

UNISON The MEERKAT




The branch newsletter for UNISON members employed by Primary Care Trusts, General Practitioners, Hospices and other Primary Health employers in Lambeth, Southwark and Lewisham.

No.2
Xmas
2006

Deal slows down NHS Sack Race

New redundancy entitlements for NHS employees came into force with effect from 1st October 2006.

With the intention of ending age discrimination in employment, the new rules mean that all NHS staff now get a month's pay for every reckonable year of service in the NHS up to a maximum of 24 months.

This is a huge improvement for many staff from the previous calculation that saw staff aged below 40 only receive a week's salary per year of service.

The cap on redundancy at age 65 has been lifted, and NHS service before the age of 21 now fully counts towards redundancy entitlement.

Added years for early retirement will be phased out over the next 5 years, although those over 50 will be able to choose to take a redundancy lump sum or



Mike Jackson

The new deal has made it significantly more expensive to make staff redundant.

retire early without a reduction in their pension.

This has made it significantly more expensive to make staff redundant.

The impact of this has already been seen in the delayed proposals for service changes (and inevitable job losses) in Shared Services.

UNISON negotiator Mike Jackson told The Meerkat:

"I was part of the Staff Side negotiation team, and we were delighted to be able to deliver such a good result for members.

"The objective for UNISON in any negotiation will remain to avoid redundancies wherever possible.

"But if the inevitable happens, it is fitting that staff are properly compensated for the distress caused, and that the cost of redundancy is increased to make this a tougher option for employers to take."

Merry Meerkat

Have yourself a merry Meerkat Christmas
Make indulgence light,
Try to keep your bulging waistline out of sight.

Have yourself a merry Meerkat Christmas,
Transgender, straight or gay,
From now on redundancy is on its way.

Here we are as in olden days,
Happy golden days of yore,
Faithful friends who are dear to us,
Gather near to us once more.

Through the years our branch will stand together,
'Neath our banner proud,
Hang the NHS Exec upon the highest bough,
And have yourself a merry Meerkat Christmas now.



The UNISON Branch Executive wishes all our members a Happy Christmas and a preposterous New Year.

IF YOU ARE NOT A MEMBER OF UNISON STOP READING THIS NOW!

But if you insist of carrying on, then application forms are available from Paul Edwards or Jonathan Dutton (or via any steward or officer listed on the back page).

UNISON will not provide support or representation to anyone on issues that pre-date their membership. The UNISON rulebook states that you must be in membership for 13 weeks before you receive full representation (this does not apply to new starters).





The Meerkat

UNISON INTERNATIONAL

Daisy Camiwet, Branch International Officer reports back from the International Officers' seminar held on 13-15 October 2006 in Southampton.



UNISON calls upon its branches to send letters of protest to the Arroyo Government

The seminar highlighted the similarity of issues faced by workers and trade unions in different parts of the world including the fight for better working conditions and pensions, and against privatisation, inequality, human rights violation and racism.

Given the diversity and internationality of the workforce in the UK, union members are affected by issues faced by other workers in other parts of the world.

It is therefore important that branches are involved and support international campaigns and calls for action.

UNISON has links with sister unions throughout the world and works in solidarity with other trade unions to speak out when fellow trades unionists are under threat or when their human rights are violated.

UNISON's international unit was launched in 2004/2005 to develop policies on international issues and campaigns relevant to union.

UNISON has been involved in and supported campaigns including 'Make Poverty History', HIV/AIDs, labour migration, trade justice, capacity building and the protest against the Iraq War.

Specifically highlighted at the seminar was the situation in the Philippines requiring urgent action and support.

Since the Arroyo regime took power in 2001, there

have been over 800 extrajudicial killings of political activists, union organizers, women, indigenous people, peasants, and youths. In addition, there have been thousands of human rights violations committed by the Armed Forces of the Philippines under her command.

UNISON calls upon its branches and affiliates to send letters of protest to the Arroyo Government demanding an end to the trade union and human rights violation in the country. For details and information, please contact info@chrp.org.uk

Possible actions that the branch could take:

- Twin with other trade unions in specific countries e.g. Alliance of Concerned Health Workers in the Philippines.

- Financial support for the twinning activities, for example, to "adopt" a union organiser in Colombia.

- Keep international issues on the agenda for meetings.



Up, Up and Away in UNISON: The Meerkat is indebted to Alexis for snapping this picture which shows one of the few times when UNISON is full of hot air.

Edith Cavell staff bale out from AT Medics

TUPE ... or not TUPE?

