they provide an efficient and caring face to UNISON. *(Due to their caring & efficient faces, both individuals have been selected for the Milan catwalks and will be parading the latest Vivienne Westwood designs)*

Lynne for her excellent organisational skills and outstanding leadership and as a Convenor in Education and generally as a branch officer. *(OFSTEAD is reported to be very worried as Lynne's outstanding work has almost rendered them obsolete)*

Darren for his fresh input into this branch and his new found commitment, I believe that he will continue to be an asset to this branch.

Deborah for taking the helm from Lynne for adult services convenor and along with Frances in keeping our books in order so effectively.

Kanti for the exceptional organising and editing of the "network" branch magazine. Kanti took over the job in a crisis and has provided in a short time a quality publication which is a credit to the branch. *(so I am told)*

Lastly my thanks goes out to the "Unknown Stewards" those elusive individuals who help the branch to resolve issues, by tackling them at grass roots level and thus allowing the branch to deal with the major issues. We are indebted to you.

Without this team UNISON Harrow could not provide the strength and support to the Members of Harrow . My belief is that we are the secure union in Harrow and are set to improve services to members and provide an effective challenge to the bureaucracy. As we continue to improve we expect a further increase in membership numbers as people realise this branch gets the job done effectively.

- Gary Martin

The Heart of the Matter

Over the last few years this council has **outsourced** many of its services, with a look to cost saving. Over the last few years this council has also had many difficulties and staff have been battered from all sides by this authority. Coincidence?

Many organisations go through a cyclic process every 5 to 7 years of outsourcing their services.

Many services are taken “externally” and are then pulled back in-house a few years later due to the failure of **externalisation**. Many are doomed to failure and do not improve efficiency or indeed make the saving they initially were supposed to.

A recent report by the European services strategy unit* highlights cost overruns, delays and termination in outsourced public sector ICT projects. However it could just as easily apply to any services in the public sector and not just ICT.

The report makes grim reading for those hell bent on outsourcing everything. The key findings of the report are:

- **105 outsourced public sector ICT projects with significant cost overruns, delays and terminations.**
- **Total value of contracts is £29.5 billion.**
- **Cost overruns totalled £9.0 billion.**
- **57% of contracts experienced cost overruns.**
- **The average percentage cost overrun is 30.5%.**
- **33% of contracts suffered major delays.**
- **30% of contracts were terminated.**
- **12.5% of Strategic Service Delivery Partnerships have failed.**

The report also highlights areas that are often over looked:

- 1) Cost increases are often underestimated.
- 2) Cost increases are usually those directly related to payments made to the private

contractor and rarely identify the wide range of additional costs borne by the client.

These additional costs could include:

- Additional client staff engaged to manage a contract;
- Additional systems and staffing for monitoring of the contract;
- Engaging technical consultants to advise the authority of contract problems;
- Carrying out audit reviews of projects;
- Lost income from delays in service delivery and overpayment of benefits/credits.
- Additional procurement costs in re-negotiating contracts or re-tendering if a contractor withdraws or a contract is terminated;
- Additional work required as a result of technical problems.

• Transition costs when contracts are terminated

• Additional costs, for example, an additional £318m was added to the cost of the £150m

Project Connect to fund the provision of Local Area Networks within each GP practice.

(Hansard, 26 January 2004, col 185W).

• The loss of planned efficiency savings often results in cuts being targeted elsewhere.

Why ICT projects have gone wrong

National Audit Office’s (NAO) 2003 list of common causes of failure.

- *“Lack of a clear link between the project and the organisation’s key strategic priorities, including agreed measures of success*
- *Lack of clear senior management and ministerial ownership and leadership*
- *Lack of effective stakeholder engagement*
- *Lack of skills and proven approach to project management and risk management*

(Continues at the bottom of page 14)



“
The loss of planned efficiency savings often results in cuts being targeted elsewhere.
 ”





“ UNISON wants
to hear from
you... ”

UNISON Branch Officers 2008

Branch Secretary:	Gary Martin
Asst Branch Secretary:	Steve Compton
Asst Branch Secretary:	Ron Gray
Health & Safety Officer:	Mary Cawley
Asst Health & Safety Officer:	Darren Butterfield
Chair:	Bob Thomas
Vice Chair:	Anna Jackson
Treasurer:	Deborah Hattam
Education Officer:	Ken McDonald
Equalities Officer:	Anna Jackson
Children's Services Convener:	Lynne Ahmad
Communications Officer:	Kanti Halai
Adult Services Convener	Deborah Hattam
Welfare Officer:	Vacant
A.P.F Officer:	Vacant

The UNISON Office

The UNISON Office is Staffed by:-

Office administrator: Varsha Patel (Part time)

Admin assistant: Teresa Stanley (Part time)

Please remember to contact your workplace representative in the first instance and let them deal with any issues at the grass roots level.

