



GOVERNANCE COMMITTEE

11 JANUARY 2017

Subject Heading:

**Terms and Conditions Review –
Progress Report**

SLT Lead:

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Policy context:

Update Committee Members on progress
of the review.

Financial summary:

The content of the report relates to
information and procedure and
has no specific financial implications

**The subject matter of this report deals with the following Council
Objectives**

Havering will be clean and its environment will be cared for
People will be safe, in their homes and in the community
Residents will be proud to live in Havering



SUMMARY

The report anticipates that the Committee will be asked to make a decision on changes to staff terms and conditions of service in the spring and updates the Committee on the progress of the review.

RECOMMENDATIONS

That the Governance Committee:

1. Notes the report's contents
2. Records any comments for the guidance of officers.

REPORT DETAIL

1. The Council is undertaking a review of the terms and conditions (T&C's) of service of its staff. The purpose of the review is to identify and replace those existing T&C's that are inconsistent, outdated or do not assist the delivery of services. As well as creating a set of T&C's that are more fitted to the Council's business needs, it is also intended that the review should create annual savings of at least £500,000 on the Council's non-schools corporate pay bill (ie excluding HRA/DSG/Public Health funded budgets) as part of the Council's budget strategy.
2. A provisional set of proposals was provided to this Committee at the 31 August meeting for information. The Committee were advised that the proposals were provisional at that stage but were not expected to change significantly before the launch of employee consultation.
3. An initial equality analysis was carried out on the provisional proposals prior to the start of employee consultation by an independent equalities consultant selected in conjunction with the trade unions, albeit not required at this stage under statutory consultation. The main conclusions were:

- The proposals for changes to basic pay and pay & allowances do not appear to disproportionately affect women more than men.
- No age groups are disproportionately affected by the proposals when compared to other age groups or to the workforce as a whole.

It should be emphasised that the data set upon which the initial equality analysis was carried out has changed over time due to starters, leavers and restructures. Furthermore, since the Council's proposals are also likely to change as a result of the consultation process, the initial equality analysis is now out of date and potentially irrelevant. A second equality analysis will be carried out after consultation on an updated data set and reflecting any revisions to the original proposals, as required under formal consultation.

4. Formal consultation with staff on the Council's T&C proposals commenced on 19 September 2016 for a 45 day period ending on 2 November 2016 (and subsequently extended to 9th December to ensure full consultation took place). To launch the consultation, the Chief Executive wrote to over 4,300

employees across the corporate organisation and support staff in Community/Voluntary Controlled (C/VC) schools to explain the purpose of the review, set out the proposed changes in the “Proposals Booklet” and to provide details of how those changes would impact on each individual employee.

5. To support the launch of consultation, the Chief Executive led 2 large-scale briefing sessions for over 500 managers (including Head Teachers). The aim of the briefing sessions was to inform managers about the rationale of the review and the key proposals so that they could then cascade that information to their staff in turn. A video was recorded of the Chief Executive presenting the main points which was made available to all corporate staff on the intranet and used by Head Teachers to present to school staff. The information needed by staff to understand the review and the potential impact on them was available on the intranet.
6. A full set of the Council’s proposals are set out at Appendix 1. The key proposals were:
 - To replace the GLWC job evaluation scheme with the GLPC scheme (which is used by the vast majority of London councils and a number outside London)
 - To introduce a new grading structure, resulting in fewer and broader grades
 - To introduce Performance Based Progression
 - All existing allowances (including those set out in “Local Agreements”) to cease and be replaced with the new proposals set out in the Proposals Booklet and any revisions agreed before implementation
 - To differentiate between Teaching Assistant 1 and Teaching Assistant 2 roles (both of which have been evaluated at proposed new Grade 2), the Council is proposing to apply a new allowance of £465 per annum pro rata for the Teaching Assistant 2 role
 - To apply an allowance to ensure that hourly basic pay is equal to the current London Living Wage rate. The allowance would be subject to annual rolling approval by the Full Council as part of the annual approval process of the statutory Pay Policy Statement
7. A small number of changes were made to the provisional proposals previously provided to the Committee. In summary these were:
 - The Council’s Proposals Booklet, which was sent to all staff as formal notification of the proposals, included a proposal to terminate the Salary Plusage scheme except for staff already in receipt of payment under the scheme before 12 August 2016. After further consideration the Council decided to remove that proposal from the Terms & Conditions proposals. Salary Plussage would be dealt with separately and is the subject of a separate report on the agenda

