

Date of issue: Friday, 14 June 2019

MEETING	EMPLOYMENT & APPEALS COMMITTEE (Councillors Bains (Chair), Bedi (Vice-Chair), Brooker, Chaudhry, N Holledge, Hulme, Hussain, Mohammad and Smith)
DATE AND TIME:	TUESDAY, 18TH JUNE, 2019 AT 6.30 PM
VENUE:	JUPITER SUITE 1 - ST MARTINS PLACE, 51 BATH ROAD, SLOUGH, SL1 3UF
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	CATHERINE MEEK 01753 875015

SUPPLEMENTARY PAPERS

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

* Items 4 and 6 were 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>
4.	Temporary Agency Staff - Progress on Implementation and Baseline Monitoring	1 - 8	All
6.	Wellbeing - Update	9 - 12	All

This page is intentionally left blank

SLOUGH BOROUGH COUNCIL**REPORT TO:** Employment & Appeals Committee **DATE:** 18th June 2019**CONTACT OFFICER:** Neil Wilcox, Director Finance and Resources
AUTHORS: Claire Portsmouth**(For all enquiries)** (01753) 875472**WARD(S):** All**PART I**
FOR INFORMATION**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. As this committee meeting is between quarters the information presented in this report is based on the 8 week period 1st April to 31st May 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 1st April and 31st May 2019 was £1,515,343. 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: 1st April to 31st May 2019 £381,427. 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 is below. Comparative data has been removed as all other reporting costs are for full quarter data.

Directorate	April – May 2019
Adult and Communities	£412,091
Chief Executive	£222,423
Children, Learning & Skills	£53,274
Finance & Resources	£418,425
Regeneration	£409,130
Total	£1,515,343
Total inc. Agresso spend	£1,896,770

Table 1

(b) Risk Management

Risk	Mitigating action	Opportunities
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"> • Guaranteed minimum savings of 3% on existing spend (with further opportunities to increase this) • Guaranteed maximum pence-per-hour agency fees • Pay parity between full time permanent employees and temporary staff workers in-line with Agency Worker Directive • 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) • Gainshare mechanism – whereby savings achieved over and above the guaranteed minimum will be shared between SBC (90%) and the supplier (10%) • Mechanism for supplier to credit SBC for failure to deliver agreed service levels
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 1st April to 31st May 2019. As this reporting period has not fallen on a full quarter, the figures included will increase once the remaining 4 weeks and any outstanding timesheets have been completed.

- 5.2 The number of Matrix placements currently stands at 270. The FTE is included in this report however as this is calculated on hours and timesheets the data is incomplete.
- 5.3 The Matrix hierarchy has not been updated since the change in directorate names, however a different reporting mechanism used by Matrix has enabled us to translate the data to the new directorate hierarchy based on the cost centre code used for invoicing.
- 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. Spend for this period reporting is £216,712. Currently the number of agency staff stands at 75, however 15 placements have not attracted fees yet this period.
- 5.6 Dashboards have been provided to the back of this report (appendix 1) for a visual breakdown of agency staffing figures. As this is the first committee for new members, the visual reports appended to this are for the financial year 2018/2019 which will give you background and a reference point for future reports.

Staffing Scorecard (Matrix) – as at 31/05/2019

Level 1	Duration	Number of Staff Placements	FTE**
Chief Executive - Environmental	0-3 months	10	3.5
	3-6 months	2	1.1
	6-9 months	13	6.0
	9-12 months	15	5.1
	1 – 2 Years	35	14.4
	Over 2 Years	0	0.0
Chief Executive - Environmental Total		75	
Chief Executive	0-3 months	2	0.6
Chief Executive Total		2	
Finance & Resources	0-3 months	11	1.6
	3-6 months	3	0.2
	6-9 months	0	0.0
	9-12 months	3	0.3
	1 – 2 Years	8	1.4
	Over 2 Years	7	0.6
Finance & Resources Total		32	
Children, Learning & Skills	0-3 months	5	2.2
	3-6 months	3	1.0
	6-9 months	2	0.0
	9-12 months	3	0.0
	1 – 2 Years	5	0.0
	Over 2 Years	4	0.0
Children, Learning & Skills Total		22	

