

Report of Chief Officer Waste Management

Report to: Director Environment and Housing

Date: February 2015

Subject: Lead Loader Refuse Collection Operations

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	X No
Does the report contain confidential or exempt information? If relevant, Appendices numbers: Appendix A and B Exempt under Access to Information Procedure Rule 10.4 (4) and (5).	X Yes	<input type="checkbox"/> No

Summary of main issues

The Waste Collection Service is undergoing a large programme of change. In order to achieve improvements and deliver key projects such as Alternate Weekly Collections and IWMS the service has had to re-think current ways of working, optimisation of technology, job design and performance reward. This has led to a review of all frontline roles and alterations to job descriptions to modernise these.

This paper looks to realign refuse loader responsibilities linked to service changes and examines pay implications with a view to removing Performance Related Pay (PRP) at a future date.

Recommendations

That the proposals laid out in the report are approved.

1 Purpose of this report

1.1 Following the delegated decision report of November 2012, with a formally job evaluated A1 – B1 linked grade, all loaders subsequently moved to A3 grade in April 2013. This report specifically focusses on progression through the grade at B1 – Lead

Loader role, with related phased reduction and future review/cessation of PRP payments, alongside the formal introduction of a peripatetic operational pool.

2 Background information

- 2.1 Upon introduction of the PRP scheme in February 2011, a commitment was given to regularly review the PRP scheme and the Collective Agreement. The scheme was initially introduced to drive service efficiencies and has continued to support the vision to deliver a flexible, high quality, efficient and reliable waste collection and recycling strategy.

In 2012, new opportunities to develop the roles and responsibilities of front-line staff in the service were agreed and it was deemed timely to review both the PRP scheme and the Collective Agreement. A Delegated Decision report was signed and agreed in November 2012 to agree the new linked A1-B1 grade and lead loader job description.

3 Main issues and proposal

- 3.1 The existing linked grade defines the additional responsibilities and competencies attributed to each stage of this progression framework. (ref Appendix 1) The proposal is to move the existing cohort of loaders onto B1 Lead Loader role (scp 14) in April 2015 where they have demonstrated the required competency.
- 3.2 Any staff who have not demonstrated the required competency to remain on A3, Scp 13, and not undertake Lead Loader duties. These staff will be deployed within the services' peripatetic pool and will receive the same PRP daily payment as Lead Loaders.
- 3.3 For clarity of duties and organisational development the service will from April 2015, operate with an A3 Pool Loader and separate B1 Lead Loader. Individual Job descriptions are appended. (ref Appendix 2 and 3)
- 3.6 It is proposed therefore that new starters to the service will be recruited as in-service, peripatetic pool staff until such time as there is a vacancy within the B1 Lead Loader staff. At this point a competitive process will determine the suitability of candidates for promotion.
- 3.7 The service is also keen to engage and assist in the scoping and delivery of any corporate initiative to develop an apprentice /entry level trainee role for a range of operational front line services. This will be the subject of a future and separate report.
- 3.8 The Collective Agreement provides for regular PRP reviews:

“Financial and performance targets will be set and reviewed on an annual basis. Financial and performance targets will vary depending on service requirements. As a

minimum the overall financial performance must be able to meet the payments under the scheme.... It may be necessary to vary the value of the payment accordingly”

- 3.9 A number of options have been considered since November 2012 as to how PRP should finally be dealt with as detailed in Confidential Appendix A.
- 3.10 The services’ preferred option would be to maintain as much consistency as possible and therefore to retain current defined PRP criteria whilst still decreasing the value in line with annual PRP reviews and according to pay policy. PRP reviews will consider the on-going applicability of the scheme and employee costs such that, as a minimum, the overall financial performance of the service meets the payments under the scheme
- 3.11 By way of an example, Appendix A illustrates, prior to any further review, a progression through the scale at B1 and the relative effect on all pay elements including PRP. Annual PRP reviews could potentially vary the overall value of the applicable “pot” and the daily PRP value.
- 3.12 During a future review, having reconfirmed the ongoing applicability of the scheme, consideration will be given to varying the frequency of payment, to maintain the intrinsic value related to existing performance criteria.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 A discussion with Trade Unions around the extended future of these changes is continuing, but the principles of the change are acknowledged.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 An Equality Impact Assessment is appended (Appendix B).

4.3 Council Policies and City Priorities

- 4.3.1 No issues arising.

4.4 Resources and Value for Money

- 4.4.1 The move to B1 is cost neutral due to the increase in basic salary and the relative decrease in PRP daily rate. However the service will, as it stands, incur a cost impact through the payment of overtime as the overtime rate will be paid at a higher scale point.
- 4.4.2 Excluding the pool staff, as loaders move from SCP 13 to 14, this will add 1.8% on to the overtime budget (ie £12.47 /hr compared to £12.25) and that obviously increases through the SCP17 where will be paying 9% more per hour for overtime than currently.

4.4.3 In order to fund this increase, the service are working through a number of efficiencies in particular looking at staffing mix and efficiencies in overtime and agency staff. In April 2015, a new overtime protocol is to be introduced, that limits the overtime availability for individual members of staff. It is noted however that the service requires replacement cover in case of annual leave or absence and there is a corporate expectation of minimising agency usage across the authority, a low cost resourcing option that has been heavily used in previous years to manage the service within budgetary constraints. (Appendix 4 shows relative costs)

4.4.4 The intent therefore, in line with the Collective Agreement, is through annual reviews to re-assess the applicable value of PRP having given due consideration to the relevant additional costs incurred.

4.5 Legal Implications, Access to Information and Call In

4.5.1 This report firms up and builds upon proposals to phase out the PRP scheme, as previously laid out in the delegated decision report of November 2012.

Exempt Appendix A contains legal advice on the options available. This advice is considered exempt under Access to Information Procedure Rule 10.4 (4) and (5) as it contains information relating to consultation or negotiations with the Trade Unions and or information in respect of which a claim to legal professional privilege could be maintained in legal proceedings, and in all the circumstances the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

4.6 Risk Management

4.6.1 These proposals retain a similar level of risk to the initial introduction of the PRP scheme.

5 Recommendations

5.1 That the proposals laid out in the report are approved

6 Additional / confidential documents (see appendices attached)

Appendix 1: A1 to B1 linked grade

Appendix 2: A3 Pool loader JD

Appendix 3: B1 Lead Loader JD

Appendix 4: Costs of cover

Appendix A: Confidential

Appendix B: Equality Impact Assessment