- At 31 August we were waiting on the trade unions to make a proposal about the rate of redundancy payments - however, this did not materialise. The Council's proposal at the start of consultation was that the statutory maximum level of weekly pay (currently £479) would be applied to the calculation of all redundancy payments. This would reduce the maximum total redundancy payment from £42,265 to £14,370. (This has subsequently been revised during the consultation process to £30,000)
- 8. To support the consultation process, the T&C Consultation Forum (T&CCF - comprising the Chief Executive, Employer Side Secretary and Branch Secretaries of the Unison, GMB, Unite, NUT and NASUWT) have continued to meet on a regular basis to discuss relevant feedback and alternative proposals.
- 9. To support staff during the consultation process, over 50 "drop-in" sessions were held across the borough with approximately 450 people attending those sessions. Responses to approximately 1100 email queries from staff have been provided and the project review team have handled over 250 phone calls to the T&C helpline.

The majority of the queries raised related to the job evaluation appeal process and the proposed new TA2 allowance.

10. Staff had the opportunity to submit an appeal against the proposed job evaluation outcome. The initial appeal deadline was 14th October which was subsequently extended to 31st October. This in turn led to the extension of the full formal consultation period to 9th December. There has been a total of 323 job evaluation appeals submitted during the consultation process (266 corporate and 57 from school staff). These appeals are for job roles and may contain more than one person in a role. We aim to complete these appeals by mid January and will need to ensure that the results do not compromise the current grading structure proposals before we are able to progress.
11. Throughout consultation, staff and the trade unions submitted requests to the Council to consider alternative proposals. The main requests were:
 - To use the grading structure attached to the GLPC scheme instead of the Council's proposed structure
 - To increase pay protection to three years from the current proposal of 6 months full protection and three months half - (currently pay is protected for 12 months)
 - That the Essential Car User Allowance be kept as it has recently been agreed
 - Extend grade 2/3 to include an additional spinal point to increase pay at the top of those grades
 - That the redundancy cap remains at the current amount of £42,265

- That the fixed enhancement/overtime rate be increased to 1.5 from the proposed 1.25
 - That the annual TA2 allowance be increased to £804 (i.e. double the proposed amount) and that it be calculated over the number of term-time weeks actually worked rather than over 52 weeks - also that an annual TA3 allowance of £402 be introduced
 - That the proposal to introduce performance based progression is removed until schools have a PDR system in place and the Council has reviewed the corporate scheme and the trade unions have agreed both schemes
12. At the T&CCF meeting on 29 November the Council responded to the staff/trade union requests by tabling a number of revised proposals. The revised proposals are detailed in Appendix 1. The revised proposals were made subject to a collective agreement being signed by trade unions (which would require a ballot of their members as a pre-requisite). In order to allow staff and trade unions time to consider the revised proposals, the T&C consultation was extended by a further week to 9 December 2016. Further adjustments to the revised proposals were tabled at T&CCF meetings in December – these are also detailed in Appendix 1.
13. There were a total of 193 items of feedback e-mailed to the Terms and Conditions inbox from staff during the consultation period which can be broken down as follows:

Category	No of Feedbacks
Disagreed with Proposals Generally	37
Disagreed with Proposals on Allowances, Overtime & Time Off in Lieu (TOIL)	57
Disagreed with Pay Protection Proposal	26
Disagreed with Redundancy Pay Proposal	22
Had specific disagreement with Salary Proposals	5
Proposals considered to be detrimental to performance	11
Comments on T&C Process	21
Alternative Proposals submitted	14

14. The impact of the proposals has been kept under review throughout the consultation period. The precise impacts vary according to the detail of the proposals themselves, the population of employees and their particular circumstances at any given moment.

The tables in paragraphs 15 and 16 below show the estimated impact of the Council's proposals – these include the impact of the Council's revised

proposals but do not take account of the results of any job evaluation appeals.

15. **Impact of Proposals – Individual Employees**

In the tables below, employees considered:

- “Green” would see an increase in their pay
- “White” would see no change to their pay
- “Red” would see a decrease in their pay

Table 1 shows the impact of the Job Evaluation and Grading Structure proposals on Basic Pay (ie the impact of Allowance proposals are **not** included).