Regeneration (inc. Place & Development)	0-3 months	9	2.4
	3-6 months	12	4.1
	6-9 months	8	3.9
	9-12 months	9	1.9
	1 – 2 Years	12	6.1
	Over 2 Years	8	1.6
Regeneration (inc. Place & Development)		58	
Adults & Communities	0-3 months	14	4.1
	3-6 months	16	5.0
	6-9 months	11	3.6
	9-12 months	5	1.1
	1 - 2 Years	15	6.0
	Over 2 Years	20	8.6
Adults & Communities Total		81	
Grand Total		270	

Fig 1

** FTE has been recorded above, however it must be noted that as we are only 8 weeks in to the period, the FTE is only displayed on data to date.

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

Job Category	Chief Executive	Finance & Resources	Children, Learning & Skills	Regeneration (inc. Place & Development)	Adults & Communities	Grand Total
Admin & Clerical	7	-	15	4	7	33
Driving	5	-	-	-	2	7
Engineering & Surveying	-	-	-	-	-	-
Executive	-	17	3	12	4	36
Facilities & Environmental Services	-	-	-	3	-	3
Financial	-	2	-	-	-	2
Housing, Benefits & Planning	-	5	-	33	-	38
Human Resources	-	4	-	-	-	4
IT	1	1	-	-	-	2
Legal	-	-	-	1	-	1
Management	-	3	-	5	2	10
Manual Labour	64	-	-	-	-	64
Procurement	-	-	-	-	-	-
Social & Healthcare Non-Qualified	-	-	-	-	21	21
Social & Healthcare Qualified	-	-	4	-	45	49
Total	77	32	22	58	81	270

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.

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	35	0	0
Finance & Resources	8	5	2
Children, Learning & Skills	5	4	0
Regeneration	12	5	3
Adults & Communities	15	11	9
Total	75	25	14

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 the 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.

