

Proposals		No. of affected employees by grade:	Financial Implications for Employees-Yr 1	Management Rationale
1 Revised Pay Structure – Grades 1-8 only (Using on costs of 28.8%)				This would help address the recruitment and retention problems with RW 4 and also go some way to restoring differentials which have been eroded due to bottom loaded national pay awards.
1a	Raise bottom of Grade 9 from SCP 56 (£28,264) to SCP 57 (£28,669)	n/a	n/a	
1b	Raise top of Grade 8 from SCP 55 (£27,820) to SCP 56 (£28,264)	CON CAT FM SUP	6 0 8 2 £443.74 £0.00 £0.00 £443.74	
		16		
1c	Raise bottom of Grade 8 from SCP 50 (£25,852) to SCP 52 (£26,624)	n/a	n/a	
		0		
1d	Raise bottom of Grade 7 from SCP 42 (£22,901) to SCP 45 (£24,020)	CON CAT FM SUP	1 0 0 1 £385.86 £0.00 £0.00 £385.86	
Totals		2		
1e	Raise top of Grade 7 from SCP 48 (£25,100) to SCP 50 (£25,852)	CON CAT FM SUP	36 0 3 3 £569.40 £0.00 £501.62 £752.42	
Totals		42		
1f	Raise bottom of Grade 6 from SCP 35 (£20,701) to SCP 38 (£21,647)	CON CAT FM SUP	0 0 0 0 £0 £0 £0 £0	
Totals		0		
1g	Raise top of Grade 6 from SCP 41 (£22,611) to SCP 43 (£23,344)	CON CAT FM SUP	40 11 45 10 £682.49 £582.54 £670.31 £516.68	