Corporately, 86.9% of employees will either see no change in their pay or will see an increase in their pay. The corresponding figure in C/VC schools is 71.9%

Table 1

Impact on Employee	Corporate	C/VC Schools
Green	24.0%	3.9%
White	62.9%	68.0%
Red	13.1%	28.1%
Red but by less than £100pa	0.8%	3.6%
Red by more than 10%	0.7%	1.0%

Table 2 shows the impact of the proposed changes to contractual allowances **in addition to** the impact of the Job Evaluation and Grading Structure proposals on Basic Pay. Contractual allowances are those that are included in the contract of employment (eg Shift Pay). The table does **not** include the impact of the proposed changes to non-contractual allowances (eg non-contractual Overtime).

Corporately, 74.6% of employees will either see no change in their pay or will see an increase in their pay. The corresponding figure in C/VC schools is 74.3%

Table 2

Impact on Employee	Corporate	C/VC Schools
Green	24.1%	12.5%
White	50.5%	61.8%
Red	25.4%	25.6%
Red but by less than £100pa	5.1%	4.4%
Red by more than 10%	2.3%	1.1%

16. **Impact of Proposals – Savings and Budgets**

Table 3 shows the estimated cost reductions that would arise from the implementation of all of the Council's proposals (including proposals to non-contractual allowances).

The estimated £546k cost reduction to the General Fund budget would meet the target to create annual savings of at least £500,000 on the Council's non-schools corporate pay bill (ie excluding HRA/DSG/Public Health funded budgets).

It should be noted that the estimated £61k cost reduction to C/VC schools budgets is subject to individual school decisions on issues where the school retains an element of discretion (eg the number of additional/overtime hours required). Therefore C/VC savings can not be guaranteed.

Table 3

Organisation/Budget	Cost Reduction
Corporate – General Fund Only	£546k
Corporate - All	£621k
Community/VC schools	£61k

Table 4 shows the estimated one-off costs of pay protection that would arise from the implementation of the Job Evaluation/Grading Structure proposals.

Currently pay protection is for 12 months full protection. The Council's original proposal was to offer 6 months full protection. The Council's revised proposal during consultation is to protect pay for 9 months with 6 months full and 3 months half protection. As a reminder, only basic pay is protected.

Where a C/VC school would find it difficult to meet these costs, the Council will consider meeting those costs corporately.

Table 4

Organisation	Pay Protection Costs
Corporate – General Fund Only	£296k
Corporate – All	£316k
Community/VC schools	£191k

Table 5 shows the estimated additional costs of all staff reaching the maximum spine point of their new proposed grade compared to all staff reaching the maximum spine point of their current grade. In practice, this situation is extremely unlikely to ever occur due to:

- The robust application of the proposed Performance Based Progression scheme
- Staff turnover ie staff are constantly leaving and being replaced by new starters (who should commence on the minimum spine point of the grade)

Table 5

Organisation	Potential Pay Progression Costs
Corporate – General Fund Only	£2,054k
Corporate - All	£2,118k
Community/VC schools	(£39k)

17. Impact of Proposals – Equalities

A second and final equality analysis will be carried out on the finalised proposals and will be included in the future report to this Committee to consider alongside the final recommendations for implementation.

18. Collective Agreement

Throughout the consultation period, the Council's aim has been to try to reach a collective agreement with all 5 recognised trade unions (on behalf of all employees). As the Council was not prepared to meet a trade union request that the number of spine points at Grade 2/3 be increased, the GMB have indicated that they will not be prepared to support a collective agreement (because of their perceived potential impact on women). The Council have emphasised that the final impact of the finalised proposals will not be known until the second equalities analyses has been undertaken and have asked the GMB (and indeed all trade unions) to therefore reserve their position on this issue until that point. However, the view of officers at this stage is that a collective agreement is less likely to be achieved.

