

Report of Chief Officer Property and Fleet

Report to Chief Officer of Civic Enterprise Leeds

Date: 26th September 2014

Subject: Reducing the Use of Agency Staff in Property and Fleet Services

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 checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number:	<input checked="" type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
<p>Appendix 1 and II of this report has been marked as exempt under Access to Information Procedure Rules 10.4 (3) on the basis that it contains information relating to the financial or business affairs of any particular person (including the authority holding the information) which, if disclosed to the public, would, or would be likely to prejudice the commercial interest of that person or of the Council. The information is exempt if and for so long as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information. In this case the report author considers that it is in the public interest to maintain the exemption.</p>		

Summary of main issues

1. Property and Fleet Services is Leeds City Council's Internal Service provider (ISP) and a division of Civic Enterprise Leeds. Property and Fleet Services provide building and transport management services for the Authority.
2. In the past, Property and Fleet Services have had to use agency staff to deal with the peaks and troughs of workloads involved in providing the mandatory, legislative and contractual services to the Authority's Directorates as well as external organisations.

3. Over the last few years the Council's Corporate Procedure Rules have driven Directorates to use the services of the Internal Service Provider, and this in turn has increased the demand for the services of both Property and Fleet. This demand is being met by supplementing many of the teams with frontline agency staff.
4. This report outlines a proposal to drive down the number of agency staff by creating a number of temporary positions within Property and Fleet Service and to recruit the required level of resources to maintain the delivery of its services based on current and future projections.

Recommendations

5. The Chief Officer of Civic Enterprise Leeds is recommended to approve the creation of a number of temporary positions as detailed in this report.

1. Purpose of this report

- 1.1 To seek approval to create a number of temporary positions within Property and Fleet Services, in order to reduce the need for agency staff.

2.0 Background

- 2.1 Property and Fleet Services are Leeds City Council's Internal Service Provider (ISP) and a Division of Civic Enterprise Leeds. They provide services to Directorates such as Children's Services, Adult Social Care, Environments and Housing, City Development and Strategy and Resources. They also provide services to external clients such as West Yorkshire Fire Services and Leeds University.
- 2.2 Property and Fleet Services routinely use agency staff to support existing frontline staff in delivering the mandatory, legislative and contractual services to the Directorates as well as external organisations.
- 2.3 Over the last few years there has been a drive within the Authority to use the services of the Internal Service Provider and this has increased the demands placed on Property and Fleet Services. In order to meet this increased demand, Property and Fleet Services have increasingly needed to employ the services of agency operational staff.
- 2.4 Previous experience has shown that alternative solutions to minimise the need for agency staff have not been successful through the internal talent pool, due to the skills, qualifications and experience requirements.
- 2.5 In most cases there have been defined periods when clients require our services, and the use of additional hours or overtime has not provided an adequate solution.
- 2.6 Due to the increased reliance on the use of agencies contrasted with LCC's drive to reduce the number of agency staff being used, a solution needed to be developed moving forward to maximise internal opportunities for LCC staff.
- 2.7 Management within Property and Fleet have reviewed agency usage within their services and to address this situation have proposed to develop a number of temporary positions to replace existing agency personnel, based on quantified future business needs, and contractual commitments.
- 2.8 Full consultation with the trade unions to create a number of temporary positions and reduce the number of agency staff has taken place and they are fully supportive of this strategy.
- 2.9 An exercise has been carried out to profile current operational staff and this has resulted in a number of opportunities to resource the service in the future, including a proposal to develop and implement a strategy around apprenticeships.

3.0 Main Issues

3.1 As part of Leeds City Council's strategy to reduce agency numbers Property and Fleet Services have considered other options to deliver the works, including use of the talent pool, staff overtime and acting up etc. The proposal to create a number of temporary positions to replace current levels of agency staff is now apparent.

3.2 Property and Fleet Services have reviewed its existing agency numbers, future business requirements and contractual commitments and will create a number (33) of full-time temporary positions covering g roles on its operational structure. These position are as follows:-

Role	Qty	SCP
1. Alarm CCTV Engineer	x 1 position	28
2. Asbestos Surveyor	x 4 position	26
3. Asbestos Site Team Leader	x 2 positions	23
4. Operation Officer	x 4 positions	34
5. Data Communication Engineer	x 1 position	22
6. Electrician	x 4 positions	26
7. Floor-layer	x 4 positions	22
8. Heating Engineers	x 2 positions	28
9. Joiner	x 1 position	23
10. Lift Engineer	x 1 position	26
11. Vehicle Technical	x 1 position	30
12. Multi-trade	x 1 position	24
13. Workshop Engineer	x 2 positions	26
14. Workshop Engineers Mate	x 1 position	22
15. Work Planner	x 3 positions	25
16. Mechanical Project Engineer	x 1 position	38

3.3 These positions represent the majority of agency positions in place at the moment to deliver Property and Fleet Services legislative and contractual commitments.