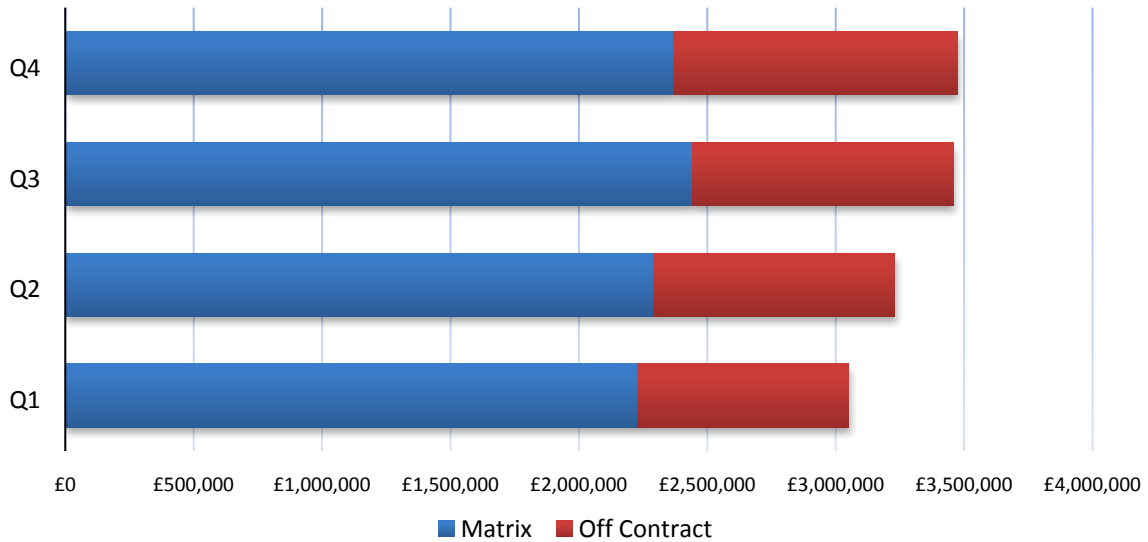
Appendices

Appendix 1- Temporary Agency Staff

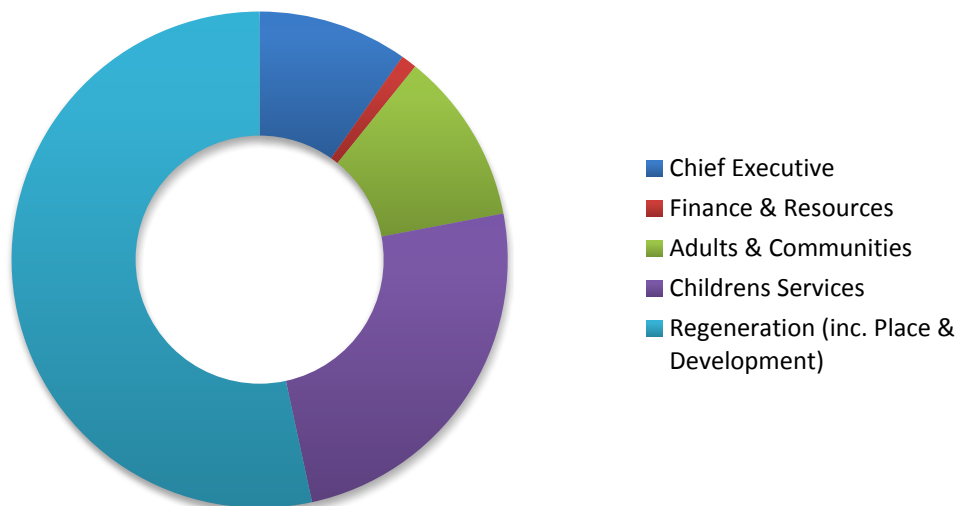
Appendix 1

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)*)



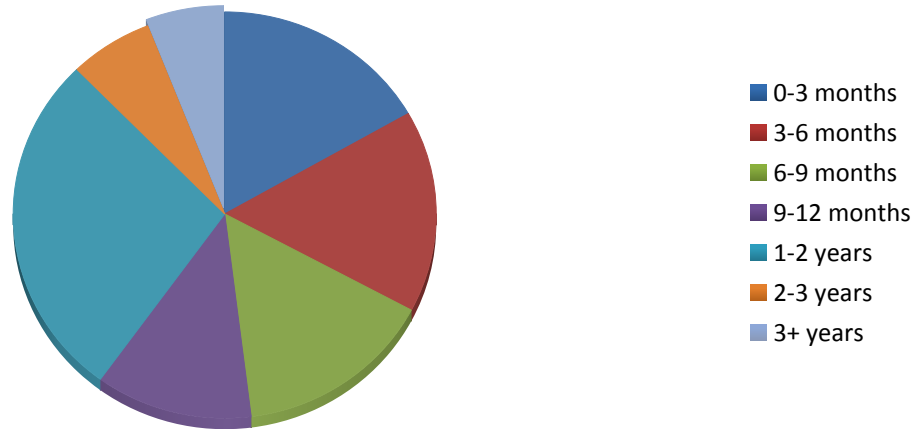
The directorate distribution for 'off contract' spend (*main report- table 1 and 2*) is visualised below:



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).

SLOUGH BOROUGH COUNCIL

REPORT TO: Employment and Appeals Committee

DATE: 18th June 2019

CONTACT OFFICER: Surjit Nagra, Service Lead People

AUTHOR: Timothy Howells

For all enquiries 01753 875144

WARD(S): All

PART I
FOR INFORMATION

WELLBEING UPDATE - PROGRESS ON IMPLEMENTATION OF ACTIVE MOVEMENT

1. Purpose of Report

This report seeks to provide members with information on the Public Health Active Movement programme which is an integral part of the councils Transformation programme and wellbeing initiative, evolving from the Overview and Scrutiny “Exemplar Authority” project.

2. Recommendation(s)/Proposed Action

The Committee is requested to note the contents of this report and to consider a champion to advocate Active Movement within the Members community.

3. Supporting Information

- 3.1 The underlying causes of obesity and inactivity are complex. They as much reflect wider social factors, such as household income, local deprivation levels, community traditions and perception of access to safe and attractive outdoor space as individual factors such as knowledge of healthy lifestyles and individual personal choices. This highlights the key role the wider council plays in addressing these issues. While the results may take longer, the council’s work to tackle family poverty, educate children, boost employment prospects and improve and regenerate the built and green environment all help tackle obesity and inactivity in adults and children alike.
- 3.2 While many of the more visible interventions that Public Health lead are targeted at the individual, Early Years and Schools provide ‘settings’ which allow us to influence a healthier background environment and support a ‘community’ e.g. a school’s students, staff and parents, to manage more sustainable change as ‘normal every-day life’.
- 3.3 As part of the Overview and Scrutiny “Exemplar Authority” project and the 2017 SBC health and wellbeing survey, it was decided that the commissioning of a universal behaviour change programme should take place. It was initially

integrated alongside the councils move to 25 Windsor Road but has subsequently formed part of the council's wider Transformation programme.