19. Next Steps

Consultation has closed and now we are working towards implementation of the proposals. The next steps towards finalising the review are:

- Finalise the allowance proposals and complete job evaluation appeals (scheduled by mid-January)
- Based on the appeal outcomes, check that the grading structure is still valid/sustainable (late mid/late January)
- Carry out external pay modelling version 9 (PM9) (by late January)
- Use PM9 data to carry out the second equalities analysis (EA2) (by early February)
- Discussion of PM9/EA2 with CLT, Head Teachers and Governing Bodies to get feedback and buy-in where possible (late February)

- Discussion of PM9/EA2 with trade unions and confirmation from them as to whether they are prepared to ballot on a Collective Agreement (late February)
- On the assumption that a collective agreement is not likely to be achieved, submit a report to Governance Committee for an implementation decision (8th March)

Should the trade unions agree to ballot their members, then a report to Governance Committee will not be possible by 8th March as the trade unions will need time to organise and carry out the ballot. Officers believe that the potential for a positive outcome from a ballot is worth the slight delay in the timetable. In any case, we aim to bring a report as soon as possible which may require an additional meeting before the next scheduled meeting in May 2017.

20. **Implementation**

The implementation programme will depend on the decision by the trade unions. The possibilities are:

1. The trade unions do not agree to ballot their members on the proposals.
2. They agree to a ballot and the outcome is that members **do not** accept the proposals
3. They agree to a ballot and the outcome is that members **do** accept the proposals

At this stage, it is unlikely, that a collective agreement will be possible but it is not yet completely ruled out. Until the trade unions give us their formal decision, the process for implementation of the proposals is not clear. However, to ensure we are prepared, either way, we have considered the statutory processes that will be required and further details will be presented to Governance Committee.

IMPLICATIONS AND RISKS

Financial implications and risks: There are no financial implications or risks arising directly from this report.

Legal implications and risks: There are no legal implications or risks arising directly from this report.

Human Resources implications and risks: The report relates to a major review of employee terms and conditions but has, of itself, no direct bearing on human resources.

Equalities implications and risks:

The report has no direct equalities or social implications nor is an Equalities Assessment required. It should be noted that the review of terms and conditions referred to in the report will have equalities implications and will be subject to an independent equalities assessment before being presented to this Committee for a decision.

BACKGROUND PAPERS

None

T&C REVIEW

THE COUNCIL'S PROPOSALS – AS AT 21/12/16

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NOTES:

These proposals are still provisional at this stage and may change before the Council decides on the final proposals.

Ref No.	Issue	Council's Proposals at 19/09/16	Revised Proposals at 21/12/16
1	Scope		
1.1		The T&C Review includes all employees in corporate directorates (ie the non-schools part of the organisation including oneSource services) except employees employed on School Teachers Pay & Conditions and includes all employees in Community & Voluntary Controlled schools (C/VC schools) except employees employed on School Teachers Pay & Conditions	No change
2	National Terms & Conditions		
2.1		Leave CEX role currently subject to JNC for Chief Executives unchanged	No change
2.2		Leave first and second tier roles currently subject to JNC for Chief Officers unchanged	No change
2.3		Leave all roles currently subject to NJC Local Government Services (as varied by the GLPC London Agreement) unchanged except a small number of specific roles as detailed	No change

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		below	
2.4		Leave all roles currently subject to Soulbury Committee unchanged though these will be subject to a separate review in due course	No change
2.5		Leave all roles currently subject to JNC Youth & Community Workers unchanged though these will be subject to a separate review in due course	No change
3	Job Evaluation and Appeals		
3.1		Replace the Greater London Whitley Council (GLWC) Job Evaluation (JE) scheme with the Greater London Provincial Council (GLPC) JE scheme	No change
3.2		Replace the Hay JE scheme (used for senior management roles) with the Local Government Employers (LGE) JE scheme	No change
3.3		Apply the GLPC JE scheme to all roles subject to the NJC Local Government Services at third tier and below except the following: <ul style="list-style-type: none"> • Third tier roles graded under the LGE JE scheme • Election Canvassers • Door to Door Canvassers • Specific sessional teaching roles 	No change
3.4		Apply the LGE JE scheme to all roles subject to the JNC Chief Executives and JNC Chief Officers at first and second tier and to specified third tier roles.	No change
3.5		Employees may appeal against the proposed new grade of their substantive role. All appeals will be considered and determined by a joint Management/Trade Union JE Appeal Panel as follows: <ul style="list-style-type: none"> • JE Appeal Panel to comprise 2 management representatives and 2 trade union representatives (Employee Side Secretary to coordinate who will comprise the 2 Trade Union reps for each appeal) • 2 management representatives to be the Director of 	No change

