



SCRUTINY BOARD (RESOURCES AND COUNCIL SERVICES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Monday, 15th October, 2012 at 10.00 am

(A pre-meeting will take place for ALL Members of the Board at 9.30 a.m.)

MEMBERSHIP

Councillors

- S Bentley - Weetwood;
- J L Carter - Adel and Wharfedale;
- N Dawson - Morley South;
- P Grahame (Chair) - Cross Gates and Whinmoor;
- R Grahame - Burmantofts and Richmond Hill;
- J Hardy - Farnley and Wortley;
- A Lowe - Armley;
- C Macniven - Roundhay;
- R Wood - Calverley and Farsley;

Please note: Certain or all items on this agenda may be recorded

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A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 25* 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 25, notice of an appeal must be received in writing by the Chief Democratic Services Officer at least 24 hours before the meeting).</p>	
2			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p>RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:- No exempt items on this agenda.</p>	

3

LATE ITEMS

To identify items which have been admitted to the agenda by the Chair for consideration.

(The special circumstances shall be specified in the minutes.)

4

DECLARATIONS OF INTEREST

To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-18 of the Members' Code of Conduct. Also to declare any other significant interests which the Member wishes to declare in the public interest, in accordance with paragraphs 19-20 of the Members' Code of Conduct.

5

APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES

To receive any apologies for absence and notifications of substitutes.

6

MINUTES OF THE PREVIOUS MEETING

To confirm as a correct record, the minutes of the previous meeting held on 3rd September 2012

(Copy attached)

1 - 6

7

EXECUTIVE BOARD MINUTES - 5TH SEPTEMBER 2012

To receive for information the minutes of the Executive Board held on 5th September 2012

(Copy attached)

7 - 18

8

AGENCY WORKERS AND OVERTIME

19 -
38

To consider a report by the Chief Officer (HR) which provides an update on plans to reduce use and requirements for agency workers and overtime and to indicate what steps are being taken in services where there is greatest use of overtime and agency cover.

(Report attached)

9

COMMERCIAL SERVICES FLEET SERVICES

39 -
48

To consider a report by the Chief Commercial Services Officer which provides an update on the Authority's fleet replacement programme, influences around alternative fuels and carbon reduction, community engagement, additional MOT testing facilities, the co-location of grounds maintenance workshops and the driver cpc qualification to date.

(Report attached)

10

WORK SCHEDULE

49 -
54

To consider a report by the Head of Scrutiny and Member Development which sets out the Board's draft work schedule for the 2012-13 Municipal year

(Report attached)

11

DATE AND TIME OF NEXT MEETING

To note that the next meeting will take place on Monday 19th November 2012 at 10.00am in the Civic Hall, Leeds (Pre – Meeting for Board Members at 9.30am)

Agenda Item 6

SCRUTINY BOARD (RESOURCES AND COUNCIL SERVICES)

MONDAY, 3RD SEPTEMBER, 2012

PRESENT: Councillor P Grahame in the Chair

Councillors S Bentley, J L Carter,
N Dawson, R Grahame, J Hardy, A Lowe,
C Macniven and R Wood

25 Late Items

There were no late items

26 Declarations of Interest

In accordance with paragraphs 19-20 of the Members Code of Conduct, the following declaration was made by Councillor Ron Grahame who felt it was in the public interest to do so: Agenda Item No. 11 as a local authority appointed member of West Yorkshire Fire & Rescue Service (Minute No. 33 refers).

27 Apologies for Absence and Notification of Substitutes

No apologies were received.

28 Minutes of the Previous Meeting

RESOLVED -That the minutes of the previous meeting held on 23rd July 2012 be confirmed as a correct record.

29 Gambling Act 2005 Statement of Licensing Policy

In line with the Council's Budget and Policy Framework, the Scrutiny Board received and considered the draft Statement of Licensing Policy 2010 -2012.

The Principal Project Officer, Legal Licensing and Registration Services presented the report and responded to a series of questions asked by Board Members.

RESOLVED –

- (i) To note the draft Statement of Licensing Policy 2010 -2012 and not to offer any specific comments for Executive Board's consideration in relation to the draft.
- (ii) To request additional information in relation to Planning matters

30 People Plan - Quarter 1 2012/13

The Chief Officer (HR) presented to the Board a report detailing progress against the People Plan 2012/13 at the end of Quarter 1 2012/13.

The following were in attendance:

Councillor Peter Gruen - Executive Member Neighbourhoods, Planning and Support Services

Lorraine Hallam – Chief Officer HR

Alex Watson – Head of Human resources

Mariana Pexton – Chief Corporate Support Officer

The Board noted the following key points;

- The workforce size had continued to fall and currently stood at 12,503 compared to 12,617 in March 2012
- Projected days lost through sickness absence were at 9.86 days per employee against a target of 8.5, however, targeted action was being taken in known hotspot areas.
- Following the first quarterly engagement 'pulse' survey, Corporate Leadership Team agreed the emphasis should continue to be on the three agreed key actions. Directorate Leadership teams and Chief Officers were currently using the findings as a basis for discussions with colleagues.

In brief summary, the main issues of discussion were;

- An acknowledgement that there had been a significant improvement in the number of appraisals having taken place, currently standing at 94%
- The 'hot spots' for absence levels
- The actions being taken to improve absence levels
- The correlation between absence levels and appraisals undertaken within Directorates

Members requested more detailed information in relation to absence figures within Directorates

RESOLVED

- (i) To note progress against the People Plan 2012/13
- (ii) To receive the additional information requested

31 Agency Workers and Overtime

The Chief Officer HR submitted a report detailing how agency workers and overtime contribute to the delivery of services and proposals that were being developed to improve this.

The following were in attendance:

Councillor Peter Gruen - Executive Member Neighbourhoods, Planning and Support Services

Lorraine Hallam – Chief Officer HR

Alex Watson – Head of Human resources

Mariana Pexton – Chief Corporate Support Officer

In brief summary, the main issues of discussion were;

- The proportion of spend on agency workers and overtime, which currently stood at approximately £20m and £10.5m respectively. (5% and 2.5% of the overall staffing budget for 2011/12 of £412m)
- The reasons for using agency workers and overtime
- Current contract arrangements for hiring agency workers
- The cost benefits of agency workers
- The relationship between the reduction in overtime expenditure and the use of agency workers
- The operational pressures to deliver services whilst managing budgets

Discussion also took place on options to improve the current situation which included the possible introduction of the use of 'shift swaps' to reduce overtime and the introduction of short term fixed contracts to reduce the use of agency staff

RESOLVED – To support the following improvement measures;

- (i) Finding ways to use our own potentially surplus staff instead of agency workers
- (ii) Bringing aspects of agency work in-house and reducing overtime with core staffing
- (iii) Setting out clearer guidelines and protocols on the use of overtime and agency staffing
- (iv) Internal Audit to undertake a VFM review of agency worker arrangements

- (v) Explore the introduction of 'shift swops' and short term fixed contracts to reduce the use of agency staff and overtime

32 2012/13 Quarter 1 Performance Report

The Assistant Chief Executive (Customer Access and Performance and Director of Resources submitted a report providing a summary of performance against the strategic priorities for the council relevant to the Resources and Council Services Scrutiny Board.

The following were in attendance:

Councillor Peter Gruen - Executive Member Neighbourhoods, Planning and Support Services

Lorraine Hallam – Chief Officer HR

Alex Watson – Head of Human resources

Mariana Pexton – Chief Corporate Support Officer

Heather Pinches –Executive Officer (Performance Management)

In brief summary, the main issue of discussion was the Council's performance in relation to consultation which was currently showing overall progress as red.

RESOLVED – To note performance against the strategic priorities for the council relevant to the Resources and Council Services Scrutiny Board.

33 Questions to the Leader of Council

The Head of Scrutiny and Member Development submitted a report on Scrutiny engaging with the Leader of Council on matters falling within his portfolio and particularly on partnership working.

The following were in attendance:

Councillor Keith Wakefield – Leader of Council

Martin Dean – Head of Leeds Initiative and International Partnerships

Doug Meeson – Chief Officer, Financial Management

In brief summary, the main issues of discussion were;

- The history of partnership working in Leeds
- The roles of the different partnerships
- The concept behind partnership working
- The success measures of partnership working
- The role of all elected members in championing partnership working through scrutiny, the State of the City Council meetings and other forums.
- Total Place budgeting in the drive to deliver public services

RESOLVED – To note the discussion held with the Leader on partnership working.

Draft minutes to be approved at the meeting
to be held on Monday, 15th October, 2012

34 Financial Health Monitoring 2012/13 - First Quarter Report

The Director of Resources submitted a report which presented the financial health of the authority after three months of the financial year in respect of the revenue budget and the housing revenue account.

The following were in attendance:

Councillor Keith Wakefield – Leader of Council
Martin Dean – Head of Leeds Initiative and International Partnerships
Doug Meeson – Chief Officer, Financial Management

In brief summary, the main issues of discussion were;

- The projected overall overspend of £2.0m
- levels of reserves
- A refund from the DfE of £737.7K in relation to the Local Authority Central Spend Equivalent Grant

RESOLVED – That the report and information appended to the report be noted.

35 Work Schedule

The Head of Scrutiny and Member Development submitted a copy of the Board's work schedule. Copies of the minutes of the Executive Board meeting held on 18th July 2012 were attached for consideration along with a copy of the Forward Plan.

A discussion on potential work items ensued.