Active Movement

- 3.4 'Active Movement' is Public Health's holistic behaviour change programme to reduce levels of sedentary behaviour and help tackle our inactivity crisis, a key contributor to obesity and premature mortality. Public Health commissioned 'Active Movement' in late 2017 as a pilot with two children centres, five primary schools and two secondary schools to explore how we could holistically engage with all pupils, teachers and their families to encourage life long learning of the importance of being physically activity and the negative health consequences of extended periods of sitting.
- 3.5 Following successful integration in the pilot schools and overwhelmingly positive feedback from pupils, teachers and parents, in June 2018 Public Health re-commissioned 'Active Movement' to deliver this intervention across the majority of Slough primary schools and to Slough Borough Council employees.
- 3.6 The initial end of year report from the pilot settings showed:
- 43.6% of participants have increased physical activity levels outside of school
 - Average grip strength increased by 25% in the intervention schools compared to only 3% in the control school
 - Waist circumference increased by 3.6% in the intervention schools (Statistically insignificant) compared to 19.8% in the control school (Statistically significant)
 - From Chalvey Grove children's centre– A contribution to an 8% increase in children showing an expected level of progress in physical development compared with previous years, when the data was fairly static. 5.2% increase in the number of children showing expected levels of development in managing their feelings and behaviour
- 3.7 The integration of Active Movement into SBC has now started in full. Public Health and People Services have been working together to raise the profile of active movement to the workforce through briefings such as 'talkabout'. The intervention will be introduced across all staff in Slough Borough Council over a 6 month period including:
- A programme that is tailored to the office location (both inside and out) which integrates movement into the daily routine (both at the desk and around the office)
 - A three-stage campaign which sees the emphasis move from a collegiate approach of change in sedentary behaviour to an individual review of movement to understand current activity levels and how they can be increased
 - A communication programme to educate and inspire in each of the programme's three phases
 - A staff training session to introduce all staff to the concept and its impact on their daily routine. These 2 training sessions which are open to all staff are on the 17th June and 9th July.
 - An ongoing support programme of email contact, and visits to inspire participation and maintain momentum (including contact from programme founder, Dr Mike Loosemore MBE, a world pioneer in Exercise Medicine and

lead at the Institute of Sports, Exercise and Health). A service line is also available to all.

- An evaluation process of behavioural questionnaire and focus groups as well as working with People Services to look at relevant in-house data (such as staff satisfaction and absenteeism)
- The use of the councils Transformation Champions to be the advocates of the programme and to help further embed the healthy behaviour change messages across all departments.

3.8 Most importantly, the programme will not disrupt the office environment or reduce the ability to work. Research evidence shows the power of small, regular, consistent non-sedentary and low-level activity in affecting a range of physical and emotional issues that can affect individual health and collective well-being in the office - including creativity, energy levels, concentration, teamwork and productivity with longer-term health gains in reducing heart disease, cholesterol levels, diabetes, obesity even some cancers.

4 **Collective Agreement**

4.1 The Active Movement integration across the council relies on the support and backing of all levels of management across all council departments. Only then can the intervention be fully integrated, implemented and successful.

4.2 Both CMT and SLT have been briefed on the programme and are fully supportive.

5. **Financial Implications**

5.1 Funded by the ring-fenced Public Health grant, it is planned to roll out this service to further early year settings and all secondary schools throughout 2019 and 2020. This will support our vision of an “Active Slough”, a town that stands and moves more often.

6 **Equality Impact Assessment**

6.1 Not applicable

7. **Conclusion**

It is recommended that this committee note the contents of this report and look to support their own community with “Active Movement” and be the advocates of standing and moving. This will support the integration of our work in Early Years, Schools and the council itself to create a more active community.

8. **Background Papers**

None.

This page is intentionally left blank