The staff and services at Edith Cavell GP practice transferred from Lambeth PCT to AT Medics at the start of November.

Within a month of the transfer one GP, a nurse, an administrator and a receptionist have resigned. UNISON is advising two of our members about bringing forward cases for constructive dismissal.

A UNISON steward was asked to leave the premises within days of AT Medics taking over the service.

This is all despite the practice agreeing TUPE (Transfer of Undertakings, Protection of Employment) arrangements for staff that guarantee that they transfer on their existing terms and conditions of employment, and under the same policies and procedures.

Maurice Birnbaum, UNISON Branch Secretary, said:

"AT Medics seemed very pleasant to deal with before the transfer and agreed to most things that were asked of them on behalf of staff. UNISON will investigate the reasons for their change of attitude, and provide full support to our members who remain at the practice, and legal support to those who have resigned."

Louise Inkpen, who resigned from AT Medics within 24 days of employment said:

"I have worked for the NHS for 14 years and in all that time I have always felt like a valued and trusted member of staff.

"Within days of AT Medics I was made to feel extremely uncomfortable during my working day, I felt that my

integrity and capability were questioned and I was made to feel surplus to requirements.

"I found the manner of the Business Manager to be very aggressive and condescending, and he seemed ignorant to staff issues and concerns. When I tried to speak to him I was either ignored or treated to total indifference.

"The day my UNISON rep came along to a meeting to support me he was told in no uncertain terms that he was NOT welcome, the meeting would NOT go ahead with him present and that he was to leave the premises straight away.

"I was left feeling absolutely disgusted and completely embarrassed by the behaviour shown."

To all members now based at Kaleidoscope

(Lewisham Centre for Children & Young People)
Welcome to Your New Home!

1.5% PAY INSULT

In the last issue we reported that pay review body staff (nurses and therapists) were offered just a 1.5% pay increase from April 2007.

In November, Management-Side of the Pay Negotiating Council (PNC) also offered just 1.5% to the 300,000 NHS staff not covered by the Review Body.

Mike Jackson, Chair of the PNC Staff Side, said: "We are disappointed by this response from the employers.

"They are not interested in negotiating and are allowing their hands to be tied by government pressure on public sector pay.

"This policy would mean a pay cut for NHS staff given that inflation is at a high of 3.7% and expected to reach 4% by the end of the year."

The talks will continue for both pay review and PNC staff groups.

Lambeth PCT Staff join Nov 1 Lobby of Commons

Lambeth PCT had a great turnout for the NHS Together lobby of Parliament on 1st November. Penny Williams (AMICUS), Amanda Aston (CSP), Lesa Sullivan (GMB), Christiana Ominyi (RCN), and Alexis Zee (UNISON) met Kate Hoey (MP for Vauxhall), and Simon Hughes (MP for North Southwark & Bermondsey). Tessa Jowell (Dulwich & West Norwood) was unfortunately unavailable.

Penny told The Meerkat: "We all shared our concern about how fast the impact of these cuts have happened and our frustration that Lambeth has been penalised for the overspend of other organisations. We gave examples of the impacts of the cuts".

The examples included lack of funding for the autism waiting list initiative, loss of professional leadership and job losses under Redesign to Improve as well as lack of training, an apparent freeze on recruitment and the reduction in numbers and grades of District Nurses.

The MPs gave Lambeth Staff-Side a sympathetic hearing, and asked them to write to clarify their concerns.

UNISON has nationally expressed its thanks to those who attended the lobby and they are now assessing support for a national demonstration in early 2007.

UNISON sector meeting

The branch sponsored a meeting of local branches held in Bromley in mid November. We picture entirely unstaged photos of the attending UNISON luminaries reading The Meerkat.

The purpose of these periodical meetings is to share ideas and experiences among local branches.

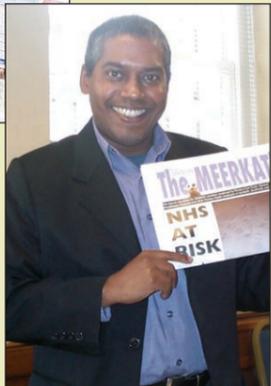
We were especially pleased to see our UNISON Regional Officer, John Kelly-Chandler, who will be undergoing some pretty nasty medical treatment in



the coming months, and to meet Andrew Adolphus, who is the new Regional Officer.

John said he would help Andrew out and he has proved true to his threat that he will not relax his grip on the branches. We still get the regular e-mails arriving at 5am.