RESOLVED –

- (i) To invite appropriate representatives from the Adult Social Care and Environment & Neighbourhoods Directorates to the October meeting to discuss the use of agency staff and overtime.
- (ii) To invite Richard Corbett or other appropriate representatives to a future meeting of the Scrutiny Board to discuss EU funding for Leeds.
- (iii) To note the contents of the Forward Plan and Executive Board minutes

36 Date and Time of Next Meeting

RESOLVED – To note the date of the next meeting as Monday 15th October 2012 at 10am

(All meetings to take place in the Civic Hall, Leeds, commencing at 10.00am)

(The meeting concluded at 12.30 pm)

EXECUTIVE BOARD

WEDNESDAY, 5TH SEPTEMBER, 2012

PRESENT: Councillor K Wakefield in the Chair

Councillors J Blake, A Carter, M Dobson,
S Golton, P Gruen, R Lewis, L Mulherin,
A Ogilvie and L Yeadon

64 Exempt Information - Possible Exclusion of the Press and Public

RESOLVED – That the public be excluded from the meeting during the consideration of the following parts of the agenda designated as exempt on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present there would be disclosure to them of exempt information so designated as follows:-

- (a) Appendix 3 to the report referred to in Minute No. 72 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the appendix contains information relating to the financial or business affairs of local authorities. The information relates to proposals that are being developed for consideration by a number of local Councils and in some instances, such proposals are still subject to the relevant approval processes. Therefore, in all the circumstances of the case, it is deemed that at this point in time, it is in the public interest not to disclose this information.

65 Late Items

There were no late items as such, however, it was noted that supplementary information had been circulated to Board Members following the despatch of the agenda in the form of correspondence received on behalf of the Morley Borough Independent Group and Green Group respectively, which provided the individual representations of both Groups in respect of the proposals detailed within the report entitled, 'Gypsy and Travellers Site Options'. (Minute No. 69 referred).

66 Minutes

RESOLVED – That the minutes of the meeting held on 18th July 2012, be approved as a correct record.

CHILDREN'S SERVICES

67 Transfer of Council Owned Land and Buildings to Trust Schools

The Director of Children's Services submitted a report which sought approval for the mechanism to negotiate the detailed terms of the disposal of land and buildings to schools converting, or which have converted, to Trust status, in accordance with the Education and Inspections Act 2006 and The Schools

Organisation (Prescribed Alterations to Maintained Schools)(England) Regulations 2007.

Having acknowledged a Member's comments, it was proposed that the Director of City Development, or such other officer authorised by him, be provided with the necessary authority to negotiate the detailed terms of such disposals of land, but only having first consulted with the relevant Executive Member.

Members raised concerns regarding the potential for Trusts to invest funds from the sale of their Leeds based surplus assets in their other educational assets which are located outside of the city. In response, the Director undertook to confirm Trusts' rights in respect of this matter, and if it was deemed that Trusts did have authority to invest such funds in their other educational assets located outside of Leeds, Members proposed that appropriate representations be made to the Secretary of State for Education.

RESOLVED –

- (a) That the contents of the submitted report be noted.
- (b) That the Director of City Development, or such other officer authorised by him, in consultation with the relevant Executive Member, be authorised to negotiate the detailed terms of the transfer of the freehold land and buildings to trust schools at less than best consideration.
- (c) That if it is confirmed that Trusts have the necessary authority to invest funds from the sale of their Leeds based surplus assets in their other educational assets which are located outside of the city, appropriate representations be made regarding this matter on behalf of the Board to the Secretary of State for Education.

68 Bankside Primary School Capital Project

Further to Minute No. 41, 18th July 2012, the Director of Children's Services submitted a report which provided details of the overspend which had occurred on the Bankside Primary School capital scheme, sought authority to spend £1,593,000, outlined the key issues that the project had encountered and which provided assurances on the improvements which had been made to prevent a re-occurrence of the issues which led to the overspend on, and delay of the project.

The Board emphasised the need to ensure that the necessary lessons were learned from the situation detailed within the submitted report. In addition, it was highlighted that a more cohesive approach between directorates was required and in respect of future Design and Cost Reports relating to similar developments, it was noted that such reports would not be submitted to Executive Board until design freeze and costs were understood, so that Members were in possession of all relevant facts when determining such matters.

Having regard to the involvement of internal audit in this matter, it was suggested that consideration was given to the future role of internal audit in relation to such projects.

RESOLVED –

- (a) That the content of the submitted report, which provides details of the issues that contributed to the overspend of £1,593,000, be noted.
- (b) That authority to spend £1,593,000 be approved.

NEIGHBOURHOODS, PLANNING AND SUPPORT SERVICES

69 Gypsy and Travellers Site Options

Further to Minute No. 146, 14th December 2011, the Director of Environment and Neighbourhoods submitted a report detailing the findings of officers involved in the assessment of Council owned sites for potential use as Gypsy and Traveller accommodation provision, and which proposed an alternative solution which involved the expansion of the current provision at the Cottingley Springs site.

It was noted that correspondence had been received and circulated to Board Members prior to the meeting on behalf of the Morley Borough Independent Group and the Green Group respectively, which confirmed both Groups' individual positions on the proposals detailed within the submitted report. The Board also noted that a petition signed by local residents had been submitted by Members of the Green Group prior to the meeting.

Members received a summary of the comprehensive site assessment process which had been undertaken on Council owned sites against agreed criteria in order to determine their suitability as Gypsy and Traveller accommodation and which had led to the recommendations detailed within the submitted report.

The Board acknowledged the concerns which had been previously raised in respect of the Cottingley Springs site, however, it was emphasised that should the proposal to expand the Cottingley site proceed, then comprehensive dialogue would continue with all relevant parties, which would be accompanied by a programme of re-design and modernisation of the site, together with a review of the services provided to residents, in order to ensure that their needs were met.

Having noted that none of the Council owned sites detailed within the submitted report had been deemed suitable for use as Gypsy and Traveller accommodation provision, it was suggested that dialogue was undertaken with private land owners, in order to determine whether potentially any privately owned sites could be utilised for this purpose.

RESOLVED –

- (a) That it be noted that none of the Council owned sites, as detailed within the table in Appendix A to the submitted report, are currently suitable for use as Gypsy and Traveller accommodation provision.
- (b) That officers be requested to identify how Cottingley Springs can be expanded with the development of twelve new pitches.
- (c) That on the assumption that the expansion of Cottingley Springs proceeds:-
 - (i) That such an expansion is complemented by a programme of modernisation at the site to improve the housing offer made to existing tenants.
 - (ii) That a further funding bid be made to the HCA to part finance the modernisation programme.
- (d) That Cottingley Springs be included within the Housing Revenue Account (HRA) Business Plan so that HRA funding can be used to 'match fund' any further HCA award and to finance longer term investment at Cottingley Springs.
- (e) That work with the Cottingley Spring's residents and other Council/voluntary sector services proceeds to improve the service offer made to residents, with a review of access to services to be undertaken and to include Health, Adult Social Care and Children's Services.
- (f) That the development of a Gypsy and Traveller Lettings Policy be authorised, which will be a satellite policy of the Leeds City Council Lettings Policy.

LEISURE AND SKILLS

70 Inspiring a Generation: A Sporting Legacy for Leeds

The Director of City Development and the Director of Children's Services submitted a joint report outlining proposals aimed at enabling Leeds to build upon the successes of the London 2012 Olympic Games and Paralympic Games, and in particular the successes of local and regional participants. In addition, the report outlined a strategy leading up to 2016 and beyond, which aimed to leave a continuing legacy of the Games for the people of Leeds.

The Board welcomed the timely submission of the report, and highlighted the need to ensure that the momentum arising from the Olympics and Paralympics was built upon, in order to ensure that Leeds' strong sporting tradition continued.

Responding to a Member's comments, it was noted that further work would be undertaken in respect of the Olympic Legacy Fund and how such funding would be allocated, which would include liaison with Leeds Sports Federation.

The Board concurred with the comments made regarding the need to ensure that any initiatives to promote a sporting legacy included the necessary provisions to protect current sports fields and pitches, and wherever possible, increase such facilities across the city.

Members provided a number of examples of how the Games had already made a positive impact upon communities across Leeds, and it was noted that a celebratory reception event for Leeds Paralympians was being scheduled.

In conclusion, the Chair thanked all of those officers who had been involved in successfully delivering all related events throughout Leeds, both prior to and following the Games, he welcomed all of the comments which had been made during the discussion and he proposed that a further report be submitted to a future meeting, in order to provide an update on the progress which had been made on the establishment of a sporting legacy for Leeds.

RESOLVED –

- (a) That the contents of the submitted report be noted, along with the following proposals:-
- (i) That further work will be undertaken to explore the benefits and costs of Leeds introducing a “BeActive” style programme. The Director of City Development, Director of Children’s Services and Director of Public health to meet and progress further.
 - (ii) That the emerging Sport and Active Lifestyles strategy is noted and the ambition to be the “most active big city” supported.
 - (iii) Consult with the Leeds Public on how best to celebrate the achievements of our Olympians and Paralympians, and then establish an Olympic Legacy Fund of £100,000 annually, with details to follow.
 - (iv) Support future international sports events in Leeds and to use them to inspire a new generation of participants.
 - (v) To develop proposals for a sustainable school sport system, building on the school games, and that supports Leeds as a child friendly city.
 - (vi) Establish options for increasing National Non Domestic Rate relief to sports clubs in Leeds.
 - (vii) Seek a commitment from sporting groups, third sector and business in the city to attend a Leeds Sporting Summit to maintain and further develop sports in Leeds.
 - (viii) To build on the Games Makers and volunteering which already exists in the city, as we move forward with the other major events planned.

- (b) That a further report be submitted to a future meeting of the Board which provides an update on the progress which has been made on the establishment of a sporting legacy for Leeds.

RESOURCES AND CORPORATE FUNCTIONS

71 Financial Health Monitoring 2012/13 - Month 4 Report

The Director of Resources submitted a report which detailed the Council's projected financial health position for 2012/2013 after four months of the financial year.

With regard to Council owned void properties, responding to a Member's comments, it was acknowledged that further consideration needed to be given to the future of such properties on a case by case basis, particularly in respect of the costs associated with the longer term protection and maintenance of them.

In response to a Member's enquiry, the Board received an update on the progress made regarding the rationalisation of refuse collection routes.

RESOLVED – That the projected financial position of the authority, after four months of the financial year, be noted.

