



## EMPLOYMENT COMMITTEE

---

Meeting to be held in Leeds Civic Hall, Leeds, LS1 1UR on  
Monday, 14th November, 2016 at 4.00 pm

---

### MEMBERSHIP

#### Councillors

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

---

Agenda compiled by:  
Governance Services  
Civic Hall  
LEEDS LS1 1UR  
Telephone No:

Governance Services  
  
  
  
0113 395 2194

## A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p><b>ELECTION OF CHAIR</b></p> <p>To elect a Chair for the duration of the meeting.</p>	
2			<p><b>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</b></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><b>EXCLUSION OF PUBLIC</b></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><b>DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS</b></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>	
5			<p><b>APOLOGIES</b></p> <p>To receive apologies for absence (if any)</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
6			<p><b>GOVERNANCE ARRANGEMENTS REGARDING RECRUITMENT TO THE POSITION OF CHIEF OFFICER WASTE MANAGEMENT</b></p> <p>To receive a report of the City Solicitor which provides Members with an overview of the governance arrangements and format for this specific Employment Committee which will have responsibility for the recruitment to the position of Chief Officer Waste Management</p> <p>(Report attached)</p>	1 - 12
7			<p><b>APPOINTMENT OF CHIEF OFFICER WASTE MANAGEMENT</b></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>(Report attached)</p>	13 - 28

Item No	Ward/Equal Opportunities	Item Not Open		Page No
			<p><b>THIRD PARTY RECORDING</b></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>	



Report author: Kevin Tomkinson  
Tel: 0113 247 4357

**Report of the City Solicitor**

**Report to the Employment Committee**

**Date: 14 November 2016**

**Subject: Governance Arrangements Regarding Recruitment to the Position 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: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

**1 Purpose of this report**

- 1.1 The Employment Committee has been established by full council to ‘appoint or dismiss or take disciplinary action against’ those senior officers, as defined within the Officer Employment Procedure Rules and the Committee’s Terms of Reference.
- 1.2 The purpose of this report is to provide Members with an overview of the governance arrangements and format for this specific Employment Committee which will have responsibility for the recruitment to the post of Chief Officer Waste Management.

**2 Main issues**

- 2.1 Quorum and Membership – The Constitution requires that the membership of an Employment Committee be a minimum of 3 and must include one member of the Executive. Agreement has been reached for the membership of this Employment Committee to be 6, with members being appointed in the following proportions:

Labour	Conservative	Liberal Democratic
4	1	1

- 2.2 Members are asked to also note that the quorum for an Employment Committee is 2 Members, including 1 Member of the Executive Board.
- 2.3 Meeting Adjournments This recruitment exercise will require two distinct sessions; including one session for longlisting/shortlisting exercises (14 November 2016) and a formal interview session for the post (25 November 2016). The Employment Committee meeting will be formally adjourned at the conclusion of each session and then reconvened at the commencement of the next. Interim minutes will be produced at the end of each stage and a final minute published at the conclusion of the recruitment exercise.
- 2.4 Exempt information The Council's Access to Information Procedure Rules allow for a Committee to resolve to exclude the public and press from those parts of the meeting where it is likely that in view of the nature of the business to be transacted, confidential or 'exempt' information will be disclosed and that the Committee deems that maintaining the exemption outweighs the public interest in disclosing the information. Given the nature of the information being considered as part of this recruitment exercise it will be necessary for the committee to consider making such a resolution prior to considering the information contained within agenda item 7.
- 2.5 Officer Employment Procedure Rules Attached at Appendix A are the Officer Employment Procedure Rule, the committee must conduct proceedings and make decisions in accordance with these rules.

### **3 Corporate Considerations**

#### **3.1 Consultation and Engagement**

- 3.1.1 The necessary consultation has been undertaken with relevant legal officers upon the decision making processes, as outlined within this report.
- 3.1.2 At the commencement of each Employment Committee cycle, the relevant Group Whips are consulted upon the membership arrangements for that Committee.

#### **3.2 Equality and Diversity / Cohesion and Integration**

- 3.2.1 No implications

#### **3.3 Council policies and City Priorities**

- 3.3.1 The aim of this report, which is to ensure consistency and transparency of decision making throughout each Employment Committee recruitment process supports the ambition to be "The Best City and Best Council" and is consistent with Council values.

