

Transport and Environment Committee

10 am, Tuesday, 29 October 2013

Appointment of Interim Recycling and Resources Manager

Item number	7.2
Report number	
Wards	All

Links

Coalition pledges	P44
Council outcomes	CO17, CO18 and CO19
Single Outcome Agreement	SO4

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Executive summary

Appointment of Interim Recycling and Resources Manager

Summary

The organisational review of Waste and Fleet Services has created the post of Interim Recycling and Resources Manager. This manager has responsibility for refuse and recycling collections, waste disposal, community recycling centres, complaints and trade waste.

The post was advertised on the myjobscotland website and when no suitable candidates applied through this route, advertisements were placed online and in the national press. No suitable candidates were found who were prepared to take on the assignment working as an employee on a fixed term contract.

The appointment to this post is necessary to deliver a programme of cultural change, the implementation of the asset management system between September and December 2013 and the introduction of the new recycling service in 2014. The appointment of an Interim Recycling and Resources Manager on a consultancy basis will provide much needed management capacity immediately and sufficient time to address the fundamental legacy issues, support the planned service changes and establish firm foundations for future service delivery. An appointment was made on 10 June 2013, on a consultancy basis, for an initial three month period. Committee is now asked to approve the decision to extend the appointment for a further 9 months.

Recommendations

1. To approve the appointment of an Interim Recycling and Resources Manager on a consultancy basis, for a further period of 9 months.

Measures of success

Reduced numbers of complaints regarding refuse collection.

Improve management capacity.

Implementation of the asset management system and the redesigned recycling service.

Financial impact

The consultancy rate is equivalent to a salary of £79,000 against a post with a maximum salary of £69,000. The additional costs can be absorbed within the existing service budget.

Equalities impact

There is no equalities impact as a result of this report

Sustainability impact

There is no environmental impact as a result of this report.

Consultation and engagement

The Convenor and Vice Convenor have met the successful candidate.

Background reading / external references

Appointment of Interim Recycling and Resources Manager

1. Background

- 1.1 There has been a financial imperative to implement changes quickly within Waste Services, most notably the introduction of managed weekly collections in September 2012.
- 1.2 Whilst significant financial savings have been delivered there remain a number of persistent problems that must be tackled in order to reduce complaints, improve recycling services and improve customer service.
- 1.3 Further service changes are also required to implement the redesigned recycling service and deliver further cost saving measures.
- 1.4 Following the Council decision to re-align management reporting lines, Fleet Maintenance and the Corporate Transport Unit merged with Waste Services to create a new service unit. An organisational review of Waste Services was needed to create a structure that reflected the integration of these two sections as outlined in the internal improvement programme.
- 1.5 Waste Services has been in a state of transition for several years as the service evolved through different management arrangements. This transition resulted in a gradual change of responsibility for many people and the organisational review will create a more stable structure that has the appropriate capacity to manage the service in the future.

2. Main report

- 2.1 The organisational review of Waste and Fleet Services has created the post of Interim Recycling and Resources Manager. This manager has responsibility for refuse and recycling collections, waste disposal, community recycling centres, complaints and trade waste. These are predominantly the areas of the new service which provide frontline services to the residents of Edinburgh and pose the biggest reputational risk if they go wrong.
- 2.2 There is a legacy of old fashioned management practices, poor customer care and a lack of good performance management in these areas that the post holder will be required to tackle. Major cultural change is required within this team to tackle these problems and create more positive working relationships following the protracted industrial dispute.

- 2.3 The post was originally conceived as a fixed term contract for 12 months to lead the implementation of further major service changes including the introduction of a new asset management software system, the initial implementation of the redesigned recycling service and a review of health and safety practices. At the end of this period the continued requirement for this post will be reviewed. If it is still required the post will be recruited to on a permanent basis but it is hoped that internal capacity will have improved sufficiently as existing staff are up skilled during this period.
- 2.4 The asset management system will be used to record and allocate work, manage performance, track complaints and includes the provision of in-cab devices for crews. All of which require a complete overhaul of work processes and significant cultural change for the staff involved.
- 2.5 Redesigning the recycling service and delivering the service in house involves the transfer of staff from the Council's current contractor and the introduction of new routes for kerbside recycling collections.
- 2.6 The history of this service area, ongoing and persistent service issues and future service developments all make it essential to appoint an experienced operational manager with a proven track record of delivering high quality services.
- 2.7 Candidates for the Interim Recycling and Resources Manager post were initially sought via the MyJobScotland recruitment portal. No suitable candidates applied through this route.
- 2.8 Adecco, the Council's agency contractor, and their sub-contractor, Badenoch and Clark, were asked to put forward candidates. They publicised the vacancy via their own websites, placed online advertisements and advertised in the national press, but again no suitable candidates were found.
- 2.9 This led to a trawl of other agencies which have a stronger focus on this type of service area. They utilised existing network contacts within the industry to identify potential candidates, but none were found who were prepared to take on the assignment working as an employee on a fixed term contract. Several interim managers who work on a consultancy basis were interviewed. This was considered preferable to leaving the post vacant or significantly delaying the recruitment given the current challenges facing the service.
- 2.10 Only one candidate had the depth of experience, track record and ability to manage change. This candidate has 26 years of experience working in waste services and has delivered service improvements in 17 local authorities and 3 private sector companies. References from other local authorities endorse the abundance of sector specific experience possessed by this candidate, his thorough approach and strong people management skills.
- 2.11 The Interim Recycling and Resources Manager was initially employed on 10th June 2013 on a 3 month contract because the value of a longer contract requires the approval of the relevant executive committee under the "Guidance on the Appointment of Consultants". This contract is now continuing with a rolling 28 day notice period pending the approval of this committee.

2.12 The appointment of this candidate for a further 9 months will support a programme of cultural change, the implementation of the asset management system between September and December 2013 and the introduction of the new recycling service in 2014. This provides much needed management capacity immediately and provides sufficient time to address the fundamental legacy issues, support the planned service changes and establish firm foundations for future service delivery.

3. Recommendations

3.1 To approve the appointment of an Interim Recycling and Resources Manager on a consultancy basis, for a further period of 9 months.

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Links

Coalition pledges	P44 – Prioritise keeping our streets clean and attractive
Council outcomes	CO17: Clean – Edinburgh’s streets and open spaces are clean and free of litter and graffiti. CO18: Green – We reduce the local environmental impact of our consumption and production. CO19: Attractive Places and Well Maintained – Edinburgh remains an attractive city through the development of high quality buildings and places and the delivery of high standards and maintenance of infrastructure and public realm.
Single Outcome Agreement	SO4 – Edinburgh’s communities are safer and have improved physical and social fabric
Appendices	