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		<p>HR&OD (or rep) and a service management representative (who will be the Head of Learning & Achievement (or rep) in relation to any appeal from a C/VC school employee)</p> <ul style="list-style-type: none"> • The “Chair” of the JE Appeal Panel to alternate between employer/employee reps • “Like” appeals to be joined together (to be determined by the JE Appeal Panel following proposal from the T&C Review Project Manager) – relevant post holders to submit a single consolidated appeal • Appeals to be “heard” on a document basis (rather than physical meetings) – meeting could be arranged if absolutely necessary • Chair to coordinate Panel views on a document basis (rather than physical meetings) – meeting could be arranged if absolutely necessary • Appeal Panel decision determined by majority vote (Note: appeal decisions could result in: a grade reduction; no change to grade; an increase in grade) – where the panel vote is evenly split (eg 2-2) the status quo will prevail ie the appeal will not be upheld • Appeal Panel decision final – no recourse to elected members or Greater London Provincial Council 	
3.6		The process to deal with JE Appeals after implementation of the T&C Review to be developed through the T&C Review consultation process	No change
4	Basic Pay, Grading, Assimilation and Pay Protection		
4.1		Reduce the current structure of 33 grades (APTC1 to HG1) to a new broader banded 18 grade structure (Grade 1 to Grade 18)	No change
4.2		Continue to apply the GLPC Outer London Pay Spine to determine basic pay for roles graded under the GLPC JE scheme and the lowest graded role graded under the LGE JE	No change

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		scheme (ie Grade 1 to Grade 12) with the addition of 1 new local spine point (71)	
4.3		Continue to apply locally determined salary scales to determine basic pay for all other roles graded under the LGE JE scheme	No change
4.4		Each new grade to comprise 5 spine points	No change
4.5		<p>Assimilate employees to the new 18 grade structure as follows:</p> <ul style="list-style-type: none"> • Assimilation to be based on a comparison of current basic pay relevant to the employee's current substantive role (as determined by spine point) and proposed basic pay relevant to the employee's current substantive role (as determined by spine point) – no other payment/allowance relevant to the employee's substantive role or any payment/allowance relevant to any non-substantive role will be used to determine assimilation to the new 18 grade structure • Where an employee is currently on a higher spine point than the maximum spine point of the proposed grade, the employee will be designated a "Red circle" and will be assimilated at the maximum spine point of the proposed grade • Where an employee is currently on a spine point that falls within the spine point range of the proposed grade, the employee will be designated a "White circle" and will be assimilated at their current spine point • Where an employee is currently on a lower spine point than the minimum spine point of the proposed grade, the employee will be designated a "Green circle" and will be assimilated at the minimum spine point of the proposed grade 	No change
4.6		Apply pay protection to employees designated a Red circle for a period of 6 months as follows	The revised proposal is to protect pay for nine months, with six months full and three months half protection. As a reminder, only basic pay is protected.
Note			An unanticipated consequence of the new grading structure is that a small number of staff would lose a

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			small element of their annual leave entitlement. The Council has made a commitment that annual leave entitlements would not be impacted so they will be protected for current staff but not new staff.
5	Performance Based Progression		
5.1		Apply a Performance Based Progression scheme (PBP) to determine progression from one spine point to the next within each new grade	No change
5.2		The Council will bring forward proposals to review its existing PDR scheme to ensure it is fit for the purpose of determining PBP in the corporate part of the organisation and to develop similar scheme for use in C/VC schools	No change
5.3		Implement the results of the PBP scheme for the first time with effect from 1 April 2018	No change
6	Allowances and Payments		
6.1		All existing allowances/payments and Local Agreements to cease and be replaced only by the allowances/payments specifically identified in the Council's T&C Review.	Payments to accredited social workers under the Approved Mental Health Practitioner and Best Interest Assessor local agreement will continue to be made. Gritting allowance local agreement to continue. Otherwise no change
6.2		The Council intends to reduce the total expenditure on allowances/payments paid in the corporate directorates through a combination of: <ul style="list-style-type: none"> Reducing the number of occurrences where the allowance/payment is paid Reducing the rate at which the allowance/payment is paid 	No change
6.3	Additional Hours	Leave the current rate of payment unchanged (at plain time) for	No change

