



EMPLOYMENT COMMITTEE

Meeting to be held in Civic Hall, Leeds on
Friday, 25th November, 2016 at 1.30 pm

MEMBERSHIP

Councillors

J Bentley	-
J Dunn	
A Garthwaite	
A Sobel	
P Wadsworth	
L Yeadon	

Agenda compiled by:
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A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>ELECTION OF CHAIR</p> <p>To elect a Chair for the duration of the meeting.</p>	
2			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 15.2 of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded)</p> <p>(*In accordance with Procedure Rule 15.2, written notice of an appeal must be received by the Head of Governance Services at least 24 hours before the meeting)</p>	
3			<p>EXCLUSION OF PUBLIC</p> <p>To resolve that the public be excluded from the meeting under the terms of Access to Information Procedure Rule 10.4(1) and (2) and on the grounds that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information by reason of the need to maintain the competitive nature of the interview process and to retain information submitted by individual applicants in confidence, as disclosure could undermine the process, future appointment processes, or the outcome on this occasion to the detriment of the Council's and public interest.</p>	
4			<p>DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS</p> <p>To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct.</p>	

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5			<p>APOLOGIES</p> <p>To receive any apologies for absence from the meeting.</p>	
6		10.4(1, 2) (Appendix 4 only)	<p>APPOINTMENT OF CHIEF OFFICER WASTE MANAGEMENT</p> <p>To receive a report of the Chief Officer HR which outlines the process for the recruitment to the position of Chief Officer Waste Management.</p> <p>(Please note that Appendix 4 to this report is designated as exempt from publication under the provisions of Access to Information Procedure Rule 10.4 (1) and (2))</p> <p>(Report attached)</p> <p>THIRD PARTY RECORDING</p> <p>Recording of this meeting is allowed to enable those not present to see or hear the proceedings either as they take place (or later) and to enable the reporting of those proceedings. A copy of the recording protocol is available from the contacts named on the front of this agenda.</p> <p>Use of Recordings by Third Parties– code of practice</p> <p>a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title.</p> <p>b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete.</p>	1 - 24

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Report of *Chief HR Officer*

Report to *Employment Committee*

Date: 25th November 2016

Subject: *Appointment of Chief Officer Waste Management*

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

Summary of main issues

This report outlines a business need to recruit to the Chief Officer Waste Management post, along with a proposed recruitment plan.

This position is currently vacant as a result of the previous post holder being flexibly deployed to undertake high priority work in City Development. The role is business critical, as the post holder will have overall responsibility for fulfilling the Council's statutory obligations in relation to waste collection.

Recommendations

The Employment Committee is asked to agree the following:

- Recruitment to the Chief Officer Waste Management post
- Following the interview and selection process make a recommendation for appointment.

1 Purpose of this report

- 1.1 This report details a business need to recruit to the vacant Chief Officer Waste Management post, which is graded at Dir 65%.

2 Background information

- 2.1 Leeds City Council is committed to dealing effectively with the city's waste. To facilitate this, 2015/2016 saw the successful expansion of alternate weekly collections. It also saw the successful completion of the Recycling and Energy Recovery Facility (RERF), which has reduced both financial and environmental costs by diverting the amount of waste that needs to be sent to landfill.
- 2.2 Delivering a safe, flexible, high quality, efficient and reliable waste and recycling collection service supports the 2016/2017 Best Council Plan outcome of wanting everyone in Leeds to 'live in decent, affordable homes with clean and well cared for places'. It also plays a crucial role in enabling one of the key priorities for 2016/2017 - 'keeping the streets clean'. Therefore, delivery of an effective Waste Management service plays a significant role in delivering our Best Council priorities and outcomes.

