# Leeds
### CITY COUNCIL

# SCRUTINY BOARD (RESOURCES AND COUNCIL SERVICES)

**Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Monday, 22nd April, 2013 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*

Produced on Recycled Paper

# A G E N D A

| Item No | Ward/Equal Opportunities | Item Not Open | | Page No |
|---|---|---|---|---|
| 1 | | | **APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS**<br><br>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).<br><br>(* 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). | |
| 2 | | | **EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC**<br><br>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.<br><br>2    To consider whether or not to accept the officers recommendation in respect of the above information.<br><br>3    If so, to formally pass the following resolution:-<br><br>**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:<br><br>**No exempt items have been identified on this agenda.** | |

| Item No | Ward/Equal Opportunities | Item Not Open | | Page No |
|---------|--------------------------|---------------|---|---------|
| 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 | | | **DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS** | |
| | | | To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct. | |
| 5 | | | **APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES** | |
| | | | To receive any apologies for absence and notifications of substitutes. | |
| 6 | | | **MINUTES - 18TH AND 22ND MARCH 2013** | 1 - 6 |
| | | | To confirm as a correct record, the minutes of the meetings held on 18th and 22nd March 2013. | |
| 7 | | | **COUNCIL BUSINESS PLAN REVIEW 2013-17** | 7 - 12 |
| | | | To receive and consider a report from the Assistant Chief Executive (Customer Access and Performance) presenting a number of changes and updates to the Council Business Plan for scrutiny prior to approval through Executive Board and Full Council. | |
| | | | **(Copy of Council Business Plan to follow)** | |

SCRUTINY BOARD (RESOURCES AND COUNCIL SERVICES)

MONDAY, 18TH MARCH, 2013

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

## 89    Chair's Opening Remarks

The Chair welcomed everyone to the March meeting of the Scrutiny Board (Resources and Council Services).

## 90    Declaration of Disclosable Pecuniary Interests

Councillor Ron Grahame declared a non-pecuniary interest in relation to Agenda item 8, 2012/13 Quarter 3 Performance Report, as a member of the GMB Union.  (Minute No. 94 refers)

## 91    Apologies for Absence and Notification of Substitutes

There were no apologies for absence.

## 92    Minutes - 18th February 2013

RESOLVED - That the minutes of the meeting held on 18<sup>th</sup> February be confirmed as a correct record.

## 93    Executive Board Minutes - 15th February 2013

RESOLVED - That the minutes of the Executive Board held on 15th 2013 be noted.

## 94    2012/13 Quarter 3 Performance Report

The Assistant Chief Executive (Customer Access and Performance) and Director of Resources submitted a report which provided 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
- Doug Meeson – Chief Officer, Financial Management
- Heather Pinches – Executive Officer (Performance Management).

In brief summary, the key areas of discussion were;

- Health and Wellbeing and the use of reasonable job adjustments to facilitate an employee's return to work after a period of sickness absence.
- The availability of ICT equipment for peripatetic workers to help reduce the need to duplicate administrative tasks.
- The QA process used to ensure that (appropriate and relevant) local communities were consulted about major changes that may affect their lives and the development of co-production.

**RESOLVED –**

(a) To note performance against the strategic priorities for the council relevant to the resources and Council Services Scrutiny Board
(b) For the Head of Scrutiny and Member Development to obtain the additional information requested in relation to ICT provision for peripatetic staff in Youth Services and 'failed reports' in relation to consultation.

## 95  People Plan reporting - January 2013

The Chief Officer (HR) presented to the Board a revised People Plan reporting format reflecting the changes requested by the Scrutiny Board, focusing on five areas of importance; staffing, agency, overtime attendance and appraisals.

The following were in attendance:

- Councillor Peter Gruen - Executive Member Neighbourhoods and Support Services
- Daniel Hartley - Deputy Chief Officer HR
- Joss Ivory – Head of HR, City Development.

In brief summary, the main areas of discussion were:

- The improved manner in which the data had been presented to members.
- The need for greater clarity regarding overtime spend and overtime hours.
- The need for greater clarity regarding agency spend and agency hours.
- The procedures in place to ensure agency spend is monitored and approved.
- The need for greater clarity regarding full year appraisal performance and mid-year appraisal performance.
- The recognition that whilst many directorates were performing well, there remained the need for the Scrutiny Board to identify trends and to question directly those Directorates that were slipping in performance.

**RESOLVED -**

(a) To confirm that the revised reporting format as presented be the template for quarterly reporting in the new municipal year.
(b) To note the position as at 31st January 2013 regarding People Plan progress on the five key areas.
(c) That the Chair of the Scrutiny Board writes an appropriate letter acknowledging the service improvements achieved by Directorates.
(d) That the Board note that a progress report on Overtime will be provided at the April meeting.

## 96    Equality and Diversity in the Workforce

The Chief Officer (HR) submitted a report setting out workforce data in relation to the diversity of the Council workforce (excluding schools).  The report also gave comment on what the presented data might indicate and actions currently being taken.

The following officers were in attendance:

- Daniel Hartley - Deputy Chief Officer HR
- Catherine Marchant – Head of Human Resources, Children's Services.

In brief summary, the main areas of discussion were:

- The acknowledgement that the profile of the workforce drew out three key themes for further work, that is young people, the development of the workforce at senior management level and culture change.
- The actions currently being delivered and actions which could be undertaken to address the above.
- The impact of the Early Leavers Initiative on the workforce.
- The gender inequality within the workforce.
- The use of positive action to address some of the identified issues.

The Board recommended that officers undertake further work in terms of workforce projections.

**RESOLVED -**

(a) To note the information from the census and workforce profile
(b) To note the approach to equality and the activities in place to improve the diversity of the workforce.

## 97    Income, Charging and Trading

The Head of Scrutiny and Member Development submitted a report which provided Members with a brief background to the Budget Plus Programme and the ten activity strands.  The Chief Officer, Financial Management, as lead officer, presented a project brief detailing the work of strand five (Income, Charging and Trading.)

Draft minutes to be approved at the meeting
to be held on Monday, 22nd April 2013

In brief summary, the key points of discussion were:

- The desired deliverables of the project as detailed in appendix 1 of the submitted report.
- That the role and practice of internal recharges will also be part of this project.
- Whether fines are included in the income totals and the danger of over relying on fines as a means of generating income.
- The need to develop new income generation streams whilst acknowledging the associated costs of establishing such streams.
- The Council's letting policy in relation to council owned buildings. It was agreed that regular reports on this strand would be given to this Scrutiny Board in order for Members to offer challenge.

**RESOLVED –** To note the desired deliverables of the project and to receive regular progress reports**.**

(Cllr Lowe left the meeting at 11.30am during the consideration of this item.)

## 98    Work Schedule

The Head of Scrutiny and Member Development submitted a copy of the Board's work schedule.

## RESOLVED –

(a) To note the Board's work schedule.
(b) To add the following items to the April meeting; Lettings policy, Council Business Plan and an update on Officer Interests.
(c) That the following items be put on a 'pending list' to be considered in the new municipal year; Community Right to Challenge (Update) and HR recruitment processes.

## 99    Date and Time of Next Meeting

**RESOLVED** - To note the date of the next meeting as Friday 22$^{nd}$ March at 4.30pm with a Pre-Meeting for Board Members at 4.00pm.


**(The meeting concluded at 11.55 am.)**

# SCRUTINY BOARD (RESOURCES AND COUNCIL SERVICES)

## FRIDAY, 22ND MARCH, 2013

**PRESENT:** Councillor P Grahame in the Chair

Councillors S Bentley, N Dawson,
R Grahame, J Hardy, C Macniven,
N Walshaw and R Wood

## 100 Chair's Opening Remarks

The Chair welcomed everyone to this additional March meeting of the
Scrutiny Board (Resources and Council Services).

## 101 Declaration of Disclosable Pecuniary Interests

There were no declarations of disclosable pecuniary interests.

## 102 Apologies for Absence and Notification of Substitutes

Apologies for absence were received from Councillor JL Carter and Councillor
A Lowe.

Notification had been received for Councillor N Walshaw to substitute for
Councillor A Lowe.

## 103 Discussion with Edward McMillan-Scott MEP

The Head of Scrutiny and Member Development submitted a brief report
providing the Scrutiny Board with an opportunity to ask Mr McMillan–Scott
MEP for Yorkshire and Humber, a broad range of questions.

The following officer was in attendance:

- Martin Dean – Head of Partnerships.

Unfortunately Mr McMillan-Scott was unable to attend the meeting due to
adverse weather conditions.  His designated substitute, Ms Rebecca Taylor,
MEP was also unable to attend due to a prior engagement over running.

Notwithstanding these absentees, the Scrutiny Board discussed with the
attending officer the following areas;

- How is the policy and priority setting at the EU level shaping up given
  all the pressures on the European Union?
- Are there opportunities for Councils to work effectively with our local
  MEPs in the future?

Draft minutes to be approved at the meeting
to be held on Monday, 22nd April, 2013

- Whether the demise of Yorkshire Forward resulted in a lack of lobbying for EU funds and how can this be addressed?
- The ESF programme.

**RESOLVED** – That a series of written questions be sent to Mr McMillan-Scott for written responses.

## 104   Date and Time of Next Meeting

**RESOLVED** – To note the date of the next meeting as Monday 22<sup>nd</sup> April at 10.00am with a Pre-meeting for Board Members at 9.30am.

(The meeting concluded at 5.00 pm)

**Leeds CITY COUNCIL**

Report author: Heather Pinches

Tel: 274638

**Report of Assistant Chief Executive (Customer Access and Performance)**

**Report to Resources and Council Services Scrutiny Board**

**Date: 22nd April 2013**

**Subject: Council Business Plan Review 2013-17**

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

**Summary of main issues**

The current Council Business Plan 2011 to 2015 sets out our strategic priorities and targets. This was refreshed in 2012 to update targets but it was agreed that it would be more formally reviewed after two years. This review in being undertaken and changes are brought forward to Scrutiny for consultation. It is important to recognise that the context we operate in has changed significantly over the past 2 years, in particular the financial context and Commission for the Future of Local Government, therefore the priorities in the Council Business Plan also needs to change. The draft document is attached but the key changes for the Board to consider are:

- Adoption of a "less is more" approach which has reduced the number of priorities and indicators to provide a clearer focus for the organisation on what is important. Service plans across the organisation will continue to be used to capture and monitor the wider actions and activities.
- In line with this a new set of Best Council Objectives form the central part to the new plan to provide some real clarity and focus for the whole council over the next 4 years. Delivery of these objectives is also essential to securing the medium term financial security of the Council which ensures a clearer link to the agreed financial strategy. The objectives also represent a major part of our contribution to outcomes in the city priority plan. The first objective is specifically around quality services which identifies a small number of areas where a specific improvement focus is needed. This deliberately does not include everything but rather is a dynamic list that will be updated regularly to ensure the plan remains live.
- Values remain at the heart of the plan with cross cutting activity identified around behaviours and developing a more enterprising culture.
- For each of the Best Council Objectives we have also included for the first time a number of milestones / success measures for the year ahead which will enable more effective performance management of the plan over the 2013/14. These will be refreshed annually.

**Recommendation**

Members of the Board are asked to provide their views and feedback on the proposals for the new Best Council Business Plan 2013-17.

# 1 Purpose of this report

1.1 This report brings to Resources and Council Services Scrutiny Board a number of changes and updates to the Council Business Plan for scrutiny prior to approval through Executive Board and Full Council. It is important that the Council's strategic plans remain up-to-date, continue to reflect the main challenges, are relevant to the changing financial context and in light of this also include the right level of ambition for the people of Leeds.

# 2 Background information

2.1 The Council Business Plan aims to set out the strategic priorities for the Council. When the plan was approved in July 2011 it was proposed that the plan would be revised annually to ensure targets remained realistic and achievable and reflected more recent performance. A more formal review was agreed to take place after two years.

2.2 The 2011-15 plan included two elements - five cross council priorities aligned to the Council's values and a set of directorate priorities and targets. The directorate priorities and indicators covered a range of issues including our contribution to the city priorities, council service delivery, organisational health indicators and our development/improvement agenda.