72 Consultation on Localised Council Tax Support Scheme

Further to Minute No. 31, 20th June 2012, the Director of Resources submitted a report which provided details of the outcomes arising from the consultation undertaken with the West Yorkshire Police Authority and West Yorkshire Fire and Rescue Service on a local Council Tax Support scheme.

Members noted that as a result of the outcomes from such consultation, the report sought approval to consult upon an alternative scheme proposal, alongside the original proposals, which were approved by the Board for the purposes of consultation in June 2012.

Following consideration of Appendix 3 to the submitted report, designated as exempt under Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the meeting, it was

RESOLVED – That additional schemes which would aim to limit scheme spend to Government funding levels, be approved for the purposes of consultation alongside the option already approved by Executive Board.

73 High Cost Legal Money Lending in Leeds

Further to Minute No. 239, 11th April 2012, the Director of City Development submitted a report providing details of the current issues across the city which related high cost legal money lending and advising on the services being offered by the Council and its partners to assist in overcoming such matters. In addition, the report also outlined possible future initiatives which were currently being investigated.

The Board welcomed the work which was being undertaken collectively with partners, such as Leeds Credit Union and Community Development Finance Institutions (CDFIs), and highlighted the need to ensure that public access to, and awareness of such organisations was maximised.

Members highlighted the importance of the work being undertaken to address the issues associated with high cost legal money lending in Leeds and emphasised that the Council should take any incremental measures it could to help tackle such issues.

In conclusion, it was proposed that, in looking to further address such matters in the future, consideration should also be given to the ways in which the Council could help restrict the advertising campaigns of high cost money lenders in the area, how the Council could help address the wider implications arising from high cost money lending, such as the affect upon individuals' mental and physical health, and that an audit be undertaken, in order to determine which communities across the city were most affected by such matters. It was then requested that a report be submitted to a future meeting, which brought together such information, so that the matter could be progressed further.

RESOLVED –

- (a) That the extent of the high cost lending market nationally and more particularly that operating in Leeds, as set out within the submitted report and including the information on the sector provided within Appendix 2, be noted.
- (b) That the approaches outlined within the 'Conclusions', as set out within section 5 of the submitted report, be noted and welcomed.
- (c) That continuing support and promotion of Leeds City Credit Union be agreed, particularly in those areas which complement the delivery of the Leeds City Priority Plans.
- (d) That the ongoing work of the inter-Directorate credit union Working Group, and the range of possible future developments, as set out within paragraph 3.17 of the submitted report, be noted and welcomed.
- (e) That a report be submitted to a future meeting of the Board which provides an update on the progress made in respect of the work being undertaken to address the wider implications of high cost money lending in Leeds, as discussed during the meeting, and detailing how the problems associated with high cost legal money lending could be addressed further.

ENVIRONMENT

74 Response to the Deputation to Council from Sparrow Park Action Group on 11th July 2012

The Director of Environment and Neighbourhoods submitted a report responding to the deputation presented by Sparrow Park Action Group to the meeting of Council on 11th July 2012 which related to the issues regarding the future ownership, restoration and management of a green space in Headingley, known locally as “Sparrow Park”.

RESOLVED – That the contents of the submitted report be noted, and that the case for pursuing a Compulsory Purchase Order under relevant powers be endorsed, subject to the clarifications identified within paragraph 3.2.17 of the submitted report.

75 A Review of City Centre Car Parking in Leeds

The Director of Resources submitted a report providing a summary review of city centre car parking in Leeds and which highlighted the issues which would inform future car parking policy. The review considered the Council’s current approach towards city centre parking, and how such an approach related to the Council’s policy objectives. In addition, the review considered current and future capacity of car parking spaces within the city centre, provided an analysis of city car park usage and examined recent income trends from Council car parks. In addition, the report highlighted the issues which needed to be taken into account when shaping a future car parking strategy and made recommendations which were consistent with the Council’s objectives.

The Board acknowledged the vital importance of the retail economy in Leeds, and in response to a Member’s concerns regarding the possibility of reviewing current policies in respect of city centre evening and Sunday parking, it was noted that the summary review was for the purposes of informing a consultation exercise which would be undertaken with relevant stakeholders in respect of the Council’s car parking strategy, with the outcomes arising from the consultation being reported back to the Board.

The Board acknowledged that the Council’s current car parking strategy and wider transport policy objectives had been set on the basis that a comprehensive transport strategy would be implemented in Leeds, and which to date, had not occurred in its entirety. A matter which Members requested be taken into consideration when undertaking further work on the city centre car parking review.

RESOLVED –

- (a) That the contents of the submitted report be noted.
- (b) That approval be given to the review informing a consultation with relevant stakeholders regarding the Council’s car parking strategy, with agreement being given to the following:-

- i) Consideration should be given to reviewing current policies in respect of evening and Sunday car parking.
- ii) Occupancy levels at Woodhouse Lane multi-storey car park should be reviewed following the completion of the refurbishment works, with a view to re-assessing prices once a true level of demand can be re-established, taking into account demand from the Arena.
- iii) On street parking charges should continue to be reviewed annually on a street by street basis to ensure that charges are more responsive to changes in demand.
- iv) Although the Council should review each car park on a site by site basis, it should aim to keep the overall weighted average price of long stay car parking above the cost of public transport.
- v) The Council should continue to develop its Park and Ride proposals and income from car parking activities should be ring fenced to expenditure on the transport infrastructure, with additional income generated from parking activities re-invested into improving the transport infrastructure, including Park and Ride schemes.
- vi) A parking league table should be published for the permanent car parks in the city centre, showing who operates the car parks and ranked according to how much they charge. A statement demonstrating how the Council re-invests its car parking income should also be published alongside this.

(Under the provisions of Council Procedure Rule 16.5, Councillor A Carter required it to be recorded that he voted against the decisions referred to within this minute)

DEVELOPMENT AND THE ECONOMY

76 Green Space Proposals for the Sovereign Street site

Further to Minute No. 48, 27th July 2011, the Director of City Development submitted a report advising of the progress made in respect of the development of the Sovereign Street green space proposal and which sought agreement of the next steps, including the broad concepts for the scheme; indicative budget parameters and the submission of the planning application. In addition, the report also included a summary of the consultation outcomes about the green space proposal and the programme and timetable for its development.

The Board provided its support for the proposals detailed within the submitted report and it was requested that young people were invited to be involved in the project's design and development.

RESOLVED –

- (a) That the progress made in respect of the green space proposals to date be noted.
- (b) That the concept design scheme for the new green space at Sovereign Street be approved and that the indicative budget parameter being used as a guide to the design work be noted.
- (c) That the submission of a planning application for the green space at Sovereign Street be approved.
- (d) That the injection of £2,500,000 into the Sovereign Street green space scheme, funded by the first call on any capital receipts generated from the Sovereign Street development, be approved.
- (e) That the outcome of the consultation undertaken to date be noted, and that the consultation proposals with key stakeholders scheduled prior to the planning application determination be approved.

77 Community Asset Transfer

Further to Minute No. 221(B), 7th March 2012, the Director of City Development submitted a report summarising the results of the consultation exercise undertaken in respect of the Community Asset Transfer Policy and presenting a final Community Asset Transfer Policy for approval.

Responding to an enquiry, officers undertook to provide the Member in question with details regarding the current position of all ongoing Community Asset Transfers throughout the city.

Members welcomed the progressive approach being taken by the Council in respect of Community Asset Transfers, and it was acknowledged that further work would be undertaken in order to ensure that the approach continued to be developed.

RESOLVED – That the Community Asset Transfer Policy and Framework documents, as appended at Appendix 1 and Appendix 2 to the submitted report, be approved for use in developing and considering Community Asset Transfers.

78 Stimulating Growth in Affordable Housing

The Director of City Development and the Director of Environment and Neighbourhoods submitted a joint report which outlined a proposed approach towards housing investment, combining a range of funding sources and investment models. Further to this, the report sought a number of approvals from the Board in order to facilitate the development of such an approach.

The Board provided its support for the proposals set out within the submitted report.

RESOLVED –

- (a) That the development of an investment programme, as illustrated within the submitted report, be approved, through a contribution of £9,400,000 over three years from the Housing Revenue Account, a contribution of £1,500,000 from the New Homes Bonus and the use of Right To Buy receipts, currently estimated to be £1,900,000 over three years.
- (b) That an injection of £1,500,000 and £800,000 into the capital programme from New Homes Bonus and Right To Buy receipts respectively, be approved.
- (c) That the development of the investment programme be delegated to the Directors of City Development and Environment and Neighbourhoods, in consultation with the Executive Member for Development and the Economy.

DATE OF PUBLICATION:

7TH SEPTEMBER 2012

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:**
(5.00 P.M.)

14TH SEPTEMBER 2012

(Scrutiny Support will notify Directors of any items called in by 12.00 p.m. on 17th September 2012)

Draft minutes to be approved at the meeting
to be held on Wednesday, 17th October, 2012

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Report of the Chief Officer (HR)

Report to Scrutiny Board Resources and Council Services

Date: 15th October 2012

Subject: Agency workers and overtime

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

Summary of main issues

1. On 3rd September this Board received a report on Agency workers and overtime.
2. The Board agreed and amended recommendations that are aimed at reducing the costs of these staffing requirements. The Board also requested that there was further consideration of the position in Directorates where there is highest use of overtime and agency workers.
3. The Directorates of Adult Social Care, Children's Services and Environment and Neighbourhoods have consequently prepared information relating their latest positions and plans to reduce use.
4. These are appended for consideration.
5. Also attached are proposed protocols to help all areas of the Council reduce expenditure. As part of the planned changes in the highlighted Directorates, these proposals are being tested to establish how they can be best applied.

Recommendations

6. Members are asked to consider the details of this report, and give a view on developments and plans to reduce reliance on these arrangements.

Purpose of this report

1. To provide the Scrutiny Board with an update on plans to reduce use and requirements for agency workers and overtime
2. To especially indicate steps that are being taken in services where there is greatest use of overtime and agency cover.