Contact UNISON via:

**The UNISON Office
Central Depot
Forward Drive
Harrow, HA3 8NT
Telephone: 020 8424 1795**

OR

Via E-mail: info@harrow-unison.org.uk

This NETwork news letter was produced and edited by **Kanti Halai** with contributions from **UNISON members**.

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U_{nison} Say!



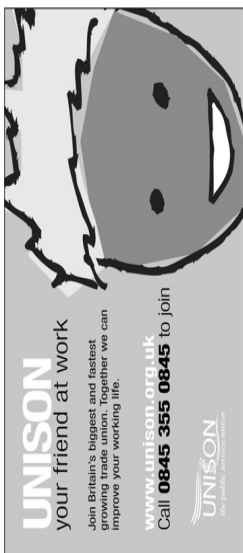
UNISON wants to hear from you.

Do you have any concerns or queries regarding local and national issues? We want your views. Do you have any articles that could be included in this news letter? Has UNISON helped you? If so please let us know the details so we can include your success stories.

Contact the UNISON office via email or a letter to the above address.

Email: k.halai@harrow-unison.org.uk or info@harrow-unison.org.uk

(Please note that UNISON reserve the right not to publish some articles and edit others prior to publishing.)



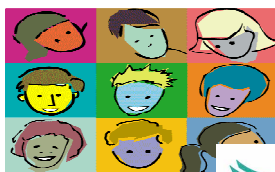
U Do Say – UNISON Hears from you!!!

Recently I have seen the news story posted on the UNISON notice boards in the civic regard directors pay. I was outraged by this as I feel these people at the top care nothing about the Council, or its running, if they had they would have got rid of capita by now as this company is wasting Council funds. They are running every department down to the ground to support this exorbitant pay structure and in turn the staff who carrying out the work have to suffer.

The chief exec should reconsider his position and those of people around him who do nothing but nod their heads to proposals that damage the Council. Due to Capita's handling of things, the Council's has forgotten the human side of matters, now all that counts, is the counting.

- A concerned UNISON member.

Hello,
I enjoyed looking at the new style letter, which seemed to have much more relevancy than previously. Several of the articles interested me. Please pass on my positive comments about the current news letter. Many thanks.
- A UNISON member.



When I became permanent with my employer I decided it best to be a part of one of the unions just to look after myself in the event of finding myself in a bad situation.

I chose Unison because of friends, family and their leaflet was the first through my door. I have for months sat back and read the newsletters and send out all the while thinking that Unison do a good job when you're in a sticky or uncomfortable situation, but what do I really need them for. After work I have a family to run around after and never really had the extra time to be more involved.

For a time I even pondered ending my membership as I thought I didn't really have a need Unison and wasn't being an involved member. No sooner had I thought this did I find myself in a situation where I needed advice. A few changes were going on at work that revolved around me and I wasn't sure how things were going to work out. I didn't know much when it came to employment law and what my rights were as an employee. I contacted a person that I knew was a representative. Although he was not my representative he quickly passed my e-mail to the Unison office. Within days a meeting had been setup for myself at the Unison office. Throughout the entire procedure there has always been some one available at the end of the phone line, via e-mail or in person.

The service provided to me is one I am greatly appreciative for and I know that I would not have come out this end ok had it not been for their involvement. Joining Unison is the best move I have ever made in my employment history and I would recommend them to everyone I know.

- A thankful UNISON member of Adult services

“
We may not win all our battles for better treatment of staff and a better service to our community, but without the likes of Unison, there would little hope of effecting any change for the better.
”

Just a word of praise for the content & style of the Newsletter.

I felt the Newsletter had more substance to its features than previously. It looks like a lot of thought & effort went into it and I wanted to express my appreciation to all those concerned.

We may not win all our battles for better treatment of staff and a better service to our community, but without the likes of Unison, there would little hope of effecting any change for the better. Congratulations on an excellent production. - A UNISON member.



The Heart of the Matter—continued from page 11

The following table highlights actual contracts that have had cost overruns, delays and terminations. UNISON has highlighted companies that Harrow has tended to lean towards for their outsourcing services.

