

Report of: Service Support Manager, Waste Management

Report to: Chief Waste Management Officer

Date: 20 December 2015

Subject: Creation of Bin Delivery Driver Post

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Does the report contain information which has been identified as confidential or exempt?

Yes (if exempt, please see the public interest test in section 4)
Relevant section of the report:
In accordance with Access to Information Procedure Rule:

No, this report does not contain information identified as confidential or exempt.

Is the decision eligible for call-in? **Yes** **No – exempt** **Not applicable**

Summary of main issues and corporate governance considerations

Approval for the formalisation of the post of Bin Delivery Driver and associated recruitment

Recommendations

1. That the post of Bin Delivery Driver be approved with associated recruitment.

1 Purpose of this report

- 1.1 To provide background information explaining the requirement for permanent bin delivery driver posts to be formalised and how this service is currently provided.
- 1.2 Seek approval for four bin delivery driver posts and associated recruitment as detailed in the report.

2 Background information

2.1 Delivery of waste and recycling bins across the city is an ongoing and essential service function within Waste Management. A range of containers are provided dependent on property type and geographical access to properties.

- 2.2 Historically this function was carried out utilising permanent front line refuse collection operatives. In 2008, an arrangement was sought with a company called Plastic Omnium who manufactured wheeled bins and also employed three operatives to carry out the delivery service. This contract ceased after approximately two years and the responsibility was once again brought in-house. Since then, with the variable daily demand, the posts have not been formalised within the existing waste management structure, but covered generally by agency staff and payment for hours worked. There is an existing budget for 4.5 FTE's to fulfil the role.
- 2.3 There are currently four individuals carrying out the bin delivery driver role. Two staff are substantive refuse collection operatives with pay and conditions associated with a 4 by 3 shift pattern. The remaining two posts are filled using two regular long term agency staff members. These staff have covered these two positions for in excess of five years.
- 2.4 The Service currently utilises four delivery vehicles.
- 2.5 Currently in the region of 70 new bin requests are made each day by customers via the Contact Centre. Largely the requests are for 240 litre wheeled, black, green or brown bins. This is in addition to new properties and communal bin deliveries. Over the course of the last three years, up to four bin delivery drivers have been required to keep up with the general demands placed upon the service. This has allowed the service to maintain a typical waiting time of between 4-6 weeks for new/replacement bins. More recently, the introduction of Alternate Week Collections (AWC), has led to a significant rise in bin requests and additional resources have been temporarily secured from other services to support bin deliveries.

3 Main issues

- 3.1 Since the bin delivery function was brought back into the service from Plastic Omnium, the scope of the role has gradually increased over time. Bins are distributed to individual customers requesting a new or replacement container and also in bulk to developers building new properties. In addition to the delivery of 240 litre wheeled bins, the team also distributes 360 litre, 770 litre, communal 1100 litre (recycling and glass) and food waste bins/caddies. Some of the 1100 litre communal type bins are currently also delivered by a Waste Strategy and Infrastructure team member with responsibility for bring banks and other communal waste collection facilities. This work could, at a future point, be consolidated into the formalised bin delivery posts and provide cost savings as additional vehicles are hired on an ad-hoc basis to do some of these communal bin deliveries.
- 3.2 In addition to the bin delivery function, the drivers also remove contaminated or broken bins, carry out repairs to lids/wheels, refer repairs of communal bins through to the appropriate team and undertake routine cleansing of community bring bank sites. There are also instances where drivers are required to offer assistance to Environmental Action Officers within the locality teams. Following the implementation of Alternate Week Collections the request for both green and black bins has increased significantly. Prior to these roll-outs, the bin delivery team were comfortably operating within a 4-6 week turn-around time however, this increased to up to a 10 week waiting time, in line with operational roll out of AWC phases. This has been gradually reduced with up to four drivers working full time on bin deliveries and by securing additional temporary assistance from a number of estate caretakers within Housing Services. The numbers of bin requests

still remain high and it is anticipated that this is likely to be the case as the final phases of AWC are delivered during this financial year.