#### **3.4 Resources and value for money**

- 3.4.1 No implications

### **3.5 Legal Implications, Access to Information and Call In**

- 3.5.1 The aim of this report is to inform Members of the Constitutional and legal requirements are met as part of the Employment Committee decision making process.
- 3.5.2 The Council's Access to Information Procedure Rules allow for a Committee to resolve to exclude the public and press from those parts of the meeting where it is likely that in view of the nature of the business to be transacted, confidential or 'exempt' information will be disclosed and that the Committee deems that maintaining the exemption outweighs the public interest in disclosing the information. Given the nature of the matters considered by Employment Committee, this report provides Members with background and guidance on the consideration and disclosure of exempt and confidential information.
- 3.5.3 The report is not subject to Call In.

### **3.6 Risk Management**

- 3.6.1 The purpose of this report is to minimise any risks around the Committee's decision making processes and to ensure that the Committee's decisions are taken in line with all Constitutional and legal requirements.

## **4 Conclusions**

- 4.7 This report provides Members with an overview of the governance arrangements and format for the Employment Committee.

## **5 Recommendations**

The Committee is recommended to:-

- (i) Note the governance arrangements and format relating to the Employment Committee;
- (ii) Note the Council's requirements regarding the consideration and disclosure of confidential and 'exempt' information,
- (iii) Confirm the date of 25<sup>th</sup> November at 1pm for the interview session for this post.

## **6 Background documents<sup>1</sup>**

- 6.1 None

---

<sup>1</sup> 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.

This page is intentionally left blank



## OFFICER EMPLOYMENT PROCEDURE RULES

### 1.0 RECRUITMENT AND APPOINTMENT

#### 1.1 Declarations

- (a) The Council will draw up a statement requiring any candidate for appointment as an officer to state in writing whether they are the parent, grandparent, partner, child, stepchild, adopted child, grandchild, brother, sister, uncle, aunt, nephew or niece of an existing Councillor or officer of the Council, or of the partner of such persons. A candidate who fails to declare such relationship will be automatically disqualified from such appointment with immediate effect.
- (b) No candidate so related to a Councillor or an officer will be appointed without the authority of the relevant Director or an officer nominated by him/her for that purpose.
- (c) Every Member and senior officer of the Council shall disclose to the relevant Director any relationship known to that person to exist with a candidate for any appointment. It shall be the duty of the relevant Director to report to the Council or to the appropriate Committee or Sub-Committee including any Member or officer to whom power has been delegated to make an appointment, any such disclosure made by a candidate, Member, or senior officer.
- (d) Directors shall record in a book to be kept for the purpose particulars of such disclosure made under this Rule.
- (e) Where relationship to a Member of the Council is disclosed, that Member shall withdraw from the meeting while the appointment is under consideration.

#### 1.2 Seeking support for appointment

- (a) The Council will disqualify any applicant who directly or indirectly seeks the support of any Councillor for any appointment with the Council. The content of this paragraph will be included in any recruitment information.
- (b) No Councillor will seek support for any person for any appointment with the Council.

#### 1.3 Equal Opportunities

The Council will not unlawfully discriminate in the recruitment and appointment of officers and all appointments shall be made on merit.

## 2.0 RECRUITMENT OF HEAD OF PAID SERVICE AND DIRECTORS

2.1 Where the Council proposes to appoint a Head of Paid Service or a Director<sup>1</sup> the Council will:

- (a) draw up a statement specifying:
  - (i) the duties of the officer concerned; and
  - (ii) any qualifications or qualities to be sought in the person to be appointed;
- (b) make arrangements for the post to be advertised in such a way as is likely to bring it to the attention of persons who are qualified for it; and
- (c) make arrangements for a copy of the statement mentioned in paragraph (a) to be sent to any person on request.

2.2 Where a post has been advertised as provided in Rule 2.1, the authority shall:-

- (a) interview all qualified applicants for the post, or
- (b) select a shortlist of such qualified applicants and interview those included on the shortlist.
- (c) Members of the Executive will be given the names of those candidates to be interviewed.

2.3 Where no qualified person has applied, the authority shall make further arrangements for advertisement in accordance with Rule 2.1(b).

