

APPENDIX 8

Priority: Modern and Efficient Council
Sub-Priority: Single Status
Impact: Achieving a fair and affordable pay and grading structure

We said in 2013/14 that we would: -

1. Agree and implement a legal, affordable, acceptable and workable Single Status Agreement.			
Progress Status	Progress RAG	A	Outcome RAG
			G
<p>Good progress has been made during this first quarter in completing the negotiation of Part III terms and conditions of employment as part of a provisional agreement in April and conducting joint pay modelling session to achieve a new pay and grading model during July. A meeting between the employer and the Joint Trade Unions was initially scheduled in mid-July to start to conclude negotiations and to agree a timetable for implementation. The meeting did not take place as planned but arrangements have been made for it to take place in August.</p> <p>Achievement will be measured through:</p> <ul style="list-style-type: none"> Implementation of an affordable, legal, acceptable and workable Single Status Agreement which has been built into the medium-term financial plan. <p>Achievement Milestones for strategy and action plans:(Lead Officer – Head of HR and OD) Implement the Single Status agreement by 1st April 2014</p>			

Risk to be managed – An Agreement being reached within agreed timescales and how the Single Status Agreement and modernised terms and conditions are paid for in the long term with reduced financial resources.

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	<p>The Governance arrangements for Single Status have been revised and provide robust arrangements for monitoring progress, providing direction, making key decisions and managing risk which, together with the appropriate resources and project management support, will enable timeframes to be met for agreement and implementation.</p> <p>The Council has a Single Status / Equal Pay Reserve which will pay for 'one off' costs for Single Status e.g. pay protection and will contribute to the cost of settling issued Equal Pay claims. The intention is to pay for at least two years of buffering to allow the Council to make provision for the increase in the pay bill from year 3. The estimated on-going cost of the Single Status pay bill is included in the Council's MTFP. The Council are committed to agreeing a set of pay arrangements that meet the three tests of legality, acceptability and affordability, thereby working towards a set of sustainable arrangements.</p>	M	M	A	<p>When a final Single Status Agreement is reached, the Council will be able to include the 'actual' projected costs of the on-going pay bill in the MTFP. Costs will exceed the Single Status budget of £4.35m per annum and once the buffering period has elapsed, provision will need to be made to fund the increased recurring costs of the pay bill. The Council has a strategy for 'closing the floodgates' to control and limit future Equal Pay liability via payments made as part of the Single Status implementation. The Organisational Change Strategy and emerging Change Programme will yield significant savings which will partially be utilised to pay the increased pay bill.</p>	Head of HR & OD / Head of Legal and Democratic Services		L	L	G

2. Adopting a modernised set of terms and conditions of employment so that we are a more customer focused organisation

Progress Status	Progress RAG	G	Outcome RAG	G
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In preparation for negotiating a new set of terms and conditions of employment, the Council drafted a business case, defining how the organisation needed to operate / deliver services in the future and how the revised terms and conditions would support and enable those changes. The focus of the business case was around extending opening times and delivering services at times to suit the customer. The provisional agreement for terms and conditions negotiated in April supports this business case in terms of the working week, the working day and associated provisions. When adopted and implemented, as part of the Single Status Agreement, the new terms and conditions will allow existing and some additional services to operate on a more flexible 24/7 basis cost effectively.

Achievement will be measured through:

- Improved cost and flexibility of services e.g. extending service hours does not increase the service operating costs.

Achievement Milestones for strategy and action plans: (Lead Officer – Head of HR and OD)

Agreement of a modernised set of terms and conditions of employment – October 2013

Risk to be managed – Employee / TU and organisational drive and commitment to work more flexibly / to extend opening hours.

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	The negotiations relating to both pay and terms and conditions are focusing on achieving a legal, acceptable and affordable agreement that is workable in practice. In finalising the agreement, the costs for the organisation and for individual services is being considered. Services are actively encouraged to extend opening hours and to work more flexibly / agilely, driven by large scale programmes such as Assets Programme.	M	M	A	The Council's budget gap for the next five years is very significant which provides the 'burning platform' for challenging service delivery models and ensuring that services represent good value for money. The Council will have a new Change Programme which will set out the required size, shape, level of service, standards etc for services (reference VFM Reviews) which will promote improved customer service and cost effectiveness.	Head of HR & OD / Heads of Service		L	L	G

3. Resolving and settling potential equal pay claims				
Progress Status	Progress RAG	G	Outcome RAG	G
<p>This project has clear inter-dependencies with the Single Status project. The Council's intention to settle Equal Pay claims (without prejudice) within a similar timeframe to Single Status will increase the complexity of both projects and requires careful consideration of the legal context with the need to protect the Council from future liabilities wherever possible. The Council will be entering into discussions with the Trade Unions once a Single Status Collective Agreement is close to being agreed.</p>				
<p>Achievement will be measured through:</p> <ul style="list-style-type: none"> Meeting any liability for equal pay claims. 				
<p>Achievement Milestones for strategy and action plans:(Lead Officer – Head of HR and OD) Agreement of equal pay strategy – between October 2013 – June 2014</p>				

Risk to be managed – Negotiating an affordable settlement rate for issued claims and meeting all settlement costs within defined funding range.

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
L	L	R	Regular legal advice sought from Council's legal advisers to ensure that settlement strategy represents value for money for the Council and is comparable with the most competitive settlement rates achieved by other councils	M	M	A	Negotiations with the Trade Unions and their legal advisers will be conducted robustly by the Council, to ensure that the Council achieves the best deal possible in terms of settlement.	Head of HR & OD / Heads of Service		L	L	G