Background information

3. In September 2012, Members considered information showing agency workers and overtime accounted for approximately 5% and 2.5% of LCC's paybill or £20m and £10.5m respectively.
4. Members agreed recommendations that will support:
 - a) Finding ways to use our own potentially surplus staff instead of agency workers
 - b) Bringing aspects of agency work in-house and reducing overtime with core staffing
 - c) Setting out clearer guidelines and protocols on the use of overtime and agency staffing; including setting limits on how long agency workers ought to be hired before the option on putting them on our payroll could be considered
 - d) Internal Audit to undertake a VFM review of agency worker contracting arrangements
5. Members also asked that the Directorates with the highest use of overtime and agency workers attend this meeting to account for their positions and plans.

Main issues

Progress with Recommendations

6. Attached as Appendix I are draft guidelines for the use of agency workers. These have been developed in consultation with the directorates making highest use of agency workers and overtime. Key principles are:
 - a) Being clear on value for money.
 - b) Ensuring use is business critical (90% of roles are front line).
 - c) Review of agency assignments longer than 6 months duration.
 - d) Agency staffing to be an integral part of the Council's Workforce Planning process.
7. Subject to Members views this will be issued to all managers hiring agency workers with clear instructions that they will be expected to comply with the protocols and that this will be monitored.
8. Using internal staff - A business case is being finalised to invest in a pilot to create an internal "admin-pool". This is now being offered to any employees in the talent pool as option to supplement normal redeployment. Staff who have the capability to work in

peripatetic roles will be given the opportunity to take this up. Their services will be offered to managers as an alternative to hiring new administrative agency workers, and where possible, to replace existing agency workers in such positions.

9. Internal Audit has scoped an investigation into the Council's contract arrangements for agency workers and is beginning this Value For Money study.
10. Members are also asked to note that since information was last reported agency workers numbers have reduced, see Appendix II.
11. Finally Directorates are also considering internal audit findings about overtime and refreshed guidance is being drafted as a result of this. Also each Directorate will receive monthly exception reports to identify where staff are relied on to undertake high levels of overtime as a "Top 100" overtime report.

Directorates

12. Appendix III details the position and plans being applied in Environment and Neighbourhoods, Children's Services and Adult Social Care.

Corporate Considerations

Consultation and Engagement

13. Proposals in this report have been shared with the trade unions.

Equality and Diversity / Cohesion and Integration

14. A more detailed analysis can be provided but the diversity profile of agency workers is monitored. It is noteworthy that the proportion of agency workers from BME backgrounds is greater than the Council's work-force as a whole; around 25% of agency workers are from a BME background.

Council policies and City Priorities

15. N/a

Resources and value for money

16. Internal Audit has commenced a contractual review to ensure the contract continues to provide value for money in terms of its terms and subsequent usage.

Implications, Access to Information and Call In

17. N/a

Risk Management

18. N/a

Conclusions

19. Services will continue to rely on the flexibility of agency workers and overtime to deliver some of our most important front-line services.
20. However, the measures now being developed and applied will ensure that this is proportionate to needs and will avoid an over reliance on complementary cover.

Recommendations

21. Members are asked to consider a series of options outlined in this report. In summary this includes:
 - a) Finding ways to use our own potentially surplus staff instead of agency workers
 - b) Bringing aspects of agency work in-house and reducing overtime with core staffing
 - c) Setting out clearer guidelines and protocols on the use of overtime and agency staffing
 - d) Internal Audit to conclude their VFM review of agency worker arrangements
 - e) To consider the specific actions being taken in high-use Directorates to address issues.
22. The Scrutiny Board is asked to consider this and make recommendations accordingly.

Background documents¹

None

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.

Draft Protocols – Hiring Agency Workers

Overview

Agency workers provide the Council with complementary skills, which will be a crucial element for delivery of services. However, in line with the Council's values, managers who use agency workers must be properly accountable for managing costs and good employment practices.

The following protocols must be adhered to support this.

Monitoring

There will be regular monitoring of agency spend and usage via the People Plan Scorecards, which are available for each Chief Officer. This will be reported to CLT/Scrutiny on a month/quarterly basis. At service and team levels managers will be advised on how to monitor their own use too.

Value for Money

Our contract arrangements will be subject to on-going review to ensure we achieve best value for money in terms of the rates suppliers receive and the rates for agency workers.

Work-force Planning

Workforce Planning will be undertaken to establish the need for agency supply on an on-going basis. This will identify wherever there are opportunities to substitute potentially surplus staff in the Council for agency workers.

All requests for agency workers must be vetted against the Council's Talent Pool. LCC staff within the Talent Pool with the requisite skills will be immediately considered for these roles to reduce the reliance on agency provision.

Where relevant peripatetic posts will be created to provide an internal pool of staff as an alternative to agency workers.

Consideration will also be given regarding the need to use agency workers to support transition and service change i.e. to backfill vacancies with agency staff to avoid future job losses.

Length of Assignment

All new assignments should be for less than 13 weeks; unless agreed otherwise by Chief Officers.

All assignments that have continued for more than 6 months, must be initially be reviewed at this point and then at 12 months. Unless there are exceptional reasons; agency workers

who have continuously worked over a 6 to 12 month period should be offered the opportunity to work for Leeds City Council, either on a fixed term contract or permanent basis. If agency workers do not wish to do this they should no longer be hired.

Managing Operations

Services which have a high use of agency workers will be expected to review their staffing mix to establish whether or not shift and rota patterns can be developed to reduce the need for cover. This can include options to employ a different mix of staff, controls over annual leave booking, shift swapping opportunities etc.

Exceptions

Where there are exceptions these will be recorded and a register of all agency staff employed for more than 6 months kept. This will be shared with Chief Officers who will be asked to identify why exceptions are needed.

Legitimate reasons for this may include:

The need to backfill with agency workers in light of imminent reductions in jobs through restructures

Where agency workers are directly fee earning, or externally short-term funded

Specific requirements regarding skills shortages and the need to support projects or provide service continuity where this is critical to the Council meeting its objectives

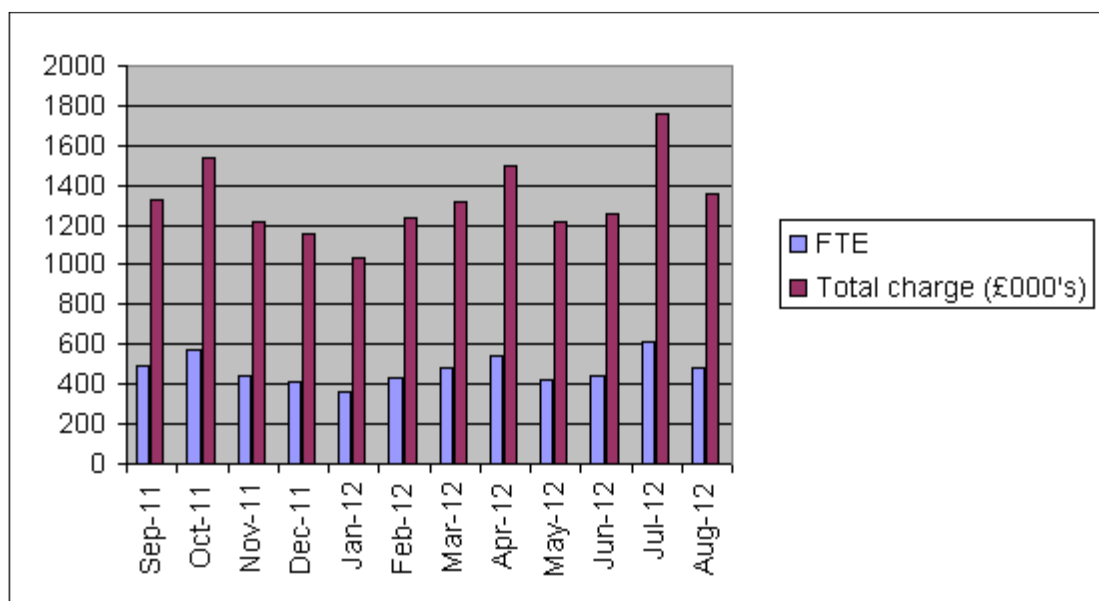
Support

All managers who hire agency workers and/or approve their timesheets will be issued with this protocol. Their HR team will provide additional support enabling effective recording and monitoring of agency worker use.

Comensura Spend Analysis 12 months to end of August 2012

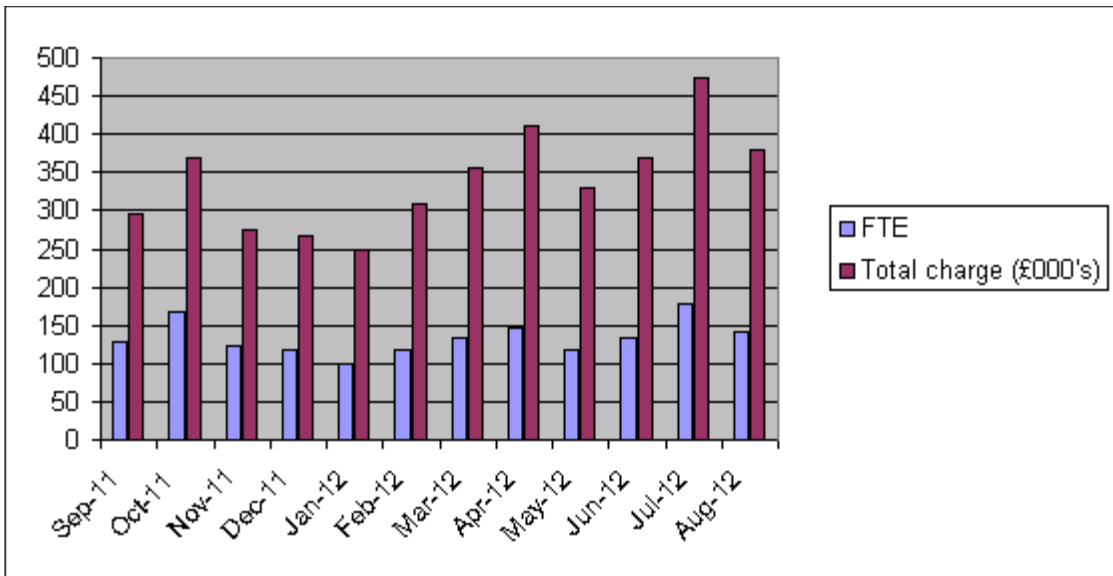
ALL

Month effective	FTE	Total charge (£000's)	Hours Booked	Average Cost per hour
Sep-11	496	1,330	79772	£16.67
Oct-11	571	1,538	91908	£16.73
Nov-11	443	1,221	71336	£17.12
Dec-11	414	1,153	66576	£17.32
Jan-12	361	1,036	57987	£17.87
Feb-12	436	1,240	70201	£17.66
Mar-12	486	1,316	78157	£16.84
Apr-12	539	1,495	86618	£17.26
May-12	425	1,214	68361	£17.76
Jun-12	439	1,255	70613	£17.77
Jul-12	617	1,763	99219	£17.77
Aug-12	483	1,359	77642	£17.50