Endorsements for the first edition of The Meerkat from John Kelly-Chandler (left) and (below) Andrew Adolphus



Don't forget the UNISON Direct number 0845 355 0845



Breaking the chains of debt, or Where the Tory Tossler is wrong

Tosser is the star of www.sort-it.co.uk, a Conservative Party website with the laudable aim of encouraging people to keep out of debt. But the underlying assumption is that people who get into debt do so deliberately. More frequently, debt arises because of a change of circumstances such as loss of income, illness or relationship breakdown.

UNISON Welfare has set up a free and confidential debt advice service. The service is provided in partnership with Payplan (a non-profit-making free service) who are experts in helping people in financial difficulty.

The service provides:

- Independent and impartial debt help and advice;
- Benefits advice;
- Flexible debt management plans;

ment plans;

● Supported switch from current debt management providers if they are costly.

The advice service says: "Television advertising with celebrity endorsements and promises of a quick decision may make consolidation loans secured against the home sound attractive."

"But often borrowers do not understand the small print. Because they involve the risk of repossession and homelessness if repayments are missed, these types of loan should be avoided."

For UNISON Welfare's debt advice service, call 0800 389 3302 (free). It's available from 8am to 9pm Monday to Friday and 9am to 1pm Saturday. Alternatively, check the website www.debtclinic.co.uk/unison.

REGULATORY AUTHORITY STATEMENT: (READ QUICKLY): CAROL VORDERMAN IS NOT SPECIFICALLY MENTIONED IN THE CONTEXT OF CELEBRITY ENDORSEMENTS BUT WE ALL KNOW SHE DOES IT. READERS ARE REMINDED THAT IT IS NOT CAROL VORDERMAN'S HOME THAT IS AT RISK AND SHE WILL NOT BE REPOSSESSED. THIS DOES NOT IMPLY THAT CAROL VORDERMAN IS CURRENTLY POSSESSED, BUT MY GOD HAVE YOU SEEN HER ON COUNTDOWN RECENTLY? CAROL VORDERMAN MAY GO UP OR DOWN. OTHER TERMS AND CONDITIONS APPLY.

Zero Tolerance? Zero Points

We reported in the last issue on a GP practice in Lambeth where reception staff had been attacked by a violent patient.

Despite repeated requests for action by one of the receptionists (another receptionist, pregnant at the time of the incident, left the practice shortly after the

event), it took 5 months for the practice to decide to refer the patient to the violent patient programme.

And that was too late. Within days of the decision, and before the letter had gone out to the patient, he returned to the surgery wielding a knife.

WOT? - NO SHARED SERVICES CHRISTMAS PARTY?



The Meerkat is shocked to report that there will be no Shared Services party this Christmas.

We want to report back in the next issue on the PCT parties. Please e-mail jonathan.dutton@selssp.nhs.uk with your score of the parties on a rating 1 (poor/boring) to 10 (excellent) against the following criteria:

- Availability of free booze
- Quality and quantity of mince pies
- Cheesiness of the entertainment

■ Quality and behaviour of gate-crashers (Trust Board cronies, and other PCT staff returning from Christmas meals in search of free booze)

■ Patronising manner of the speakers (remember, max patronising = max points)

Also remember to tell us who got what at the staff awards, and whether they deserved it.

Additional comments welcomed. We will report back in the next issue (within the bounds of legality and good taste of course).

UNISON BRANCH ANNUAL GENERAL MEETING 2007

Make a note in your new branch diary

2nd March 2007, 12.30pm, CONFERENCE ROOM,

MARY SHERIDAN HOUSE, 15 ST THOMAS' STREET (Opposite Guy's Hospital)

REORGANISATION NEWS SHARED SERVICES REVIEW

In the last issue we anticipated that all the Shared Services restructuring consultations would be launched by early November. In fact, Estates and Facilities was only issued in late November, Finance was launched in early December and the Clinical Governance Resource Group seems to be permanently on hold.

A brief summary of the consultations follows:

LEARNING AND DEVELOPMENT

As expected, services will transfer to the PCTs. UNISON has queried why each PCT has come up with a different structure to meet their needs.

Learning and Development staff are disappointed that the proposed PCT job descriptions do not take advantage of, or reflect, the knowledge, skills and experience that staff have attained.

We are pleased to report that one of the posts has been re-evaluated and increased in grade during consultation.

PRIMARY CARE SUPPORT SERVICES

Several staff who have recently retired will not be replaced.

The main concern of staff is that it is proposed that 19 Band 2 staff compete for the 19 Band 2 jobs. This appears to be a needless cause of stress and anxiety. Staff Side objected to this in consultation.