3 Main issues

- 3.1 The Chief Officer Waste Management post became vacant in August 2016. The role has overall responsibility for fulfilling the Council's statutory obligations in relation to waste including; collection, disposal and the Household Waste Sorting Sites.
- 3.2 Through strategic leadership, the post holder is accountable for the delivery of an effective and efficient refuse collection service to households across Leeds, leading on the development of a waste strategy to increase household recycling rates to greater than 60%. Key to this strategy is engaging with the public, commercial and third sector partners to raise participation in recycling.
- 3.3 Therefore, upon review, this post is considered to be essential to delivery of Leeds's improvement targets in the areas of waste reduction, reuse, recycling and diversion from landfill.
- 3.4 The Job Description for the post has been attached and has been evaluated in line with the Leeds City Council process for JNC posts. (Appendix 1)
- 3.5 In view of the above, the Director has approved an internal appointment process to this post and therefore, the opportunity is open to Leeds City Council employees only. Creating an internal opportunity will significantly reduce recruitment costs. There is the confidence that the necessary skills and expertise are present amongst Leeds City Council's current workforce for high calibre candidates to apply.
- 3.6 The recruitment process is being coordinated by Human Resources. The post

advert and the job description are attached as appendices 1 and 2. The process identifies the following steps:

- a. Applications to be submitted through Leeds City Council's internal jobsite by midnight on Tuesday 8th November 2016.
- b. Shortlisted applicants to be invited for interview with the Employment Committee on Friday 25th November 2016.

3.7 Applications will be made available to the Employment Committee, ahead of the interview on 25th November 2016.

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 The Council's leadership team and relevant executive board members have been consulted with over the proposals detailed in this report. Trade Union partners have also been informed of the intended approach.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 This post has had an equality impact assessment. (Appendix 3)

4.3 Council policies and the Best Council Plan

4.3.1 This post will make a significant contribution to a number of the priorities set out in the Best Council Plan 2015-2020, as outlined earlier in this report.

4.4 Resources and value for money

4.4.1 The post is established within the budget provision for 2016/17.

4.5 Legal Implications, Access to Information and Call In

4.5.1 This post is a Member appointment due to its' reporting lines and will be recruited to in accordance with Officer Employment Procedure Rules.

4.6 Risk Management

4.6.1 Failure to recruit to this post will mean that Leeds City Council is unable to fulfil its statutory obligations in relation to Waste Management. This will have a negative impact on both the organisation's reputation and the citizens of Leeds

5 Conclusions

5.1 Members of the Employment Committee are requested to agree the content of this report.

6 Recommendations

6.1 The Employment Committee is asked to agree the following:

6.1.1 Recruitment to the post of Chief Officer Waste Management

6.1.2 Make a recommendation for appointment (following a selection process).

7 Background documents¹

7.1 N/A

Appendices for the report

Appendix 1 Job Description

Appendix 2 Job Advert

Appendix 3 Equality Impact Assessment

Appendix 4 Application

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.