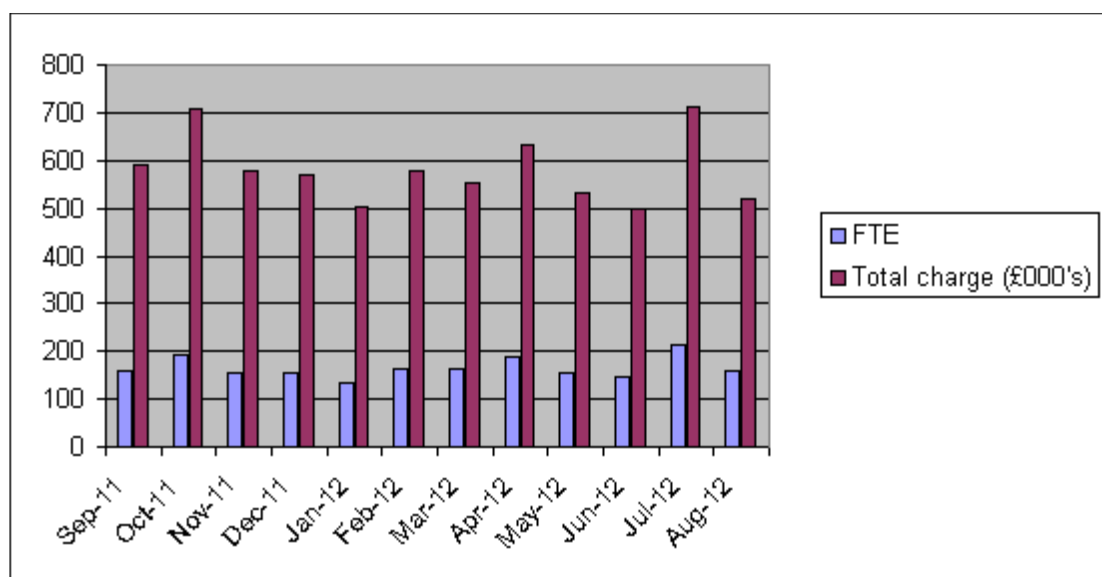
ASC

Month effective	FTE	Total charge (£000's)	Hours Booked	Average Cost per hour
Sep-11	129	297	20720	£14.33
Oct-11	167	368	26788	£13.74
Nov-11	123	275	19832	£13.87
Dec-11	117	266	18775	£14.17
Jan-12	100	250	16070	£15.56
Feb-12	117	310	18838	£16.46
Mar-12	134	356	21621	£16.47
Apr-12	148	410	23726	£17.28
May-12	117	331	18819	£17.59
Jun-12	133	368	21393	£17.20
Jul-12	177	475	28467	£16.69
Aug-12	141	379	22646	£16.74



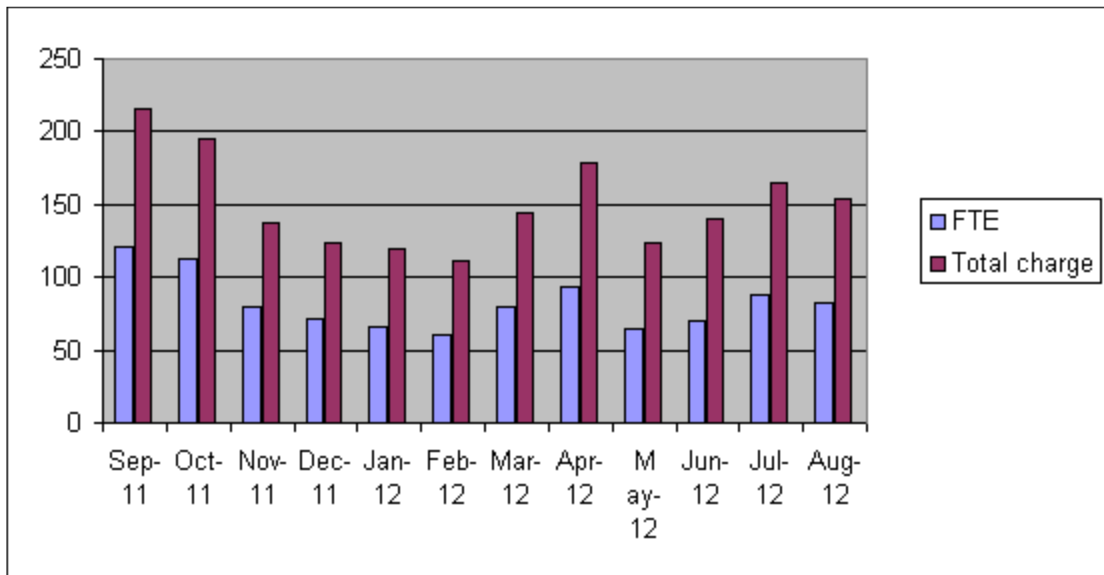
Children's

Month effective	FTE	Total charge (£000's)	Hours Booked	Average Cost per hour
Sep-11	160	592	25752	£22.99
Oct-11	191	707	30784	£22.97
Nov-11	157	579	25248	£22.93
Dec-11	155	569	24978	£22.78
Jan-12	134	502	21630	£23.21
Feb-12	163	576	26146	£22.03
Mar-12	165	554	26554	£20.86
Apr-12	188	634	30196	£21.00
May-12	155	534	24932	£21.42
Jun-12	148	499	23806	£20.96
Jul-12	215	710	34634	£20.50
Aug-12	158	519	25414	£20.42



E&N

Month effective	FTE	Total charge	Hours Booked	Average Cost per hour
Sep-11	121	215	19388	£11.09
Oct-11	112	195	18056	£10.80
Nov-11	80	138	12876	£10.72
Dec-11	71	123	11401	£10.79
Jan-12	65	120	10,522	£11.40
Feb-12	61	111	9777	£11.35
Mar-12	80	144	12919	£11.15
Apr-12	94	179	15100	£11.85
May-12	64	124	10294	£12.05
Jun-12	70	140	11260	£12.43
Jul-12	88	165	14155	£11.66
Aug-12	83	154	13286	£11.59



Please Note:

- *The overall spend data shown is the charge invoiced in the month to the service.*
- *The individual assignments information is taken from an analysis of individual timesheets submitted in the month. These timesheets may not yet have been invoiced.*

Specific Service Issues

Environment and Neighbourhoods

In the last 2-3 years there has been a high reliance on the use of agency workers. Before the Agency Worker Regulations came into force, agency workers were a more economic means of providing cover. There have been fluctuations in demand in the last 12 months. However given the need to control costs the position on the Directorate has improved, with an overall 40% reduction in FTE and 30% reduction in spend:

Month	FTE	Monthly spend	Unit cost
Sept 2011	121	£215k	£11.09
Aug 2012	83	£154k	£11.59

An update regarding the September position will be given at the meeting. However in the interim 23 Agency workers who have long-standing service have been recruited which should further reduce demand.

Agency worker and overtime issues are explained below in the two main services which utilise these forms of cover. A range of measures are now being put in place to ensure sustained reductions continue. A recent summary position is given below, together with a more detail discussion on how improvements will be made.

Summary of Environmental Services contribution Spend/Hours					
Service	July-12		August-12		Change from Previous Month
	Hours	Charge	Hours	Charge	£
Waste Operations	9986	£126,061	8717	£108,637	-£17,424
Environmental Action	3938	£36,593	4363	£45,438	£8,845
TOTAL	13924	£162,654	13080	£154,075	£-£8,579

(Note: roles hired are Drivers, De-litterers and Refuse Collectors)

Waste Management

Most agency use is in Waste Collection; with assignments used to cover absence for Refuse Drivers and Collectors. A similar position applies for overtime.

Rota planning is being refined to ensure arrangements are continually well managed. Currently to operate effectively the Refuse service needs to have a set number of drivers and collectors available to “crew-up” for daily routes. Presently this is 309 staff.

Obviously all staff will not be available for a variety of reasons: annual leave, turnover, sickness etc. For these reasons the mix of staff who can provide a “cover pool” has been analysed.

In terms of the most cost effective mix, this should be around 80% overtime and 20% agency. This is influenced by the fact that the PRP scheme means overtime is a less costly option for the refuse collectors; hence the preference to use this.

The position for Drivers is different, where the use of agency workers is a lower cost option to the use of overtime. However where Drivers are concerned knowledge of routes is critical to service delivery and inexperienced agency workers hired for short periods as Drivers is avoided. Instead some collectors are being trained to work as substitute Drivers. The option to extending this to other staff who could be trained to drive vehicles is now also be explored. For example staff in Parks.

As part of the review of the best staffing mix for the service, a review of agency worker assignments has also begun. As part of this 23 agency workers have been recruited as LCC staff.