---

<sup>1</sup> "Directors" for the purpose of paragraph 4.1 and "Director" for the purposes of paragraphs 2.1, 4.2 to 4.2.5 and 7.3 and 7.4 shall mean any officer(s) referred to in sub-paragraph (b), (c), or (d) of paragraph 3 of Part II of Schedule 1 of the Local Authorities (Standing Orders)(England) Regulations 2001, namely:

- the Deputy Chief Executive, those named as Directors in the Council structure and any other officers who are required to report directly to, or who are directly accountable to, the Chief Executive in relation to most or all of the duties of their posts; and
- any officer who is required to report directly to, or is directly accountable to, any officer included within the immediately preceding paragraph in relation to all or most of the duties of their post.

### **3.0 APPOINTMENT OF HEAD OF PAID SERVICE**

- 3.1 Following a recommendation of the Employment Committee that a particular candidate should be appointed to the post of Head of Paid Service, the Proper Officer shall notify every member of the Executive of the following:
- 3.1.1 The name of the person to whom the Employment Committee recommends that the post be offered;
  - 3.1.2 Any other particulars relevant to the appointment which the Employment Committee has notified to the Proper Officer<sup>2</sup>;
  - 3.1.3 The period within which any objection to the making of the offer is to be notified to the Proper Officer. The standard period will be 3 working days, but may be shortened by the Chair of the Employment Committee where necessary for the proper discharge of the Authority's functions, subject to a minimum period of 24 hours.
- 3.2 The full Council may only make an offer of appointment to the post of Head of Paid Service to the person recommended by the Employment Committee provided that:
- 3.2.1 The Proper Officer has, within the period specified in the notice under paragraph 3.1.3, notified the full Council that each member of the Executive has stated that they do not have any objection to the making of the offer; or
  - 3.2.2 The Proper Officer has notified the full Council that no objection was received by him from any member of the Executive within the specified period; or
  - 3.2.3 The full Council is satisfied that any objection which has been received from any member of the Executive within the specified period is not material and/or is not well-founded or does not outweigh the other factors taken into consideration by the Employment Committee<sup>3</sup>.

---

<sup>2</sup> It will be a matter for the Employment Committee to determine in each case what particulars are relevant for these purposes, for example: the identity of the proposed appointee's latest two employers/host organisations, the posts or offices held and the duration of employment/office holding in each case.

<sup>3</sup> It will be a matter for the full Council to determine in each case whether any particular objection is material and/or well-founded, having regard to the relevance of any such objection to the suitability of the particular candidate for that particular role, not being matters which relate to a protected characteristic under s.4 of the Equality Act 2010. The terms "material" and "well-founded" shall bear their normal dictionary meanings.

## **4.0 APPOINTMENT OF DIRECTORS**

- 4.1 The Employment Committee will appoint Directors.
- 4.2 Before the Employment Committee makes an offer of appointment to the post of Director, the Proper Officer shall notify every member of the Executive of the following:
- 4.2.1 The name of the person to whom the Employment Committee intends to offer the post;
- 4.2.2 Any other particulars relevant to the appointment which the Employment Committee has notified to the Proper Officer<sup>4</sup>;
- 4.2.3 The period within which any objection to the making of the offer is to be notified to the Proper Officer. The standard period will be 3 working days, but may be shortened by the Chair of the Employment Committee where necessary for the proper discharge of the Authority's functions, subject to a minimum period of 24 hours.
- 4.2.4 The Employment Committee may only make the offer of appointment provided that:
- 4.2.5 The Proper Officer has, within the period specified in the notice under paragraph 4.2.3, notified the Employment Committee that each member of the Executive has stated that they do not have any objection to the making of the offer; or
- 4.2.6 The Proper Officer has notified the Employment Committee that no objection was received by him from any member of the Executive within the specified period; or
- 4.2.7 The Employment Committee is satisfied that any objection which has been received from any member of the Executive within the specified period is not material and/or is not well-founded or does not outweigh the other factors taken into consideration by the Employment Committee<sup>5</sup>.

---

<sup>4</sup> It will be a matter for the Employment Committee to determine in each case what particulars are relevant for these purposes, for example: the proposed appointee's latest two employers/host organisations, the posts or offices held and the duration of employment/office holding in each case.