# 3 Main issues

3.3 Since agreeing the Council Business Plan the context for local government has changed dramatically with significant budget cuts and some significant areas of rising demand for public services. This is alongside a central Government agenda of devolving power to individuals and communities, increasing choice and providing opportunities for local people to run their own services.

3.4 As a response to these challenges Leeds initiated and led a Commission on the Future of Local Government 2012 which sought to examine the role of local government in the 21st century. Central to the work of the commission was the concept of 'civic enterprise'. This is a new leadership style for local government where councils become more innovative and enterprising, business and other partners becomes more civic and communities become more engaged. The findings of the Commission have been used to further develop and shape our best council ambition to become a more enterprising council.

3.5 A new medium term financial plan (2013-17) has been developed alongside the budget for 2013-14 which will enable us to invest in our priorities as well as securing significant savings. As part of this the Council has identified 10 main programmes of work that are essential to ensuring our financial security in the medium to long term – initially described as the "Budget Plus". These programmes of work are about improving outcomes for the people of Leeds, both on our own and in partnership with others in the city, as well as helping us work towards our vision for the future of local government. Overall they aim to future proof the council through a mixture of "enablers" that change culture and ways of working to create a fit for purpose structure and asset base as well as programmes that impact more directly on the bottom line i.e. our ability to spend less or generate more income. The significance of these areas of work is such

that they needed to be central to the revised business plan to ensure collective focus and on-going monitoring. Therefore, they have been developed as the 10 Best Council Objectives within the new plan.

3.6     In light of all this and other changes it is important that the Council Business Plan continues to be fit for purpose and enables our leaders to focus on what is most important in order to drive the radical change that is needed to achieve our ambition to be the best. The draft Best Council Business Plan 2013-17 is set out in appendix 1 but the key changes in approach and content for the Board to consider and debate are :

- Adoption of a "less is more" approach which has significantly reduced the number of priorities and indicators to provide a clearer focus for the organisation on what is important. Service plans across the organisation will continue to be used to capture and monitor the wider actions and activities.

- In line with this a new set of Best Council Objectives forms the central part to the new plan to provide some real clarity and focus for the whole council over the next 4 years. Delivery of these objectives is also essential to securing the financial security of the Council which ensures a clearer link to the agreed medium term financial strategy. Many of these also represent our contribution of outcomes in the city priority plan. One objective is specifically around quality services which identifies a small number of areas where a specific improvement focus is needed. This deliberately does not include everything but rather is a dynamic list that will be updated regularly to ensure the plan remains live.

- Values remain at the heart of the plan with cross cutting activity identified around behaviours and developing a more enterprising culture.

- For each of the Best Council Objectives we have also included for the first time a number of milestones / success measures for the year ahead which will enable more effective performance management of the plan over the 2013/14. It is envisaged that these will be refreshed annually.

- It is proposed that we will adopt a more rolling approach to strategic planning which enables the plan to be more flexible and responsive. With a number of elements of the plan subject to annual refresh.

- In line with our Best Council ambition the plan has also been renamed the Best Council Business Plan.

3.7     By having a more focused Business Plan more reliance is placed on Service Plans within Directorates. These will be reviewed to ensure that they include all the key priorities and performance measures, these will be monitored by within directorates throughout the year and used to directly inform team plans and appraisal objectives. These will continue to be published on Insite; and therefore are available to all Members. The 2013/14 plans are due to be published at the end of April.

3.8     The Best Council Business Plan remains an important element of the overall planning framework and these linkages are set out within the draft plan. In particular the link to the City Priority Plan is important. The CPP sets out our Best

City ambitions in terms of outcomes and priorities along with the indicators we use to measure our success.  These are delivered and performance managed by the 5 city partnerships many of whom have also developed a broader strategy/plan that sets out the wider range of outcomes/priorities.  The role of the Council Business Plan is, therefore, to set out the council's main contribution to these shared outcomes.

## 4        Corporate Considerations

### 4.1        Consultation and Engagement

4.1.1    The development of this plan has been subject to consultation with a range of stakeholders including the Best Council Leadership Team, Corporate Leadership Team, Directorate staff and Portfolio holders.  Furthermore, and perhaps more significantly the Best Council Objectives (in their current format at earlier version as Budget Plus) are built upon and provide some further detail on proposals that were developed as part of the budget for 2013/14 and the medium term financial plan.  Both of these were supported by extensive consultation with the public and other key stakeholders in order to identify spending priorities as well as endorsing the proposals put forward by the council  for delivering the budget reductions eg reducing our asset base and charging for services.

4.1.2    The Council Business Plan forms part of the budget and policy framework and these initial proposals are subject to member consultation through the Resources and Council Services Scrutiny Board as set out in the budget and policy framework procedures rules and Scrutiny Board Terms of Reference.

### 4.2        Equality and Diversity / Cohesion and Integration

4.2.3    A screening process is being undertaken on the new plan to look at how equality, diversity, cohesion and integration is relevant to, and addressed within, the new plan and this will be provided as a background document during the final approval process.

4.2.4    Related to this we have an agreed set of Equality Improvement Priorities 2011-15 which set out a number of specific equality objectives building upon priorities in the City Priority Plan and Council Business Plan.  As a result of the changes to the Business Plan proposed in this report the related Equality Improvement Priorities are also being reviewed.

### 4.3        Council Policies and City Priorities

4.3.1    This report bring to the Board proposals for the updating of the council's priorities which ensures that these remain up-to-date and continue to reflect the most important issues and changing financial context.

### 4.4        Resources and Value for Money

4.4.1    One of the main aims of the Council Business Plan is to enable the council to deliver the medium term financial plan and as such the resource implications are reflected there.  The adoption of a more rolling approach to business plan will enable better linkage between the annual budget setting and the business planning process.

**4.5** **Legal Implications, Access to Information and Call In**

4.5.1 There are no specific legal implications, all information within this report is available to the public.

**4.6** **Risk Management**

4.6.1 The corporate and directorate risk registers are subject to regular review to ensure that they reflect the priorities with the Council Business Plan (as well as the City Priority Plan) and the Corporate Risk Management Policy and processes ensure that the key risks associated with the priorities in these plans are appropriately risk assessed.

4.6.2 There is an increased risk of performance "surprises" as a result of less corporate oversight of the detailed work of Directorates. However, there are directorate processes which will continue to monitor the broader set of information with any key issues escalated as required. In addition Scrutiny would still be undertaking their watchdog role and further work is underway to develop the wrap around performance processes that will ensure that Scrutiny continues to have the right information in order to fulfil this role. In addition the State of the City will continue to look across a broader range of intelligence on an annual basis. Some areas also continue to receive external audit and inspection eg Children's Safeguarding. A further report will be brought to Scrutiny when proposals have been firmed up to consult on changes to performance arrangements going forward.

**5** **Conclusions**

5.1 The Council Business Plan 2011-15 has been reviewed in light of the significantly changing context in which we are working. This report brings to Resources and Council Services Scrutiny Board the initial proposals for the revised Best Council Business Plan 2013-17 for consultation and input.

**6** **Recommendations**

6.2 Members of the Board are asked to provide their views and feedback on the proposals for the new Best Council Business Plan 2013-17 prior to formal approval.

**7** **Background documents**[1]

None

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[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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**Report author: Debra Scott**

**Tel: 75951**

## Report of Director of Environment and Neighbourhoods

## Report to Resources and Council Services Scrutiny Board

## Date: 22 April 2013

## Subject: Community Centre Charges

| | | | | |
|---|---|---|---|---|
| Are specific electoral Wards affected? | ☒ | Yes | | No |
| If relevant, name(s) of Ward(s): | | | | |
| Killingbeck & Seacroft, Burmantofts & Richmond Hill, Gipton & Harehills, Chapel Allerton, Wetherby, Alwoodley, Middleton Park, Beeston & Holbeck, City & Hunslet, Rothwell, Ardsley & Robin Hood, Morley North, Morley South, Kippax & Methley, Cross Gates & Whinmoor, Garforth & Swillington, Kirkstall, Hyde Park & Woodhouse, Weetwood, Otley & Yeadon, Bramley & Stanningley, Armley, Calverley & Farsley, Pudsey, Farnley & Wortley | | | | |
| Are there implications for equality and diversity and cohesion and integration? | ☒ | Yes | ☐ | No |
| Is the decision eligible for Call-In? | ☐ | Yes | ☒ | No |
| Does the report contain confidential or exempt information? | ☐ | Yes | ☒ | No |
| If relevant, Access to Information Procedure Rule number: | | | | |
| Appendix number: | | | | |

**Summary of main issues**

This report provides information on current charging arrangements for the use of the Council Community Centre portfolio that is delegated to Area Committees and overseen on their behalf by Environment and Neighbourhoods directorate. This information was requested by Scrutiny Board at their meeting on 18 March 2013. The report highlights the complexity of the current arrangements and the wide range of factors that influence the levels of charges/subsidies awarded. This affects the extent to which it is possible to maintain transparency and consistency and demonstrate value for money and which can cause confusion and frustration to existing and prospective users as well as administrative difficulties for officers. The report highlights questions to prompt a meaningful discussion about the current charging arrangements and subsidies and suggests a set of guiding principles as a basis for improving future charging arrangements.

**Recommendations**

Members are recommended to

- Consider and comment on the information contained within the report

- Consider and comment on the proposed guiding principles in terms of providing a basis for future policy and procedures and as a means of bringing consistency and transparency to the charging arrangements

**1.      Purpose of this report**

1.1      This report provides information to Scrutiny Board on the charging arrangements for the use of community centres that are delegated to Area Committees and which are overseen from a budget and policy implementation perspective by Environment and Neighbourhoods.  This report has been provided at the specific request of Scrutiny Board in order to facilitate a discussion and to gather views from the Board about how best to ensure consistency, value for money and high quality outcomes for communities.

**2      Background information**

2.2      There are currently 64 community centres within the Council's portfolio that are delegated to Area Committees, 43 of which are directly managed and 21 of which are leased out to community organisations.  Income from lettings/rental charges is currently £376k against a gross budget spend of £1.7m.(based on 2012/13 actuals).  The community centre budget is based on historical spend which comes in the form of recharges from Facilities Management (lettings, utilities, building management services including building managers and caretakers) and Corporate Property Management ( repairs, testing and maintenance).  In reality there is no correlation between expenditure and income and the lettings and charging arrangements are not designed to generate a specific amount of income to cover costs. Currently £473k of the cost is chargeable to the Housing Revenue Account based on expenditure on centres that are deemed to be serving social housing tenants.

2.3      In relation to the directly managed centres, there are different arrangements for use, with parts of centres being made available for the sole use of particular organisations (this includes both office space and activity space) for which a rental is payable, but which in practice is often reduced or waived.  Space is also booked to facilitate delivery of various activities and is made available on a sessional lettings basis or is block-booked in line with the current lettings and charging policies.  Lettings are administered by the Lettings Team within the Council's Facilities Management function, with Environments and Neighbourhoods directorate paying for the service in relation to its 43 directly managed centres.

2.4      For **sessional use** there is a set of standard charges for the majority of centres for rooms of varying size (£12 ph for a small room, £18 ph for a medium room and £25 for a large room), with each Area Committee having agreed a range of discounts for their area, with  some variation for evening and weekend use.  There

are some minor variations in south Leeds. There are currently 16 different discount categories across Area Committees relating to different types of organisations as well as specific types of activities. In addition, there are some special rates relating to specific use that fall outside the normal charging arrangements e.g. sports changing rooms, polling stations, use of centres for parish council business, use of community centres as filming locations. Also there are historical rates agreed for colleges and youth service delivery that reflect their previous user status.

2.5     **Sole use of space** e.g. office space and/or space for running activities, is subject to charges based on a market rental assessment made by surveyors within City Development (Environment and Neighbourhoods directorate is charged each time such an assessment is undertaken). This sets the rental level and the associated service charge for a particular space in the centre and is required to be done this way as this type of extensive use creates a tenancy (Property Services within City Development Directorate have the delegated authority to carry out rental assessments). A lease or licence should also be in place for this type of user (tenants) and arrangements are in hand to ensure that leases/licences are issued for all current and future use of this kind.