Proposals		No. of affected employees by grade:	Financial Implications for Employees-Yr 1	Management Rationale												
Totals		106														
1h	Raise bottom of Grade 5 from SCP 28 (£18,618) to SCP 32 (£19,717)	<table border="1"> <tr><td>CON</td><td>2</td><td>£501.62</td></tr> <tr><td>CAT</td><td>4</td><td>£341.01</td></tr> <tr><td>FM</td><td>6</td><td>£371.43</td></tr> <tr><td>SUP</td><td>0</td><td>£0.00</td></tr> </table>	CON	2	£501.62	CAT	4	£341.01	FM	6	£371.43	SUP	0	£0.00		
CON	2	£501.62														
CAT	4	£341.01														
FM	6	£371.43														
SUP	0	£0.00														
Totals		12														
1i	Raise top of Grade 5 from SCP 34 (£20,354) to SCP 36 (£20,991)	<table border="1"> <tr><td>CON</td><td>46</td><td>£166.09</td></tr> <tr><td>CAT</td><td>82</td><td>£65.07</td></tr> <tr><td>FM</td><td>45</td><td>£356.13</td></tr> <tr><td>SUP</td><td>2</td><td>£318.33</td></tr> </table>	CON	46	£166.09	CAT	82	£65.07	FM	45	£356.13	SUP	2	£318.33		
CON	46	£166.09														
CAT	82	£65.07														
FM	45	£356.13														
SUP	2	£318.33														
Totals		175														
1j	Raise bottom of Grade 4 from SCP 21 (£16,765) to SCP 27 (£18,348)	<table border="1"> <tr><td>CON</td><td>43</td><td>£1,582.02</td></tr> <tr><td>CAT</td><td>15</td><td>£1,000.44</td></tr> <tr><td>FM</td><td>1</td><td>£1,582.02</td></tr> <tr><td>SUP</td><td>3</td><td>£1,097.44</td></tr> </table>	CON	43	£1,582.02	CAT	15	£1,000.44	FM	1	£1,582.02	SUP	3	£1,097.44		
CON	43	£1,582.02														
CAT	15	£1,000.44														
FM	1	£1,582.02														
SUP	3	£1,097.44														
Totals		62														
1k	Raise top of Grade 4 from SCP 27 (£18,348) to SCP 30 (£19,216)	<table border="1"> <tr><td>CON</td><td>98</td><td>£865.31</td></tr> <tr><td>CAT</td><td>17</td><td>£569.84</td></tr> <tr><td>FM</td><td>2</td><td>£307.97</td></tr> <tr><td>SUP</td><td>11</td><td>£780.72</td></tr> </table>	CON	98	£865.31	CAT	17	£569.84	FM	2	£307.97	SUP	11	£780.72		
CON	98	£865.31														
CAT	17	£569.84														
FM	2	£307.97														
SUP	11	£780.72														
Totals		128														
1l	Raise bottom of Grade 3 from SCP 18 (£16,071) to SCP 22 (£17,036)	<table border="1"> <tr><td>CON</td><td>47</td><td>£155.16</td></tr> <tr><td>CAT</td><td>42</td><td>£55.77</td></tr> <tr><td>FM</td><td>42</td><td>£67.75</td></tr> <tr><td>SUP</td><td>23</td><td>£45.30</td></tr> </table>	CON	47	£155.16	CAT	42	£55.77	FM	42	£67.75	SUP	23	£45.30		
CON	47	£155.16														
CAT	42	£55.77														
FM	42	£67.75														
SUP	23	£45.30														
Totals		154														
2	Raise top of Grade 3 from SCP 20 (£16,514) to SCP 24 (£17,556)	<table border="1"> <tr><td>CON</td><td>48</td><td>£356.95</td></tr> <tr><td>CAT</td><td>40</td><td>£313.15</td></tr> <tr><td>FM</td><td>32</td><td>£278.29</td></tr> <tr><td>SUP</td><td>22</td><td>£417.72</td></tr> </table>	CON	48	£356.95	CAT	40	£313.15	FM	32	£278.29	SUP	22	£417.72		
CON	48	£356.95														
CAT	40	£313.15														
FM	32	£278.29														
SUP	22	£417.72														
Totals		142														
3	Raise Grade 2 from single point SCP 16 (£16,071) to SCP 20 (£16,515)	<table border="1"> <tr><td>CON</td><td>0</td><td>£0.00</td></tr> <tr><td>CAT</td><td>14</td><td>£362.24</td></tr> <tr><td>FM</td><td>72</td><td>£430.62</td></tr> </table>	CON	0	£0.00	CAT	14	£362.24	FM	72	£430.62		This would restore a differential of 3% between Grade 2 and Grade 1 i.e. following the application of the 1/4/16 pay award the Living Wage rate of £8.25 exceeded the rate of the current Grade 2 single point SCP 16 (£8.09).			
CON	0	£0.00														
CAT	14	£362.24														
FM	72	£430.62														

Proposals		No. of affected employees by grade:	Financial Implications for Employees-Yr 1	Management Rationale
	SUP	1	£245.07	
<i>Totals</i>		<u><u>87</u></u>		

