Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Resources and Council Services)

Date: 14th October 2013

Subject: People Score Card

Are specific electoral Wards affected? 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? If relevant, Access to Information Procedure Rule number: Appendix number:	☐ Yes	☒ No	

Introduction

1. Resources and Council Services Scrutiny Board has agreed a different approach to scrutinising the People Plan score card. The Board has agreed to meet with HR officers within an informal working group environment to discuss trends and levels of performance by Directorates. Thereafter, should Members feel that particular Directorates require further scrutiny; this would be undertaken in a public Scrutiny Board. The reasoning behind this approach was the concerns expressed by Members that the score card debate had become too HR focused rather than the accountable Directorates. To this end a series of working group meetings had been established open to the full Board.

2. The first working group was held on 12th August 2013. The following background information was circulated and considered during this meeting:

    *   Report of Chief Officer (HR) - People Plan performance reporting. A report showing the latest position against the five key areas identified by Scrutiny as at the end of June 2013 for the Council and for Executive Member Portfolio areas.

    *   People Plan progress reports

3. The following Members attended the working group meeting:

    Councillor Lowe (Chair)
    Councillor Macniven
    Councillor Bentley

Councillor Wood
Councillor A Khan

The following officers attended:

Lorraine Hallam - Chief Officer (HR)
Daniel Hartley – Deputy Chief Officer HR & Head of HR Children's Services
Peter Marrington – Head of Scrutiny & Member Development

4.   A summary of the main issues raised during this meeting is set out below.

Whole Council Staffing Figures

5.   Members were of the view that as part of the budget setting exercise Directorates should identify the number of FTE required to deliver its service. Directorates should also be required to identify the % spend on overtime and agency staff and to be held accountable for performance against those percentages. Support was given by Members for the current work being undertaken to identify the optimum staffing model for each large service area.

Agency spend

6   Members reviewed the top seven spending Directorates (Shown below)

Directorate	Chief Officer Service
Children's	Safeguarding, Specialist and Targeted Services
ASC	Older People and Learning Disability Services
Civic Enterprise Leeds	Property and Fleet Services
Strat & Res	Technology
E&H	Waste Management Services
ASC	Access and Inclusion
Children's	Learning, Skills and Universal Services

7.   The working group discussed the current and projected spend on Agency staff and the manner in which spend is accounted for. Members recommended that spend on Agency staff should be identified as a separate cost code within the staffing budget of a Directorate, in order for spend to be allocated correctly and be clearly identifiable and transparent.

8.   Whist acknowledging the concept of the 'enabling corporate centre', Members felt that such was the spend on Agency staff (£16.4M 2012/13 outturn) that a more robust approval process was required for the use of Agency staff, possibly requiring Chief Officer (HR) approval prior to appointment.

9.   There was also an acknowledgment that the complexity of a service should not mean that efforts are not made to successfully reduce the agency bill

<u>Overtime spend</u>

10. Members reviewed the top seven spending Directorates (Shown below)

Directorate	Chief Officer Service
ASC	Older People and Learning Disability Services
Children's	Safeguarding, Specialist and Targeted Services
Civic Enterprise Leeds	Property and Fleet Services
City Dev	Sport Service
E&H	Waste Management Services
E&H	Environmental Action
E&H	Parks & Countryside

11. The working group discussed overtime spend. Members focused particularly on working practices, customs and practice and workforce management. Members acknowledged that the two areas in which efficiencies could be achieved would be through changes in terms and conditions or working practices. Members wished to challenge the extent to which Directorates had looked at working arrangements, particularly developing flexible workforces.

<u>Combined Agency/Overtime spend</u>

12. Members reviewed the top spending Directorates (Agency and Overtime combined) (Shown below)

Directorate	Chief Officer Service
Children's	Safeguarding, Specialist and Targeted Services
ASC	Older People and Learning Disability Services
Civic Enterprise Leeds	Property and Fleet Services
E&H	Waste Management Services
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13 Following the working group meeting the Board recommended that a more robust approval process be established for the use of Agency staff, possibly requiring Chief Officer (HR) approval prior to appointment. Corporate Leadership Team has now established an 'Agency Challenge Group' with membership including Alan Gay and the Chief HR Officer. The remit of the group includes to;

- consider requests for hiring agency workers
- approve requests and/or suggest alternative arrangements that could be considered by services to meet their demands for additional staffing cover.
- to suggest wider pieces of work that HR could develop as cross-cutting initiatives to solve issues regarding staffing cover
- report savings made through reductions in agency hiring

14. Members of the working group also agreed to invite Nigel Richardson and Cllr Blake to the October 2013 Board meeting to discuss workforce planning *specifically* within *Safeguarding, specialist and Targeted Services.*

15. In addition, Members agreed to invite Cllr Dobson to its January 2014 meeting to discuss, Agency use, overtime and working practices within *Waste management Services, Environmental Action and Parks and Countryside.*

Recommendations

16. Members are asked to;

    (i) Discuss with Nigel Richardson, attending officers and Cllr Blake workforce planning *specifically* within *Safeguarding, specialist and Targeted Services.*

    (ii) Request any further information, make appropriate recommendations or undertake further scrutiny as deemed appropriate

    (iii) Note that the next working group will be held on 11th November at 10am

    (iv) Note that Cllr Dobson has been invited to the Board's January 2014 meeting to discuss, Agency use, overtime and working practices within *Waste management Services, Environmental Action and Parks and Countryside*

Background documents[1]

None used