In the longer term, merger with another provider of patients' services remains a strong possibility.

ICT

Despite the positive benchmarking exercise that indicated that Shared Services ICT provides good value for money, it is proposed to delete 15 posts. About half of these relate to projects that have now finished and are vacant, or the staff are on secondment. But there will be job losses and a promise that further reviews will follow the service as it transfers to Southwark PCT. A key concern of Staff Side relates to the use of contractors in the department, and whether substantive staff should have preference for jobs over contractors.

ESTATES AND FACILITIES

The headline news of this restructure is the deletion of 10 existing posts and the establishment of 5 new posts.

Four of the post deletions are currently vacant, so actual redundancies are expected to be minimal. The Estates and Facilities document was expected to be among the first to be launched, but was delayed.

The Meerkat believes that the "spiking" of initial, and more radical, job reduction proposals was due to the increased cost of making staff redundant.



FINANCE

Also late to launch, the proposals place 25 staff at risk of redundancy and 14 new posts are created as many functions transfer to the national Shared Business Services.

The consultation period has only just started as we go to press, but The Meerkat expects questions to be asked about how feasible the workload of some of the newly created jobs will be.

We also expect Staff Side to query proposals for work previously covered by LSL Shared Services staff to be absorbed into the existing jobs of PCT staff. It could be argued that this creates new jobs for which LSL Shared Services staff should be allowed to compete.

CLINICAL GOVERNANCE RESOURCE GROUP

At the time of writing, Clinical Governance staff have been kept in the dark about their prospects. It is possible that this restructure will be delayed well into the New Year.

The Meerkat reminds its readers that Chantrey Vellacott, the management consultants who set all of this in motion, said of this department: "CGRG is highly valued by the Directorate of Quality and Professional Development.... It is also highly valued by front-line staff and has well-established local links..."

It is very unsettling for this group of staff to find themselves feeling so isolated and vulnerable.

OTHER PCT RESTRUCTURES LAMBETH PCT

Redesign to Improve Phase II (this time they're coming for the administrators) kicks off in the New Year.

In the meantime, Lambeth PCT's Organisational Change Policy is being renegotiated with the expectation of improved consultation arrangements for staff.

SOUTHWARK PCT

SureStart & Senior Management

As we go to press, Southwark PCT's SureStart consultation begins. This responds to the national initiative for SureStart projects to be managed through Children's Trusts by Education Departments.

During November, UNISON responded to a consultation exercise on the reorganisation of Southwark PCT's Senior Management Team.

The consultation document provided only minimal information, and it was not possible to assess the impact that the proposals will have.

Unfortunately, because we currently have so few stewards in Southwark, it is easy for the branch to be by-passed in consultation exercises.

We expect in the New Year to see the full change proposals unfold. UNISON urgently requires new stewards in Southwark to make sure that our members are properly represented.

The Meerkat sends congratulations to Chris Bull who has been appointed Deputy Chief Executive of LB Southwark.

He will caretake his current joint post of PCT Chief Executive/LB Southwark Director of Health, Community Services and Housing until his successor is appointed.

LEWISHAM PCT

Dissolution of Modernisation Directorate

The need to make 15% efficiency savings in management costs has forced the PCT to look closely at all the functions. Consultation is currently underway to dissolve the Modernisation Directorate.

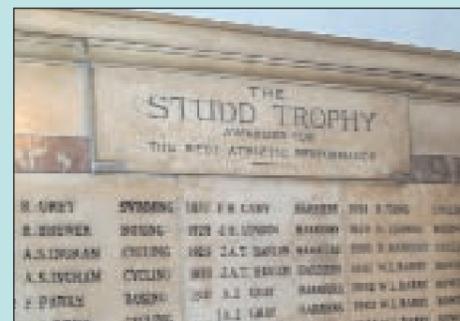
Most posts will transfer into the Commissioning Directorate. Consultation closes 15th December 2006.

Staff-Side has asked for more details to back up the proposals and will ensure that staff views are represented.

Celebrating fit Westminster Studs

The roving branch camera spotted an intriguing plaque in the entrance hall of Westminster University.

We all know what students are like. But we were surprised that they should have gone to the length of erecting a marble plaque inscribed with the names of students awarded the Studd Award for 'Outstanding Athletic Performance.'