2.6     For **block bookings** a charge is calculated on the same basis as for sole use, but a proportion of the charge is then made based on the time it is used exclusively by the organisation e.g. a group may block book a specific space in a centre in order to ensure that it is available for its planned programmes, but others may be able to use it at other times.

2.7     A small number of **entertainment venues** cater for activities such as weddings, shows, competitions, performances and, due to the nature of the activity, can involve lots of preparation/setting up/set building/rehearsal time. Sound and lighting systems, stewarding and clean-up costs may also be incurred at these types for bookings which are additional to the hire charges.

2.8     In relation to leased out centres within the delegated portfolio, the Council has a **Rental Support** scheme which allows graduated rental subsidies to be awarded on an annual basis, of between 100% and 90% of the full market rent. Consideration is given to the organisations' financial position and the range of activities and outcomes being achieved for local communities. The Director of Environments and Neighbourhoods makes decisions on an annual basis in relation to the award of rental support.

2.9     Where centres have transferred under long lease arrangements to community organisations, the Council has awarded **Transitional Funding** to provide time for the organisations to generate sufficient income to cover all the running costs. This is usually awarded for three years on a diminishing scale, for which evidence of spending and outcomes is required to be submitted.

**3      Main issues**

3.1     The issue of charging for community centre usage has become increasingly complex, and charging policies and their application have been influenced by changing local needs, local political input and priorities and the financial

circumstances of organisations wishing to use community centre facilities, as well as the directorate in which buildings happen to have been vested. This makes it increasingly difficult for the Council to demonstrate consistency, transparency and value for money and leads to confusion and frustration on the part of new applicants and existing users.   In reality, the amount being charged could be affected by any of the following:

- **Type of organisation** e.g. third sector, commercial organisations, council services. Commercial organisations are usually charged the full market rent but there are exceptions i.e. where the activity is meeting a local need that would otherwise be left unmet e.g. childcare provision in Yeadon and West Ardsley.  In these cases, the relevant Council directorate would be consulted to confirm the need.  **Question: would the Board consider it appropriate in these cases to ask the relevant Council directorate to 'sponsor' the provision (and meet the cost of the subsidy?) in order to secure the provision for the area, as appropriate?**

- **Type of activity/client group** e.g. social events such as private parties are charged the full rate.  Organised activities for particular client groups may be charged different rates depending on the activity being delivered or the organisation running them e.g. social clubs / friendship groups run by any type of organisation are generally free, whereas statutory organisations using centres for their own organisational needs are generally charged.  In some cases charges may be due to historical agreements linked to previous use e.g. some youth provision in former Youth Service buildings is not charged. As indicated in 2.7 above, some of the larger venues that are used to put on performances and other events require setting up time and cleaning time in addition to the letting **Question:  would it be appropriate to develop a more realistic charging mechanism for these types of buildings?** (these currently include Morley Town Hall, Yeadon Town Hall, Blackburn Hall and Calverley Mechanics).

- **Ability to pay** e.g. where the organisation is unable or unwilling to meet the full rent and has applied to the Council for a rent reduction either via the Rental Support Scheme (leased out centres) or on an individual basis, to occupy sole use of part of a centre. These applications are usually recommended by Area Management colleagues, supported by local ward Councillors and linked to a local priority. Evidence of outcomes as well as the organisation's financial position is now being requested to support decision-making.  However, some organisations that are allowed free or subsidised use may be receiving external grant funding and may be able to draw down funding for premises costs.  These costs may be excluded from funding bids on the basis that there is no cost being incurred, since there is no charge being levied, which prevents the organisation from passing on funds to the Council to cover premises costs. **Question: should we require organisations that have access to grant funding to deliver programmes in Council community centres to include a reasonable amount for premises costs in their bids, and to pass on any funding awarded to the Council to help to meet the organisation's share of the centre's running costs?**

- **Whether or not the organisation booking space makes a charge to participants** e.g. physical activities such as yoga, dance classes where it is expected that the charges to participants would cover the cost of the letting.

However, there are exceptions e.g. lunch clubs charge those attending but this generally only covers the cost of food provided. Also for activities requiring music, the Council currently meets the cost of Performing Rights Society charges which total around £6,500 p.a. whereas other activities are not supported in the same way e.g. groups have to provide their own materials for arts and crafts, cookery etc. **Question: should the cost of allowing music to be used in community centres be passed on to the relevant users as part of the charging arrangements (providing the cost of doing this doesn't outweigh the benefit to the Council of receiving the income)?**

- **Type/extent of accommodation being used** i.e. room size in the case of lettings, or the assessed market value in the case of rent, based on square footage.

- **The timing of the activity:** e.g. weekdays are normally cheaper than weekends due to increased caretaking costs

- **The location of the space being used**: i.e. each Area Committee has agreed its own charging arrangements and, whilst there are some common charges across all areas, there are some local variations.

- **The part of the Council in which the building is vested:** there may be inconsistencies across the Council in the charges being made by different directorates for use of community assets e.g. City Development lease out properties to a variety of organisations including third sector community organisations and would normally charge the full market rent, whereas organisations leasing from the Area Committee's delegated community centre portfolio would be able to apply to the Rental Support scheme for a subsidy of up to 100%. A case in point is the former Beeston Library that was leased out to Health for All at the request of local Members to enable valuable community provision to be delivered in the area. This was on a peppercorn rent basis initially but the organisation is now being required to pay a full market rent. Strategic Housing and ALMOs also allow use of local assets by tenants groups for community purposes for which charges are sometimes waived or subsidised (although this will be supported by HRA funding).

3.2 **New emerging community management models:** the initial outcomes of the Community Centre Review highlight opportunities to pursue community management models and/or commissioning arrangements, whereby community organisations would be invited to run one/a number of community facilities in an area, with a view to increasing usage and generating income to make them more sustainable. This could include developing a mix of occupation, including some paying tenants as 'anchor tenants' that would help to secure the future of the centre and allow other activities to be provided at a subsidised rate if this was felt to be beneficial to the area. In this case, it would be for the managing organisation to set the lettings and pricing policy and balance the books, although it may still be possible for the Council (Area Committees) to influence the arrangements made by these organisations as part of any management agreement/leasing arrangement (in reality organisations running community facilities in leased-out centres already have local charging policies in place and are generally non-profit organisations and have arrangements in place for users who are struggling to pay). **Question: does the Board support the setting of**

**local pricing policies for community centres under a community management model, in order that centres can become self-sustaining in the longer-term?**

3.3     Decisions around charges/subsidies to individual organisations that are unable or unwilling to pay the full market rate are currently made by the Director of Environment and Neighbourhoods based on recommendations from Area Management officers.  Ward councillors are consulted about any requests for subsidised use and the Director takes account of their recommendations in making his decisions.  In some cases the charge is based on the affordability of the organisation requesting the space on the basis that some income is better than none and the space is otherwise unlikely to be used (although it should be noted that there is currently no budget for marketing of community facilities and the demand for space is only known anecdotally as currently the Lettings Unit do not log enquiries).  Up to now, detailed information on the impact and outcomes of activity benefitting from rental subsidy has been difficult to obtain and subsidy arrangements were not always subject to regular review.  However, following the Community Centre Review, work is underway with colleagues in Area Management to track and report outcomes for local communities which can be used to review arrangements and decide whether or not it is appropriate to continue the subsidy.

3.4     The charging arrangements were included within the scope of the Community Centre Review and some initial work was done to look at rationalising the sessional rates.  However, the main thrust of the review has concentrated on exploring different models of operation and consolidation of assets where it makes sense to do so to bring about longer term sustainability.  It is within this context that the issues of cost, value for money, transparency, sustainability, accountability and outcomes for communities have been addressed rather than considering how the existing range of charging policies for sessional use could be changed.  However, it is acknowledged that the current range of discounts being offered by each Area Committee remains confusing and difficult to administer.

3.5     **Some guiding principles:**  there is clearly a need for some guiding principles upon which policies and procedures and associated decision-making can be based..  The following  principles are therefore suggested as a basis for discussion in relation to Council-owned and managed community centres:

- **Community Centre use and associated charging arrangements need to be fair and transparent and follow a clear approval mechanism which is applied consistently**

- **Lettings and charging arrangements should take account of the need to promote financial viability of centres as far as possible, through attracting paying users and reducing running costs, whilst ensuring that the centres can continue to meet the needs of local communities**

- **Charges for use (and the ability to apply for subsidies) should not be a postcode lottery and should be consistent across the Council, regardless of the directorate in which the building is vested**

- **To ensure the best use of facilities for local communities, lettings arrangements and decisions to allow subsidies need to be informed by local considerations within an agreed Council-wide policy and budgetary framework and as such should form part of Area Committee delegated decision-making arrangements, supported by locality-based administration and marketing and including delegated budgets**

- **Decisions should be based on sound asset management principles and practices that seek to optimise the use of space, deliver value for money (within the context of available budgets) and support the delivery of local and wider city priorities**

- **Any lettings and charging system should be simple to use and easy for users to understand, and for officers to administer**

- **The lettings and charging system should be audited annually to ensure its fair and consistent application, and so that issues can be highlighted and policy/procedural adjustments made where necessary**

## 4      Corporate Considerations

### 4.1      Consultation and Engagement

4.1.1    This report has been prepared in response to a Scrutiny Board enquiry and is not proposing decisions. If any recommendations arising out of the enquiry are to be implemented, then it would be appropriate to consult with interested parties at that point. The provision of community centre facilities, including charging policies and procedures, is the subject of a separate review, and there has been some engagement already at a local level with user groups and individual users of facilities about usage and attitudes to charges. This is informing the review, the outcomes of which will be subject to wider consultation at an appropriate time and before any decisions are taken..

### 4.2      Equality and Diversity / Cohesion and Integration

4.2.1    This report has been prepared in response to a Scrutiny Board enquiry and is not proposing decisions at this point. The enquiry is concerned with the charging arrangements for use of Council-owned community facilities. The Community Centre review which is taking place at the moment is considering a wide range of issues, including charging arrangements, and a high level equality impact screening has been undertaken which has determined that further equality impact assessments will need to be done as the review progresses and prior to any decisions being taken.

**4.3    Council policies and City Priorities**

4.3.1    This report outlines the current charging policies and arrangements for the use of Council community facilities.  The outcomes of this Scrutiny Board enquiry will inform future policy and implementation arrangements.  Activities taking place within Community Centres can and do contribute to a range of city priorities, as well as specific local priorities determined by Area Committees, and decisions concerning the use of centres and the provision of  subsidies  does take into account the extent to which provision meets city priorities and any local needs.  In addition, the Community Centre Review which is underway at the moment is contributing to the wider Best Council Asset Review priority and may impact on the income, charging and trading priority.

**4.4    Resources and value for money**

4.4.1    Value for money aspects and the extent to which income can be generated to cover costs is reflected in this report and is being taken into account as part of the Community Centre review.  It will feed into the Best Council priority on income, charging and trading and Asset Management.  The views of Scrutiny Board will inform this work.

**4.5    Legal Implications, Access to Information and Call In**

4.5.1    This report has been prepared in response to a scrutiny board enquiry and as such there are no direct legal implications to consider at this stage (although leasing, licensing and charging for the use of community assets takes place within relevant legal frameworks).  There are no Access to Information issues and no decision is being taken so there is no decision that is subject to call in.

**4.6    Risk Management**

4.6.1    There are no specific risks being addressed in the report, although the enquiry prompts discussion about the transparency and consistency of existing charging arrangements.  The issue of charging for the use of Council community facilities is of which is of general interest to users/prospective users of facilities. Any question about the consistent and transparent application of charging policies could affect the reputation of the Council and lead to a direct challenge.

**5    Conclusions**

5.1    The current arrangements for charging for community centre usage are complex, and vary for different parts of the city, depending on the charging schedule agreed by different Area Committees.  In addition, the approach to charging users varies in accordance with which Directorate the centres/assets are vested with.

5.2    To compound the above, there are different types of community centre/asset-users, which require a different approach to charging e.g. one-off users that require a space for a specific meeting or event, users that require space on a longer-term/permanent basis as either an office base or a delivery facility.  The latter groups are effectively tenants and should have a formal lease or license in

place with the Council.  An additional category for consideration is organisations requiring space to hold performances.

