

SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee **DATE:** 12th September 2013

CONTACT OFFICER: Joanna Anderson, Assistant Director

AUTHORS: Claire Portsmouth

(For all enquiries) (01753) 875213

WARD(S): All

PART 1 **FOR INFORMATION**

Temporary Agency Staff progress on implementation and baseline monitoring

1 Purpose of Report

This report follows the January update which explained the new arrangements and contract with Matrix SCM to supply Temporary Agency. At that meeting Members requested management information on the use of Temporary staff throughout the council.

2 Recommendation(s)/Proposed Action

The Committee is requested to Resolve:

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

3 The Sustainable Community Strategy, the JSNA and the Corporate Plan

Sustainable Community 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.

Corporate Plan 2012/13

The proposals within this report meet the Corporate Plan's 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 implementation of the new contract has a savings target for 13/14 of £250,000

Expenditure on agency staff from 6th January to 31st July was £3,778,022.52. The anticipated savings, using the formula agreed with Matrix for this period is £230,230.15.

The Assistant Director of Finance & Audit will put in place arrangements to recover these savings from Department cash limits.

(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	
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	None

	pay parity between full time permanent employees and temporary agency staff.	
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

(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 report.

(e) Workforce

There are no implications for permanent staff.

5 Supporting Information

- 5.1 We continue to work with Matrix SCM to develop Slough specific system updates and this starting to have a positive impact on the electronic ordering process.
- 5.2 Matrix SCM have continued to work to secure a wider agency pool for Slough and the number of agencies now enrolled has increased by 7.3% from the last report.
- 5.3 81% of workers are travelling less than 20 miles to their work location, with the number of staff travelling from within the SL1-SL6 postal codes representing 58% of the total number of agency staff. 44% of the total number of agency workers travel from within the SL1 to SL3 postal codes.
- 5.4 There are currently 102 agency workers (not employed on a sessional basis) which continues to remain fairly stable and under the baseline set in January from the previous contract. Whilst agency staff will always be part of the Slough workforce, focus needs to remain on stabilising the number of agency workers and ensuring that Slough continues, where possible, to reduce its reliance on temporary staff.
- 5.5 A further 125 temporary staff are employed via the sessional/open process. The posts covered within this process range from Social Workers to Childcare Assistants/Nursery Nurses. Currently the distribution of these staff is mainly within adult/children's social care establishments (e.g. Respond, Breakaway, The Pines) and the Sure Start Children's Centres.
- 5.6 Matrix SCM have completed the tenure update in the system from the original Pertemps data and I can now present the following:
- 52 agency workers have been with the authority for more than 52 weeks (23% of the total agency workforce)
 - 71% of those staff are within the Wellbeing directorate, however this is to be expected when Wellbeing accounts for 66% of the total agency workforce
 - 48% of the longest tenured staff are working in non qualified Social Care roles
 - The most populated tenure is 13-26 weeks representing 33% of the total number of workers
- 5.7 The user survey run by Matrix SCM has been completed and the results collated. Unfortunately there was a very low response rate from users (only 12 responses from 340 users) and the results reflect this. In response to questions around communication from Matrix SCM and their response to user queries, Matrix scored 58% in the Good and Excellent categories. On how users rated the Matrix electronic ordering system for accessing information 58% rated the system Average or Good. Unfortunately on the question relating to 'system user friendliness', 42% rated it Average. On rating the system for the recruitment of agency workers the highest response was 33% and a rating of Poor. Matrix have been asked to undertake a further survey towards the end of the year to get a more accurate picture of user feedback. We will need to be more proactive in encouraging staff to complete this in a timely manner to give a more accurate indication of how the contract is working.
- 5.8 Off contract expenditure continues to be high, however the largest proportion of 'off contract' spend is on Contact Workers and these are being moved to as and when contracts so spend in this area should start to decrease. Currently 19% of agency spend is 'off contract' (£400,878). In addition to this spend, Consultant expenditure

totals £139,603 and Interim placements £303,547. All figures cover the period May to end of July 2013.

5.9 Below is a breakdown of agency staff numbers and costs (including sessional/open process) by directorate

Scorecard as at 31st July 2013			
Directorate	Number of Agency Workers	Expenditure	Tenure (weeks)
Chief Executive	9	£29,642	5-12 = 3 13-26 = 3 27-52 = 2 Over 52 = 1
Customer & Communities	30	£65,806	1-4 = 3 5-12 = 5 13-26 = 12 27-52 = 3 Over 52 = 7
Regeneration, Housing & Resources	16	£61,585	1-4 = 2 5-12 = 3 13-26 = 2 27-52 = 5 Over 52 = 4
Wellbeing	172	£426,929	1-4 = 9 5-12 = 27 13-26 = 58 25-52 = 38 Over 52 = 40
Total	227	£583,962	1-4 = 14 5-12 = 38 13-26 = 75 25-52 = 48 Over 52 = 52

5.10 The table below shows a breakdown of the number and title of active temporary staff (not sessional/open process) by directorate.

Department/ Service Area	Roles	
Chief Executive: 9	HR Services Officer Lawyer X 3 Senior Lawyer X 3	Leadership Development Manager Senior Administrative Officer
Customer & Community Services: 28 staff	Administration Assistant X 8 Bookings & Events Co-ordinator Customer Service Advisor X 2 Early Identification Co-ordinator Engineer Environmental Health Officer Management Support Officer Neighbourhood Learning Co-ordinator	Housekeeper IAG Co-ordinator OT/Physio Personal Assistant Planning Enforcement X 2 Planning Officer Senior Building Control Surveyor

		Service Assurance Technical Specialist Technical Support Officer Trading Standards Officer
Resources, Housing & Regeneration: 15 staff	Administrative Officer Senior Assistant Engineer Disposals Officer GIS Strategist Housing Reviewing Officer Housing Standards Officer Investment & Regeneration Manager Investment & Regeneration Project Manager	Neighbourhood Housing Officer Principal Asset Manager Project Engineer Project Officer Schools Finance Interim Senior Accountant Senior Projects Manager (Education)
Wellbeing: 50 staff	Administration Officer X 3 Administration Officer Senior Business Objects Project Manager Contracts Performance Officer Family Support Worker Health Watch Commissioning Manager Information Management Officer Management Support Officer Operations Manager, First contact and assessment hub Practice manager Procurement Specialist Qualified Social Worker X 11 Recruitment & Retention Officer Safeguarding Support Officer	Senior Practitioner Senior SEN Case Officer Senior Social Worker Service User Involvement & Information Social Care Systems Support Officer Social Care Team Manager Social Work Assistant Social Worker Support Worker Technical Administrator Unqualified Assistant YOT Education post

6 Conclusion

- 6.1 Procurement continue to work closely with Matrix SCM to monitor the contract and help to implement improvements to the system. Members are asked to identify any further information that they would like to see on the scorecard and Procurement will work with Matrix to endeavour to make this information available.