No.	Government department, NHS, public body or agency	Contract Value £m	Contractor	Contract terminations, problems, cost increases and delays
5	Child Support Agency	427	EDS	New IT system ‘performed no better than its predecessor’ (2006) , systemic problems, over 40 internal audit reviews, CSA spent £91m on external advice, soaring costs. Viability and security of national system questioned.
17	NHS Connecting for Health	996	Fujitsu	Fujitsu 18 months behind schedule. Promised system running in 17 acute trusts, 36 community trusts and 8 mental health trusts by April 2006 but only managed 1 installation .
28	Department for Education and Skills	269	Capita	Individual Learning Account project started 2000, closed November 2001 after major security/fraud issues and £70m overspend (26% increase).
34	Home Office	17.5	Fujitsu	CIS exchange and hosting contract increased to £26m (up 49%) to date.
48	Criminal Records Bureau	250	Capita	PPP contracted awarded August 2000, renegotiated Dec 2003. Capita penalized £5.0m for defaults but received £8.4m extra for contract changes 2001-03. Deficit of £98.8m between 2000/01 and 2004/05 paid by government. Cost risen to £400m (60% increase).
87	Norfolk County Council	50	Capita	E-government project including exchequer, payroll, pensions and IT services PFI contract started 2001 terminated six years early in 2003 and staff returned in-house . Serious concerns about ability of Capita to deliver project. Capita sought substantial additional fee for completion of financial management information system.
91	London Borough of Lambeth	50	Capita	Termination of 7 year Revenues and Benefits contract in 2001. 40,000 unprocessed claims. Staff were returned in-house costing the Council an extra £1.5m.
98	London Borough of Bromley	50	Capita	Lost contract on renewal to CSL In 2002 after additional £1m cost in final year.



“
Serious concerns about the ability of Capita to deliver the project.
 ”

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- *Lack of understanding of and contact with the supply industry at senior levels.*
- *Evaluation of proposals driven by initial price rather than long-term value for money (especially securing delivery of business benefits)*

The Heart of the Matter (continued from page 14)

(Continues on page 15)

- *Too little attention to breaking development and implementation down into manageable steps*
- *Inadequate resources and skills to deliver the total delivery portfolio.*

The heart of the matter is that outsourcing is not the solution to all problems. It needs carefully consideration and budget savings (which as seen in the report are not always met anyway) are not the only criteria to look at. Levels of service to the community, efficiency, staff retention and local knowledge should also be a consideration. A basic criterion is impact assessment which should be carried out in the preliminary stages of any business case.

It should also be noted that many services that are outsourced are then held to ransom by the outsourcing company. By increasing support costs or increasing charges for implementation of new services the council is powerless simply because all of the expertise held by the staff within the council has been removed.

- Kanti Halai

Sources: 105 outsourced public sector ICT projects, Dexter Whitfield. European Services Strategy Unit.

* **The European Services Strategy is committed to social justice, through the provision of good quality public services by democratically accountable public bodies, implementing best practice management, employment, equal opportunity and sustainable development policies. The unit continues the work for the centre for public services, which began in 1973.**

UNISON out and about

- **Under One Sky 2008** was held on 29 June 2008, at Zoom Leisure, Kodak Sports Ground, Harrow View, HA2 6QQ, from 12:00-8:00pm.
Last year, the festival attracted more than 10,000 people. UNISON had a stall there and to those of you were really, really, really nice to us got some goodies.
- A council Health & Safety fair is to be held at the civic centre on the 16th of July 2008. UNISON have been invited to have a stall we hope to see you there.

Hazard Awareness

UNISON will be running the new RIPH Level 1 Award in Hazard Awareness course for interested members and reps and stewards on Friday 15th August at the Depot from starting at 0900hrs(sharp) and finishing at 1300hrs. This is an externally accredited course incorporating a 45 minute multiple choice question paper and is an ideal introductory course for those with an interest in Health and Safety. Successful candidates will receive a nationally recognized certificate from The Royal Institute of Public Health. This course is a must for all UNISON Reps and Stewards. Spaces will be limited and bookings will be taken on a first come first served basis. There is a cost element to the branch, and candidates will therefore need to be sure that they can definitely attend the course prior to applying.

To apply please contact Ken McDonald or Varsha Patel at the branch office Tel . 0208 424 1795 by closing date 8th August 2008.



“
UNISON will have
stalls at the under
one sky event and
at the Health &
Safety fair.
”

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Join UNISON – your friend at work



Please fill in this form in BLOCK CAPITALS using black ink and give it to your UNISON rep or steward or post to the address below

1. YOUR PERSONAL DETAILS Please tick or fill in the boxes below

Mrs Ms Miss Mr Other

First name Other initial(s)

Surname/Family name Date of birth

Home address

Postcode

National Insurance number (from your payslip)

How would you describe your ethnic origin?

- Bangladeshi Asian other Chinese Indian Pakistani Asian UK Black other Black White UK Irish African Black Write other

Please tick this box if you require large print or Braille) – be sure to supply contact details below. Please give a telephone number/voice/text/email address for UNISON to contact you – indicate if work or home

Contact tel/voice/text/email

2. YOUR EMPLOYMENT DETAILS

Employer's name

Your job title/occupation

Department/section

Workplace name and address

Postcode

Payroll number (from your payslip)

3. WHAT YOU WILL PAY – FROM 1 October 2003

Please tick the appropriate box for your earnings before deductions.