5.3     The majority of users (across all categories) in the Council's community centres do not pay a lettings fee, or the market rent or service charge contribution, with most occupying space for little or no charge.  This, coupled with the complicated internal charging arrangements, makes it very difficult for centres to become self sustaining or generate income to cover at least the day to day running costs.

5.4     The Council's community centres are delegated to the Area Committees. However, in reality, the financial delegation remains with Environment and Neighbourhoods which means that in practice the Committees currently have limited opportunities to be fully responsible and accountable for usage and decisions about levels of subsidy etc. and to determine how any efficiencies can be realised for the benefit of communities and/or the Council.   The impact and outcomes of activity being delivered within or from the Council's community centres is not currently tracked and reported in a formal or systematic manner, making value for money assessments related to subsidised usage  difficult.

5.5     There needs to be some consistency in approach across the Council underpinned by a set of guiding principles which promote consistency and transparency and makes the system of charging easy to understand, access and administer

## 6.     Recommendations

6.1     Members are recommended to:

- Consider and comment on the information contained within the report

- Consider and comment on the proposed guiding principles in terms of providing a basis for future policy and procedures and as a means of bringing consistency and transparency to the charging arrangements

**Background documents**[1]

None

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[1] The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting.  Accordingly this list does not include documents containing exempt or confidential information, or any published works.  Requests to inspect any background documents should be submitted to the report author.

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**Report author:** Chris Ingham

**Tel:** 243220

**Report of Chief Officer (Human Resources)**

**Report to Resources and Central Services Scrutiny Board**

**Date: 22nd April 2013**

**Subject: Occupational Health and Safety**

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

**Summary of main issues**

1.  The report sets out some information as to how health and safety is managed within Leeds City Council.

2.  It also provides information on current occupational health performance and the priorities for intervention.

**Recommendations**

To note the information within the report.

To comment on the identified priorities for intervention for 2013/14.

# 1   Purpose of this report

**1.1**   Leeds City Council is committed to ensuring the health, safety and welfare of its employees and those affected by its undertaking, including service users, members of the public and school pupils.

**1.2**   This paper will explain how the Council manages health and safety in the current legal and political context.

**1.3**   The report recommends the priority areas for intervention during 2013/14.

# 2   Background information

**2.1**   Leeds City Council has many responsibilities in terms of health and safety – as a duty holder with large numbers of employees, a regulator (through Environmental Health) and a large-scale procurer of goods and services which can influence safety through the supply chain.

**2.2**   The Council owes a duty of care under health and safety legislation to employees, contractors, service users and visitors – this includes pupils in schools and residents in older people's accommodation.

# 3   Main issues

## 3.1   Roles and Responsibilities

3.1.1   Overall responsibility for health and safety in the Council lies with the Chief Executive and Leader of the Council. These duties cannot be delegated

3.1.2   The main duty of any employer can be summarised as providing: safe systems of work; safe plant, equipment and substances; safe workplaces; risk assessments; training/instruction and supervision.

3.1.3   Health and Safety compliance within the Council is enforced by the Health and Safety Executive and Fire Safety by the West Yorkshire Fire and Rescue Service. They have powers to serve legal Notices for the Council to improve safety arrangements, or to cease activities until improvements are made or to prosecute for health and safety failings. They can also bring cases of Corporate Manslaughter where gross misconduct has led to the death of someone affected by the Council's work activities. Fines for health and safety offences can be unlimited if the matter is dealt with in the Crown Court. The HSE also charge for inspection work, where breaches of statutory provisions are found.

3.1.4   Civil claims for compensation can also be brought against the Council by employees or members of the public injured due to the council's work activities.

3.1.5   The Council is obliged to report certain accidents and incidents to the Health and Safety Executive. These include: deaths at work, major injuries, certain dangerous occurrences, certain occupational diseases, members of the public being admitted to hospital following an

accident at a council premises/activity and employees who are off work for more than seven days following an accident.

3.1.6   In addition, the Council has to notify the HSE about certain construction and asbestos works.

## 3.2   Roles of Elected Members

3.2.1   A safe and healthy workforce is a prerequisite to the delivery of excellent services to local communities. Elected members have a significant part to play in securing the health and safety of the council's workforce, as their decisions have a major influence on both local authority staff and the public.

3.2.2   Members are not responsible for managing health and safety services on a day-to-day basis, but can affect it through strategic decisions on plans, priorities and budgets. Elected members also have potential criminal and civil liabilities as individuals or as a body. The leader of the Council is a co-signatory of the Council's Health and Safety Policy.

## 3.3   Sensible Health and Safety

3.3.1   Health and safety is about saving lives, not stopping people living. Leeds City Council supports the HSE's campaign for sensible risk management, where it is based upon practical steps to protect people from real harm and suffering - not bureaucracy. The approach is to seek a balance between the unachievable aim of absolute safety and the kind of poor management of risk that damages lives and the economy.

| Sensible risk management is about: | Sensible risk management is not about: |
|---|---|
| Ensuring people are properly protected | X Creating a totally risk free society |
| Balancing benefits and risks | X Generating paperwork mountains |
| | X Scaring people about trivial risks |
| Enabling innovation and learning | X Stopping important activities |
| Ensuring that those who create risks manage them responsibly | X Reducing protection from real risks |
| Individuals understanding that, as well as the right to protection, they also have to exercise responsibility | |

### 3.4 Current National Position on Occupational Safety and Health

3.4.1 A Government review in 2011, conducted by Professor Lofstedt, considered the opportunities for reducing the burden of health and safety legislation on UK businesses whilst maintaining the progress made in improving health and safety outcomes. This followed an earlier review on 'compensation culture' by Lord Young.

3.4.2 The main recommendations were to:

Streamline and improve health and safety legislation – reducing bureaucracy;
Work with the European Union to ensure proposals for new legislation are risk and evidence based;
A proposal to prevent civil compensation claims attaching themselves to the strict liability imposed by some health and safety regulations;
Recommendations to reform civil claim activity.

A review has also been made to try and reduce sickness absence from the workplace. The key recommendations are:

To deliver a state-funded Occupational Health service for people who have been off work for over 4 weeks;
To address poor performance on sickness absence in the public sector;
To provide tax relief on vocational rehabilitation and Employee Assistance Schemes.

### 3.5 How Leeds City Council Manage Occupational Safety and Health

3.5.1 Health and Safety Management in the Council is based on an approach advocated by the Health and Safety Executive. This is realised through a series of Health and Safety Performance Standards jointly agreed with the Trade Unions.

3.5.2 The Chief Executive is ultimately accountable for the health and safety of employees and service users of Leeds City Council. To assist him to undertake this role he has nominated the Director of Resources as the CLT member with responsibility for apprising him of health and safety performance. In turn the Director of Resources is supported by a team of professionally qualified Health and Safety Advisers and Occupational Health Practitioners, led by the Head of Health and Safety. In addition to these specific roles, the Council's Health and Safety Policy details individual accountabilities for every level of employee. As Leader of the Council, Councillor Wakefield also has a responsibility to ensure that decisions taken by elected members do not compromise the health and safety of staff or service users.

3.5.3 Co-operation and consultation with the workforce on health and safety matters is extremely positive. There are Directorate/Service level Health and Safety Committees and a Corporate Health and Safety Committee.

3.5.4 LCC has fostered positive working relationships with the enforcement agencies and has signed a Fire Safety Concordat with the Fire Service which is working well.

### 3.6 Priorities for 2012/13

3.6.1 The priorities for 2012/13 and progress against them:

| Priority | Brief Summary of progress |
|---|---|
| Management and Control of Asbestos | Council-wide Asbestos management group established. Much greater management and control. |
| Management and Control of Legionella | Audit of one remaining cooling tower took place and recommendations made. |
| Contractor Management | All contractors vetted for health and safety performance. Audits of contractors on-site taking place. |
| Violence and Aggression | Excellent work in schools. Body cams in Parking Enforcement continuing to bring levels of violence and aggression down. |
| Health Surveillance: focus on vibration and shift work | Hand-arm vibration monitoring and surveillance programme established. |
| 'Working Together for Risk Management': focus on leadership and worker participation | Health and safety committees working well. |
| Monitoring, auditing and performance measurement: focus on risk assessment; planned maintenance; and accident investigation | New auditing programme established by the health and safety teams. |
| Musculo-skeletal Disorders | Tailored training delivered in Waste Collection. On-line Display Screen Equipment Programme to be introduced. |
| Improving Public Health Through the Workplace: focus on mental health and 'health is everyone's business' | Health is Everyone's Business rolled out. Wellbeing Framework established and endorsed by CLT. |
| Waste Collection Audit | HSE completed their audit without taking any formal enforcement action. |

### 3.7 Occupational Health and Safety Performance

#### 3.7.1 Occupational Health

3.7.1.1The internal Occupational Health Unit was formed in February 2009. It looks at the impact of work on employees' health and of their health on the work they do. Since it opened nearly 8,000 people have been seen in the unit. 1043 appointments have been made from 1/4/2012 to 28/2/13. Most referrals relate to mental health and musculo-skeletal disorders.

#### 3.7.2 Fire Safety

3.7.2.1 The Authority has signed a 3 year Fire Safety Concordat agreement with West Yorkshire Fire & Rescue Service, this agreement runs from April 2011 to 2014. As part of this there is an agreed Corporate Fire Safety Action plan setting out targets for the

authority. Both parties find the agreement mutually beneficial and are already working to renew the partnership agreement, with a new target driven action plan. Since working under the Fire Concordat, there has been a significant reduction in insurance claim relating to fires.

3.7.2.2 The council has arrangements in place for the issuing and reviewing of fire risk assessments, as required by the Regulatory Reform (Fire Safety) Order 2005, these assessments have been key in improving on LCC safety arrangements and in meeting statutory requirements.

3.7.2.3 The authority has recently received external accreditation from the Institute of Fire Safety Managers for a Fire Wardens and Fire Safety Champion training course.

3.7.2.4 In December 2011 West Yorkshire Fire & Rescue Service changed its attendance policy, at the majority of our sites. There is now a requirement for LCC staff to check for signs of fire before calling the Fire Service. This change of policy has been widely circulated and additional training has been provided. Emergency evacuation Procedures are currently being revised to bridge any gap between fire safety and emergency planning issues.

### 3.7.3    Enforcement

3.7.3.1 In the past two years LCC has only been served with two enforcement notices by the HSE and none by the Fire and Rescue Service. These notices were as a result of an HSE clamp down on construction sites in Leeds and were related to health surveillance of joiners and fire precautions on site.

3.7.3.2 The Council is also to be prosecuted by the HSE in relation to a rotten wooden flagpole in Otley Memorial Gardens which fell on a young child. The child has fully recovered, although she will be monitored for the next two years. Systems for inspection, monitoring, reporting and repair have now been significantly improved to the satisfaction of the HSE.

3.7.3.3    LCC has a positive, co-operative relationship with the enforcement agencies.

### 3.7.4    Accidents and Incidents – Quarters 1 to 3 2012/13

3.7.4.1 There were 2,956 accidents and incidents during quarters 1 to 3 2012/13. This remained at the approximately the same level as 2011/12.

3.7.4.2 The top 5 causes of accidents and incidents were:

| | |
|---|---|
| *Physical assaults* | - 49% of total; |
| *Verbal assaults* | - 16% of total; |
| *Slips, trips and falls* | - 7.5% of total; |
| *Handling and lifting* | - 4.8% of total; |
| *Hit by moving/flying object* | - 4% of total. |

3.7.4.3    41% of accidents occurred in schools, followed by 17.4% in Adult Social Care.

