

Date of issue: Friday, 5 April 2019

<b>MEETING</b>	<b>EMPLOYMENT &amp; APPEALS COMMITTEE</b> (Councillors Brooker (Chair), Chaudhry, B Bains, Bedi, N Holledge, Hussain, Sabah, Sarfraz and Smith)
<b>DATE AND TIME:</b>	WEDNESDAY, 10TH APRIL, 2019 AT 6.30 PM
<b>VENUE:</b>	VENUS SUITE 2, ST MARTINS PLACE, 51 BATH ROAD, SLOUGH, BERKSHIRE, SL1 3UF
<b>DEMOCRATIC SERVICES OFFICER: (for all enquiries)</b>	CATHERINE MEEK 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

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
3.	Temporary Agency Staff - Progress on Implementation and Baseline Monitoring	1 - 18	All

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**SLOUGH BOROUGH COUNCIL****REPORT TO:** Employment & Appeals Committee **DATE:** 10<sup>th</sup> April 2019**CONTACT OFFICER:** Neil Wilcox, Director Finance and Resources  
**AUTHORS:** Claire Portsmouth**(For all enquiries)** (01753) 875472**WARD(S):** All**PART I**  
**FOR COMMENT & CONSIDERATION****TEMPORARY AGENCY STAFF PROGRESS ON IMPLEMENTATION AND BASELINE MONITORING****1 Purpose of Report**

This report seeks to provide members with an update on the Council's spend on Temporary Agency Staff contracts via Matrix for quarter 4 of 2018/2019.

**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's spend on interims between January and 24<sup>th</sup> March 2019 was £2,368,108. The figures quoted here are those from the Matrix spend report. Spend registered outside of Matrix through the Councils Agresso payments system for the same period totals: January to March 2019 £1,104,472. It should be noted that whilst costs have been allocated to the codes for agency and consultants, services could have used these codes for non-staffing reasons. It is also fair to say that some staffing costs are allocated to non-staffing cost codes therefore the costs quoted within this report are those that can be identified. Further work would need to be done with Finance to ensure that the costs have been allocated correctly.

A breakdown of Matrix spend by Directorate against comparative quarters is below.

Directorate	Q4 2017/18	Q4 2018/19
Chief Executive	£72,721	£118,231
Customer And Community Services	£245,136	£444,077
Education And Children's Services	£5,009	£48,972
Regeneration, Housing and Resources	£1,039,547	£1,090,628
Wellbeing	£715,935	£666,200
<b>Total</b>	<b>£2,078,348</b>	<b>£2,368,108</b>
<b>Total 2018/19 inc. Agresso spend</b>		<b>£3,472,580</b>

Table 1

Directorate	Q2 2018/19	Q3 2018/19
Chief Executive	£102,328	£114,223
Customer And Community Services	£382,294	£489,277
Education And Children's Services	£60,558	£48,420
Regeneration, Housing and Resources	£1,058,907	£1,093,328
Wellbeing	£684,894	£695,762
<b>Total</b>	<b>£2,288,981</b>	<b>£2,441,010</b>
<b>Total 2018/19 inc. Agresso spend</b>	<b>£3,229,923</b>	<b>£3,457,745</b>

Table 2

(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

(b) Human Rights Act and Other Legal Implications - There are no Human Rights Act Implications.

(c) Equalities Impact Assessment - An Equalities Impact Assessment has been undertaken and was attached to previous reports.

(d) Workforce - There are no implications for permanent staff.

## 5 Supporting Information

5.1 The data and charts below relate to the period to 24<sup>th</sup> March 2019.

5.2 The number of Matrix placements stands at 250 down by 42 on the last report.

5.3 The Matrix hierarchy has not been updated since the change in directorate names, and therefore the financials above are still provided in the old directorates. The data for the remaining report has been transferred to indicate activity in the new directorate structures.

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

5.5 DSO – The DSO will be shown as Chief Executive – Environmental in the data tables below. The total spend for quarter 4 for this service is £118,231. Currently the number of agency staff stands at 58 (32 down from the last period).

5.6 Dashboards have been provided to the back of this report (appendix 1) for a visual breakdown of agency staffing figures.