<sup>5</sup> It will be a matter for the Employment Committee to determine in each case whether any particular objection is material and/or well-founded, having regard to the relevance of any such objection to the suitability of the particular candidate for that particular role, not being matters which relate to a protected characteristic under s.4 of the Equality Act 2010. The terms "material" and "well-founded" shall bear their normal dictionary meanings.

## **5.0 OTHER APPOINTMENTS**

- 5.1 **Officers below Director.** Appointment of officers below Directors (other than assistants to political groups) is the responsibility of the Head of Paid Service or his/her nominee, and may not be made by Councillors.
- 5.2 **Assistants to political groups.** Appointment of an assistant to a political group shall be made in accordance with the wishes of that political group.

## **6.0 DISCIPLINARY ACTION**

- 6.1 **Suspension.** The Head of Paid Service, Monitoring Officer and Chief Finance Officer may be suspended whilst an investigation takes place into alleged misconduct.
- 6.2 Councillors will not be involved in the disciplinary process in respect of any officer below Director level except where such involvement is necessary for any investigation or inquiry into alleged misconduct.

## **7.0 DISMISSAL AND OTHER DISCIPLINARY ACTION**

- 7.1 Councillors will not be involved in the dismissal of any officer below Director except where such involvement is necessary for any investigation or inquiry into alleged misconduct.
- 7.2 **The Head of Paid Service, Chief Finance Officer and Monitoring Officer**
- 7.2.1 Subject to the provisions of paragraph 7.4, the Employment Committee may take disciplinary action short of dismissal or recommend to full Council that the Head of Paid Service, Chief Finance Officer or Monitoring Officer be dismissed. Only full council can approve the dismissal of the Head of Paid Service, the Chief Finance Officer or the Monitoring Officer (referred to below in each case as “the relevant officer”).
- 7.2.2 Before taking a vote at the relevant meeting on whether or not to approve such a dismissal, the authority must take into account, in particular-
- (a) any advice, views or recommendations of an independent panel<sup>6</sup>.
  - (b) the conclusions of any investigation into the proposed dismissal; and
  - (c) any representations from the relevant officer.
- 7.2.3 The independent panel referred to must be appointed by the authority at least 20 days before the relevant meeting and should comprise a minimum of two independent panel members.

## **7.3 Directors**

---

<sup>6</sup> Appointed under s.102(4) of the Local Government Act 1972 for the purposes of advising the authority on matters relating to the dismissal of relevant officers of the authority in accordance with the Local Authorities (Standing Orders) (England) Regulations 2001 (as amended)

- 7.3.1 Subject to paragraph 7.4 and (in the case of the Chief Finance Officer and the Monitoring Officer) paragraphs 7.2.1 to 7.2.3, the Employment Committee may dismiss or take disciplinary action short of dismissal in respect of Directors.
- 7.4 Notice of dismissal of a Director (falling within the definition under footnote 1 above) must not be given until the Proper Officer has notified every member of the Executive of the following:
- 7.4.1 the name of the person who the Employment Committee proposes to dismiss;
- 7.4.2 any other particulars relevant to the dismissal<sup>7</sup>; and
- 7.4.3 the period within which any objection to the dismissal is to be made by any member of the Executive to the Proper Officer; and either:
- 7.4.4 the Proper Officer has within the specified period notified the Employment Committee that each member of the Executive has stated that they do not have any objection to the dismissal; or
- 7.4.5 the Proper Officer has notified the Employment Committee that no objection was received by him within the specified period from any member of the Executive; or
- 7.4.6 the Employment Committee is satisfied that any objection received is not material and/or is not well-founded<sup>8</sup>.

## **8.0 POLITICAL ASSISTANTS**

- 8.1 Not more than one political assistant's post shall be allocated by the Council, from time to time, to each of the qualifying political groups into which the Council is divided.
- 8.2 No appointment to a political assistant's post shall be made until the Council has allocated such a post to each qualifying political group.
- 8.3 For the purpose of this Rule, a "qualifying political group" means a political group which qualifies for the allocation to it of a political assistant's post in accordance with sub-sections 6 and 7 of Section 9 of the Local Government and Housing Act 1989.

## **9.0 POLITICAL RESTRICTIONS ON COUNCIL EMPLOYEES**

---

<sup>7</sup> It will be a matter for the Employment Committee to determine in each case what particulars are relevant for these purposes.

