

Modernising Employment

1. This paper sets out the principles governing the development of a modern employment package including implementation of the Single Status agreement.
2. A Modernised Employment package will be founded on:
 - Fairness and Equality
 - Flexibility
 - Focus on the Customer
3. The objective will be to create:
'a skilled, motivated and engaged workforce where pay is fair, with modern conditions of service, more flexible working arrangements both to meet the changing needs of our customers and citizens and to achieve a good work/life balance'.
4. As an employer, the Council will treat employees fairly and with dignity, and will respect the right of employees to be fairly rewarded and recognised for the contribution they make. Employees will be supported with continuous training and development. The Council and the Trade Unions will work in partnership towards this goal.
5. The Council and the Trade Unions understand that the process of Modernising Employment, including the implementation of Single Status may mean a change to the way Services are currently delivered and reward arrangements are structured. This will offer an opportunity to examine and consolidate the delivery of Services within the framework of Best Value.
6. Both Council and Trade Unions understand that as part of the Modernising Agenda all aspects of flexible working arrangements will be examined and developed where appropriate.
7. The Council and the Trade Unions will approach the management of change through the processes of dialogue, consultation and negotiation, with a view to seeking agreement. Where there is potential for change, the Council will follow the Managing Change Agreement as appropriate.
8. It is the objective of the Council and the Trade Unions to minimise the potential reductions in the pay of employees where the introduction of changes to grading and conditions is necessary. Both parties will seek to agree innovative alternative means of reducing the impact of any detrimental changes to employees' pay and conditions.

9. A key component of achieving this objective will be management of the financial implications of the changes and high on the Council's priorities should be the imperative to manage costs effectively and achieve cost neutrality in the medium to long term. This will require:
 - An acknowledgement by both the Council and Trade Unions that all expectations cannot be fulfilled.
 - Commitment by the Council to meeting short term transition costs of pay protection but managing long term costs by redesigning jobs, working practices and Service organisation structures.
 - Sensitive management of changes to employee numbers.
10. The engagement and co-operation of all parties will be essential in achieving fit for purpose services designed to put the customer first, ensuring well trained and motivated employees with high level of job satisfaction and producing fair and flexible pay and reward systems supported by a modern package of employee conditions and benefits.

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Making the Difference: Changing Together

1. This paper sets out the continuing shared objective of the Council and the Trade Unions to achieve change and better outcomes for our communities and customers through the engagement, skills and commitment of our employees.
2. The Fife Council Plan 2007-2011 sets out an ambitious agenda to make Fife a truly great place to live, work and visit and to be Scotland's top performing Council. The Plan recognises the huge spending pressures on Councils and the reality that our customers want more and better services from us.
3. Both the Council and Trade Unions recognise this changing context for Local Government and the importance of maximising productivity, efficiency and innovation.
4. The shared objective of the council and the Trade Unions was set out in a jointly agreed Modernising Employment Policy Statement. It is recognised that this principle will still apply in the context of continuing organisational change.
5. "a skilled, motivated and engaged workforce where pay is fair, with modern conditions of service, more flexible working arrangements both to meet the changing needs of our customers and citizens and to achieve a good work / life balance".
6. The Council and the Trade Unions understand that the process of change may mean alterations to the way Services are currently delivered and work is organised. This is an inevitable consequence of the need to examine and consolidate the delivery of Services within the framework of Best Value.
7. The Council and the Trade Unions recognise that change, particularly where this involves changes to employee numbers or approaches to service delivery, can cause uncertainty, tension and anxiety. The Council and the Trade Unions will approach the management of change through the processes of dialogue, consultation and negotiation, with a view to seeking agreement. Where there is potential for change, the Council will involve the Trade Unions fully and will follow the Management Change Agreement as appropriate.
8. As an employer, the Council will treat employees fairly and with dignity, and will respect the right of employees to be fairly rewarded and recognised for the contribution they make. Employees will be supported with continuous training and development. The Council and the Trade Unions will work in partnership towards this goal.
9. The Council and the Trade Unions will develop approaches which give employees the opportunity to develop new skills, to enhance existing skills and to retrain into different areas of work. By improving workforce

planning and anticipating future changes the Council and the Trade Unions expect to deliver the Council Plan 2008-11 and to do so in partnership and with the full engagement and support of employees.

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