

Date of issue: Friday, 7 April 2017

<b>MEETING</b>	<b>EMPLOYMENT &amp; APPEALS COMMITTEE</b> (Councillors Usmani (Chair), N Holledge, Bedi, Brooker, Chahal, Davis, M Holledge, R Sandhu and Sharif)
<b>DATE AND TIME:</b>	WEDNESDAY, 12TH APRIL, 2017 AT 6.30 PM
<b>VENUE:</b>	VENUS SUITE 2, ST MARTINS PLACE, 51 BATH ROAD, SLOUGH, BERKSHIRE, SL1 3UF
<b>DEMOCRATIC SERVICES OFFICER:</b> (for all enquiries)	NADIA WILLIAMS 01753 875015

### **SUPPLEMENTARY PAPERS**

The following Papers have been added to the agenda for the above meeting:-

\* Item 3 was not available for publication with the rest of the agenda.

### **PART 1**

<b><u>AGENDA ITEM</u></b>	<b><u>REPORT TITLE</u></b>	<b><u>PAGE</u></b>	<b><u>WARD</u></b>
3.	Temporary Agency Staff - Progress on Implementation and Baseline Monitoring Report	1 - 6	All

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Employment & Appeals Committee      **DATE:** 12<sup>th</sup> April 2017

**CONTACT OFFICER:** Roger Parkin – Interim Chief Executive and Director of  
Customer & Community Services

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**WARD(S):** All

**PART I**  
**FOR INFORMATION**

**TEMPORARY AGENCY STAFF PROGRESS ON IMPLEMENTATION AND BASELINE MONITORING**

**1      Purpose of Report**

This report is to provide members with an update on the Temporary Agency Staff contract with Matrix.

**2      Recommendation(s)/Proposed Action**

The Committee is requested to Resolve:

- (a) That the report be noted.
- (b) Members consider any additional information they would like to see in future reports

**3      Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**

**3a.      Slough Joint Wellbeing Strategy Priorities**

The JSNA priorities of particular relevance are:

- The Managed Service Provider will open opportunities for the local economy and SME organisation to provide temporary agency staff to the Council.
- Working with local Job Centres and other organisation to assist job seekers in finding employment and therefore increase skills and employment opportunities.
- Enables the Council to flexibility manage its workforce and meet the need to deliver front line services to residents, particularly within Health & Wellbeing.
- Delivering cashable and efficiency savings across the council.

**3b.      Five Year Plan Outcomes**

The proposals within this report meet the Five Year Plan objectives as follows:

1. Improve customer experience by improving service delivery from the provider.
2. Deliver high quality services to meet local needs by ensuring access to a diverse work force through broadening access to higher quality resource (e.g. Occupational Therapists / Physiotherapists / Qualified Social Workers).

3. Develop new ways of working by introducing a new, end to end automated system for the ordering, tracking, monitoring and analysis of temporary agency staff.
4. Deliver local and national change by increasing opportunities for local and SME agencies to work with SBC.
5. Achieve value for money by ensuring significantly improved service delivery and guaranteed cashable savings.

#### 4 **Other Implications**

##### (a) Financial

The Council has spent just over £6.3m from April 2016 to March 2017. There are still a number of outstanding timesheets for March so this figure will increase.

A breakdown of spend by Directorate for the financial year is below:

<b>Level 1</b>	<b>Net Spend</b>
Chief Executive	£252,729
Customer And Community Services	£925,451
Housing & Regeneration Directorate	£9,838
Regeneration, Housing and Resources	£2,113,384
Wellbeing	£3,022,967
<b>Total</b>	<b>£6,324,369</b>

##### (b) Risk Management

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
Employment Issues	Service areas unable to source requirements via supply chain on Matrix. Hard to recruit roles identified and processes in place to source these posts. Current market forces in relation to Social Workers are influencing this risk	Review current staff development programmes and look to invest in development of our current workforce to “grow our own talent” for the difficult to source roles.
Employment Issues	Unable to recruit on agreed pay scales in Matrix. Pay scales are aligned to council job levels and Spinal column points. Assistant Director and or HR approval required to alter pay scales	
Financial	Failure to maximise savings by increasing pre-agreed pay scales within Matrix. Assistant Director and or HR approval required to alter pay scales for specialist roles influenced by market forces e.g. social workers	

Human Rights	None	None
Health and Safety	None	
Equalities Issues	Agency Worker Directive ensures pay parity between full time permanent employees and temporary agency staff.	None
Financial	None	<ul style="list-style-type: none"> <li>• Guaranteed minimum savings of 3% on existing spend (with further opportunities to increase this)</li> <li>• Guaranteed maximum pence-per-hour agency fees</li> <li>• Pay parity between full time permanent employees and temporary staff workers in-line with Agency Worker Directive</li> <li>• Potential discount for workers that have been in post for longer periods of time (although the aim is to challenge the need for worker longer term posts and reduce the need)</li> <li>• Gainshare mechanism – whereby savings achieved over and above the guaranteed minimum will be shared between SBC (90%) and the supplier (10%)</li> <li>• Mechanism for supplier to credit SBC for failure to deliver agreed service levels</li> </ul>
Other	None	None

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act Implications.