3.7.4.4    The 'top ten' services with the highest accident/incident levels were:

| Rank | Service Area | Most Common Accidents/Incidents. |
|---|---|---|
| 1 | Schools | Physical assaults; verbal assaults and to a lesser extent slips; trips and falls. |
| 2 | Community Support (Adult Social Care) | Physical assaults; verbal abuse and disruptive behaviour. |
| 3 | Older People's Services (Adult Social Care) | Most of these are related to physical assault; verbal abuse and disruptive behaviour. |
| 4 | Waste | Most are vehicle related, followed by verbal abuse and manual handling. |
| 5 | Libraries | Most of these incidents involved verbal abuse or disruptive behaviour. |
| 6 | Childrens Social Work Team | Mainly physical and verbal assault |
| 7 | Catering and Cleaning | Most accidents involved contact with hazardous substances, slips/trips/falls and manual handling. |
| 8 | Face to Face Contact (Customer Access and Performance) | Mainly verbal abuse. |
| 9 | Environmental Action team | Mainly verbal abuse, vehicle related or slips/trips/falls. |
| 10 | Property Maintenance | Most accidents involved moving and handling, slips/trips/falls and striking against something fixed or stationary. |

7.5.5   The following accident reports were sent to the Health and Safety Executive during Quarters 1 to 3 2012/13:

   1 Dangerous Occurrence;
   4 Major injuries;
   61 accidents which led to employees taking more than 7 days off work.

**3.7.5 Health and Safety Training**

3.7.5.1  On average over 3,000 places on health and safety courses are taken up every year.

**3.8 Provisional 'Top Ten' Priorities for 2013/14**

| Construction | this covers a huge range of operations, including property maintenance and management, refurbishment, demolition and excavation, as well as specific problem areas such as asbestos and legionella. Contractor management is also important here. |
|---|---|
| Transport | this includes highways maintenance, road safety, depot management, pedestrian access, school transport and occupational road risks |
| Fire | the size of the authority's property portfolio makes this an important |

| | area. |
|---|---|
| **Mental Health Problems** | these are the biggest cause of sickness absence in local government. Stress, anxiety and depression are the main issues |
| **Musculoskeletal injuries** | bad backs, muscle damage and sprains are all too common. Injuries aren't just caused by lifting or moving heavy things – repetitive tasks such as intensive keyboard use can also be to blame, along with slip or trip accidents |
| **Transport** | this accounts for over 65% of all reported incidents. |
| **Fire** | LCC has a large property portfolio, including homes for older people where people live and sleep. |
| **Health surveillance** | this is undertaken by Occupational Health and is essential in monitoring employees' health to ensure they are not made ill by the work they do. |
| **Violence and aggression** | this accounts for 65% of all reported accidents and incidents in the Council. |
| **Waste collection** | nationally, this is the sector with the highest risk of injury |
| **Roles, responsibilities and competence** | it is important that all staff are aware of their roles and responsibilities in relation to health and safety and have training commensurate with their role. |
| **Improving health and wellbeing** | this is a national priority. Mental health issues account for the largest proportion of sickness absence. |

**3.9 Overall Assurance**

3.9.1 The Council is continuing to invest in Health and Safety Training which can only impact positively on the health and safety culture within LCC. Equally positive is the progress made on fire safety and asbestos management and control during 2012/13. Relationships with the Health and Safety Executive and Fire Service are positive.

3.9.2 **Table 1 (below)**, demonstrates that the key components of the Health and Safety Management System are in place and operating in the Council. Improving health and safety is, however, a process of continual improvement and review. A new auditing programme was introduced for 2012/13 in an attempt to identify route causes and advice has been given to improve accident investigation.

3.9.3 A detailed audit of central health and safety controls was undertaken by **LCC Internal Audit** during 2011/12. They found that the control environment was good, compliance was acceptable and that any non-conformances found only had a minor impact on the organisation. The recommendations were incorporated into the 2012/13 work programme.

**4.0 Conclusion**

4.1 Good progress continues to be made in establishing and embedding a health and safety management system within the Council. At the same time, performance is improving across most indicators. There is a clear Strategic Vision for what needs to be achieved and key risk priorities have been identified and been addressed.

4.2     It remains the role of the specialist team to provide competent advice, getting the balance right between not being stifled by bureaucracy, but allowing the organisation to enjoy the confidence created by assurance.

**5.0     Recommendations**

5.1    Scrutiny is asked to note the contents of this report.

5.2    Scrutiny is asked to consider the priorities identified for 2013/14.

**Table 1 – Elements of a Health and Safety Management System**

| Element | RAG | Comments |
|---|---|---|
| **1. Policy** | G | Policy in place, currently under review. |
| **2. Organising for Safety** | | |
| 2.1 organisation | G | Policy and Standards clearly identify roles and responsibilities. |
| 2.2 arrangements | A | A number of core and operational Performance Standards are in place and embedded across the council. Good progress has been made in 2011/12, but some are still outstanding. |
| 2.3 control | G | Policy and Standards clearly identify roles and responsibilities. Key Performance Indicators are in place. A standard Workplace Inspection procedure has been introduced, along with a standard Risk Assessment process. Further improvements required, e.g. strengthening h&s responsibilities in Job Descriptions and introducing more effective performance measurement. |
| 2.4 co-operation | G | Corporate and local H&S Committees in place. Unions consulted on development of the H&S Management System. Union Reps in place, conducting inspections and contributing to risk assessments. Unions also involved in accident investigations and meetings with HSE. |
| 2.5 communication | G | H&S messages communicated effectively using a variety of channels, both corporately and locally. |
| 2.6 competence | G | Significant increase in h&s training in 2011/12. Work to be undertaken to map mandatory h&s training needs more closely to job roles. |
| 2.1 competent health and safety advice | G | All H&S Managers and Head of H&S are Chartered Occupational Safety and Health Practitioners. |
| **3. Planning and Implementation** | G | 4 Year H&S Vision, corporate and local Plans, risk assessment process and workplace inspection programme in place. |
| **4. Measuring Performance** | G | Key indicators measured. New indicators to be agreed at CLT. |
| **5. Reviewing** | G | Regular review utilising performance information and following accidents/incidents, claims, or HSE/Fire Service intervention. |
| **6. Auditing** | A | Auditing carried out in many service areas using ROSPA QSA, 18001, or local or specialist systems. E.g. schools, leisure, commercial services etc. A new, independent auditing system has been developed for use by the H&S Team during 2012/13. |

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Report author: Alex Watson

Tel:  43072

## Report of the Chief Officer (HR)

## Report to Scrutiny Board - Resources and Council Services

## Date: 22nd April 2013

## Subject: Agency workers, Overtime and Consultants

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

### Summary of main issues

1. In 2012, this Board received reports on use and costs of agency workers and overtime. A report was also submitted on the position of consultants and the measures that were being taken to avoid situations where this could create potential tax avoidance.

2. This report follows up work in these areas and gives the Board a progress update, as well as suggesting further areas of action and monitoring through routine reporting.

### Recommendations

3. The Board is asked to consider the recommendations which are detailed at the end of the report.

**Purpose of this report**

1. To provide the Scrutiny Board with an update on previous reports on the use and requirements for agency workers and overtime and consultants.

**Background information**

2. Overall staffing budgets are set to allow services to deliver in line with the Council's plans. To achieve this, core staffing is supplemented by agency workers and overtime. The approaches taken by different services vary according to needs.

3. Since 2012, various measures have been put in place to ensure appropriate use of resources. Included in this are measures to ensure consultants are not inappropriately used to fill posts. This report details this and the impact they are having.

**Main issues**

**Agency Workers**

Latest Position

4. Scrutiny were previously updated on:

   a) how we procure services,

   b) cost benefits of agency workers,

   c) how we meet new requirements under the Agency Worker Regulations and

   d) how services use agency workers.

5. A summary of current usage is given in Appendix I. For the 12 months to February 2013 compared to the 12 months to February 2012 – mean average FTE numbers reduced from 496 to 476 per month. Mean average monthly costs increased marginally from £17 to £17.50 per hour.  This is the effect of a full year of the Agency Worker Regulations and increases in the minimum wage from £6.08 to £6.19.  Hourly rates have also partly increased with some specialist ICT roles moving onto the Comensura contract.  These tend to be at the higher rates.

6. Adult Social Care continue to use agency staff pending a number of organisational changes.  Provision of Older People's care is now subject to public consultation following the Executive Board in February 2013.  Options are also being considered for the provision of Mental Health/ Learning Disabilities. They may affect around 1,100 staff and for this reason high numbers of agency staff have been retained to backfill posts to minimise risks of job losses.

7. Children's Services continue to use agency staff to cover workload.  This has been beneficial in reducing the number of looked after children where increased resources have been made available.  Current agency staffing has significantly reduced from a peak of 188 FTE in April 2012 to 132 FTE in Feb 2013.

8. In Environment and Neighbourhoods significant reductions took place in 2013. Further appointments are pending which are likely to see the current 50 FTE numbers reduce.

9. Overall agency spend at period 10 was 4% of the overall staffing spend - £14m out of £322m.

Value for Money

10. Monitoring of agency spend and usage is provided via the People Plan Scorecards, which are available for each Chief Officer. This will be reported to CLT/Scrutiny on a regular basis as part of the set of indicators chosen by Scrutiny e.g. FTEs, agency and overtime Work is also on-going to support ordering managers so they are adequately trained

11. Contract arrangements are subject to on-going review and an Internal Audit review of the Comensura contract is being undertaken

12. Finally, the current contractual arrangements are to be reviewed at the end of 2013/14.

Workforce Planning

13. All requests for agency workers must be vetted against the Council's Talent Pool. To widen the supply of internal candidates, a series of Resourcing Solutions projects are being undertaken to up-skill staff and help staff to consider career plans and paths to reduce the reliance on agency workers. For example, a pilot has commenced for peripatetic admin staff; transferring staff resources from catering and cleaning who are being earmark for admin jobs in Children's Services. This has previously had a reliance on agency workers.

14. Consideration will continue to 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. This particularly applies in Adult Social Care where big reductions in Agency use are now anticipated.

Analysis of roles and Long Term Agency Workers

15. An analysis of roles is given in Appendix II. In summary it is noted that there is:

    a) Continued and concentrated use in Social Care and Social Work Roles.

    b) On-going use in IT, Commercial Services cleaning and catering roles and technical roles.

    c) Reducing numbers in Environments and Neighbourhoods.

16. Following the adoption of the Protocol on Agency Workers, long term agency staff have reduced. As at 30th December 2012 there were 176 FTE agency staff who had been engaged for over 6 months. This is a significant reduction from the 213 reported in June 2012.

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

be asked to identify why exceptions are needed. Legitimate reasons for this may include:

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

b) 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.

Recommendations on Agency Workers

18. Recommendations for further work are detailed alongside other complementary measures that affect overtime at the end of this report.

**Overtime**

19. Overtime was considered by the Resources and Council Services Scrutiny Board in September and October 2012 and a progress report requested. The findings of an Internal Audit on overtime were also presented to the Corporate Governance and Audit Committee in November 2012. This included concerns about how some overtime payments are made. The response to the Audit is an opportunity to further check and challenge requirements for the use of overtime and develop a better framework for managing this. Clearly the opportunity to make savings remains given current spend, which is £10m for 2012/13. (See Appendix III).

Audit Issues, Findings and Opportunities

20. In summary, the Audit looked at the accuracy of payments. Sampling showed rules on Planned Overtime were not applied for "senior" staff who are paid above spinal column point 28 (£23,708). The existing rules on this are detailed in Appendix IV. This raises questions on whether the rules on overtime have become outdated for large sections of the workforce that are able to work on a flexible basis.

21. Compliance with this set of rules suggests a need to re-think the policy, and especially to use this as means to look at the overall need for overtime in services where rota cover drives the need for overtime. This follows discussion with the trade unions where the feasibility of quickly getting a collective agreement to pay overtime at different rates is limited.

22. Therefore it is proposed that the rules on planned overtime should still apply and that managers are reminded of this. At the same time there needs to be greater clarity on definitions of what constitutes "unplanned" requirements.

23. A dialogue will be held with services to assess this and HR will work with Internal Audit too. For staff who do not work on a rota basis it will be stressed that there are considerable options for flexible working and that paying staff, especially above scp 28, overtime is to be avoided – whether planned or in case of an urgent, unexpected need.

24. For services who work on a rota basis there needs to be a better appreciation of the circumstances where minimum cover is needed and whether this is predicable or not. In terms of staff affected, this will apply largely to staff on Senior Officer grades who are needed to augment shifts, but do not have the same ability as non-rota staff to work flexibly.