These appointments are part of a plan to increase the internal core staffing levels. This will require careful management to bed-in; with staff appreciating that their daily duties could be more varied and that they may not always be assigned to a fixed route/crew. Likewise the cost of cover is also increased as rotas will now have to account for additional absences. It is intended to offset these costs by adopting a policy of hiring agency workers for shorter periods of under 13 weeks and to stop assignments drifting.

Environmental Action

Relatively similar arrangements for cover also apply for Environmental action; needing front-line cover for De-litterers and Drivers however there is a slightly lower cover ratio needed than in refuse collection. As there is no PRP scheme, overtime is more costly than long-term agency cover. A review is being undertaken regarding all long term assignments, with the aim to offer posts to agency workers. Currently four vacancies will be earmarked for this.

In addition to this, another option is to explore if cover could be sourced differently. In particular our contractor for Grounds Maintenance annually releases staff who undertake seasonal grass cutting. Discussions are being held to establish whether some of these workers can be substituted for agency workers too. This could include providing cover through the winter and to deal with shorter term requirements like leaf clearing.

Children Services

As part of the OFSTED improvement plan, following the 2009 inspection, the Children's Social Work Service was been redesigned to meet the required improvements in service delivery and the related improved outcomes for children, young people and families. The redesign was implemented in March 2012.

As part of the service redesign the number of Social Workers on the structure was increased by 40 (fte) and in additional 56 (fte) Advanced Practitioners roles were introduced. The service was reconfigured in to locality teams with a more focussed approach to Looked After Children by the creation of specialist LAC teams in each area. This, along with the need to reduce the number of cases held by each social worker, has led to staffing challenges for the service

The number of inexperienced Social Workers (less than 2 years post qualified) currently makes up 42% of the workforce. This puts additional pressures on the Social Work teams as the Newly Qualified Social Workers (NQSW) need additional support, guidance and can not be expected to lead on complex child protection cases. In addition, the lack of experienced social workers (Advanced Practitioners) means that Leeds needs to hire experienced agency workers to support the team and team managers with the overall workloads and undertaking complex cases but also with support and mentoring of the NQSW. Currently around 47.13 fte agency Social Workers are engaged to support Fieldwork. Generally, this also reflected skill shortages in the labour market

46 new staff have been recruited and will be joining the service in the autumn. On a phased basis these staff will be used to significantly reduce agency requirements by the end of the calendar year. The service continues to recruit to the Social Worker and Advanced Practitioners vacancies with a rolling advert and a newly developed recruitment micro-site. The service is committed to developing a retention strategy to develop a career structure for Social Workers with a long term goal of growing our own Advanced Practitioners.

Other requirements include care officer cover especially in residential services, where there may be a requirement to provide individualised care for children such as 1:1 or 2:1 care. Here a mixture of overtime and agency cover is used. There is a preference to use overtime as this provides continuity of care. A review of Residential staff is on-going and will consider how improvements can be made to the staffing mix.

The final area of agency use is Administrative support staff who deliver key aspects of social care administration to ensure that the qualified professional staff can concentrate on their statutory requirements. There has been a necessary expansion of this support reflecting the increase caseloads in Social Care. These posts have been released and where possible the Talent pool option described in this report will also be considered.

Data on agency usage is given below.

Note:

- *The overall spend data is the charge invoiced in the month to the service.*
- *The individual assignments information is taken from an analysis of individual timesheets submitted in the month. These timesheets may not yet have been invoiced.*

Monthly Analysis of Comensura Agency Hours and Spend

Summary of Children's contribution to Q2 2012/2013 Spend / Hours				
Service	July-12		August-12	
	Hours	Charge	Hours	Charge
Complex Need	932.5	£27167	771.5	£24,290
Partnership Development & Business Support	637.5	£ 8,637	771.5	£11,109
Learning Skills & Universal	5419.5	£69,118	2763.8	£33,802
Safeguarding & Reviewing	1857.3	£55,566	1031.8	£28,731
Social Work & LAC	25052	£543,877	19752	£421,397
Strategy, Commissioning & Performance	29.75	£ 745.53	234.75	£ 4,024

Analysis of Front Line Roles in Children's Services

Catering / Hospitality/	July 2012 (5 weeks)	August 2012 (5 weeks)	Comments
No of Assignments	9	13	Agency workers used for front line services in Children's Services. Assignment Average per Month: Cook/Chef – 4 Domestic – 5
No of Workers	8	11	
Total Hours	915	1,103	
Total Cost	£11,212	£13,431	
Average Hours per Week	183	220.6	
Average Hours per Assignment per Week	20.3	17	
FTE Equivalent per Week	4.9	5.9	

Social Care - Qualified	July 2012 (5 weeks)	August 2012 (5 weeks)	Comments
No of Assignments	82	81	Agency used in front line service delivery teams and LD. Assignment Average per Month: Safeguarding & Reviewing Officer - 8.3 Social Work Team Manager - 7 Social Worker Advanced – 47 Social Worker Standard – 15.3 Social Worker Newly Qualified - 1 Social Work recruitment for permanent appointments is ongoing. Appointments likely to start in Q3. This should reduce the number of agency Social Workers.
No of Workers	80	79	
Total Hours	14503	10,502	
Total Cost	£438926	£317,957	
Average Hours per Week	2900	2100	
Average Hours per Assignment per Week	35	25.9	
FTE Equivalent per Week	78.3	56.8	

Social Care - Unqualified	July 2012 (5 weeks)	August 2012 (5 weeks)	Comments
No of Assignments	160	110	Agency used for front line services in Children's Services. Assignment Average per Month: Care Officer - 65 Nursery Worker – 39.6 Social Work Assistant - 20 Recruitment for the above categories is underway this will reduce agency use
No of Workers	111	84	
Total Hours	15995	11553	
Total Cost	£265,237	£200,108	
Average Hours per Week	3199	2310	
Average Hours per Assignment per Week	19.9	21	
FTE Equivalent per Week	86	62	

Secretarial & Administration	July 2012 (5 weeks)	August 2012 (5 Weeks)	Comments
No of Assignments	44	44	Agency administrators used for front line services in Children's Services to support Front line workers. Assignment Average per Month: Admin Level 1 – 34 Admin Level 2 – 8.6 Admin Level 3 – 3.3 Minute Taker – 1.3
No of Workers	44	44	
Total Hours	7440.5	6,348	
Total Cost	£85,535	£73,539	
Average Hours per Week	1488	1269.6	
Average Hours per Assignment per Week	33.8	28.8	
FTE Equivalent per Week	40.02	34.3	

Adult Services

The Adult Social Care directorate uses agency staff to cover vacant posts, sickness and key holiday periods for front-line services involved in the support of vulnerable adults. These are primarily social worker posts and support worker posts based in residential homes, supported accommodation and day services. Occasionally agency staff are used for short-term periods for, often externally, funded projects.

In determining the use of agency staff, consideration is given to standards set by the Care Quality Commission (CQC), which determine the levels of staffing necessary to deliver a quality service within a safe environment.

Staffing in this sector has a current and historical high turnover rate, an issue in both Children's and Adult Social Care

Financial Background

Whilst the value of agency is high, in excess of £3m for this and each of the last 3 years, it should be noted that:

- this represents 4-5% of the staffing budget
- for each of the last 5 years the directorate has spent within its approved staffing budget
- agency spend in 2012/13 is expected to be 11% smaller than last year

Numbers

Summary of ASC contribution to Q2 2012/2013 Spend / Hours					
Service	July-12		August-12		Change from Previous Month £
	Hours	Charge	Hours	Charge	
Access and Inclusion	3941	£98,946	3709	£87,738	£11,208
Older People and Learning Disability Services	21070	£306,391	16335.5	£236,213	£70,178
Resources and Strategy	3458	£70,018	2601.75	£55,028	£14,990

Catering / Hospitality	July 2012 (5 weeks)	August 2012 (5 weeks)	Comments
No of Assignments	102	84	Agency workers used for front line services in Adult Provider Services, DCs and HOPs. Assignment Average per Month: Catering Assistant – 4 Cook/Chef – 35.5 Domestic – 38 Kitchen Assistant – 1 Kitchen Domestic – 12.5 Laundry Assistant – 1
No of Workers	44	41	
Total Hours	2952	2775	
Total Cost	£33,475	£31,387	
Average Hours per Week	590.5	555	
Average Hours per Assignment per Week	5.78	6.60	
FTE Equivalent per Week	15.96	15	

Social Care – Qualified	July 2012 (5 weeks)	August 2012 (5 weeks)	Comments
No of Assignments	32	30	Agency used in front line service delivery teams and LD. Assignment Average per Month: Social Worker Advanced – 15.5 Social Worker Standard – 13.5 Social Worker Newly Qualified - 2 Social Work recruitment for permanent appointments is ongoing. Appointments likely to start in Q2. This should reduce the number of agency Social Workers.
No of Workers	32	30	
Total Hours	4504.75	4341.75	
Total Cost	£124,009	£117,153	
Average Hours per Week	900.95	868.35	
Average Hours per Assignment per Week	28.15	28.95	
FTE Equivalent per Week	24.35	23.47	

Social Care – Unqualified	July 2012 (5 weeks)	August 2012 (5 weeks)	Comments
No of Assignments	536	516	Agency used for front line services in Adult Provider Services, day services, LD and HOPs. Assignment Average per Month: Care Assistant – 298.5 Mental Health Housing Support and Development Officer – 1 Skill Share Worker – 1 Social Work Assistant - 1 Support Worker – 51 Support Worker Tier 1 (Supported Living) – 172.5 A review of resourcing solutions in LDS is being undertaken focusing on filling care vacancies.
No of Workers	180	164	
Total Hours	15144.75	14831.75	
Total Cost	£217,453	£212,935	
Average Hours per Week	3028.95	2966.35	
Average Hours per Assignment per Week	5.65	5.75	
FTE Equivalent per Week	81.86	80.17	