### Staffing Scorecard (Matrix) – as at 24/03/2019

Level 1	Duration	Number of Staff Placements	FTE**
<b>Chief Executive - Environmental</b>	0-3 months	3	0.7
	3-6 months	10	11.3
	6-9 months	11	8.4
	9-12 months	9	10.1
	1 – 2 Years	24	26.7
	Over 2 Years	1	0.7
<b>Chief Executive - Environmental Total</b>		<b>60</b>	
<b>Chief Executive</b>	0-3 months	2	0.9
<b>Chief Executive Total</b>		<b>2</b>	
<b>Finance &amp; Resources</b>	0-3 months	2	1.7
	3-6 months	1	1.0
	6-9 months	3	2.5
	9-12 months	2	1.9
	1 – 2 Years	9	5.6
	Over 2 Years	7	5.7
<b>Finance &amp; Resources Total</b>		<b>24</b>	

<b>Children's Services</b>	0-3 months	4	0.9
	3-6 months	2	0.1
	6-9 months	3	0.3
	9-12 months	3	1.2
	1 – 2 Years	2	0.2
	Over 2 Years	4	0.6
<b>Children's Services Total</b>		<b>18</b>	
<b>Regeneration (inc. Place &amp; Development)</b>	0-3 months	11	7.4
	3-6 months	11	9.3
	6-9 months	11	8.2
	9-12 months	5	5.0
	1 – 2 Years	16	15.5
	Over 2 Years	3	1.6
<b>Regeneration (inc. Place &amp; Development)</b>		<b>57</b>	
<b>Adults &amp; Communities</b>	0-3 months	20	11.6
	3-6 months	16	12.8
	6-9 months	10	6.2
	9-12 months	11	7.5
	1 - 2 Years	18	13.3
	Over 2 Years	16	16.1
<b>Adults &amp; Communities Total</b>		<b>91</b>	
<b>Grand Total</b>		<b>250</b>	

Fig 1

\*\* FTE has been recorded this quarter however please note that this is taken from timesheets submitted during the period. As the data for this report is only as at 24<sup>th</sup> March, the FTE for some areas may be lower than expected.

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 - Environmental</b>	<b>Finance &amp; Resources</b>	<b>Children's Services</b>	<b>Regeneration (inc. Place &amp; Development)</b>	<b>Adults &amp; Communities</b>	<b>Grand Total</b>
Admin & Clerical	2	1	14	4	12	33
Driving	5	-	-	-	2	7
Engineering & Surveying	-	1	-	-	-	1
Executive	1	15	2	14	2	34
Facilities & Environmental Services	-	-	-	4	-	4
Financial	-	2	-	-	-	2
Housing, Benefits & Planning	-	2	-	32	-	34
Human Resources	-	2	-	-	-	2
IT	-	-	-	1	-	1
Legal	-	-	-	1	-	1
Management	2 (CE)	1	-	1	2	6
Manual Labour	50	-	-	-	-	50
Procurement	-	-	-	-	-	-
Social & Healthcare Non-Qualified	-	-	-	-	26	26

Social & Healthcare Qualified	-	-	2	-	47	49
<b>Total</b>	<b>60</b>	<b>24</b>	<b>18</b>	<b>57</b>	<b>91</b>	<b>250</b>

Fig 2

- 5.1 Committee has asked for further information relating to the tenure of agency staff and the actions taken to address the tenures over 1 year. The table below (fig 3.) is an overview of staff numbers broken down by directorate. Attached at Appendix 2 is information from HR which expands this table and includes reasons for continued employment. There are 2 tabs. Inside IR35 relates to positions being filled as a vacancy within the establishment. Outside IR35 relates to staff secured to complete project related work. Please note: the numbers of staff may vary between those given in this report and Appendix 2 from HR. This will be due to report timing.

It is worth noting that the figures are only for staff attached to the Matrix contract. Off contract staff are not included.

