

**Item 4 – Annex A**

2011-12 Business Plan	What we delivered	Impact	
<b>National pay and conditions bargaining – ensure an affordable and flexible pay and rewards framework</b>	<ul style="list-style-type: none"> <li>• Third year of no pay offer communicated in Feb 2012</li> <li>• Progress on reform of national agreement has not started as unions have not been available to meet.</li> <li>• Written and oral evidence to the School Teachers' Review Body (STRB) on local pay, improving links between pay and performance and greater flexibilities in the statutory pay framework.</li> </ul>	<ul style="list-style-type: none"> <li>• Councils welcomed third year of no pay offer</li> <li>• Growing debate on ongoing value of national collective bargaining</li> <li>• Profound impact on employer/employee relationship for years to come</li> <li>• Influencing the STRB's report: maintaining a suitable national pay framework and making it more fit for purpose</li> </ul>	<ul style="list-style-type: none"> <li>• Discussion also taking place on reform of negotiating machinery for coroners (who are crown appointments, not employees)</li> <li>• No pay offer to coroners, forensic medical examiners or senior fire service managers</li> <li>• Proposal to commit to discussion on reform of pay structure and terms and conditions in the fire service are under discussion, balanced against a potential small affordable pay increase for 2012 (as opposed to complete pay freeze for a third year).</li> <li>• Informal consultation with Councils shows the majority in favour of reform proposals.</li> <li>• Joint secs next meeting on 31 July at which at which we hope to start reform discussions</li> <li>• Evidence provided, STRB's report due Sept 2012</li> </ul>
<b>Develop an affordable and fit for purpose pension scheme</b>	<ul style="list-style-type: none"> <li>• Joint LGA/Union project to agree set of objectives for LGPS</li> </ul>	<ul style="list-style-type: none"> <li>• Recognition from Government that LGPS should be reformed separately</li> <li>• Significant shift from Government on their view of reformed LGPS</li> </ul>	<ul style="list-style-type: none"> <li>• Worked jointly with the DCLG and the fire service unions to progress pension reform agenda without any recourse to industrial action</li> </ul>
<b>EU and national workforce and employment policy</b>	<ul style="list-style-type: none"> <li>• Ensured views of sector represented in the review of working time directive</li> <li>• Responded to Government consultations (eg Reforms to Employment Tribunal system)</li> </ul>	<ul style="list-style-type: none"> <li>• Review of working time directive ongoing</li> <li>• Views of LGA on reform of ET system were reflected in final Government proposal</li> </ul>	<ul style="list-style-type: none"> <li>• Ensured fire service specific input in WTD discussions/lobbying as change would have a fundamental effect on how the service operates.</li> </ul>

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<b>Good practice advice and support to help councils develop a productive, flexible, skilled workforce</b>	<ul style="list-style-type: none"> <li>• Spans and control delayering pilot</li> <li>• Range of employment advice</li> <li>• Self assessment toolkit on redeployment advice</li> <li>• LG workforce needs conference</li> <li>• Worked with Skills for Justice to identify future skills</li> </ul>	<ul style="list-style-type: none"> <li>• £2m projected savings at four pilot councils</li> <li>• Positive feedback from councils</li> <li>• Regular access and use of self-assessment</li> <li>• Positive feedback from national conference</li> <li>• £250k funding secured</li> </ul>	<ul style="list-style-type: none"> <li>• Worked with Skills for Justice to ensure cohesion with national agreement</li> <li>• Provision of advice directly to fire authorities</li> <li>• Direct assistance to fire authorities through jointly supported conciliation and national dispute resolution mechanisms to deliver change agendas at local level</li> <li>• Industrial relations training delivered at local level to management teams and/or management teams and union representatives jointly</li> <li>• Production of toolkit and online resources for spans of control</li> </ul>
<b>Advice on approaches to executive pay, pay strategies and total reward</b>	<ul style="list-style-type: none"> <li>• Checklist advice and recommendations issued to councils</li> <li>• Joint Guidance with ALACE</li> <li>• National and Regional conferences</li> <li>• Survey of local approaches to help councils benchmark own actions</li> </ul>	<ul style="list-style-type: none"> <li>• Positive feedback and councils using guidance</li> <li>• Conference outputs help to shape future work</li> <li>• Helping local reform programmes will be key activity in coming years</li> </ul>	<ul style="list-style-type: none"> <li>• Support to fire authorities putting in place local arrangements</li> </ul>
<b>Support to councils on working with other employers.</b>	<ul style="list-style-type: none"> <li>• Working at national level on reform of public health</li> <li>• Provision of national guidance</li> <li>• Negotiating key approaches with TUs</li> </ul>	<ul style="list-style-type: none"> <li>• Positive feedback on national transition guidance</li> <li>• Strong national impact on eg specific strands on pensions</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>