

29 June 2018

Mr Robin Taggart
Branch Secretary
UNISON Inverclyde
Old Library
Bawhirley Road
Greenock
PA15 2BH

Dear Robin

FULL AND FINAL OFFER

I refer to our meeting on Tuesday 26 June 2018, during which we had a full and constructive discussion regarding the pay claim submitted by UNISON for 2018.

I appreciated the opportunity to update you on the current and on-going financial challenges experienced by the charity. Looking at the resources available to Quarriers, we will prioritise the following key pressure areas for economic and operational reasons:

- Scottish Living Wage
- Sleepover/Scottish Living Wage
- agency usage
- recruitment and retention
- sickness absence

Following our discussion, I am pleased to set out below our full and final proposal for consideration by you and your members.

In making this offer to UNISON, Quarriers is again keen to emphasise the exceptionally challenging financial environment in which we operate. Having said that, Quarriers is very keen to ensure that salary levels for our front-line care and support staff are as fair and competitive as possible as we recognise that without first-class staff, we cannot deliver first-class services.

The following proposal is therefore offered to UNISON as a full and final offer for their consideration.

Pay Rise

- Quarriers will increase the hourly rate paid to permanent front-line care/support staff from £8.45 per hour to £8.75 per hour backdated to 1 April 2018. Thereafter, we propose a further increase from £8.75 per hour to £9.00 per hour effective from 1 August 2018. Moving forward, to aid recruitment and retention, Quarriers aspires to continue to pay above the Scottish Living Wage, subject to affordability.

- Permanent front-line care/support staff will also receive these stepped increases when working additional overtime hours.
- Sleepovers: frontline care/support staff will be paid at Scottish Living Wage i.e. £8.75 per hour effective from 1 April 2018.
- All other staff currently paid £8.45 per hour (e.g. Domestic, Cooks) will receive an increased hourly rate of £8.75 (Scottish Living Wage) effective from 1 April 2018, again ensuring that all Quarriers staff receive at least the Scottish Living Wage of £8.75 per hour.
- All Relief staff currently paid £8.45 per hour will receive an increased hourly rate of £8.75 (Scottish Living Wage), also effective from 1 April 2018.
- All Team Leaders currently paid £10.20 per hour will receive an increased hourly rate of £10.53 per hour, effective from 1 August 2018.
- All Senior Support Workers in adult services currently paid £9.09 per hour will receive an increased hourly rate of £9.50 per hour effective from 1 August 2018.

All of the above will be implemented when Quarriers is in possession of additional funding from the majority of our local authority commissioners. Please note that when implementing the back-dated payment of Scottish Living Wage for all sleepover hours, top-up payments will no longer be required and payslips will be adjusted accordingly.

Quarriers recognises the commitment and drive of all our staff. However, this year with an unprecedented squeeze on organisational finances due to the factors detailed above, Quarriers is not in the position to make any increased payments to our staff not covered by the above proposal and recognises that this may be disappointing news. In making our pay proposals for 2018, Quarriers Executive has had to take into account financial and operational pressure points especially around an increased Scottish Living Wage and a requirement to remunerate sleepovers at Scottish Living Wage and has concluded that due to a lack of affordability no further pay awards can be made at this time.

In making the above proposal Quarriers is accepting an element of financial risk in that full settlement arrangements from our funding local authority partners have not yet been agreed. However, we believe that increasing our support worker hourly rate above Scottish Living Wage and paying sleepovers at Scottish Living Wage is the right thing to do. Quarriers would like nothing better than to award all our staff a meaningful pay rise again, but we are not in a position to do so at this time.

I can also confirm that Quarriers will research further and consider whether this might be an appropriate time to sign up for accreditation as a Scottish Living Wage employer. I will keep you apprised of our progress on this matter.

I also attach for your attention a breakdown of the numbers of our staff benefiting from each aspect of Quarriers' proposal. In summary, 1,218 staff will receive a pay uplift representing 75% of the workforce.

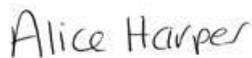
Finally to achieve all of the above, Quarriers will also require to achieve additional efficiencies;

- Where possible we will make every effort to avoid using agency staff and hope that the pay uplift above will encourage our staff to take additional hours subject to Working Time Regulation limits.
- We have issued managers with a protocol that must be followed before agency staff can be deployed.
- We are negotiating with our agency suppliers to agree more advantageous terms with a preferred provider.
- We will continue to robustly monitor and manage absence to reduce sickness levels to as low a level as possible.
- We will continue to work on recruiting and retaining our people, continuing the reduction in turnover.
- We will continue to consider alternatives to suspending staff during disciplinary investigations where this appropriate.

Quarriers' aim is to be the employer of choice in social care in Scotland and Quarriers' Executive believes that the above proposal is both progressive and fair and very much hope that Quarriers' UNISON branch will recommend acceptance of this offer to our people.

I would like to close by thanking you for your co-operation during our negotiations. I am pleased that we are able to make this offer to you in respect of our front line staff.

Yours sincerely



Alice Harper
Chief Executive Officer

Cc: D Dyer, Regional Organiser

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