Directorate	Tenure		
	1-2 Years	2-3 Years	3+ Years
Chief Executive - Environmental	24	1	0
Finance & Resources	9	4	3
Children's Services	2	4	0
Regeneration (inc. Place & Development)	16	1	2
Adults & Communities	18	6	10
<b>Total</b>	<b>69</b>	<b>16</b>	<b>15</b>

fig 3

- 5.2 Work is due to assess and produce an options appraisal for an agency staff contract fit 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. The current contract comes up for renewal or re-procurement in January 2019, and decision has already been made to continue with the Matrix contract on a rolling quarterly basis until procurement for alternative provision has commenced. Committee will be updated on progress through this report on a regular basis.

## 6 Conclusion

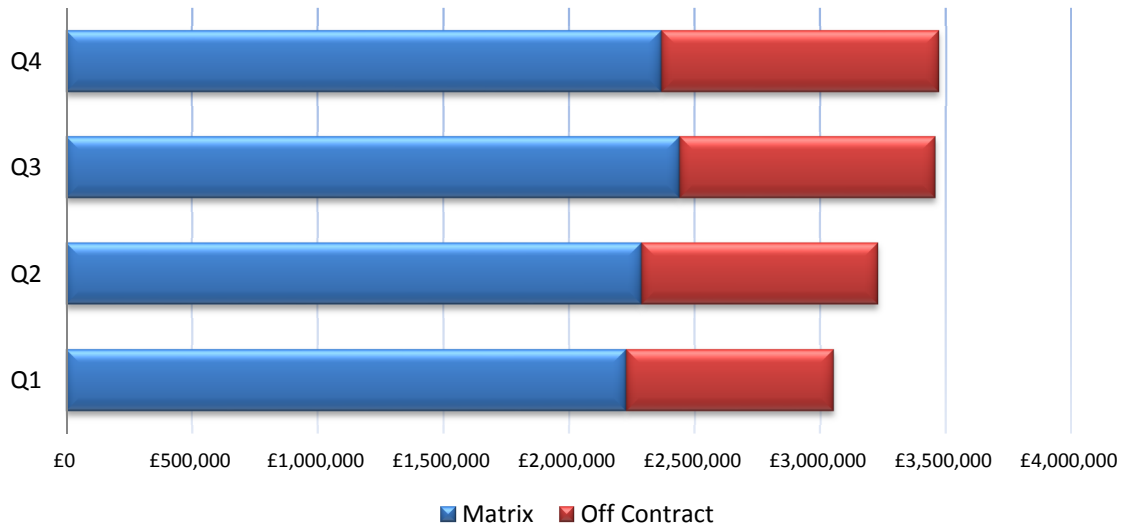
- 6.1 The Matrix contract continues to be successful in controlling and improving governance around departmental engagement of agency staff and to an extent reduce maverick spend due to non compliance to corporate policies. However the introduction of identified 'off-contract' spends gives a picture of increasing costs. Spend for both Matrix and 'off-contract' for this financial year (18/19) totals £13.4m. As mentioned above, it will be necessary to work with Finance to ensure coding to agency and consultant cost codes is accurate. This will assist in identifying spend that should come through our agency staffing contract and those that have been procured through competitive quotation. We will continue to monitor and challenge spend outside Matrix arrangement to ensure placements are in accordance with the council's constitution.