Job title: Chief Officer – Waste Management Services	Date:	Ref:
Job Purpose		
<p>The Chief Officer Management Services is strategically responsible for the leadership and service management of the Council’s Waste Management Services Group and is accountable for the delivery of agreed outcomes, targets and objectives in particular the current Integrated Waste Management Strategy for Leeds.</p> <p>The post holder will ensure the delivery of improvement targets in the areas of waste reduction, reuse, recycling and diversion from landfill, working closely with partners.</p> <p>The role has overall responsibility for fulfilling the Council’s statutory obligations in relation to waste including collection, disposal and Household Waste Sorting Sites.</p>		
Key Requirements		
<ul style="list-style-type: none"> • Lead and manage a range of waste management functions ensuring ongoing delivery and continuous improvement of services which meet the needs of citizens and stakeholders and the various outcomes set out in the Integrated Waste Management Strategy for Leeds. • To ensure the delivery of the Integrated Waste Management Strategy for Leeds and the statutory waste management function whilst delivering sustainability in waste collection and disposal, increasing recycling and waste minimisation. • To ensure the delivery of improvement targets in the areas of waste reduction, reuse, recycling and diversion from landfill, working closely with partners. 		
LCC Values		
Working as a Team for Leeds	<ul style="list-style-type: none"> • Implements corporate decisions with energy and vigour. Uses developed leadership skills to embed a strong team ethos. • Work as a team for Leeds by developing and maintaining good working relationships with internal and external customers, other stakeholders and partners to achieve excellent outcomes for the citizens of Leeds 	
Being Open, Honest & Trusted	<ul style="list-style-type: none"> • Ensures citizens and council members are provided with all relevant information to make decisions; learns from mistakes and seeks to promote continuous improvement and best practice 	
Working with Communities	<ul style="list-style-type: none"> • Works effectively with elected members, a variety of partners, including customers and other organisations to deliver services; communicates and involves stakeholders and the wider community in new developments to encourage ownership and commitment and in ways that support open, inclusive, responsive and accountable government. 	
Treating People Fairly	<ul style="list-style-type: none"> • Recognise that everyone has an equally important part to play within the Council and valuing the diverse and vibrant nature of the city and all its citizens • Lead, promote and deliver positive solutions to achieving diversity and equality in all aspects of service delivery, community engagement and human resource areas, focussing on equality of outcome. 	

<p>Spending Money Wisely</p>	<ul style="list-style-type: none"> • Sets high expectations of achievement across a range of strategic outcomes, actively seeks out opportunities to improve and lead delivery of services through partnership and feedback ensuring these provide value for money and quality services for customers in line with council priorities..
<p><u>Working Context</u></p>	
<ul style="list-style-type: none"> • The role is primarily office based but post holders are expected to work flexibly both at home and at various locations across the City and region. 	



Roles at this level support the Chief Officer in setting the purpose and strategic direction and in leading, developing and ensuring the effective delivery of service, directorate and corporate priorities, which contribute to the achievement of the Council's vision and strategic outcomes. This involves leading the planning, organising and commissioning the delivery of services to and on behalf of the organisation and all partners and stakeholders in the medium to long term.

People in these roles have a proficiency in a specialised field or a broad understanding of relationships between different fields. They have the ability to select, develop and assess the suitability of ways of working; and will have highly developed skills in persuading, influencing, developing and motivating people and establishing effective partnerships to achieve service objectives.

Aspect For roles at this level, you must be able to show you can...	Outcome The result when all aspects are applied effectively
<p>Know - Appropriate professional qualification or equivalent substantial knowledge gained through significant managerial experience across the service area</p> <p>Understand public sector issues, government legislation and its impact on Council strategy and services.</p> <p>Demonstrate in depth knowledge of legislation, regulations, policies, inspections and performance measures applicable to the relevant strategic functions</p>	<p>You use your diverse knowledge and expertise to plan and enable the highest levels and standards in the delivery of work across either a specialist area or an entire service</p> <p>There is evidence that you maintain and apply up to date knowledge of current thinking and developments within professional and technical areas of expertise</p> <p>You use your knowledge to ensure significant and sustainable service improvements and outstanding results</p>
<p>Leadership & Strategic Planning - Demonstrate strong leadership and management skills to develop; a high performing culture across the service where everyone can achieve their potential and 'feel they count' and where there is a drive to deliver the most efficient and effective business solutions</p> <p>Contribute to and influence the strategic direction of the service area working with a range of internal and external partners and stakeholders.</p> <p>Develop, implement, promote and evaluate strategies and policies within the service area and contribute to overarching strategies for the organisation and its partners and stakeholders.</p>	<p>There is evidence of a high performing, engaged and productive workforce along with effective leadership and management that leads to solution focussed and quality outcomes</p> <p>Business plans are in place for the service, contingencies are identified so that plan objectives can be met.</p> <p>Medium to longer term strategic plans have been developed and implemented; policies are developed and adapted to balance the organisations needs and customer/stakeholder outcomes</p>

