

# Chichester District Council

THE CABINET

7 March 2017

## Chichester Contract Services - Review of Operational Staff Grading Structure

### 1. Contacts

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### 2. Recommendation

- 2.1. That the Cabinet approves the introduction of the new grading structure for CCS grounds, streets and waste staff at a total cost of £90,000 pa to be funded from efficiency savings.**

### 3. Background

- 3.1. In recent years it has become increasingly difficult to recruit and retain suitable staff for the grounds, streets and waste teams within Chichester Contract Services (CCS).
- 3.2. CCS pay is determined via a local agreement, albeit annual inflation pay increases are linked the national agreement. Existing pay rates at CCS are on a fixed rate, with no incremental progression.
- 3.3. In January 2014, following negotiations with union representatives, these staff received an additional 1.2% increase, with HGV drivers receiving a 2.2% increase. Although this award was well received, the rates paid at CCS remain low when compared to other neighbouring local authorities delivering similar services, either in-house or contracted out.
- 3.4. During 2015 problems with recruiting and retaining HGV drivers had become critical, and a report was taken to the October 2015 Cabinet where Members agreed to provide a pay supplement for HGV drivers only.
- 3.5. In the autumn of 2016 the staff made a formal representation to management, requesting that the CCS pay rates be urgently reviewed. CCS management subsequently met with staff representatives to discuss possible changes to the pay structure. One concern expressed by both sides was that the existing structure offered no recognition for staff demonstrating positive, responsible behaviour and there was little opportunity of progression within the service.

#### **4. Outcomes to be Achieved**

- 4.1. The pay review must deliver an affordable and sustainable outcome for the Council and lead to an improvement in recruitment and retention.
- 4.2. The new grading structure should benefit experienced, trained staff willing to take on additional responsibility.
- 4.3. Improved opportunities for progression should encourage staff to remain working for the Council, build more reliable teams and reduce the reliance on agencies to supply staff.

#### **5. Proposal**

- 5.1. The proposed scheme (see appendix 1) links CCS grades to prescribed spinal points within the National Joint Council for Local Government grading system. Within each grade there will be opportunities to progress, allowing staff members the opportunity of career development.
- 5.2. The starting salary, in most cases, will be higher than the existing rate. Progression to a higher scale would be dependent on a positive appraisal; taking into account experience, relevant qualifications achieved, responsibility, attitude and attendance record.
- 5.3. At least 12 months satisfactory service would be required before consideration for promotion to the second increment. Opportunities for promotion to the highest level within each grade will be dictated by service need and such posts will be limited to a defined number.
- 5.4. Each grade includes specific salary bar points. There are two types of bar point and staff can only be paid these as set out below:
  - a) either by meeting or surpassing specified performance, training and/or qualification criteria. Assessment will be carried out by line manager via Job Chat appraisal
  - or
  - b) by application and selection for a limited number of more senior posts via recruitment interview, tests if appropriate and meeting the stated essential criteria for the role.
- 5.5. If approved by Cabinet, the new grading structure will be introduced for the start of the 17/18 financial year.

#### **6. Alternatives Considered**

- 6.1. To do nothing was not considered an option as this would not address the underlying issues of recruitment and retention.
- 6.2. An alternative would have been to simply seek an increase to the basic pay rates. This would not have provided the important positive reward for experience and responsibility.

## 7. Resource and Legal Implications

- 7.1. It is estimated that the implementation of this grading structure for the grounds, streets and waste teams will cost £90,000 per annum, including establishment costs.
- 7.2. It is proposed that this will be funded initially from savings within CCS budgets as identified by the Accountancy service and explained below.
- 7.3. £40,000\* additional income from the garden recycling service  
£30,000 additional income from the trade waste service  
£22,600 removal of the vacant Vehicle MOT tester / apprentice post  
£92,600

\* The additional income from the expansion of the Green Waste service is already identified in the deficit reduction plan from 2018/19, but additional unbudgeted income anticipated for 2017/18 can be utilised for other purposes during 2017/18.

The 2018/19 budget will be drafted to accommodate these salary revisions, and if necessary utilise part of the £300,000 that has been identified in the 5 year financial model.

## 8. Consultation

- 8.1. Staff and union representatives have been consulted through the development and have expressed support of this scheme. The Council's HR Manager has contributed to the development of the proposed new structure.
- 8.2. The proposals have been presented to the Joint Employee Consultative Panel and received a positive response..

## 9. Community Impact and Corporate Risks

- 9.1. Failure to recruit and retain suitable front line staff would have serious implications for the delivery of the various high profile services delivered by the Council.

## 10. Other Implications

	Yes	No
<b>Crime and Disorder</b>		No
<b>Climate Change</b>		No
<b>Human Rights and Equality Impact</b>		No
<b>Safeguarding and Early Help</b>		No

## **11. Appendices**

11.1. CCS Staff Grading Structure

11.2. Local Hay Grades and Points National Salary Table

## **12. Background Papers**

12.1. None