<sup>8</sup> It will be a matter for the Employment Committee to determine in each case whether any particular objection is material and/or well-founded, not being matters which relate to a protected characteristic under s.4 of the Equality Act 2010. The terms "material" and "well-founded" shall bear their normal dictionary meanings.

- 9.1 All persons exercising powers of appointment, shall do so only in accordance with the legislative provisions restricting political activity as detailed in the Local Government Act 1972 and the Local Government and Housing Act 1989.
- 9.2 The Head of Paid Service will, in accordance with the Local Government and Housing Act 1989 and if requested to do so, determine whether to grant or revoke exemptions to posts from inclusion on the list of politically restricted posts maintained by the Council. In carrying out these functions, the Head of Paid Service will consult the Monitoring Officer.
- 9.3 Directors have a duty to apply to the Head of Paid Service to revoke any exemption to inclusion on the list of politically restricted posts, for a post within their service area, where the duties of that post have substantially changed and/or where the Director believes that the exemption is no longer appropriate.
- 9.4 The Chief Officer (Human Resources) will maintain a list of all politically restricted posts within the Council. Directors have a duty to inform the Chief Officer (Human Resources) of any post within their structures which should be included on the list of politically restricted posts under the Local Government and Housing Act 1989.

This page is intentionally left blank



**Report of** *Chief HR Officer*

**Report to** *Employment Committee*

**Date:** 4<sup>th</sup> 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 8<sup>th</sup> November 2016.
- b. Applications to be reported to the Employment Committee on Monday 14<sup>th</sup> November 2016, for shortlisting.
- c. Shortlisted applicants to be invited for interview with the Employment Committee on Friday 25<sup>th</sup> November 2016.

3.7 Applications will be made available to the Employment Committee, ahead of shortlisting on 14<sup>th</sup> 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 documents<sup>1</sup>**

- 7.1 N/A

### **Appendixes for the report**

- Appendix 1 Job Description
- Appendix 2 Job Advert
- Appendix 2 Equality Impact Assessment

---

<sup>1</sup> 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.



<b>Job title:</b> Chief Officer – Waste Management Services	<b>Date:</b>	<b>Ref:</b>
<b>Job Purpose</b>		
<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>		
<b>Key Requirements</b>		
<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• To ensure the delivery of improvement targets in the areas of waste reduction, reuse, recycling and diversion from landfill, working closely with partners.</li> </ul>		
<b>LCC Values</b>		
Working as a Team for Leeds	<ul style="list-style-type: none"> <li>• Implements corporate decisions with energy and vigour. Uses developed leadership skills to embed a strong team ethos.</li> <li>• 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</li> </ul>	
Being Open, Honest & Trusted	<ul style="list-style-type: none"> <li>• 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</li> </ul>	
Working with Communities	<ul style="list-style-type: none"> <li>• 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.</li> </ul>	
Treating People Fairly	<ul style="list-style-type: none"> <li>• 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</li> <li>• 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.</li> </ul>	

<p>Spending Money Wisely</p>	<ul style="list-style-type: none"> <li>• 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..</li> </ul>
<p><b><u>Working Context</u></b></p>	
<ul style="list-style-type: none"> <li>• 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.</li> </ul>	



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.

<b>Aspect</b> For roles at this level, you must be able to show you can...	<b>Outcome</b> The result when all aspects are applied effectively
<p><b>Know</b> - 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><b>Leadership &amp; Strategic Planning</b> - 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><b>Collaboration &amp; Innovation</b> – 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><b>Problem Solving &amp; Decision Making</b> - 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><b>Deliver</b> – 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><b>Resource management</b> –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 : 25<sup>th</sup> November 2016**

This page is intentionally left blank

**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.

<b>Directorate:</b> Environment & Housing	<b>Service area:</b> Directorate
<b>Lead person:</b> Neil Evans	<b>Contact number:</b> (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"> <li>• Eliminating unlawful discrimination, victimisation and harassment</li> <li>• Advancing equality of opportunity</li> <li>• Fostering good relations</li> </ul>	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

--

**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
<b>Date screening completed</b>		
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](mailto: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 <b>Governance Services</b>	Date sent:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate <b>Directorate</b>	Date sent:
All other decisions – sent to <a href="mailto:equalityteam@leeds.gov.uk">equalityteam@leeds.gov.uk</a>	Date sent:

## Appendix 3

This page is intentionally left blank