<p>nfluence and contribute to the wider issue of strategy and policy development and prioritisation for both the city and the council</p>	<p>You maintain a comprehensive knowledge of local, regional and national issues and use this to influence city wide and city council policy and practice</p>
<p>Collaboration & Innovation – Establish, develop and maintain effective and collaborative working relationships with a range of internal and external stakeholders and partners to gain ownership of the shared vision and improve and enhance service delivery and innovation</p> <p>Create a vision and direction that challenges and looks beyond the obvious and inspires and motivates others to achieve by driving change and leading by example.</p>	<p>Evidence of effective and successful working relationships with Directors, Members and partner organisations across the City and region</p> <p>There are examples of innovation in managing and implementing solutions on complex issues and in transformational change programmes</p>
<p>Problem Solving & Decision Making - Take responsibility and accountability for developing and implementing appropriate, proportionate and effective solutions to complex service delivery problems.</p> <p>Accurately analyse information and make timely well-judged decisions in order to achieve successful outcomes across a diverse range of, related and unrelated issues.</p> <p>Influence and contribute to the broader responsibilities of the directorate ensuring the delivery of strategic outcomes and objectives and promoting the council values</p>	<p>There is evidence of you working autonomously to develop and implement solutions within the service.</p> <p>You demonstrate an understanding of the need to balance the corporate orientation with operational responsibilities and accountability for decision making</p> <p>You support the council’s leadership team in ensuring that organisational developments and improvements are focussed on delivering improved outcomes for citizens and the city</p>
<p>Deliver – Develop and maintain good working relationships with partner organisations, internal and external customers and wider networks to enhance services and deliver the councils vision, corporate and directorate objectives.</p> <p>Lead and manage a number of complex and potentially conflicting strategic and operational issues/priorities and be able to develop and implement innovative solutions to deliver required service outcomes</p>	<p>You meet key business and organisational objectives by building consensus within a multi-agency/partnership environment.</p> <p>Evidence of successful strategic and operational resource management with a track record of delivering effective outcomes</p>
<p>Resource management –High level of numeracy and analytical skills to enable financial scenario planning and the development of business cases to support service transformation. Management of a number of substantial budgets within assigned service area through effective delegation and shared decision making.</p> <p>Review and monitor the performance of services, systems, budgets, teams and individuals against standards and agreed outcomes in a cost effective and flexible way that is responsive to a dynamic national, local and political context</p> <p>Use strong people management skills to engage, develop and performance manage resources that support adaptable ways of working and create strong more flexible teams</p>	<p>You are jointly accountable for a substantial budget within your service area ensuring that budgets are on track and that money is spent wisely</p> <p>Plans are in place to ensure that there is an efficient and sustainable use of resources, employees are effectively employed and budgets are maximised</p> <p>You coach and mentor employees and other managers to develop a culture of high performance where strategic outcomes and plans are translated into clear objectives</p>

Appendix 2

Chief Officer – Waste Management - Employment Opportunity

An exciting opportunity has arisen to be part of Leeds City Council's Waste Management Service.

As Chief Officer, you will play a crucial role in dealing effectively with the city's waste. You will be responsible for refuse collection service, providing a vital service to a third of a million households. You will also be responsible for the council's household waste sites and recycling facilities. You will lead on the development of the council's waste strategy, with a particular focus on increasing household recycling rates to greater than 60%. You will develop the council's public engagement to raise participation in recycling.

This role will also require you to engage with key commercial and third sector partners. You will be a member of the Departmental Leadership Team and accountable to the Director of Environment & Housing.

Applicants will be able to demonstrate a detailed knowledge and understanding of waste management issues within Leeds. You will be an excellent leader, with strong decision making skills. You should also have experience of working with Members and will have the ability to develop and maintain constructive relationships with trade unions including understanding of consultation, negotiation and collective bargaining. You will be able to demonstrate strong communication skills and can evidence the ability to work collaboratively across services and with partners, to deliver service outcomes.