Our Swift solution to surplus staff

Jonathan Swift, author of Gulliver's Travels, was a bitingly satirical writer. His infamous essay, "A Modest Proposal", published in 1729, proposed as a solution to the

poor in Ireland that they rear their children for the table. It included recipes. This was radical indeed, and The Meerkat has the audacity to believe that a situation has

arisen that requires an equally radical solution.

Just at the time when NHS Trusts can no longer afford to employ staff, along come new redundancy rules

that mean they cannot afford to sack them.

Desperate times call for desperate measures so, at this festive time, we present our own Modest Proposal.



A Modest Proposal

It is a melancholy prospect for those NHS bodies deemed weak of fitness and flabby of structure that they can afford neither to employ their staff nor to dispense of their services. It is apparent to both management and staff, if honestly minded, that this is a prodigious waste of public money and ties staff into a serfdom that is not sustainable.

The answer must be swift and must be radical. In an organisation such as the NHS where failure is rewarded by knighthoods, nothing less than the erection of public statuary is due to the person who can find the solution. However, The Meerkat seeks no such recognition. To serve the public benefit is all the reward we seek.

The Meerkat believes that nature finds solutions to problems through the process of evolution. Problems only become insoluble when human intervention overcomes natural forces.

The Meerkat looked initially to the example of lemmings for a solution. Could staff be encouraged to terminate themselves in the best interest of society? Unfortunately, closer inspection of this proposal revealed that this is in fact a fallacy. Lemmings do not naturally throw themselves from cliffs; they require Disney staff to drive them from the cliff edge.

Another disadvantage is that the mass extinction of staff would be unlikely to leave a proper skill mix at the end of the process. The Meerkat reluctantly concluded that this would not work.

To ensure proper maintenance of skill mix, human (or human resource) intervention is necessary. Hunting by packs, using NHS staff to substitute for foxes, would work, but would not be socially acceptable. Where, then, do we have a situation where nature's excesses are successfully controlled by human intervention? A situation where society accepts that creatures that are lovable but essentially surplus to requirements can be eliminated? The obvious example is seal clubbing.

The Meerkat therefore proposes a regular cull of NHS staff. Of course, this would need to be done humanely. We would not want to see, for example, every third staff member sitting at their PC struck across the back of the head and dragged from the office. The objections to this are obvious: the carpet cleaning and manual handling risk would prove too great a hurdle. Furthermore, a possibility arises that this could be demotivating for the remaining staff. No, indeed. The Meerkat concludes that the necessary culls should take place in 1:1 meetings, or as they could be called 1:1-1 meetings.

The Meerkat assumes an intelligent readership. We do not expect our readers to ask "Is this moral?" for it is not. Neither should they ask "Is this legal?" The answer is plain.

But nothing would be achieved in politics or business if our great ministers of state and entrepreneurs restricted themselves to acting morally or legally. We know that Meerkat readers will be asking "Is this going far enough?" Indeed it isn't. The reader will already be thinking of the opportunity for using deleted posts in organ transplants. This would immediately reduce waiting lists, and eventually "just-in-time" intelligent culling could be matched to demand. Cull the workforce and we also find that the pension crisis is back under control.

Culling could be linked into the appraisal process and become a new "Agenda for Change" gateway. For those who worry about legality, legislation would soon catch up to sanction society's reasonable demand for a slimmed-down and motivated NHS workforce and reduced waiting lists. Only the most dim-witted would protest.

We have yet to forward this proposal on to NHS Employers. It may catch on. If you have any concerns about the radical nature of the proposals, we suggest that you check carefully any changes to the termination clause in your contract. If you are told that you're going to be fired, ask what weapon will be used, ... and be careful if the application for your next job asks for your blood and tissue type.

Contacting the Branch

Please contact the steward nearest to your workplace. PCT employed members should contact a steward working within their own PCT if possible.

Other members should initially contact Maurice Birnbaum, Branch Secretary, and are likely to be referred to the UNISON Regional Officer.

Remember that stewards and branch officers have their own work to do, so please understand if you are asked to call back later or referred on to another steward.

We urgently need more stewards.

It's interesting and rewarding work. Work time is allowed for UNISON activities, and training is provided. Any UNISON member can become a steward - there are no restrictions on who is eligible to volunteer.