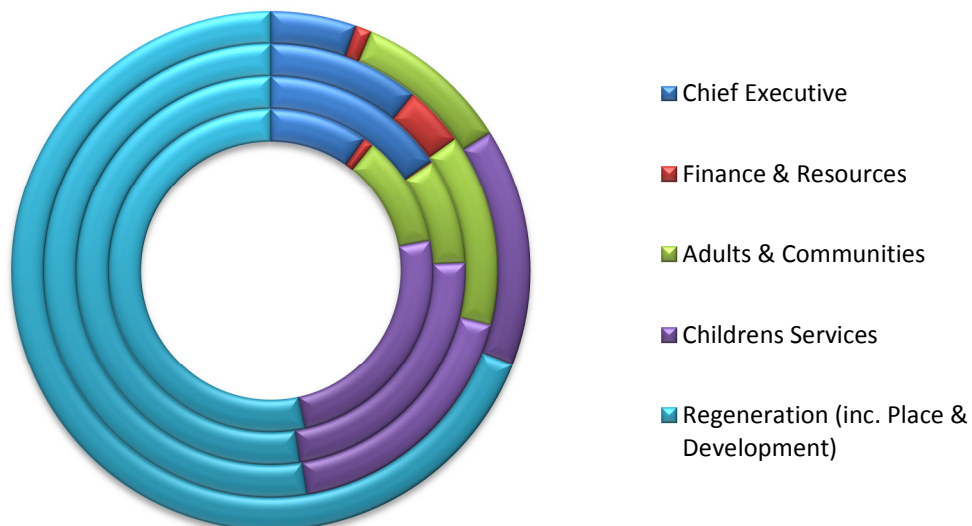
## Appendix 1

### Dashboard – Key Figures

The chart below shows the total Matrix spend by quarter against the total 'off contract' spend from the councils finance system. *(main report 4 (a))*



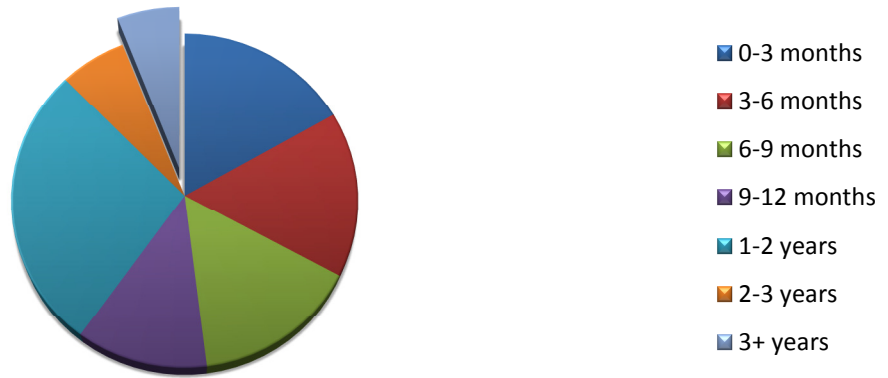
The directorate distribution for 'off contract' spend *(main report- table 1 and 2)* is visualised below:



All 4 quarters of 2018/19 are represented in the chart above. The inner circle represents Q1 of 2018 with Q4 the outer ring.

The chart below represents the tenure of staff across all directorates as at 24 March 2019 (main report fig.1).

### Tenure



The highlighted slice is the value for staff with tenure of over 3 years. This represents 15 staff or 6%, whilst the total tenure over 1 year equates to 40% of the total Matrix staffing (100).

APPENDIX 2: Agency Staff - Engaged for over 52 weeks (Inside IR35)					
Directorate	Department	Job Title	Indicate reasons why agency workers are still being used	Indicate <u>proactive</u> action(s) being taken to fill the post i.e. tried to recruit to twice/three times internal and externally; covering maternity leave; covering sickness absence; adverts on going to perm post; posts on hold pending re-org.	IR35 - Inside or Outside
Regeneration	Housing, Benefits & Planning	Project Manager- Capita Implementation (Level 9)	RMI contract Interface of IT systems and IT innovations including writing specifications for new system to meet requirements for housing, assets, compliance integration into single system	Highly specialist skill - not seeking to recruit permanently - is a part-time post. Post will be reviewed again as specifications are developed, innovations delivered and new IT system procured as part of the partnership.	Inside
Regeneration	Housing, Benefits & Planning	Service & Quality Assurance Officer (Level 6) x2	As we are required to accuracy check the benefit caseload of an outsourced provision - this requires a significant degree of knowledge of the benefits process - the substantive grade of the JD has not accurately reflected the skill set required - and has led us to bring in an interim placement who can assess at speed with a high degree of Accuracy. The work this post undertakes provides Key Performance stats to inform the performance of our external contractor. We also use this post due to the skill set of the candidate to assess DHP appeals. The contract is due to insource at the end of October, between now and then work will commence to recruit sufficient resource so as not to need interim placements after 31st October. Our requirement to independently accuracy check will cease to be required and the insourcing benefits team will have posts to quality assure their own processign work	The position has been advertised on 3 separate occasions	Inside