25. Service based discussions on the need for overtime will be linked to a variety of other support and control opportunities which are discussed below.

Other measures and options

26. Alongside a dialogue on when it is appropriate to use overtime and operate outside of the planned overtime rules, additional work with be undertaken.

27. This includes assessing the adequacy of rota planning in services with high overtime use and also offering guidance for managers via a toolkit on ways to negate the need for overtime. For example,

   a) ensuring organisational structures are fit for purpose,

   b) that employees rota patterns reflect the needs of the service,

   c) employing more part time employees to enable more flexible deployment,

   d) multi-skilling in common types of services e.g. Libraries, Arts & Heritage – so establishments have pool rotas to allow shift swapping,

   e) the use of internal resources such as employees currently in the talent pool,

   f) the utilisation of flexible working options to be used instead of paid overtime were applicable.

28. In addition there can be;

   a) further monitoring of overtime as part of the Chief Officer HR challenge meeting with Directors

   b) Reporting overtime to this Board as part of the big 5

   c) Reporting exceptional use of overtime as part of a Top100 earners

**Personal Service Companies and Consultants**

29. In December this Board considered issues with Consultants recruited to cover posts. It was recommended that procedural measures were put in place to prevent inappropriate hiring of consultants. HR, in conjunction with Audit and Procurement, were asked to report back by April 2013 on the implementation and adherence to the new arrangements.

**Updating Contract Procedure Rules (CPRs)**

30. The CPRs are being updated and are due to go to Full Council. The new drafting will stress that, as with all contracting options, it is necessary to firstly consider whether internal resources or providers can be used in the first place. This will mean that Officers deciding to use consultants must consider:

   a) The nature of the unique or specialist skills required,
   b) The Council's capacity and ability to redirect resources to undertake such tasks,

c) Whether or not there is a statutory need or any other need for an independent person,

d) Overall timescales required, and;

e) Overall cost effectiveness.

31. Officers making decisions to procure a service should note why this has been the case to demonstrate that this approach is more appropriate than seeking to create and fill a position on the Council's structure.

**Filling positions**

32. In relation to clarifying that the Council does not engage people operating as Personal Service Companies to fill positions on the Council's establishment the following wording is suggested in the new CPRs:

a) "Consultants who are individuals, but trade as their own businesses (private service companies), must not be engaged to cover any temporary or permanent posts as an alternative to offering such individuals a contract of employment".

33. Where there is a need to fill a post on the Council's structure on a short term /interim basis, the Council will either employ someone on a temporary basis through the Council's normal payroll arrangements, or will engage them through a recognised agency. For the former, this would be through either a temporary or fixed term contract, and for the latter, the Council has two main routes the Executive Search and Selection Framework contract and the vendor neutral agency contract.

**Reflecting the position in the revised senior pay policy statement**

34. The Council's new senior Pay Policy statement was adopted by Full Council in February 2013. This sets out specifically that "Individuals who operate as personal service companies will not be directly engaged to cover senior officer posts covered by this policy."

**Adherence to the new arrangements**

35. HR has performed a check of the senior structures across the Council in March 2013 and can confirm that all post-holders covered under the Senior Pay Policy are paid via payroll by Leeds City Council. None are therefore engaged as personal service companies. Work is currently being discussed with Audit to undertake a formal assessment of the existing arrangements to be undertaken later in 2013.

36. This would test the adherence and control environment around the new arrangements. We will also track any proposed changes that might arise from consultations HMRC are considering in relation to taxation issues for agency workers.

37. In addition to discussions with individual directors, further communications are planned following the agreement of the revised CPRs.

Scrutiny is asked to note this work and suggest any other areas where the use of consultants should be reviewed in the future.

**Corporate Considerations**

**Consultation and Engagement**

38. A draft of this report has been shared with the trade unions

**Equality and Diversity / Cohesion and Integration**

39. 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**

40. N/a

**Resources and value for money**

41. Both overtime and agency work spends are significant. Work is on-going to ensure our contract arrangements offer value for money, although potentially greater savings will arise from reducing demand for agency workers.

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

42. The Council's Senior Pay Policy has been amended to address concerns about consultants.

**Risk Management**

43. N/a

**Conclusions**

44. Services continue to rely on agency workers and overtime to deliver some of our most important  front-line services.

45. These are nevertheless costly methods for providing cover and recommendations to maintain control and make further reductions are made. Where consultants undertake jobs the similar proposals are made.

**Recommendations**

46. The Scrutiny Board is asked to consider the following recommendations

47. Recommendations for Agency Workers are to:

   a)  Use the emerging Resourcing Solutions projects to train staff to do work covered by some agency workers

b) Act on the outputs from the audit report.

c) Provide manager support from Comensura to ensure the effective use of the system

d) Continue to work with Comensura to provide a clear focal point for resolving queries and issues.

e) Continue to ensure Agency reporting is an integral part of the People Plan Scorecard.

f) Plan to review contract at end of 2013/14

48. Recommendations for Overtime are to:

a) Better define rules for planned overtime, and to understand where exceptional circumstances may apply

b) Develop and issue a toolkit on managing overtime for managers

c) Monitor routine and exceptional use of overtime with Directors and Chief Officers

49. Recommendations for Consultants are to:

a) Finalise revised Contract Procedure Rules

b) Monitor adherence to these and the Senior Pay policy

c) Suggest any wider options to assess the use of Consultants generally

**Background documents[1]**

None

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[1] The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.

**Comensura Spend Analysis 12 months to end of February 2013**

**ALL**

| Month effective | FTE | Total charge (£000's) | Hours Booked | Average Cost per hour |
|---|---|---|---|---|
| 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 |
| Sep-12 | 559 | 1,606 | 89955 | £17.85 |
| Oct-12 | 427 | 1,226 | 68720 | £17.84 |
| Nov-12 | 435 | 1,243 | 69889 | £17.79 |
| Dec-12 | 469 | 1,334 | 75397 | £17.69 |
| Jan-13 | 388 | 1,086 | 62373 | £17.41 |
| Feb-13 | 448 | 1,251 | 72061 | £17.36 |
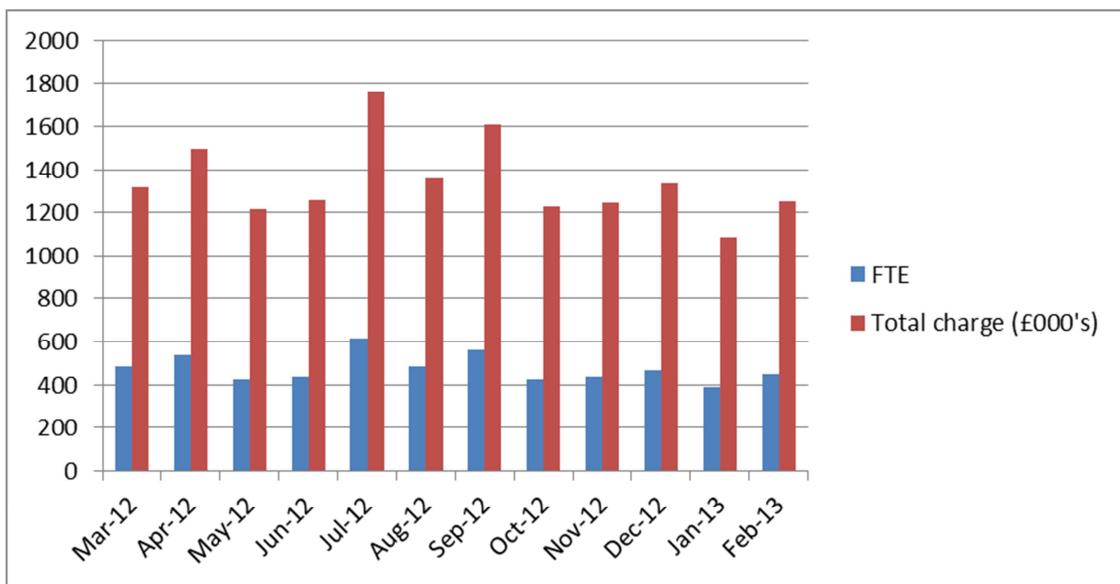
**ASC**

| Month effective | FTE | Total charge (£000's) | Hours Booked | Average Cost per hour |
|---|---|---|---|---|
| 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 |
| Sep-12 | 161 | 432 | 25882 | £16.69 |
| Oct-12 | 127 | 346 | 20428 | £16.94 |
| Nov-12 | 136 | 364 | 21813 | £16.69 |
| Dec-12 | 144 | 379 | 23117 | £16.39 |
| Jan-13 | 112 | 299 | 18065 | £16.55 |
| Feb-13 | 146 | 379 | 23484 | £16.14 |
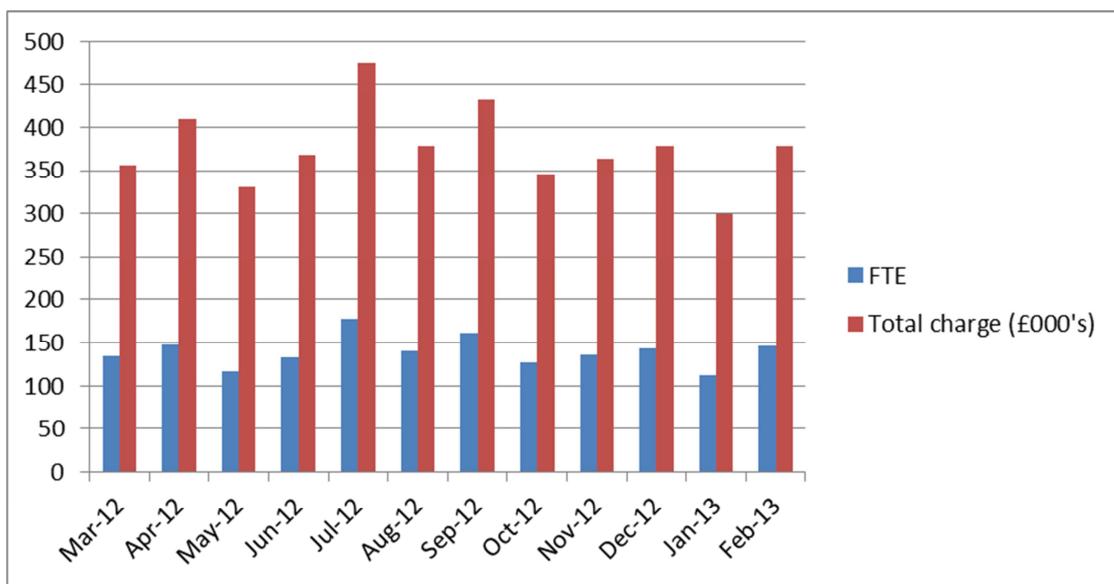
**Children's**

| Month effective | FTE | Total charge (£000's) | Hours Booked | Average Cost per hour |
|---|---|---|---|---|
| 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 |
| Sep-12 | 187 | 618 | 30024 | £20.58 |
| Oct-12 | 147 | 478 | 23614 | £20.24 |
| Nov-12 | 138 | 448 | 22228 | £20.15 |
| Dec-12 | 149 | 484 | 23966 | £20.20 |
| Jan-13 | 122 | 388 | 19580 | £19.82 |
| Feb-13 | 132 | 414 | 21232 | £19.50 |
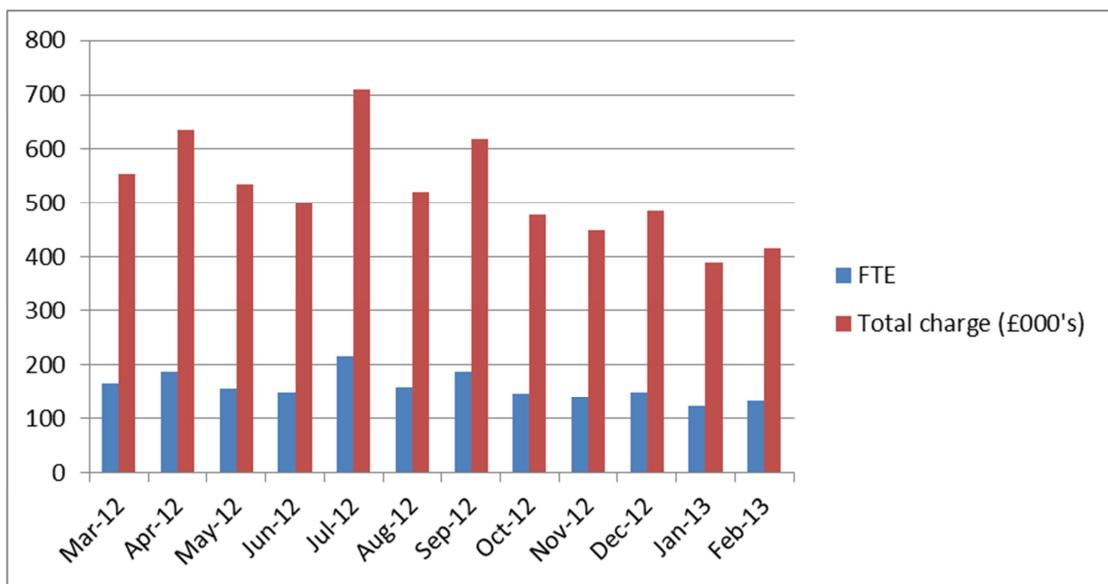
**City Dev**