Proposals		No. of affected employees by grade:	Financial Implications for Employees-Yr 1	Management Rationale
4 Introduce New Job/Grade of Roadworker 3-5 Introduce a split RW Grade 3-5. Progression through the split grade would be in accordance with a career grade structure - this would be implemented following consultation with the TU's.		RW Grade 3 = 48 RW Grade 4 =141		Would remove confusion and misperception surrounding current criteria for placing on, or advancement from RW 3 to the RW 4 grade. Would give managers greater flexibility to recognise and retain those employees considered to possess the skills sets of most value to the business. Placing and advancement would be authorised only by the Unit Head with the agreement of the HR Manager (to avoid equal pay risk). Would also ensure that those currently placed on RW 3 who cannot/do not wish to attain the skills/qualifications to advance to Grade 4 remain on the Grade 3 element of RW 3/4 .
5 Reduce Overtime Enhancements for Grades 9 and below Overtime premiums – reduce from 1.5 to 1.3 for Grades 9 and below.	CON CAT FM SUP	307 129 338 26		The reduction in overtime premiums would reflect TC commitment to providing a 24/7/365 range of services as the norm rather than the exception. This would also go some way to funding the pay increases resulting from the proposed revision to the pay structure.
Totals		800		
6 Restrict Paid Overtime for Grades 10 and above Overtime premiums – no payment for overtime for Grades 10 and above with the exception of winter and emergency works. No other overtime will be paid without the express approval in advance by the Managing Director or his authorised depute.	CON CAT FM SUP			It is a reasonable expectation that employees in senior positions who have the discretion to decide when and how they carry out their work will also 'go the extra mile' without additional payment. Note: Currently no overtime is paid to any employee at Grade 7 or above other than within the Construction Division. The introduction of Time and Attendance in January 2015 allows any approved additional hours which are not paid as overtime to be dealt with through this scheme.
Totals		0		
7 Remove TOIL Remove TOIL as an option for overtime remuneration				TOIL was only formally introduced as part of the Single Status pay and conditions package to offer an option for office based employees where paid overtime was not affordable. Given that we subsequently introduced a 'flexi-time' system for office based employees TOIL should be discontinued entirely as it is problematic to manage for front line employees.
8 Accelerated Incremental Advancement				Enables TC to retain talented individuals and tangibly recognise their value to TC. This would be carefully managed and monitored given the degree of subjectivity

Proposals		No. of affected employees by grade:	Financial Implications for Employees-Yr 1	Management Rationale
Accelerated advancement within grades to reflect individual capability/value				regarding who should progress by this means and with what justification. Accelerated advancement would require the approval of the relevant CMT member following consultation with the HR Manager (to avoid equalities risks).
9 Pay Protection Personal pay protection – introduce cash conserved personal protection of pay rate for 3 years for any employee whose job is downgraded as a result of a re-evaluation.				Ensures that TC is only paying the grade which is commensurate to the value of the job. Also affords the employee in detriment a period on protected pay whilst they seek (if they wish) another job (ideally within TC) at their previous grade before the end of their pay protection.
10 Increase Night Working Allowance Night Working Allowance - currently fixed rates equating to around x1.25 Sun-Thurs, x1.5 for Fri/Sat/p.hols (based on an average of 7.4 hours per night shift for a RW4). To increase the incentive to carry out non-contractual night working, move from the current fixed payments to multipliers of hourly rates of x1.5 Sun-Thurs, x1.8 for Fri/Sat/p.hols	CON CAT FM SUP	50 0 0 0		Our competitors apparently pay more for night working. Increased enhancement to hourly rates would also make it easier to induce employees to carry out non-contractual overtime.
Totals		<u>50</u>		
11 Change of 'Pay Week' for Construction front line employees Pay week (Construction) – change from Thurs - Wed to Mon – Sun.				The pay week for Construction front line employees should be revised to Monday to Friday as there appears to be an absence of any rationale for the current arrangements, which are of no benefit to employees and render payroll processing unnecessarily problematic.
12 Removal of Afternoon Personal Break				This would remove the ongoing operational management difficulties within Construction arising from the current contractual obligations for all employees to