Secretarial & Administration	July 2012 (5 weeks)	August 2012 (5 Weeks)	Comments
No of Assignments	17	15	Agency administrators used for front line services in A&I service delivery teams, LD and R&S. Assignment Average per Month: Admin Level 1 – 8 Admin Level 2 – 1.5 Admin Level 3 – 3 Telecare Admin Asst – 1.5 Minute Taker – 1 Project Management - 1
No of Workers	17	15	
Total Hours	2286.5	1806.75	
Total Cost	£26,029	20,540	
Average Hours per Week	457.3	361.35	
Average Hours per Assignment per Week	26.9	24.09	
FTE Equivalent per Week	12.35	9.75	

Controlling Mechanisms

Managers are instructed to use agency if:

1. the post must be covered, and
2. it is shown to be cheaper option (e.g. provided at a lower cost than overtime)

The Departmental Leadership Team receive regular reports on the incidence, pattern and cost of agency usage (extracts attached for information), and Chief Officers are questioned as to its usage, its justification, and action to be taken to mitigate the situation

Hot Spots

In 2012/13 the services of Access and Inclusion and Operational Services will employ the vast majority of agency staff. There are a number of reasons for this including:

Learning Disability:

- the service has retained a high number of vacant posts to facilitate switching of employees from the talent pool within ASC and from the wider Authority. The take up of these posts has been slower than anticipated thus necessitating the use of agency. It is explained in the next section the steps being taken to minimise the use of agency staff
- in services being decommissioned including some in-house residential and day services, managers have determined that the use of agency is financially beneficial to employing permanent members of staff during this period

Access & Inclusion

- agency here is primarily for social worker posts. This is an area where both Children's and ASC are encountering recruitment and retention problems. In order to maintain acceptable caseload levels the use of agency is used whilst recruitment continues. The next section identifies the steps being taken to address the pressure this has caused

Action Being Taken

ASC is currently considering a rolling programme of recruitment for social workers, rather than the periodic recruitment drive currently employed. This will help manage the replacement of posts quicker and at a financial saving

ASC has recently approved a recruitment drive for temporary support workers within Learning Disability services, targeting increased hours for those on contracts less than 37 hours, and offering temporary contracts for up to 25 hours a week. This appears to be proving successful and impacts are expected toward the end of the calendar year. These temporary contracts enable consistency of service, whilst recruitment to the full-time posts is ongoing.

The law change that gave employee rights to agency staff employed for 12 weeks, has and will continue to influence the action taken by managers within the directorate when determining that agency is the most appropriate option.

VER/VS

Last year the Authority spent considerable sums on the Early Leaver Initiative, whilst it is difficult to correlate a direct relationship between the posts released and the incidence of agency fees, it can be stated that the staffing budget was based (in part) on the savings expected to be delivered from the ELI, and that the directorate is projected to spend within its staffing budget in 2011/12.

Conclusion

Whilst the use of agency is an essential tool in managing support to our service users, managers recognise that an over reliance on agency staff has an adverse impact on consistency and quality of care provided and the cost effectiveness of service delivery.

Agency is used when it is essential that the post is covered, and then only if it is the cheapest or only available option. The directorates DLT receives financial and HR based monitoring reports and questions the use of agency. Managers have clear understanding of the employment of agency. Actions are in place or will be put in place to manage down further the use of agency

Report of Chief Commercial Services Officer

Report to Scrutiny Board (Resources and Council Services)

Date: 15th October 2012

Subject: Commercial Services 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 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

Summary of main issues

- 1 The purpose of the report is to provide an update for the Scrutiny Board on fleet replacements, alternative fuels, community engagement and training, the MOT testing facility, Grounds Maintenance workshop potential co-location and the heavy goods driver Certificate in Professional Competence training programme.
- 2 The fleet replacement programme for 2012/13 has commenced with a provisional budget of £5.2m and includes for a number of alternative fuel vehicles for Directorates.
- 3 Fleet Services undertake an apprentice training programme and participate in work placements, back to work initiatives and local school work experience supporting the 250 opportunities programme.
- 4 The additional MOT line upgrade has been completed for expansion of the facility.
- 5 The co-location of the Grounds Maintenance workshop with Fleet Services at York Road is currently under consideration by Environments and Neighbourhoods as part of the service decant to Whinmoor.
- 6 A broad training programme to ensure compliance with Driver CPC qualification(EU Directive 592003) is being co-ordinated by Fleet Services for Directorates.

Recommendations

- 7 The Scrutiny Board (Resources and Council Services) are recommended to note the further information regarding the operation of the Fleet Services Division of the Resources Directorate.

1 Purpose of this report

- 1.1 The purpose of this report is to appraise Scrutiny Board on the Authority's fleet replacement programme, influences around alternative fuels and carbon reduction, community engagement, additional MOT testing facilities, the co-location of grounds maintenance workshops and the driver cpc qualification to date.

2 Background information

- 2.1 Fleet Services sits with the Commercial Services Group, part of the Resources Directorate. It is a traded service responsible for the procurement and maintenance of around 1200 vehicles. It is also responsible for the safety regulation of the council fleet, "Operator License" and contributes, through fuel management and alternative fuel strategies, in reducing the Authorities carbon emissions. The service also supplies the Councils driver training and fleet enforcement functions.

3 Main Issues

3.1 Fleet Replacement and Alternative Fuels

- 3.1.1 Fleet Services have been actively involved in the fleet replacement profile to date and for the next four years. The replacement programme plan 2012/13 is shown in appendix 1.
- 3.1.2 A number of trials are being undertaken on alternative fuels for both light and heavy vehicles to provide a basis for a replacement strategy, looking at costs, functionality, maintenance, reliability and residual value. The trials have also assisted in contributing towards a number of the Council's aims and objectives in relation to vehicle emissions air quality.
- 3.1.3 Fleet Services actively participate in the majority of alternative fuel pilots and are constantly seeking funding to support service aspirations and vehicle replacement opportunities where possible.
- 3.1.4 While there is significant support within the Authority to use alternative fuel vehicles the market place is very fluid. Suppliers are in a difficult market where Government funding is almost always necessary to subsidise new vehicle purchases and stimulate the market.
- 3.1.5 The main focus presently for consideration around Government funding is around the issue of vehicle gas supply and infrastructure, with Leeds being a prime area for future development.
- 3.1.6 The forward purchase plan for alternative fuel vehicles is included in the 2012/13 programme details of which can be found in appendix 3.
- 3.1.7 Additional fleet carbon reduction options are also constantly under review as part of the replacement programme with the Services and these include, reduction in vehicle numbers, vehicle capacity, engine size and speed limiting devices etc.

3.2 Community Engagement and training opportunities

- 3.2.1 The Council's 250 opportunities programme core offer is to provide a minimum of 250 individual 'placement' opportunities to the citizens of Leeds. Its key objective is to offer placements within its services where possible.

The programme is focused on big society themes such as: Voluntarism, City Wide Partnerships and Get Britain Working along with local drivers such as Corporate Social Responsibility and Employment and Skills for the Future has shaped the Council's ambition to promote and develop a range of Resourcing solutions to engage people into work placement opportunities.

- 3.2.2 Fleet Services as part of Commercial Services have been actively involved in supporting the programme which focuses on young people not in education, employment or training (NEETS), under represented Groups and those that are furthest away from the labour market.
- 3.2.3 Fleet has also contacted local schools and colleges offering transport related work experience for pupils to have the opportunity to trial possible future careers and for existing college apprentices requiring experience to complete certification in craft apprenticeships. Details of the community engagement and training opportunities in the Group are detailed in appendix 2

3.3 Authorised Testing Facility : MOT Income

- 3.3.1 Fleet Services is a designated MOT test facility for a wide variety of vehicles ranging from cars up to private buses. The MOT station not only provides MOT testing facilities for the Council's fleet but is also widely used by the general public. It is often promoted as impartial due to the Council being unable to carry out any work found on private vehicles after the test.
- 3.3.2 The MOT facility provided to the general public generates additional income to Fleet Services. The decision to install an additional inspection line and associated resources to increase the capacity in this area was made in April 2012. The upgrade in equipment for this additional MOT line has now been completed and is awaiting VOSA approval for immediate implementation.
- 3.3.3 Advertising to market the MOT test facility to LCC employees is being carried out through the use of existing communication mechanisms for example payslips, intranet and internet.

3.4 Grounds Maintenance

- 3.4.1 Preparations for the decant of Grounds Maintenance from Redhall to Whinmoor are at their early stages, however discussions have already taken place between the respective Services with a view to looking at a number of different options particularly for the workshop area, transport and fleet.
- 3.4.2 Whilst co-location with York Road is certainly an option, this will need to be considered alongside other locations that the Parks and Countryside Service have yet to fully explore. It is also worth noting that any new location will also have to include sufficient area and space to test the machinery under load and to consider the affect a new location will have on the operational service delivery as a whole.

3.4.3 It is therefore proposed to maintain a close working relationship between our services to ensure the best use of council resources and service delivery.

3.5 Driver CPC update

3.5.1 The Driver certificate in professional competence (CPC) is for HGV (Heavy Goods Vehicle) drivers throughout the EU. It has been developed as a requirement of the EU Directive 2003/59, which is designed to improve the knowledge and skills of drivers throughout their working life. The Joint Approval Unit for Periodic Training (JAUPT) is the body behind the authorisation of all courses and has recognised Fleet Services as an Approved Training Centre. At present, Fleet Services has delivered the following;

Course Details and Number of Attendees

Year 1	Health, Road & Environmental Safety & Logistics, Defensive Driving Techniques	98 courses with 642 attendees
Year 2	Vehicle Checks, Defects, Accidents & Safe Reversing	78 courses with 533 attendees
Year 3	Fuel Efficiency & Safer Loading	3 courses with 23 attendees
Year 4	Regulations & Human Factors	Course approved, due to start December 2012
Year 5	In development	Due to start December 2013

3.5.2 All drivers must complete 35 hours of mandatory training every 5 years, in effect, 1 day per year. The cut off date for drivers is 9th September 2014. Year 5 Driver CPC training has been programmed to begin in December 2013 and will run up to the cut off point in September 2014.