Regeneration	Housing, Benefits & Planning	Project Manager (RMI Mobilisation - RMI IAA Project & Options Appraisal Project) (Level 9)	IAA is contractual role within RMI where SBC & Osborne agree an individual neither directly employ. In addition undertaken Options appraisal and Project development role of Tower Ashborne over past 2 years	IAA will be subject to tender, role within T&A will be subject to creation of JV with Osborne on trading company	Inside
Regeneration	Housing, Benefits & Planning	Project Manager - RMI Demobilisation & Mobilisation (Level 9)	Pending restructure & recruitment role is undertaking HRA Asset Management strategy Asset Performance evaluations so as to provide new housing through sale disposal or change in density of existing assets	Pending restructure and recruitment	Inside
Regeneration	Housing, Benefits & Planning	Planning GIS Development Capacity Officer (Level 7)	Hard to recruit post.	This role supports much of the local plan work, and service may need re-write some of the job's JD prior to recruitment process for a permanent post. Recruitment process for a permanent GIS post to happen in the 19/20 financial year.	Inside
Regeneration	Housing, Benefits & Planning	Housing Needs Officer (Level 6) x 4	<ol style="list-style-type: none"> <li>1. Temporary arrangements ending on 29/3/2019.</li> <li>2. Backfilling secondee to Rough Sleepers' Initiative. The project will likely come to an end on 31st March 2020.</li> <li>3. Permanent appointment has been made</li> <li>4. Covering secondment of officer in other part of the organisation.</li> </ol>	This depends on reorganisation. Once reorganisation takes place and if the secondee is made permanent in the job they are currently doing, the current vacancy (covered by a temp') will be advertised.	Inside
Regeneration	Housing, Benefits & Planning	Housing Officer (Level 6)	Covering secondment of officer in other part of the organisation.	This depends on reorganisation. Once reorganisation takes place and if the secondee is made permanent in the job they are currently doing, the current vacancy (covered by a temp') will be advertised.	Inside
Regeneration	Housing, Benefits & Planning	Project Officer (Level 7)	Pending restructure to go ahead for permanent post	Job evaluation required for permanent post, recruitment to follow	Inside
Regeneration	Housing, Benefits & Planning	Neighbourhood Housing Officer (Level 6)	Covering vacancy.	Pending reorganisation, on hold.	Inside

Regeneration	Housing, Benefits & Planning	Project Manager - Homeless Reduction (Level 7)	Funded until end of June 2019 by the Flexible Homeless Grant	This is not an Establishment post.	Inside
Regeneration	Housing, Benefits & Planning	Social Lettings Officer (Level 6)	Post being paid for by Transformation Fund. Money now in Base but post pending recruitment once reorganisation takes place.	Pending reorganisation.	Inside
Finance and Resources	People	HR Business Partner	Individual continues to provide expertise in HR and the management of a team	A wider restructure is pending however all restructures are on hold pending the review of the existing operating model	Inside
Finance and Resources	Finance	Accountant x 2	Covering vacancy.	Finance had plans for a restructure towards the end of 2018 but it has been put on hold pending work on the future model for SBC	Inside
Finance and Resources	Finance	Senior Accountant X4	Covering vacancy.	Finance had plans for a restructure towards the end of 2018 but it has been put on hold pending work on the future model for SBC	Inside
Finance and Resources	Customer and Communications	Communications Officer	Additional support	Additional support being provided pending wider restructure. The workload for the team has continued to increase and there is a recognition that we will need to permanently resource - however all restructures are currently on hold and until we have clarity of the operating model we need to resource the team on an interim basis to provide immediate capacity and resilience	Inside
Regeneration		Service Assurance and Technical Specialist		Individual continues to provide the expertise to the Council for Council Tax, Revenues Collection and Housing Benefits. Her contract comes to the end in March 31 <sup>st</sup> . The functions of this post are currently under review	Inside
Children, Learning and Skills	School Effectiveness	School Improvement Consultant X4	Engaged on an as and when basis	Individual is highly specialist in their role so the current flexible arrangement makes most economical sense.	Inside