| Month effective | FTE | Total charge (£000's) | Hours Booked | Average Cost per hour |
|---|---|---|---|---|
| Mar-12 | 17 | 41 | 2700 | £15.19 |
| Apr-12 | 20 | 47 | 3155 | £14.90 |
| May-12 | 15 | 38 | 2413 | £15.75 |
| Jun-12 | 15 | 36 | 2413 | £14.92 |
| Jul-12 | 25 | 56 | 3944 | £14.20 |
| Aug-12 | 18 | 41 | 2878 | £14.25 |
| Sep-12 | 22 | 50 | 3463 | £14.44 |
| Oct-12 | 16 | 40 | 2501 | £15.99 |
| Nov-12 | 15 | 40 | 2392 | £16.72 |
| Dec-12 | 16 | 44 | 2623 | £16.77 |
| Jan-13 | 12 | 33 | 1930 | £17.10 |
| Feb-13 | 12 | 33 | 1930 | £17.10 |
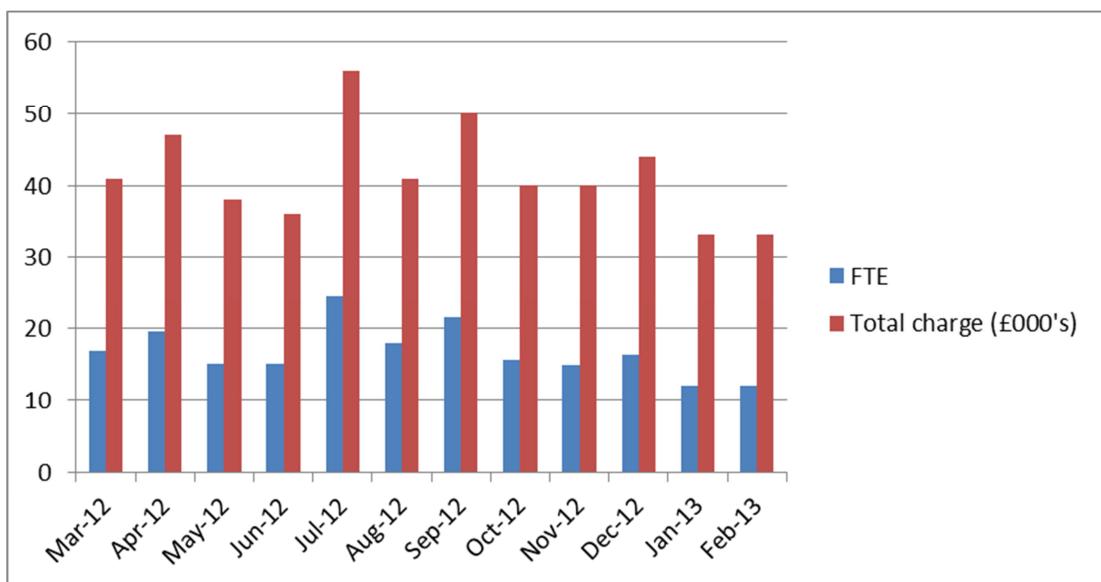
**Customer Access and Performance**

| Month effective | FTE | Total charge | Hours Booked | Average Cost per hour |
|---|---|---|---|---|
| Mar-12 | 2.49 | 6,129 | 400 | £15.32 |
| Apr-12 | 1.96 | 4,110 | 316 | £13.01 |
| May-12 | 0.87 | 1,643 | 141 | £11.65 |
| Jun-12 | 2.24 | 6,657 | 361 | £18.44 |
| Jul-12 | 3.36 | 9,952 | 540 | £18.43 |
| Aug-12 | 2.51 | 7,307 | 405 | £18.06 |
| Sep-12 | 3.03 | 8,927 | 487 | £18.33 |
| Oct-12 | 1.15 | 2,907 | 185 | £15.71 |
| Nov-12 | 0.87 | 1,644 | 141 | £11.70 |
| Dec-12 | 0.83 | 1,542 | 133 | £11.59 |
| Jan-13 | 0.78 | 1,461 | 125 | £11.64 |
| Feb-13 | 0.92 | 1,717 | 148 | £11.60 |
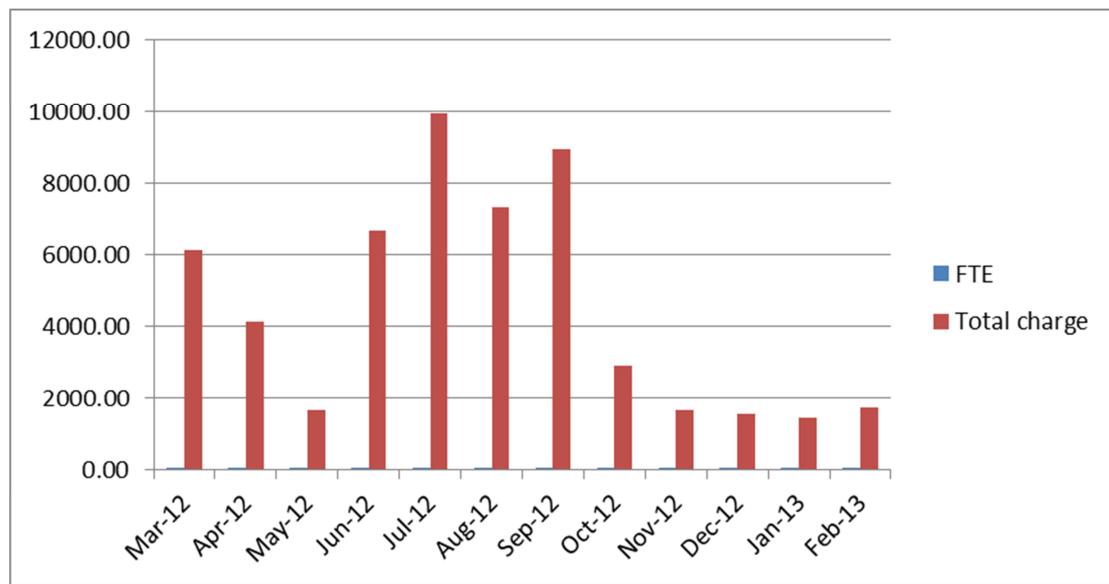
**E&N**

| Month effective | FTE | Total charge | Hours Booked | Average Cost per hour |
|---|---|---|---|---|
| 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 |
| Sep-12 | 88 | 169 | 14123 | £11.97 |
| Oct-12 | 45 | 87 | 7303 | £11.91 |
| Nov-12 | 46 | 86 | 7470 | £11.51 |
| Dec-12 | 53 | 103 | 8600 | £11.98 |
| Jan-13 | 50 | 96 | 8073 | £11.89 |
| Feb-13 | 51 | 95 | 8203 | £11.58 |
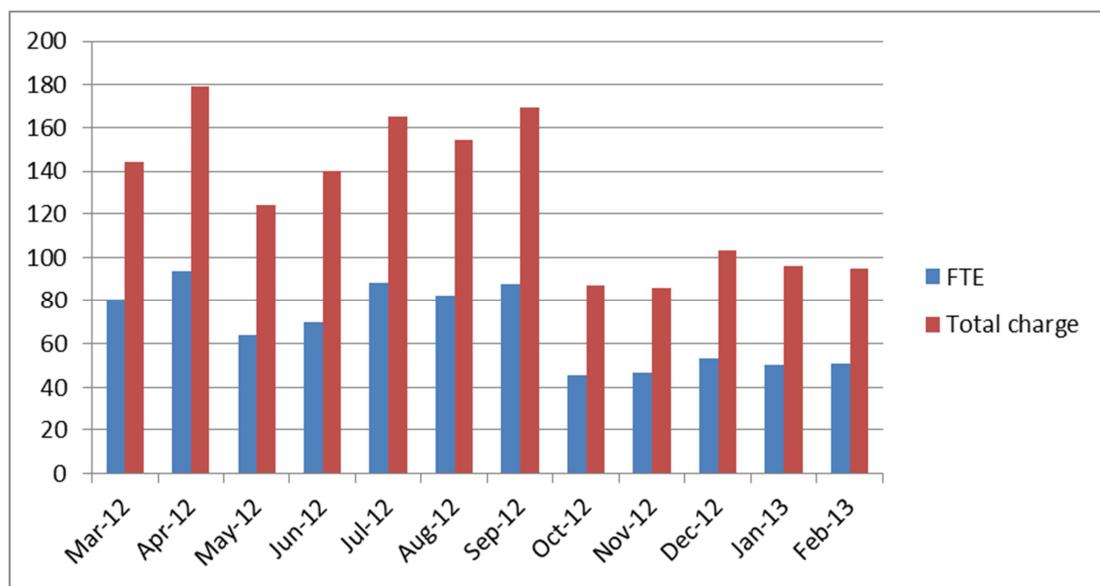
**Legal**

| Month effective | FTE | Total charge | Hours Booked | Average Cost per hour |
|---|---|---|---|---|
| Mar-12 | 5.55 | 32,908 | 892 | £36.89 |
| Apr-12 | 4.87 | 28,579 | 784 | £36.45 |
| May-12 | 3.35 | 19,760 | 539 | £36.66 |
| Jun-12 | 2.15 | 12,842 | 346 | £37.13 |
| Jul-12 | 3.19 | 18,948 | 513 | £36.94 |
| Aug-12 | 1.98 | 11,310 | 319 | £35.45 |
| Sep-12 | 2.19 | 12,467 | 353 | £35.32 |
| Oct-12 | 1.62 | 9,212 | 261 | £35.30 |
| Nov-12 | 1.83 | 10,376 | 294 | £35.26 |
| Dec-12 | 1.84 | 10,187 | 295 | £34.53 |
| Jan-13 | 1.62 | 8,997 | 261 | £34.53 |
| Feb-13 | 2.23 | 12,427 | 359 | £34.64 |
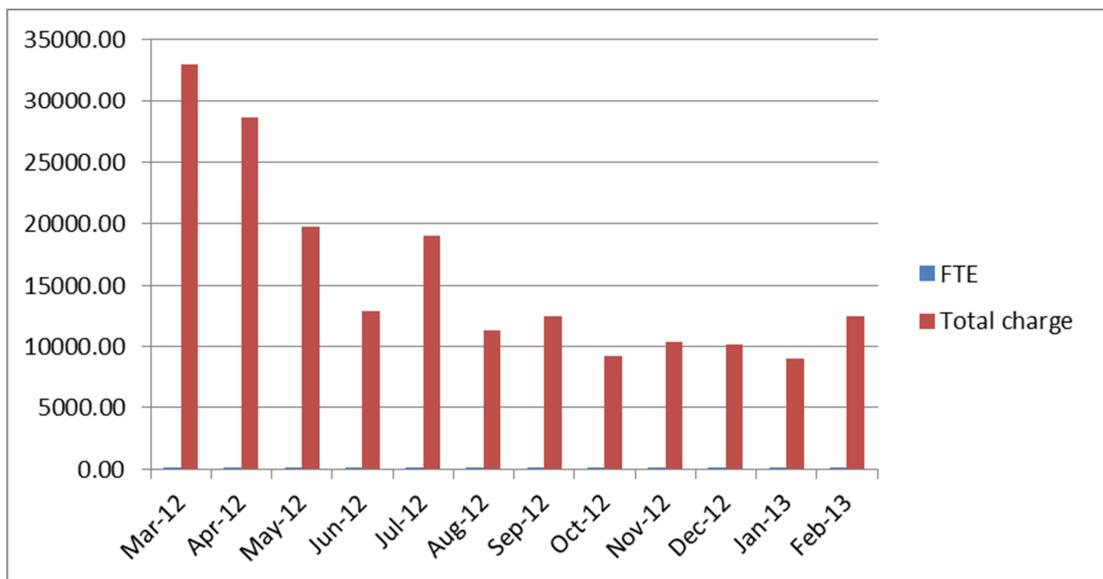
**Resources**