YOUR SUBSCRIPTION—WHAT YOU PAY

Weekly pay	Annual pay	per week	per month	Band	Please tick the appropriate box to indicate how often you are paid
Up to £38.47	Up to £2,000	£0.30	£1.30	A	<input type="checkbox"/> Weekly <input type="checkbox"/> Fortnightly <input type="checkbox"/> Four Weekly <input type="checkbox"/> Monthly
£38.48–£96.16	£2,001–£5,000	£0.81	£3.50	B	<input type="checkbox"/> Weekly <input type="checkbox"/> Fortnightly <input type="checkbox"/> Four Weekly <input type="checkbox"/> Monthly
£96.17–£153.84	£5,001–£8,000	£1.22	£5.30	C	<input type="checkbox"/> Weekly <input type="checkbox"/> Fortnightly <input type="checkbox"/> Four Weekly <input type="checkbox"/> Monthly
£153.85–£211.53	£8,001–£11,000	£1.52	£6.60	D	<input type="checkbox"/> Weekly <input type="checkbox"/> Fortnightly <input type="checkbox"/> Four Weekly <input type="checkbox"/> Monthly
£211.54–£269.23	£11,001–£14,000	£1.81	£7.85	E	<input type="checkbox"/> Weekly <input type="checkbox"/> Fortnightly <input type="checkbox"/> Four Weekly <input type="checkbox"/> Monthly
£269.24–£326.92	£14,001–£17,000	£2.24	£9.70	F	<input type="checkbox"/> Weekly <input type="checkbox"/> Fortnightly <input type="checkbox"/> Four Weekly <input type="checkbox"/> Monthly
£326.93–£384.61	£17,001–£20,000	£2.65	£11.50	G	<input type="checkbox"/> Weekly <input type="checkbox"/> Fortnightly <input type="checkbox"/> Four Weekly <input type="checkbox"/> Monthly
£384.62–£480.76	£20,001–£25,000	£3.23	£14.00	H	<input type="checkbox"/> Weekly <input type="checkbox"/> Fortnightly <input type="checkbox"/> Four Weekly <input type="checkbox"/> Monthly
£480.77–£576.92	£25,001–£30,000	£3.98	£17.25	I	<input type="checkbox"/> Weekly <input type="checkbox"/> Fortnightly <input type="checkbox"/> Four Weekly <input type="checkbox"/> Monthly
£576.93–£673.08	£30,001–£35,000	£4.68	£20.30	J	<input type="checkbox"/> Weekly <input type="checkbox"/> Fortnightly <input type="checkbox"/> Four Weekly <input type="checkbox"/> Monthly
£673.08+	over £35,000	£5.19	£22.50	K	<input type="checkbox"/> Weekly <input type="checkbox"/> Fortnightly <input type="checkbox"/> Four Weekly <input type="checkbox"/> Monthly

4. POLITICAL FUND

UNISON's Affiliated Political Fund (APF) is used to campaign for and promote UNISON policy and the need for quality public services within the Labour Party, locally and nationally, in Parliament and Europe. UNISON APF affiliates to the Labour Party.

UNISON's General Political Fund (GPF) is used to pay for campaigning at branch, regional and national levels of the union and for research and lobbying in Parliament and Europe. It is independent of support for any political party.

It is important that you indicate a choice of fund by ticking one of the boxes below. Your subscription shown above includes a political fund payment so you do not pay any more by being in one of the funds.

5. YOUR AUTHORISATION

I wish to join UNISON and accept its rules and constitution.

I authorise deduction of UNISON subscriptions from my salary/wages at the rate determined by UNISON in accordance with its rules to be paid over to them on my behalf and I authorise my employer to provide information to UNISON to keep my records up to date

I authorise deduction of the following Political Fund payment as part of my subscription. Tick one box only

Affiliated Political Fund General Political Fund

Now please sign and date below

Signature

Date

OTHER WAYS TO PAY

direct debit cheque

PLEASE RETURN YOUR COMPLETED FORM TO:

UNISON, FREEPOST (WCS852)

London WC1H 9BR

If you have been a member of a trade union before, please state which one:

DATA PROTECTION

UNISON will process your membership information together with other information for administration, statistical analysis, conducting ballots and other statutory requirement purposes.

We may also send you newsletters, journals and surveys and let you know about educational and campaigning matters. We will disclose your information to our service providers and agents for these purposes.

If you do not want any mailings from UNISON besides those required by statute as shown in bold above, please tick this box.

We may share your information with organisations with whom we have a business relationship for your benefit. We, or they, may contact you by mail, telephone, SMS, fax or e-mail to let you know about goods, services or promotions which we think may be of interest to you.

If you do not wish to receive such information please tick this box.