(d) Equalities Impact Assessment

An Equalities Impact Assessment has been undertaken and was attached to previous reports.

(e) Workforce

There are no implications for permanent staff.

## 5 Supporting Information

5.1 The data and charts below relate to the period to end March 2017.

5.2 Since the last report, Cambridge Education has moved back into the Council. Agency staff from these services are listed under the Education Services Directorate and can be found in the tables below.

5.3 The number of Matrix placements stands at 191 up on the last report, 87 in the Wellbeing Directorate. The table in fig1 later in the report gives a breakdown by directorate. This table also includes the length of service and the FTE (full time equivalent) attributed to each placement. Whilst FTE is included within this report and charts, the FTE is calculated based on the number of hours submitted for the reporting month. This is therefore only submitted as a guide to the FTE of agency staff.

5.4 Matrix continue to adhere to the KPI targets set in the original contract. These relate to the fulfilment of posts, the number of rejected candidates and helpdesk assistance. These rates are monitored through business reviews every quarter.

### Staffing Scorecard – as at 31/03/2017

Level 1	Duration	Number of Staff Placements	FTE
Chief Executive	0-3 months	2	1.0
	3-6 months	2	1.9
	6-9 months	0	0
	9-12 months	0	0
	1 – 2 Years	1	1.0
	Over 2 Years	2	1.2
Chief Executive Total		7	
Customer And Community Services	0-3 months	1	0.6
	3-6 months	8	4.7
	6-9 months	4	2.7
	9-12 months	4	1.9
	1 – 2 Years	1	0.9
	Over 2 Years	3	1.5
Customer And Community Services Total		21	
Education Services	0-3 months	46	0.0
	3-6 months	0	0
	6-9 months	0	0
	9-12 months	0	0
	1 – 2 Years	0	0
	Over 2 Years	0	0
Education Services Total		46	
Regeneration, Housing and Resources	0-3 months	5	4.6
	3-6 months	3	1.6

	6-9 months	2	4.4
	9-12 months	5	4.5
	1 – 2 Years	10	7.3
	Over 2 Years	5	4.4
<b>Regeneration, Housing and Resources Total</b>		<b>30</b>	
<b>Wellbeing</b>	0-3 months	10	2.8
	3-6 months	23	9.0
	6-9 months	12	7.6
	9-12 months	5	4.0
	1 - 2 Years	21	12.9
	Over 2 Years	16	9.4
<b>Wellbeing Total</b>		<b>87</b>	
<b>Grand Total</b>		<b>191</b>	<b>98.5</b>

Fig 1

5.5 The table below (fig2) shows a breakdown of the number and title of active temporary staff placements by job category.

<b>Job Category</b>	<b>Chief Executive</b>	<b>Customer And Community Services</b>	<b>Education Services</b>	<b>Regeneration, Housing and Resources</b>	<b>Wellbeing</b>	<b>Grand Total</b>
Admin & Clerical	-	2	-	3	11	16 (7.9 fte)
Driving	-	-	-	-	2	2 (1 fte)
Engineering & Surveying	-	1	-	1	-	2 (1.9 fte)
Executive	1	6	-	9	4	20 (12.9 fte)
Facilities & Environmental Services	-	2	-	1	-	3 (2.0 fte)
Housing, Benefits & Planning	-	1	-	11	-	12 (11.7 fte)
Human Resources	-	-	-	1	-	1 (1 fte)
IT	1	-	-	-	-	1 (0.3 fte)
Legal	1	-	-	1	-	2 (1.9 fte)
Management	4	3	1	2	2	12 (6.0 fte)
Manual Labour	-	-	7	1	-	8 (1.0 fte)
Procurement	-	1	-	-	-	1 (0.9 fte)
Social & Healthcare Non-Qualified	-	5	35	-	29	69 (11.9 fte)
Social & Healthcare Qualified	-	-	3	-	39	42 (28.3 fte)
<b>Total</b>	<b>7</b>	<b>21</b>	<b>46</b>	<b>30</b>	<b>87</b>	<b>191 (98.5 fte)</b>

Fig 2

Social care still represents the majority of agency staff, however the number of staff recruited from the 'executive' category has increased. These would usually be staff that are either hard to recruit or listed against their own Ltd companies.

- 5.6 Work started in February 2017 to assess and produce an options appraisal for the agency staff contract for the future. In conjunction with the councils programme for reducing agency staff, there are a number of possible options to assist the council in achieving its targets and costs. Committee will be updated on progress through this report on a regular basis.
- 5.7 Introduction of new IR35 regulations in April 2017 has had an impact on agency staff during March. Human Resources has been undertaking an exercise to determine those undertaking project work or filling substantive posts. This will affect the agency tenure figures in the next report as consultancy staff will be moving to revised job descriptions (project brief) to comply with regulation.

## **6 Conclusion**

- 6.1 The matrix contract has been successful in improving governance around departmental engagement of agency staff and has substantially reduced maverick spend due to non compliance to corporate policies. We will continue to monitor and challenge spend that is outside of the Matrix system to ensure appointments and process are in line with the council's constitution.