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		<p>all additional hours worked</p> <p>The Council aims to reduce the number of additional hours worked in corporate directorates by 25%.The decision as to whether the number of additional hours worked in C/VC schools to remain a matter entirely for each C/VC school to determine.</p>	
6.4	Enhancements (including contractual and public holiday enhancements)	<p>Apply a single enhancement rate of 0.25 for working outside “normal hours”, remove the £105 Outer London Weighting element currently applied to the hourly rate calculation and remove all associated Time Off In Lieu (TOIL) provisions :</p> <p>eg 1 - reduce the current enhanced rate for Saturday working (as part of the normal working week) from 0.5 to 0.25 and, where currently applicable, remove all associated TOIL provisions</p> <p>eg 2 - increase the current enhanced rate for Unsocial Hours working (as part of the normal working week) from 0.2 to 0.25 and, where currently applicable, remove all associated TOIL provisions</p>	Premium payments (overtime/enhancements/ night rate etc) will now continue to include the £105 London Weighting component in the hourly rate calculation.
6.5	Night Work	<p>Reduce the night work rate to the single enhancement rate of 0.25 for work between the hours of 10.00pm to 6.00am, remove the £105 Outer London Weighting element currently applied to the hourly rate calculation and remove all associated Time Off in Lieu (TOIL) provisions – eg reduce the current rate for night work from 0.33 to 0.25</p>	<p>Night Rate allowance will now continue to be paid as it currently is paid (ie at the 1.33 rate).</p> <p>Premium payments (overtime/enhancements/ night rate etc) will now continue to include the £105 London Weighting component in the hourly rate.</p>
6.6	Overtime (up to spine point 28)	<p>Apply a single Overtime rate of 1.25 time and remove the £105 Outer London Weighting element currently applied to the hourly rate calculation.</p> <p>The Council also aims to reduce the number of overtime hours worked in corporate directorates by 25%.The decision as to whether the number of overtime hours worked in C/VC schools to remain a matter entirely for each C/VC school to determine.</p>	Premium payments (overtime/enhancements/ night rate etc) will now continue to include the £105 London Weighting component in the hourly rate.

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6.7	Contractual Overtime	<p>Apply a single Overtime rate of 1.25 time and remove the £105 Outer London Weighting element currently applied to the hourly rate calculation.</p> <p>The Council also aims to reduce the number of overtime hours worked in corporate directorates by 25%.The decision as to whether the number of overtime hours worked in C/VC schools to remain a matter entirely for each C/VC school to determine.</p>	Premium payments (overtime/enhancements/ night rate etc) will now continue to include the £105 London Weighting component in the hourly rate.
6.8	Planned Overtime (spine point 29 and above)	<p>For new Grades up to and including Grade 10 - apply a single Overtime rate of 1.25 time and remove the £105 Outer London Weighting element currently applied to the hourly rate calculation.</p> <p>Remove Overtime for new Grade 11 and above.</p> <p>The Council also aims to reduce the number of overtime hours worked in corporate directorates by 25%.The decision as to whether the number of overtime hours worked in C/VC schools to remain a matter entirely for each C/VC school to determine.</p>	Premium payments (overtime/enhancements/ night rate etc) will now continue to include the £105 London Weighting component in the hourly rate.
6.9	Shift Allowance	Reduce the various rates of shift allowance to a single rate of 5%	Shift pay allowance has been increased to 7% for day shifts and 10% for night shifts.
6.10	Standby	Remove standby payments in service areas where standby arrangements are considered unnecessary (eg as per ICT). Where standby payments are considered necessary pay at a single rate of 1hour of Overtime per standby period – no TOIL.	Standby allowance will be changed to differentiate between periods of more than/less than 24 hours. Exact rates to be determined.
6.11	Call Out	Where actually called out pay at a single rate equal to the Overtime rate for that role for actual hours called out (including travel time) – no TOIL	No change
6.12	Car Allowances	Remove Essential Car User lump sum allowance and increase Essential Car User mileage to HMRC rate (45p per mile). Reduce Casual Car User mileage to HMRC rate (45p per mile)	No change
6.13	Honorarium	Review and tighten up the circumstances in which an honorarium payment is paid in the corporate directorates (eg by removing the current criteria of payment to recognise the	Honoraria will be paid for up to nine months, not six as originally proposed.