Children, Learning and Skills	School Effectiveness	Advisor to SACRE	Engaged on an as and when basis	Engaged on an as and when basis working to a budget, post is currently going through procurement process	Inside
Adults and Communities	Adult Social Care	Driver & Escort Co-Ordinator (CTL)	Cover for recruitment process	Karen Waters-Dray to create advert for this post to see if we can recruit as and whens	Inside
Adults and Communities	Adult Social Care	Qualified Social Worker (Level 7)	Despite having an open advert and promotion at Careers Fair we have been unable to secure appointments into these vacant posts. There is a national shortage on these posts and therefore temporary staff are required at a higher rate to ensure continuity of service	Ongoing - open advert; targetted recruitment; market supplement for AMHP's and experienced SW's	Inside
Adults and Communities	Communities and Leisure	Young Carers Support / Coordinator (Level 6)	Funded post	Funded through the BCF via Care Group Commissioning. Suzanne Ferraro is now in post not Jemma Zaveri. Post is funded so cannot recruit to this permanently.	Inside
Adults and Communities	Communities and Leisure	Escort Co-Ordinator (CTL)	Cheaper to use locum than permanent staff due to short hours of work (e.g. day centre runs)	Karen Waters-Dray to create advert for this post to see if we can recruit as and whens	Inside
Adults and Communities	Adult Social Care	Support Worker (Level 2) X9	Covers vacancies, sickness, training, 1:1 with s/users in this Regulated service as required. Hours fluctuate - often unsocial (includes evenings, w/e's, B/H's and nights).	Currently reviewing the established following CQC Inspection so recruitment on hold in this service at the minute	Inside

Adults and Communities	Adult Social Care	Physiotherapist (Level 10) X 2	<p>1. We have not been able to recruit into a permanent post. This role is very important and without the agency worker we will not be able to run a 24 hour service that is Multi Disciplinary Team led.</p> <p>2. Re-ablement, Recovery and Rehabilitation Physio, unable to recruit to and discussing with Berkshire Health Foundaton Trust to take over the management of these staff</p>	<p>1. In the process of creating the post for Physiotherapist in readiness for advertising</p> <p>2. Re-ablement, Recovery and Rehabilitation Physio, unable to recruit but are asking Berkshire Health Foundation Trust to take over managing these staff</p>	Inside
Adults and Communities	Adult Social Care	Qualified Social Worker (Level 7)	<p>Currently have 2 vacant social work posts within CTPLD. Despite the open advert for Social workers we have been unable to recruit into these posts. Posts are required to ensure reviews of service users are undertaken</p>	<p>We have an open advert out at the minute and post been promoted at Career Fayre. A market supplement for this post has been agreed in principle but this needs to be costed and implemented.</p>	Inside
Adults and Communities	Adult Social Care	Qualified Social Worker + AMHP (Level 10)	<p>Despite having an open advert and promotion at Careers Fair we have been unable to secure appointments into these vacant posts. There is a national shortage on these posts and therefore temporary staff are required at a higher rate to ensure continuity of service</p>	<p>Ongoing - open advert; targetted recruitment; market supplement for Approved Mental Health Practitioner's and experienced Social Worker's</p>	Inside
Adults and Communities	Adult Social Care	Reablement Assistants (Level 4) X4	<p>1. We have not been able to recruit into a permanent post. This role is very important and without this agency worker we will not be able to run a 24 hour service that is Multi Disciplinary Team led.</p> <p>2. Agency staff cover vacancies, sickness, training, 1:1 with s/users in</p>	<p>1. We have an open advert out at the minute for out of hours. A market supplement for this post has been agreed in principle but this needs to be costed and implemented.</p> <p>2. The establishmnet is being reviewed following the CQC inspection, recruitment on hold</p>	Inside