Proposals		No. of affected employees by grade:	Financial Implications for Employees-Yr 1	Management Rationale
<p>Personal breaks – remove afternoon break for all employees. No statutory requirement to provide such breaks – with the advent of Time and Attendance (flexi-time) office based employees could continue to have their afternoon breaks by clocking out/clocking back in at the end of their break.</p>				<p>have an afternoon personal break.</p>
<p>13 Introduce Probationary Periods</p> <p>Introduce probationary periods of 6 months for all jobs.</p>				<p>In the current climate there is no place for ‘passengers’ – unfair on colleagues and detrimental to the business. Probationary periods recognise that most recruitment methods are flawed and give no guarantee of the right appointment – specified probationary periods would make the position clear to managers and recruits. Also fairer to new recruits as they come in with their ‘eyes open’ – at present all new recruits are in reality working a ‘probationary period’. It is more open and transparent to state this explicitly and to manage probationary periods more formally.</p>
<p>14 Working day/week</p> <p>Remove Tayside Contracts’ definition of a working day and a working week, (I.e. 6am-8pm Mon-Fri) i.e. only pay enhancements for when work is carried out when there is a significant and material impact on an employee’s domestic arrangements and social life e.g. nightshift. There would be no enhancements for ‘unsocial hours’ or contractual weekend working as at present.</p>	<p>CON CAT FM SUP</p>			<p>This would be in keeping with our ‘Adapting for Success’ business plan theme and reflect the fact that TC is committed to becoming a 24/7/365 provider of services i.e. providing services when the customers want them and not only when the workforce is available. This would generate cost savings. However, it should be noted that, initially, the removal of the contractual weekend working enhancement would be implemented only where there was a business need to do so in the immediate future.</p>
<p>Totals</p>		<p><u><u>0</u></u></p>		
<p>15 Change to Working Patterns</p>				<p>Again, in keeping with TC’s business plan theme ‘Adapting for Success’ and our desire to deliver 24/7/365 range of services at an affordable cost. At present a</p>

Proposals		No. of affected employees by grade:	Financial Implications for Employees-Yr 1	Management Rationale
Introduce a contractual obligation for all employees to be required to comply with a change to their working patterns (e.g. start/finish times, shift working, weekend working etc.) on a temporary or permanent basis with reasonable notice, employee/TU consultation and due consideration of all circumstances.				material or substantial change to an employee's contract could only be made with their agreement (or Collective Agreement). At present to make such a change without the employee's consent would effectively involve the termination of their contract and re-engagement on revised terms and conditions. The proposed measure would enable such a change to be made without terminating the employment contract.
16 Term Time Contracts Introduction of term-time only contracts for FM Supervisors and front line 'janitorial' employees who currently have full year contracts. This would only apply to new starts and existing employees who volunteer to move to term time only contracts. Existing employees working year would reduce to 51 weeks per year.	FM	80	0	It is inconsistent and potential equal pay risk to have our largely female workforce within school catering and cleaning jobs working term time only, whereas their (largely male) colleagues within 'janitorial' jobs and some of their supervisors are on full year contracts. Significant cost savings going forward and term time working may prove popular with some existing employees and potential new recruits.
Totals		<u>80</u>		
17 Training agreements TC currently has Training Agreements with employees whereby employees are contractually bound to repay all or part of the funding they have received from TC should they leave TC within a specified period. It is proposed to extend the use of training agreements to incorporate all approved courses of study with a cost to TC of in excess of £1,000 e.g. TC would have the contractual right to recoup payment from those who were trained by TC to acquire an LGV licence, should the employee not remain at TC for a specified period of time.				Would better enable TC to retain key employees and ensure that TC had a fairer return on its training investment.
18 Annual Leave – employee option to ‘buy’ or ‘sell’				Significant cost savings going forward and may prove popular with existing employees and potential new recruits.

Proposals		No. of affected employees by grade:	Financial Implications for Employees-Yr 1	Management Rationale
<p>Employees (other than term-time employees) could request to buy annual leave (i.e. to take unpaid leave) or to sell annual leave (i.e. receive pay in lieu of annual leave). This would be introduced via a revised Annual Leave and Public Holiday Policy which would define criteria, maximum amounts and authorisation protocols for buying or selling annual leave.</p>				
<p>19 Agile working Draft a formal policy covering a range of working options (e.g. hot desking, home working etc.)</p>				<p>Would signal in a tangible way TC's desire to modernise the way we work, our commitment to minimising property rental and utilities costs and would also formalise TC's position on agile working and ensure greater consistency across the organisation.</p>
<p>20 Terms and Conditions Handbook – Cosmetic changes The attached appendix illustrates the cosmetic/non material changes it is proposed to make to TC's T&C's handbook .</p>				<p>Irrespective of any further changes required as a result of the proposals in this document, it is already apparent that there are amendments required to the current T&C's handbook for the purpose of greater clarity. The views of the TU's are sought regarding any further changes that should be made for this reason.</p>