Branch Stewards

Contact List

If you have a problem please contact the steward on the list below who is nearest to where you work:

Lambeth PCT
Hertence Trim, Lambeth Community Care Centre, 020 8655 9176

Lina Okunoren, Whittington Centre, 020 8243 2500
Daisy Camiwet, Lower Marsh, 020 7716 7194
Alexis Zee, Streatham Hill, 020 8243 2202
Rachel Turner-Peard, Myatts Field, 020 7411 3500

Southwark PCT
Jacenth Reynolds, Sheldon Centre (St Giles), 020 7771 3487

Aji Sarr, St Giles, 020 7771 3300
Stacey Blake, St Giles, 020 7771 3437
Rebecca Evans, Mabel Goldwin House, 020 7525 0404
John Breen, Townley Road, 020 7771 3660

Lewisham PCT
John Lilley, Burgess Park, 020 7771 5589
Von Dixon, Cantilever House, 020 7206 3200
Paul Edwards, Lower Marsh (SELSSP), 020 7717 4020
Louise Parkinson, Lower Marsh (SELSSP), 020 7716 7551
Joy Allen, Mary Sheridan House, 020 7188 2837
Theresa Borg, Vale Medical Centre, 020 8291 9666

Occupational Therapy
Karen Smith, St Giles, 020 7771 3357
Patricia Terrer-Perez, Priory Manor, 020 7771 4532

Officers
Chair / Branch Secretary Maurice Birnbaum, Lower Marsh, 020 7717 4027
Assistant Branch Secretary Sharon Young, Lower Marsh, 020 7717 4040
Treasurer Jonathan Dutton, Lower Marsh, 020 7717 4109
Welfare Officer Tresh Madej, Lower Marsh, 020 7717 4137
Membership Officer Paul Edwards, Lower Marsh, 020 7717 4020
International Officer Daisy Camiwet, Lower Marsh, 020 7716 7194

Health and Safety Officers
Mairead Campbell, Lower Marsh, 020 7717 4166
Jenni Neil, Mawbey Brough Health Centre, 020 7411 5744

Equality Officers
Louise Parkinson, Lower Marsh, 020 7716 7551
Joy Allen, Mary Sheridan House, 020 7188 2837
Titilola Akinrinlode, Lower Marsh, 020 7717 4040

Branch Development Officers
Patricia Terrer-Perez, Priory Manor Child Development Centre, 020 7771 4552
Alexis Zee, Streatham Hill, 020 8243 2202

Christmas fun for Meerkat readers

What words can YOU come up with for

- All I Want for Christmas is my P45
- Away in a Manager*
- Oh UNISON, Oh UNISON, How Lovely are your Branches
- Christmas time, whistleblow and whine
- While chiropodists washed their socks by night

*try to keep it clean

Especially for Trust Boards, why not have a go with:

- Ding Dong Merrily On High
- In the bleak midwinter
- Once in Royal Deficit's City
- God rest ye non-executives
- We three kings of Turnaround are ...
- I saw McKinsey's sailing in ...

Credits & Disclaimer

J Dutton, D Camiwet, M Campbell, M Birnbaum, J Swift, R Duncan.
Photo: A Zee. Thanks to John Lister for the excellent layout. John, the zoo tells us that you still haven't returned the meerkats. They're mucky little devils - don't try passing the cleaning bill on to us. The views in this newsletter are those of individuals and not necessarily the views of UNISON or the Executive Committee of this branch.

Maurice Meerkat asks the Challenging Questions ...



For this issue, Von Dixon faced the spotlight and answered Maurice Meerkat's challenging questions.

How long have you worked for the NHS?
Five years now.
Briefly describe your

most memorable Christmas Party?

The Facilities Directorate Christmas Party 2003 held at Burgess Park was memorable for me as it was the first time I ever attended a party.

I saw the vast variety and diversity of food and drinks displayed thinking to myself of the hard work and planning behind this to make it such a success and so enjoyable for all the staff invited. I also remember the Santa

Claus putting a smile on everyone faces.

Where do you work and what does your job involve?

I work at Cantilever House as a Receptionist/Administrator which involves interacting on a daily basis with a wide range of Staff Members and Visitors to the Lewisham Primary Care Trust.

I also operate the Switchboard. I am also responsible for safety and

well being of visitors to the building.

Why did you become actively involved in UNISON?

I joined UNISON because I felt that it is important to be part of an organisation that is representative and supportive of their members.

What is your New Year's resolution for work?

My New Year's resolution is to keep staff employed.

What was your favourite subject at school?

English Lit.

What is your favourite Christmas record?

My favourite Christmas record was 'When A Child Is



Born' by Johnny Mathis.
Starsign: Capricorn
Colour of eyes: Brown
Favourite record: Music is part of my soul so I cannot

say I have a favourite. It would be impossible as I adore all genres of music: Jazz, Opera, Rhythm & Blues, and the list goes on.