

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	G	Outcome RAG	A
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We have completed the following actions during 2013/2014 as at February 2014

- Collective negotiation and agreement with the Trade Union colleagues on the changes to terms and conditions of employment
- Collective negotiation and agreement with Trade Unions colleagues on the pay and grading structure
- Completed comprehensive modelling of the financial costs of Single Status
- Gained member council approval to take forward the Single Status agreement
- Delivered on a key project milestone to write to all employees the outcome of the Single Status including outlining the impact for them personally
- Provided line manager and Head Teacher briefing sessions to brief them on the Single Status agreement and impacts for their employees
- Set up support mechanisms including a dedicated Call Centre and Employee Support Advisory signposts to continue to support employees and line managers on the impact of Single Status
- Agreed with Trade Union colleagues the final Appeals and Maintenance Policies

Achievement will be measured through:

- Implementation of an affordable, legal, acceptable and workable Single Status Agreement which has been built into the medium-term financial plan.

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

Implement the Single Status agreement by 1st May 2014.

(The original effective and implementation date of 1 April 2014 has been delayed as a direct result of the recognised Trade Unions not balloting their members on the content of the agreement in January 2014, as set out in the initial project plan. The new dates reflect a later ballot date in late February / early March 2014 – the precise dates are yet to be confirmed).

Risk to be managed – 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</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 controlling and limiting future Equal Pay liability via payments made as part of the Single Status implementation. The Organisational Change</p>	Head of HR & OD / Head of Legal and Democratic Services	↔	L	L	G

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)
			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 ongoing 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.				Strategy and Change Programme will yield significant savings which will partially be utilised to pay the increased pay bill.					

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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We have completed the following actions during 2013/2014 as at February 2014

- Collective negotiation and agreement with the Trade Union colleagues on changes to terms and conditions that will apply to employees covered NJC for Local Government and by other national conditions, but excluding Teachers.
- Agreed a set of terms and conditions that will enable services to review operational employment contracts to allow the movement of staff across a range of services, increase service flexibility and reduce costs.
- Revised and updated a number of HR and organisational policies to support modernisation of terms and conditions of employment and ways of working (for example, Standby Policy, Sleep-in, Career grades, Agile Policy, Flexible Hours Scheme).

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: -

- Gain agreement of the council as the employer, the workforce and the Trade Union to the Single Status agreement and modernised terms and conditions of employment
- Ballot agreement by the workforce and the Trade Union to the Single Status agreement and modernised terms and conditions of employment

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 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.</p> <p>Services are actively encouraged to extend opening hours and to work in a more flexible / agile manner driven by large scale programmes such as Assets Programme.</p>	M	M	A	<p>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.</p>	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

We have completed the following actions during 2013/2014 as at February 2014

- Detailed preparation work for understanding the liability costs for equal pay claims
- Completing analysis work around the comparators for the purposes of understanding the equal pay liability costs. Modelled the likely cost scenarios based on the potential outcomes of the equal pay negotiations
- Completed negotiations with Trade Unions to agree the parameters of the equal pay offer for employees
- Agreed a stay on legal proceedings for equal pay claimants
- Agreed with Trade Unions that the ballot for Single Status can proceed in light of agreeing the equal pay settlement parameters

Achievement will be measured through:

- Meeting any liability for equal pay claims.

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

Agreement of equal pay strategy – between October 2013 – June 2014

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)	
H	H	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