3.4 The temporary positions will be additional to existing posts on Property and Fleet Services structures and budgetary provision is available to accommodate these positions.

3.5 The positions will provide Property and Fleet with suitable skills, experience and qualifications to meet contractual commitment and meet the Council's legislative requirements.

3.6 Cost analysis of the assimilation of these agency staff onto temporary contracts show that annual savings can be made. The details of this cost analysis are detailed in Appendix I.

3.7 In order to provide a more accurate comparison between 'Direct vs Agency' shown in Appendix I, the agency employment is based on 47 weeks whilst the direct is shown as 52 weeks. This then allows for the effect that statutory holidays and annual leave will have on agency productivity. Training and management meetings are also items that can affect productivity but these

have the same impact whether agency or directly employed and are not therefore considered for this comparison. The final item that can affect productivity is sickness and our records show that this is well managed within Property and Fleet.

- 3.8 The value of the services provided by Property Maintenance over the last three years (2011 to 2014) has shown that turnover has increased by £6.9M which is detailed in Appendix II. This shows that the value of the services is growing year on year and that these roles should be sustainable going forward.
- 3.9 The majority of the temporary positions listed in this report are 'fee earning' which means that they help to generate extra income for Property and Fleet Service. The extra income increases the surplus position which is re-distributed across the authority.
- 3.10 Due to the proposed changes to Terms and Conditions of employment, which were unanimously agreed by the Council's General Purpose Committee on 29 July 2014, the implementation of this restructure and assimilation process will be in accordance with the Council's policies and procedures in place at the time implementation commences.
- 3.11 Once the temporary positions are in place they will be periodically reviewed to ensure that the positions are still required and are sustainable in terms of demands on the services. It is proposed to carry out a formal review of the position (including contractual status) at the end of 2014/15 financial year to examine options going forward.

4. Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 Full consultation with the trade unions has taken place and they are in full agreement and support with the strategy outlined.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 It is not considered that the content of this report or the recommendations made will have any impact on any specific individuals or groups in terms of equality, diversity, cohesion and integration.

4.3 Council policies and City Priorities

- 4.3.1 The proposals within this report will contribute to the continued delivery of an effective Property and Fleet Services as well as meeting the Best Council Objectives in spending money wisely and in providing quality customer services.
- 4.3.2 The services provided under this report will contribute to a number of headline indicators mentioned in the City Priority Plan, and will contribute to Leeds City Councils ambition to be the best city in the U.K. The following are all relevant contributors to the City Priority Plan:-
- Support the sustainable growth of Leeds
 - Create more jobs
 - Improve Skills

4.4 Resources and value for money

4.4.1 The proposals within this report show potential savings by replacing the agency posts with the proposed temporary positions.

4.4.2 The proposed positions will be chargeable within the client's service level agreements and the delivery of the contracted services.

4.5 Legal Implications, Access to Information and Call In

4.5.1 This is a Key Decision therefore 'Call in' does not apply.

4.5.2 Appendix 1 and II to this report has been marked as exempt under Access to Information Procedure Rules 10.4 (3) on the basis that it contains information relating to the financial affairs of the authority which, if disclosed to the public would, or would be likely to prejudice the commercial interests of the Council. The information is exempt if and for so long as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information. In this case the report author considers that it is in the public interest to maintain the exemption.

4.6 Risk Management

4.6.1 Any risks relating to Property and Fleet Services in providing their services to deliver the Authorities mandatory, legislative and contractual requirements will be effectively managed by the introduction of this proposal.

5 Conclusions

5.1 The implementation of this proposal will ensure that Property and Fleet Services will contribute to Leeds City Council's strategy to reduce agency numbers being used within the authority and reduce the reliance on overtime as well as maximising internal opportunities.

6 Recommendations

6.1 The Chief Officer of Civic Enterprise Leeds is requested to authorise the proposal for Property and Fleet Services to create and implement a number of temporary positions as detailed in this report.

7 Background document

- Appendix I – Cost Comparison – Agency Cost vs Direct Cost
- Appendix II – Property Maintenance 3 Year Summary Position 2011-12 to 2013/14