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		<p>carrying out of a one-off piece of project work; removing the ability to extend honoraria beyond a 6 month period)) in order to reduce the frequency that honoraria payments are made in order to reduce expenditure by 90%.</p> <p>The decision as to whether to review and tighten up the circumstances in which an honorarium payment is paid in C/VC schools to remain a matter entirely for each C/VC school to determine.</p>	
6.14	First Aid	<p>Leave the current rate of payment unchanged.</p> <p>The Council will review the number and distribution of qualified First Aiders in the corporate directorates to ensure relevant statutory requirements are met but to also ensure they are not unnecessarily exceeded. This may result in a reduction in numbers of First Aiders.</p> <p>The decision as to whether to review the number and distribution of qualified First Aiders in C/VC schools to remain a matter entirely for each C/VC school to determine.</p>	No change
6.15	Laundry	Remove the current Laundry Allowance	No change
6.16	Noise Abatement	Remove the current Noise Abatement Allowance	No change
6.17	Tools	Remove the current Tool Allowance	No change
6.18	Market Supplement	<p>Continue to apply Market Supplements where there is an approved business case evidencing future recruitment and/or retention difficulties.</p> <p>Current Market Supplements to be adjusted where basic salary changes as a result of JE/Grading proposals</p>	No change
6.19	Three Year Plussage	Revised since Governance Committee Report of 31/08/16 – the proposal was removed from the T&C proposals.	Not applicable
6.20	Additional Payments	Huge variety of miscellaneous payments paid via the payroll element “Additional Payments”. Some of these payments such as Shift Allowance/Honoraria/ThreeYearPlussage already covered above. All other payments (eg Accelerated increments;	No change

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		Dog money; Phone allowance; Split Duty) will be terminated unless specifically identified in the Council's T&C Review	
6.21	London Living Wage	Introduce a new supplement to ensure that hourly basic pay is equal to the current London Living Wage rate (this currently affects new Grade 1 only) – the supplement will be considered for approval by Council on a rolling annual basis as part of the approval process for the Pay Policy Statement	No change
6.22	Redundancy Pay	The proposal at the start of consultation was that the statutory maximum level of weekly pay (currently £479) would be applied to the calculation of all redundancy payments. This would reduce the maximum total redundancy payment to £14,370.	The Council has changed this proposal to apply a maximum total redundancy payment of £30,000 (currently tax free).
6.23	Teaching Assistant 2 (TA2) Allowance	Apply an allowance of £402pa (pro rata) to all TA2 roles to differentiate between TA1 and TA2 roles	The TA2 allowance has been increased to £465 (pro rata) following a request from the trade unions for the payment to be calculated over the number of term-time weeks actually worked rather than over 52 weeks.
6.24	LALO	Apply an allowance of £1000pa (pro rata) to employees who undertake the Local Authority Liaison Officer role	No change
7	MISCELLANEOUS		
7.1	Employee Benefits	The Council is open to introduction of a new and coordinated approach to employee benefits and intends to survey all employees (including those in C/VC schools) as a separate exercise outside the scope of the T&C Review and after the T&C Consultation period has ended, about the range of employee benefits available which would be of most interest	No change
7.2	Employee Recognition	<p>The Council is open to the introduction of a new and coordinated approach to employee recognition and will invite suggestions from all employees in the corporate directorates about the most appropriate means to do so as a separate exercise outside the scope of the T&C Review and after the T&C Consultation period has ended</p> <p>The decision as to whether to introduce an employee recognition approach in C/VC schools remains a matter entirely for each C/VC school to determine.</p>	No change

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7.3	HR Policies	A number of existing HR Policies will be modernised and updated (eg the Organisational Change & Redundancy Policy) and a number of new HR Policies will be developed (eg a Job Evaluation Policy) to reflect the T&C Proposals	No change
7.4	Contracts of Employment	Apply modernised and updated contracts of employment templates to reflect the T&C Proposals	No change
7.5	Equality Analysis	<p>In accordance with the Council's Managing Organisational Change & Redundancy policy, an initial Equality Analysis will be carried out on the Council's initial T&C Proposals prior to the launch of employee consultation and on the finalised T&C Proposals after employee consultation and a summary statement will be provided to employees as part of the T&C Consultation launch information.</p> <p>The Council will commission an independent consultant to carry out both of the above Equality Analyses of the Council's T&C Proposals.</p>	No change