

**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.**

<b>Progress Status</b>	<b>Progress RAG</b>	<b>G</b>	<b>Outcome RAG</b>	<b>G</b>
------------------------	---------------------	----------	--------------------	----------

**What we did in 2013/14** – Full agreement has been reached to a new Pay and Grading model under Single Status. Following a successful ‘yes’ vote in a ballot of union members in April 2014, an implementation date of 1 June 2014 will be achieved.

**What went well** - The size and scale of the changes required to achieve a new Pay and Grading model demanded significant involvement from all the key stakeholders including the management, unions and members. There has been a high level of commitment from all parties to achieve the Agreement balancing the needs of the employees with affordability. The focus on Programme planning, communication to employees and the establishing of a dedicated help line to answer queries from employees are all areas which have gone well.

**What did not go so well** – At the point of confirming the new pay and grading results, an opportunity to appeal the result was provided. These appeals and additional maintenance requests will be completed by the end of August therefore there will be some employees potentially having grade and pay adjustments after 1 June implementation date.

**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 1<sup>st</sup> June 2014.

(The original effective and implementation date of 1 April 2014 was 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 ballot was completed in March and confirmation of a ‘yes’ vote was announced).

**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	G	<p>The revised governance arrangements for Single Status have been effectively implemented resulting in effective monitoring, decision making and problem resolution on a weekly basis through the Executive Group and Programme Board.</p> <p>The three tests of legality, workability and affordability have all been met through the Single Status Agreement</p>	Head of HR & OD / Head of Legal and Democratic Services	↓	L	L	G

Improvement Plan Progress  
Year End 13/14

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.									

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
<p><b>What we did in 2013/14 – the</b> Council has gained agreement to a modernised set of terms and conditions of employment which will be implemented on the 1 June 2014.</p>			
<p><b>What went well</b> Co-operation of management and union colleagues with a joint aim at achieving agreement to the terms and conditions of employment.</p>			
<p><b>What did not go so well</b></p> <ul style="list-style-type: none"> <li>Time consuming and complex analysis and revision of employment data to provide a robust basis for amending pay and grades for employees which then led to a delay in the implementation date.</li> </ul>			
<p><b>Achievement will be measured through:</b></p> <ul style="list-style-type: none"> <li>Improved cost and flexibility of services e.g. extending service hours does not increase the service operating costs.</li> </ul>			
<p><b>Achievement Milestones for strategy and action plans:</b> (Lead Officer – Head of HR and OD) Agreement of a modernised set of terms and conditions of employment – October 2013</p>			

**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>	L	L	G	<p>Negotiations have been completed. A revised flexible working and agile working policy has been agreed at Cabinet for implementation by the end of 2014. Detailed implementation planning supported with employee communication and manager training in adopting the new ways of working will be required to achieve success and reduce the risk further</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
<p><b>What we did in 2013/14 –</b> A settlement strategy has been agreed to resolve and settle potential equal pay claims. Implementation and signing of COT 3 agreements by every employee will commence in June 2014 with an aim to complete these by August 2014.</p>			
<p><b>What went well –</b> Joint working with management, legal advisers, unions and ACAS.</p>			
<p><b>What did not go so well –</b> The requirement for every employee to sign a COT 3 to accept the new terms and conditions and jointly agree to waive any further equal pay claim will require detailed planning and implementation over a 6 week period. The timing of which runs in parallel to the changes to the new pay and grading model taking effect on the 1 June.</p>			
<p><b>Achievement will be measured through:</b></p> <ul style="list-style-type: none"> <li>Meeting any liability for equal pay claims.</li> </ul>			
<p><b>Achievement Milestones for strategy and action plans:</b>(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)
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 are completed, ACAS have been engaged to support employees during the process of signing their COT 3 during a series of presentations and signing days through June, July and August	Head of HR & OD / Heads of Service	↓	L	L	G