| Month effective | FTE | Total charge (£000's) | Hours Booked | Average Cost per hour |
|---|---|---|---|---|
| Mar-12 | 81 | 182 | 13070 | £13.93 |
| Apr-12 | 83 | 193 | 13341 | £14.47 |
| May-12 | 69 | 163 | 11099 | £14.69 |
| Jun-12 | 69 | 193 | 11099 | £17.39 |
| Jul-12 | 106 | 328 | 17050 | £19.24 |
| Aug-12 | 79 | 248 | 12707 | £19.52 |
| Sep-12 | 98 | 317 | 15791 | £20.08 |
| Oct-12 | 90 | 263 | 14428 | £18.23 |
| Nov-12 | 97 | 292 | 15551 | £18.78 |
| Dec-12 | 104 | 312 | 16682 | £18.70 |
| Jan-13 | 89 | 260 | 14319 | £18.16 |
| Feb-13 | 105 | 315 | 16889 | £18.65 |
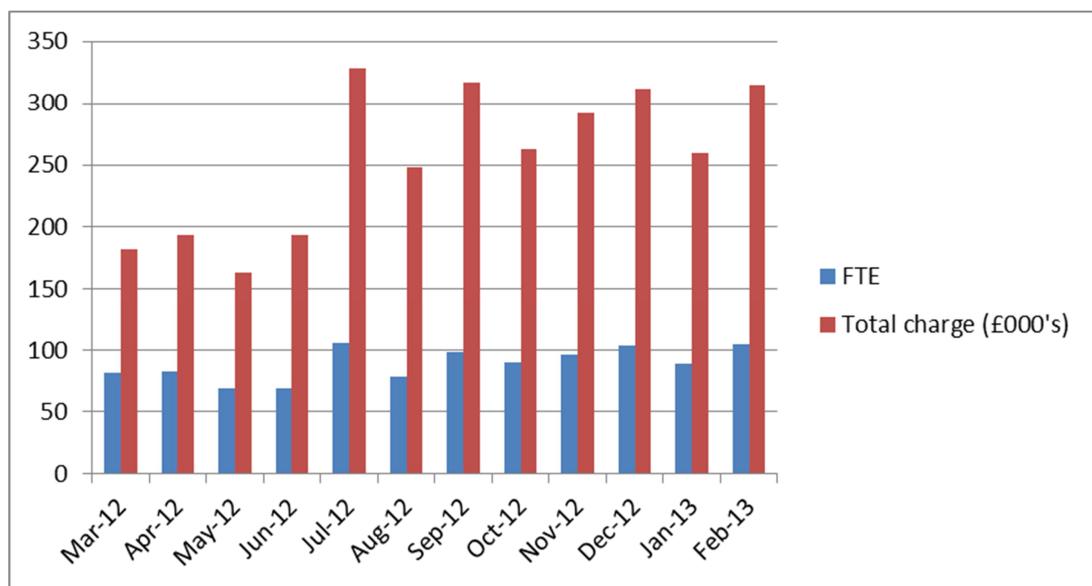
## Most Common Roles – Sample Dec 2012

| Job | Month | weekly | FTE | Month | weekly | % of spend |
|---|---|---|---|---|---|---|
|  | Hours |  |  | Spend |  |  |
| Admin | 8448 | 1690 | 46 | 100962 | 20192 | 8 |
| Care Asst | 26634 | 5327 | 144 | 413910 | 82782 | 31 |
| Catering and Cleaning | 5317 | 1063 | 29 | 58392 | 11678 | 4 |
| Driver | 4713 | 943 | 25 | 61972 | 12394 | 5 |
| General Industrial | 8615 | 1723 | 47 | 99214 | 19843 | 7 |
| IT | 3885 | 777 | 21 | 123674 | 24735 | 9 |
| Projects | 1697 | 339 | 9 | 37694 | 7539 | 3 |
| Social Worker | 9633 | 1927 | 52 | 286920 | 57384 | 22 |
| Solicitor | 544 | 109 | 3 | 20354 | 4071 | 2 |
| Technical | 6724 | 1345 | 36 | 128657 | 25731 | 10 |
| **TOTAL** | **76209** | **15242** | **412** | **1331749** | **266350** | **100** |

## Summary of Overtime Spend

| By Directorate (monthly) | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | **Period 1** | **Period 2** | **Period 3** | **Period 4** | **Period 5** | **Period 6** | **Period 7** | **Period 8** | **Period 9** | **Period 10** | **Period 11** | **Period 12** |
| | (£) | | | | | | | | | | | |
| Adult Social Care | 1,760 | 204,386 | 163,983 | 209,839 | 211,481 | 171,099 | 221,732 | 171,188 | 149,531 | 178,472 | 148,069 | 156,298 |
| Children's Services | 116,734 | 157,722 | 118,708 | 115,981 | 123,635 | 110,103 | 135,235 | 110,391 | 99,756 | 122,002 | 90,561 | 83,611 |
| City Development | 68,760 | 104,789 | 73,088 | 88,084 | 115,696 | 109,253 | 124,236 | 98,682 | 115,211 | 136,571 | 139,630 | 128,450 |
| Environments & Neighbourhoods | (80,921) | 328,117 | 217,957 | 264,025 | 325,034 | 240,753 | 322,190 | 241,392 | 256,014 | 308,564 | 229,597 | 100,902 |
| Resources | 183,347 | 221,332 | 204,532 | 181,350 | 246,837 | 173,747 | 217,290 | 196,844 | 188,864 | 193,894 | 147,489 | 203,903 |
| CAP | 6,507 | 6,651 | 8,047 | 7,807 | 11,037 | 9,226 | 9,643 | 9,505 | 12,189 | 11,111 | 10,492 | 6,429 |
| **TOTAL** | **416,188** | **1,022,998** | **786,316** | **867,086** | **1,033,721** | **814,180** | **1,030,326** | **828,001** | **821,564** | **950,614** | **765,838** | **679,593** |

| By Directorate (cumulative) | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | **Period 1** | **Period 2** | **Period 3** | **Period 4** | **Period 5** | **Period 6** | **Period 7** | **Period 8** | **Period 9** | **Period 10** | **Period 11** | **Period 12** |
| | (£) | | | | | | | | | | | |
| Adult Social Care | 121,760 | 326,147 | 490,130 | 699,969 | 911,450 | 1,082,549 | 1,304,280 | 1,475,469 | 1,624,999 | 1,803,472 | 1,951,540 | 2,107,838 |
| Children's Services | 116,734 | 274,456 | 393,164 | 509,145 | 632,781 | 742,884 | 878,119 | 988,510 | 1,088,266 | 1,210,268 | 1,300,828 | 1,384,439 |
| City Development | 68,760 | 173,549 | 246,638 | 334,721 | 450,418 | 559,671 | 683,906 | 782,588 | 897,799 | 1,034,370 | 1,174,000 | 1,302,451 |
| Environments & Neighbourhoods | (80,921) | 247,197 | 465,154 | 729,179 | 1,054,213 | 1,294,965 | 1,617,156 | 1,858,547 | 2,114,561 | 2,423,125 | 2,652,722 | 2,753,624 |
| Resources | 183,347 | 404,679 | 609,211 | 790,561 | 1,037,399 | 1,211,146 | 1,428,436 | 1,625,280 | 1,814,144 | 2,008,038 | 2,155,527 | 2,359,429 |
| CAP | 6,507 | 13,158 | 21,205 | 29,012 | 40,049 | 49,275 | 58,918 | 68,422 | 80,611 | 91,722 | 102,214 | 108,643 |
| **TOTAL** | **416,188** | **1,439,186** | **2,225,501** | **3,092,588** | **4,126,309** | **4,940,489** | **5,970,815** | **6,798,816** | **7,620,380** | **8,570,994** | **9,336,832** | **10,016,424** |

**Planned Overtime Rules**

| Planned overtime rates - Monday to Friday | | | |
|---|---|---|---|
| **Grade range** | **No pay (per month)** | **Plain time** | **Enhanced** |
| SO1 - SO2 (scp 29 – 34) | Up to 6 hours | Over 6 and up to 12 hours | Above 12 hours |
| PO1 - PO3 (scp 35 – 41) | Up to 8 hours | Over 8 and up to 16 hours | Above 16 hours |
| PO4 - PO6 (42 – 49) | Up to 10 hours | Over 10 and up to 20 hours | Above 20 hours |
| **Weekend working is paid at enhanced rates** | | | |

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Report author: P N Marrington

Tel: 39 51151

**Report of Head of Scrutiny and Member Development**

**Report to Scrutiny Board (Resources and Council Services)**

**Date: 22nd April 2013**

**Subject: Work Schedule**

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

**Summary of main issues**

1. The April meeting is the last meeting of the Municipal year. The attached work programme details the work undertaken by this Board throughout the past year. This information will form part of the Annual Report to Council.

2. The Board will meet again in June (dates to be agreed). As in previous years the first meeting will include a conversation with relevant Executive Board Members and officers regarding potential areas of work. The Board will be provided with relevant briefing material.

3. A number of items have already been identified as possible work areas. These include, monitoring relevant Budget Plus `strands', Community

**Recommendations**

4. Members are asked to note the current position with regards the Board's work schedule.

**Background papers**[1]

None used

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[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 201213 | | |
| --- | --- | --- | --- |
| | 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** | | | |
| *To be determined* | | | |
| **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 | | |

Key:  SB  – Scrutiny Board (Resources and Council Services) Meeting                    WG – Working Group Meeting

# 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 | | |
| *To be determined* | | | |
| **Briefings** | Gambling Policy SB 3/9/12 | Update on Fleet Services | Welfare reform |
| **Budget & Policy Framework Plans** | | | |
| **Recommendation Tracking** | | | |
| **Performance Monitoring** | Quarter 1 performance report SB 3/09/ | | |
| **Budget** | Quarter 1 - Budget SB 3/09/ | | Financial Strategy |

Key:  SB  – Scrutiny Board (Resources and Council Services) Meeting          WG – Working Group Meeting

# 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 | | | |
| Welfare Reform | 13th December – working group | Working Group 10th January 2013 | Working group 7th February<br><br>To agree recommendations 18th Board meeting |
| Briefings | Officer Pay | | |
| Budget & Policy Framework Plans | | | |
| Recommendation Tracking | | | Officer Interests<br><br>Contact Centre |
| Performance Monitoring | Quarter 2 performance report SB 17/12/12 | | |
| Budget | To receive Executive Board's initial budget proposals | | |

Key:  SB  – Scrutiny Board (Resources and Council Services) Meeting          WG – Working Group Meeting

# 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** | People Plan performance (revised format) Report on equalities | Health and Safety | |
| **Equality Improvement Priorities** | | | |
| **European funding** | March 22nd Meeting with Mr McMillan-Scott MEP | | |
| **Briefings/policy** | | Personal Service Companies Overtime Lettings policy | Review of Governance Arrangements in West Yorkshire |
| **Budget & Policy Framework Plans** | | Council Business Plan | |
| **Recommendation Tracking** | | | |
| **Performance Monitoring** | Quarter 3 performance report SB 18/03/13 | | |
| **Budget** | Income generation | | |

Key: SB – Scrutiny Board (Resources and Council Services) Meeting       WG – Working Group Meeting