- 3.3 Wheeled bins were originally introduced in Leeds in the mid-nineties. Although these original brown coloured bins which were used for general waste have been replaced it is estimated that many of the original black bins provided in c1999 are still in use. Therefore these bins are in excess of 12 years old and likely to be in need of replacement. In addition, the potential for new service roll-outs, such as food waste collections and an increase in the number of households is likely to keep the pressure on the team for the foreseeable future.
- 3.4 Historically the job specification and rota working pattern for the bin delivery drivers was largely based upon refuse collection job roles as resources were provided on an adhoc basis by the Collection Service, supplemented by agency staff. However it is preferable, to consolidate and deliver the service on a five day Monday to Friday basis and a new job description (JD) has been developed to reflect this. This is attached to this report at Appendix 1. The JD has been job evaluated and is currently graded at B1. The new post holders would be expected to work Monday to Friday over 37 hours. In addition to the core bin delivery aspects of the role comparable experience and skills will be required to ensure flexibility such that this position could be utilised within another service areas.
- 3.5 Based on current and foreseeable demand, permanent FTE recruitment to three of the four new bin delivery driver posts is proposed. Recruitment to the fourth post would be a one year fixed term contract to be reviewed in 12 months following roll out of additional kerbside services (i.e. garden and AWC Phase 4)
- 3.6 There are no existing substantive staff in these roles currently so no slotting or ring-fencing is proposed. The posts will therefore be dealt with via the talent pool in the first instance before being opened for internal recruitment. Posts will be filled by the usual range of selection methods. Posts which are unfilled following this process will be dealt with in the normal way.

4 Corporate governance considerations

4.1 Consultation and Engagement

- 4.1.1 A number of discussions have been held with senior managers within the service to outline the benefits of formalising the bin delivery driver posts. Bringing stability to the structure whilst ensuring that the new roles are flexible and can be deployed across the service area will reduce current staffing costs and provide a robust delivery service.
- 4.1.2 Trade Union colleagues have been updated on the creation of these new positions through the Waste Improvement Group.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 An equality impact assessment is available in the background papers attached to this report.

4.3 Council Policies and City Priorities

4.3.1 The proposals look to formalise key resources required for bin provision to support the delivery of kerbside collection services that are safe, efficient and reliable and meet the needs of residents and contribute to Leeds realising its target to meet 55% recycling by 2016 and exceed 60% in the longer term.

4.3.2 The proposals also support wider aspirations for Leeds set out in the new Leeds Vision, City Priority Plans, Directorate Priorities and Cross Council Priorities. Specifically, the proposals clearly support the Best Council objective of, "Dealing effectively with the city's waste: minimising waste in a growing city, with a focus on:

- ensuring a safe, efficient and reliable waste collection service;
- providing a long-term solution for disposing of our waste;
- increasing recycling.

4.4 Resources and Value for Money

4.4.1 This proposal is based upon four staff, four vehicles working a five day week. The total cost of the proposal can be met within the existing budget.

4.4.2 There may be an opportunity for a saving of 36K in 2016/17 if the decision is taken to not extend the contract of employment for the fourth member of the team if the demand for new bins can be reduced through improved service processes and management.

4.5 Legal Implications, Access to Information and Call In

4.5.1 In accordance with the Council's governance procedures, the decision concerning formalisation of these existing posts is not eligible to call in. Powers of delegation to the Director for this decision are contained within the scheme under Part 3 of the Constitution. There are no significant legal implications associated with this decision. The report contains no information which is considered confidential or exempt as determined by the Access to Information Procedure Rules within part 4 of the Constitution.

4.6 Risk Management

4.6.1 Formalising these posts and creation of a bin delivery driver post will provide stability within the team and confidence that the high volume of service requests can be met using this permanent dedicated resource.

4.6.2 This is a high profile front line customer service and failure to establish permanent roles to deliver this key function could result in reduced customer confidence and an increase in complaints regarding lack of service.

5 Conclusions

5.1.1 Formalisation of the posts is a key element in the Service's drive to provide a safe efficient and reliable waste service. It also affords an opportunity to reduce reliance on agency staff who have been engaged in these roles long term and the potential for £36k savings if service demand declines.

6 Recommendations

6.1 That the post of Bin Delivery Driver be approved, with associated recruitment as detailed in the report.

7 Background documents

7.1 Appendix 1 Bin Delivery : Driver Job Description

7.2 Appendix 2 : Equality Impact Assessment