3.5.3 Services will be kept up to date on the training been carried out and any remaining outstanding training. Information is provided on both driver numbers and outstanding hours at each quarterly review with the Services including any outstanding training requirements.

3.5.3 There are a number of penalties by the Driving Standards Agency (DSA) to both drivers and their employers if the driver failed to produce evidence of their completed CPC training. It is important therefore that the forward programme of training is completed to the satisfaction of the DSA in order that the Authority is both fully compliant and there is minimum impact on driver resources in the future.

4 Corporate Considerations

4.1 There are no corporate governance issues to be considered within this report as the information provided is a statement of detail regarding the functions undertaken by Fleet Services and any vehicle replacements follow the Leeds City Council Governance processes.

5 Conclusion

- 5.1 The trial introduction of alternative fuel vehicles has proven successful and further expansion of this fleet is built into the new vehicle replacement programme.
- 5.2 The fleet service operation allows for the opportunity to provide necessary skills and training for young people through trade apprenticeships , work placements, back to work initiatives and local engagement through schools and colleges.
- 5.3 The MOT testing facility is being expanded in order to increase capacity and generate additional income for the Authority.
- 5.4 Fleet Services will continue to work with Grounds Maintenance on an option appraisal for the potential co-location of the workshops at York Rd.
- 5.5 There is a forward plan for CPC training with Directorates which is provided and monitored by Fleet Services.

6 Recommendations

The Scrutiny Board (Resources and Council Services) are recommended to note the further information regarding the operation of the Fleet Services Division of the Resources Directorate.

2012/13 Vehicle Replacement Programme as at September 2012

Directorate	Client	Vehicles	Est. Cost	Status
City Development	Highways	14 Various Specialised Vehicles	£1,080,000	Awaiting Authority to Tender/Design Cost Report from client
Corporate Governance	Mailroom	3 LWB 'Connect' Vans	£ 42,000	Spec done. Awaiting Authority to Tender/Design Cost Report completed
Environment & Neighbourhoods	Enforcement	6 Dog Warden Vans	£ 96,000	Spec done. Awaiting Authority to Tender/Design Cost Report completed. (Including Biomethane)
Environment & Neighbourhoods	Parks & Countryside	4 Vehicles	£ 0	Decision not to replace due to uncertainty in service
Environment & Neighbourhoods	Refuse	13 Refuse Vehicles	£1,800,000	11 RCV's on order (including 4 Biomethane)
Environment & Neighbourhoods	Waste Evanston	7 Rolonoff Vehicles	£ 770,000	Spec done. Tender to send out on approval due 13 th September (5 no. approved)
Resources	City Print	1 Small Van	£ 13,000	Design Cost Report in progress
Resources	Passenger Services	10 'Crafter' Welfare Vehicles	£ 500,000	On order due early 2013
Resources	Passenger Services	2 'Vario' Welfare Vehicles	£ 130,000	On order due early 2013
Resources	Property Maintenance	52 Vans – Various	£ 765,000	Design Cost Report in progress
		Total (Estimate)	£5,196,000	

All customers have been contacted and provided with draft docs to assist DCR preparation.

Alternative Fuel

- 3 100% Gas Refuse Vehicles
- 1 Enforcement - VW Caddy CNG

NB: Small van fleet fitted with speed limiters.

Community Engagement and Training Opportunities

Training Initiatives	Location
University of Lincoln Graduate Work Experience	Commercial Services - Catering
School Work Experience	Commercial Services - Fleet
School Work Experience	Commercial Services - Fleet
School Work Experience	Commercial Services – Property Maintenance
Independent Placement	Commercial Services – Property Maintenance
Independent Placement	Commercial Services – Electrical
School	Commercial Services - Fleet
School	Commercial Services - Fleet
School Placement – Brigshaw High School & language College	Commercial Services – Heating and Electrical Section
Independent Placement	Commercial Services - Plumbing
Independent Placement	Commercial Services - Plumbing
Independent Placement	Commercial Services - Electrical
School Work Experience	Commercial Services - Electrical
School Work Experience	Commercial Services - Electrical
Leeds City Council Employee	Commercial Services Seacroft Ring Road Depot
School	Commercial Services - Catering
Apprenticeships Employment	Commercial Services – Property Maintenance
Apprenticeships Employment	Commercial Services – Passenger Services
Apprenticeships Employment	Commercial Services – Fleet Services
Youth Inspire	Commercial Services – Property Maintenance
Youth Inspire	Commercial Services - Property Maintenance
Youth Inspire	Commercial Services – Property Maintenance
Youth Inspire	Commercial Services – Property Maintenance
Youth Inspire	Commercial Services – Property Maintenance
Youth Inspire	Commercial Services – Property Maintenance
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Youth Inspire	Commercial Services – Property Maintenance
Youth Inspire	Commercial Services – Property Maintenance
Youth Inspire	Commercial Services – Property Maintenance
Youth Inspire	Commercial Services – Property Maintenance

Placement Type	Location
Youth Inspire	Commercial Services – Property Maintenance
Youth Inspire	Commercial Services – Property Maintenance
Youth Inspire	Commercial Services – Property Maintenance
Youth Inspire	Commercial Services – Fleet Services
Youth Inspire	Commercial Services – Property Maintenance Heating Section
Youth Inspire	Commercial Services – Property Maintenance Heating Section
Apprenticeships Employment	Commercial Services – Property Maintenance Electrical Section
Apprenticeships Employment	Commercial Services – Property Maintenance Electrical Section
Apprenticeships Employment	Commercial Services – Property Maintenance Lift Section
Apprenticeships Employment	Commercial Services – Property Maintenance Mechanical Engineer
Modern Apprentice	Commercial Services - Catering
Modern Apprentice	Commercial Services – Property Maintenance
Modern Apprentice	Commercial Services - Fleet
Modern Apprentice	Commercial Services – Passenger Services

Alternative Fuel Procurement 2012/13

Alternative Fuel Vehicles	Actual	Totals to Date	Target	Notes
Petrol	1	1	2	1 petrol car to be replaced by diesel equivalent with low CO ² emissions
Small	6	7	9	1no. van awaiting for Authority to tender
Diesel Hybrid	19	19	22	Diesel/Hybrids included in phase 2 Government Cenex grant and to be included in replacement programme dependant on procurement rules and compliance
Medium Van – Electric	5	5	7	Full electric van not successful in grand funding from Government and purchase cost is therefore excessive and does not offset fuel saving over life on fleet
Refuse	1	5	9	4no. 100% gas refuse vehicle ordered - due delivery December 2012 / January 2013. Foodwaste bid includes provision of up to 20 gas powered vehicles (October 2012 decision)
Dual Fuel	1	1	Pilot Inconclusive	Vehicles removed from market due to technical problems.

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Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Resources and Council Services)

Date: 15th October 2012

Subject: Work Schedule

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

Summary of main issues

1. A draft work schedule is attached as appendix 1. The work schedule has been provisionally completed pending on going discussions with the Board. The work schedule will be subject to change throughout the municipal year.

Recommendations

3. Members are asked to:
 - a) Consider the draft work schedule and make amendments as appropriate.

Background papers¹

None used

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.

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Scrutiny Board (Resources and Council Services) Work Schedule for 2012/2013 Municipal Year

Area of review	Schedule of meetings/visits during 2012/13		
	June	July	August
People Plan	Outturn Report People Plan performance and report on appraisals and engagement – SB 25/06/12	Performance of Environment and Neighbourhoods regarding appraisals and engagement	
Equality Improvement Priorities	Equality Indicators SB 25/06/12		
Annual review of Partnership			
<i>To be determined</i>			
Briefings		Community Right To Challenge – To discuss proposed process SB 23/7/12 Procurement and Call IN	
Budget & Policy Framework Plans			
Recommendation Tracking			
Performance Monitoring	Quarter 4 performance report SB 25/06/12		
Budget	Out turn Report – SB 25/06/12		

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Scrutiny Board (Resources and Council Services) Work Schedule for 2012/2013 Municipal Year

Area of review	Schedule of meetings/visits during 2012/13		
	September	October	November
People Plan	Quarter 1 People Plan performance and report on Flexible Working and Agency staff – SB 3/09/12	Agency work in N&E, ADS and Children's	
Equality Improvement Priorities			
Annual review of Partnership	Discussion with Cllr Wakefield re Leeds Initiative		
<i>To be determined</i>			
Briefings	Gambling Policy SB 3/9/12	Update on Fleet Services	
Budget & Policy Framework Plans			
Recommendation Tracking			
Performance Monitoring	Quarter 1 performance report SB 3/09/		
Budget	Quarter 1 - Budget SB 3/09/		

Scrutiny Board (Resources and Council Services) Work Schedule for 2012/2013 Municipal Year

Area of review	Schedule of meetings/visits during 2012/13		
	December	January	February
People Plan	Quarter 2 People Plan performance and report on Attendance and Health & safety SB 17/12/12		
Equality Improvement Priorities			
Annual review of Partnership			
<i>To be determined</i>			
Briefings			
Budget & Policy Framework Plans		To receive Executive Board's initial budget proposals SB 21/01/13	
Recommendation Tracking			
Performance Monitoring	Quarter 2 performance report SB 17/12/12		
Budget	Quarter 2 – Budget SB 17/12/12		

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Scrutiny Board (Resources and Council Services) Work Schedule for 2012/2013 Municipal Year

Area of review	Schedule of meetings/visits during 2012/13		
	March	April	May
People Plan	Quarter 3 People Plan performance and report on Equalities – SB 18/03/13		
Equality Improvement Priorities			
Annual review of Partnership	To undertake “critical friend” challenge – SB 18/03/13		
<i>To be determined</i>			
Briefings			
Budget & Policy Framework Plans			
Recommendation Tracking			
Performance Monitoring	Quarter 3 performance report SB 18/03/13		
Budget	Quarter 3 – Budget – SB 18/3/13		

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