Adults and Communities	Adult Social Care	Employment Development Officer (Level 4)	Employability Service due to transfer to Ketan's service area from 01/04/2019 and will then be included as part of his review. New posts will be created which agency workers will be eligible to apply for however plan to end current placements asap	Employability is transferring to Ketans services and the locums will not go with it	Inside
Adults and Communities	Adult Social Care	Qualified Social Worker (Level 7)	The placement was extended recently as we still have vacancies in East. The individual has one Court case she is dealing with and two cases in dispute with CHC – this is complex casework and we generally have insufficient levels of experience in the team to deal with the complexity of the incoming work. All locum costs are discussed with the accountant every month – staffing costs have been within budget both this year and last	We have an open advert out at the minute for out of hours. A market supplement for this post has been agreed in principle but this needs to be costed and implemented.	Inside
Adults and Communities	Adult Social Care	Qualified Social Worker (Level 7)	Currently have 2.5 vacacnt social work posts within South Locality. Despite their being an opne advert for Social workers we have been unable to recruit inot these posts. There have been two experienced social workers that have left the team.	There is currently an open advert for Social Workers and a business case has been put together to apply a market supplement for experienced SW's.	Inside
Adults and Communities	Adult Social Care	OT (Standard) (Level 7)	BCF funded temporary OT post to reduce waiting time and increase capacity of the team OT's	None - temporary post whilst funding is available	Inside



Adults and Communities	Adult Social Care	Practice Lead (Level 8)	This post is a difficult recruit post and despite several recruitment campaigns we have been unsuccessful in securing an appointable candidate.	We have an open advert out at the minute. A market supplement has been applied to this post but has not resulted in any appointments.	Inside
Place and Development	Enviornmental Services - Direct Service Organistion	Loader/ Street Cleaner X 14	Currently the service is being restructured and a harmonisation process taking place.	Once the service goes 'Live', agency staff have expressed an interest in applying for the vacant positions.	Inside

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**APPENDIX 2: Agency Staff - Engaged for over 52 weeks (Outside IR35)**

Directorate	Department	Job Title	Indicate reasons why agency workers are still being used	Indicate <u>proactive</u> action(s) being taken to fill the post i.e. tried to recruit to twice/three times internal and externally; covering maternity leave; covering sickness absence; adverts on going to perm post; posts on hold pending re-org.	IR35 - Inside or Outside
Regeneration	Housing, Benefits & Planning	Regeneration Project Manager (Level 9)	The contractor is funded by the transformation budget, it is a specialised role and will help us to provide continuity of service with our capital projects.		Outside
Regeneration	Facilities & Environmental Services	Structural Checking Engineer	SE has been brought in to deliver a specific piece of specialised work.	Difficulties to recruit someone in this very specialised field. Internal expertise is not available. This relates to a specialist activity, the cost of which is expected to be recovered partially or fully from the application fees.	Outside
Regeneration	Housing, Benefits & Planning	Local Plan Consultant (Level 7)	Contractor working on a special project for the local plan : that includes supporting strategic project management plus at present the town centre regeneration element. This is a specialist activity - the contract could extend for up to three years i.e. 2022 but depends on progress with the local plan.		Outside

Regeneration	Housing, Benefits & Planning	Project Manager – SROI, Income Generation & Private Sector Initiatives	Worker was funded by the Transformation Fund to carry out the HMO Consultation for a new licensing scheme. Transformation Fund unavailable in 2019/20 but vacancies will pay for the worker to stay on for 6 months to implement scheme plus other identified work.	This is not an Establishment post.	Outside
Regeneration	Management	Regeneration & Commercial Project Officer (Level 7)			Outside
Regeneration	Housing, Benefits & Planning	RMI Systems Mobilisation Project Manager (Level 9)	Awaiting approval for restructure and another attempt at recruitment . Also specialist role in project management delivery system development of repairs and service charge IT module	Pending restructure and recruitment	Outside
Finance and Resources	People / Digital and Strategic IT	Agresso Support Consultant x 4	Working on a specific project	Engaged on corporate Agresso IT project	Outside
Finance and Resources	People	Education Services Consultant	Working on a specific project	Engaged on the corporate Slough Academy transformation project	Outside
Finance and Resources	Finance	Principal Accountant	Covering vacancy.	Finance had plans for a restructure towards the end of 2018 but it has been put on hold pending work on the future model for SBC	Outside
Children, Learning and Skills	School Effectiveness	Primary School Improvement Consultant X2	Engaged on an as and when basis	Individual is highly specialist in their role so the current flexible arrangement makes most economical sense.	Outside