This permanent opportunity is open to Leeds City Council staff only.

The successful candidate will be appointed to the grade of Director 65%, which attracts a salary of **£70,276 - £77,303**.

Interview date : 25th November 2016

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Appendix 3
Equality, Diversity, Cohesion and
Integration Screening



As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration.

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality, diversity, cohesion and integration.
- whether or not equality, diversity, cohesion and integration is being/has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Environment & Housing	Service area: Directorate
Lead person: Neil Evans	Contact number: (0113) 37 87798

1. Title:

Is this a:

Strategy / Policy

 Service / Function

 Other

If other, please specify Post appointment

2. Please provide a brief description of what you are screening

The proposal to appoint to the Chief Officer Waste Management post and the recruitment plan.

Appendix 3

3. Relevance to equality, diversity, cohesion and integration

All the council's strategies/policies, services/functions affect service users, employees or the wider community – city wide or more local. These will also have a greater/lesser relevance to equality, diversity, cohesion and integration.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation. Also those areas that impact on or relate to equality: tackling poverty and improving health and well-being.

Questions	Yes	No
Is there an existing or likely differential impact for the different equality characteristics?		X
Have there been or likely to be any public concerns about the policy or proposal?		X
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?	X	
Could the proposal affect our workforce or employment practices?		X
Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> • Eliminating unlawful discrimination, victimisation and harassment • Advancing equality of opportunity • Fostering good relations 	X	

If you have answered **no** to the questions above please complete **sections 6 and 7**

If you have answered **yes** to any of the above and;

- Believe you have already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 4**.
- Are not already considering the impact on equality, diversity, cohesion and integration within your proposal please go to **section 5**.

Appendix 3

4. Considering the impact on equality, diversity, cohesion and integration

If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.

Please provide specific details for all three areas below (use the prompts for guidance).

- **How have you considered equality, diversity, cohesion and integration?**

This job opportunity is open to all Leeds City Council employees, irrespective of current background. This vacancy has been communicated across the Council in order to engage the workforce and advance equality of opportunity. The job description and role specification clearly set out the expectations of the successful candidate. The recruitment process will be Member led and the Employment Committee will assess the successful candidate's commitment to addressing inequalities and delivering fairer outcomes to the residents of Leeds.

The Council's leadership team and key partners have been consulted with over proposals to recruit to this post.

- **Key findings**

(think about any potential positive and negative impact on different equality characteristics, potential to promote strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another)

A high calibre appointment to this post will play a key role in reducing the socio-economic divide across Leeds by keeping the streets clean and enabling everyone to live in clean and well cared for places.

- **Actions**

(think about how you will promote positive impact and remove/ reduce negative impact)

Assessment of the impact of this post will be managed through Leeds City Council's existing performance framework and appraisal process.

Appendix 3

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5. If you are **not already considering the impact on equality, diversity, cohesion and integration you **will need to carry out an impact assessment.****

Date to scope and plan your impact assessment:	
--	--

Date to complete your impact assessment	
---	--

Lead person for your impact assessment (Include name and job title)	
--	--

6. Governance, ownership and approval

Please state here who has approved the actions and outcomes of the screening

Name	Job title	Date
Gemma Taskas	Head of HR	04/11/2016
Date screening completed		
04/11/2016		

7. Publishing

Though **all** key decisions are required to give due regard to equality the council **only** publishes those related to **Executive Board, Full Council, Key Delegated Decisions** or a **Significant Operational Decision**.

A copy of this equality screening should be attached as an appendix to the decision making report:

- Governance Services will publish those relating to Executive Board and Full Council.
- The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions.
- A copy of all other equality screenings that are not to be published should be sent to equalityteam@leeds.gov.uk for record.

Complete the appropriate section below with the date the report and attached screening was sent:

For Executive Board or Full Council – sent to Governance Services	Date sent:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:

Appendix 3

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