

## **SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Employment & Appeals Committee      **DATE:** 23<sup>rd</sup> January 2014

**CONTACT OFFICER:** Julie Pickering, Interim Assistant Director

**AUTHORS:** Claire Portsmouth

**(For all enquiries)** (01753) 875472

**WARD(S):** All

### **PART 1** **FOR INFORMATION**

#### **Temporary Agency Staff progress on implementation and baseline monitoring**

##### **1 Purpose of Report**

This report follows the previous updates 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.

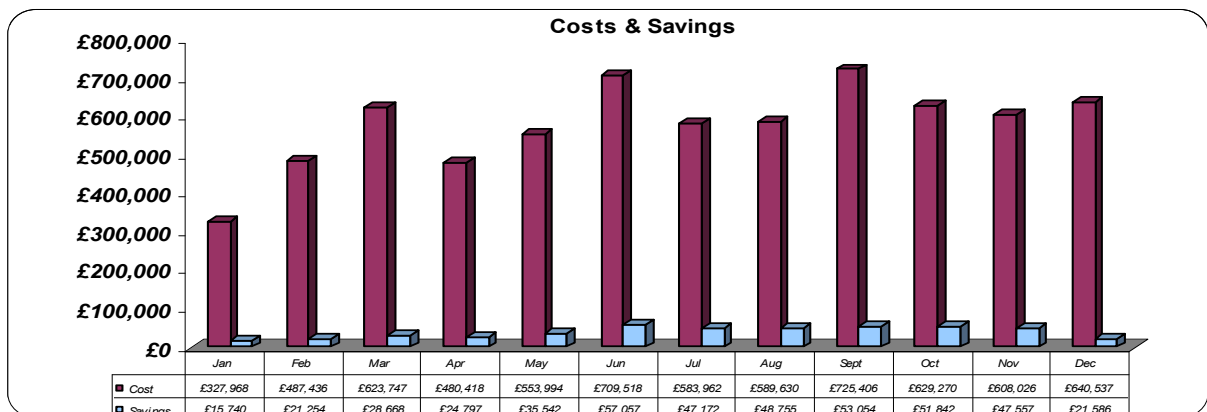
2. Deliver high quality services to meet local needs by ensuring access to a diverse work force through broadening access to higher quality resource (e.g. Occupational Therapists / Physiotherapists / Qualified Social Workers).
3. Develop new ways of working by introducing a new, end to end automated 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 6<sup>th</sup> January to 31<sup>st</sup> December was £6,959,913. The anticipated savings, using the formula agreed with Matrix for this period is £453,024.



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 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 report.

(e) Workforce

There are no implications for permanent staff.

## **5 Supporting Information**

- 5.1 Matrix SCM have continued to work with us and agencies to secure enrolment through the system for the supply of niche/professional posts. There are now approximately 109 agencies available for social care vacancies covering both qualified and non-qualified posts
- 5.2 74% of workers are travelling less than 20 miles to their work location which is slightly down from the last report (81%), however the number of staff travelling from within the SL1-SL6 postal codes continues to remain around 58% of the total number of agency staff.
- 5.3 There are currently 116 agency workers (not employed on a sessional basis) which continues to remain fairly stable and under the baseline set in January 2013 from the previous contract (123). 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. There are now only 40 staff remaining from the old Pertemps contract.
- 5.4 Since the loss of Children's Centre Staff to Mott Macdonald in September, the number of temporary staff employed via the sessional/open process has reduced from 125 to 56. All posts are in the Wellbeing directorate and range from Care Assistants to Social Workers. Of these workers none have worked for more than 1 year.
- 5.5 The length of tenure of some agency workers continues to be an issue however the number working for more than 1 year has reduced since the last report. The breakdown as at 6<sup>th</sup> January is:
- 33 agency workers have been with the authority for more than 52 weeks (19% of the total agency workforce) with the longest tenured at 6 years
  - 73% of those staff are within the Wellbeing directorate, however this is to be expected when Wellbeing accounts for 76% of the total agency workforce
  - 33% of the longest tenured staff are working in qualified social care posts with 64% of those in post as Social Workers (11 posts) - 21% are working in non qualified Social Care roles – the majority of posts included in this bracket have the title of Support Worker. This has reversed from the last report when the majority were non qualified posts
  - The most populated tenure is 27-52 weeks representing 32% of the total number of workers. The last report showed the 13-26 week bracket as the most populated, so whilst 27-52 weeks is a large bracket, it is indicating that we are holding onto temporary staff past their initial term of employment.

More work needs to be done with Human Resources to find a solution to long term/permanent employment for these staff, and the long term outlook for the teams they are engaged with

Tenure	Number of staff
1-4 Weeks	10
4-12 Weeks	33
13-26 Weeks	38
27-52 Weeks	58
1 Year+	33
<b>TOTAL</b>	<b>172</b>

- The 33 staff with a tenure of over 1 year, can be split into directorates and job titles as follows:

Directorate	Job Title
Chief Executive	*Senior Administrative Officer
Customer & Community Services	*Administration Assistant *IAG Co-ordinator *Housekeeper *Service Assurance Technical Specialist *Technical Support Officer *OT/Physio
Resources, Housing and Regeneration	*GIS Strategist
Wellbeing	*Business Objects Project Officer *Social Worker X 6 *Senior Social Worker *Driver & Escort Co-ordinator X 2 *Escort Co-ordinator X 2 *Administrator X 2 *Deputy Team Manager *Recruitment & Retention Officer *Support Worker X 5 *Personal Advisor *Contracts Performance Officer *Independent Reviewing Officer *Healthwatch Commissioning Manager
<b>TOTAL 1 Year+</b>	<b>33</b>

- The tenure for 1 Year+ can be split to: 2007 (1), 2008 (3), 2009 (1), 2011 (4) and the remainder starting in 2012.

- 5.6 Matrix SCM are currently putting together the next user survey, and the results will be available for the next committee.
- 5.7 I can confirm that since the last report, Contact Workers have been moved to as and when contracts and the expenditure showing as agency staff for these workers has now ceased. We continue to have spend that is considered 'off contract' for agency workers, however this has decreased since the last report (approximately 52%). Spend outside of the Matrix contract amounts to £474,577 which can be broken down as follows: Agency Staff - £190,990, Interim - £207,960 and Consultant - £75,627. All of these values are less than the amounts reported on the last report for a 3 month period.
- 5.8 Below is a breakdown of agency staff numbers and costs (including sessional/open process) by directorate

<b>Scorecard as at 31<sup>st</sup> December 2013</b>			
<b>Directorate</b>	<b>Number of Agency Workers</b>	<b>Expenditure</b>	<b>Tenure (weeks)</b>
Chief Executive	3	£17,795	27-52 = 2 Over 52 = 1
Customer & Community Services	19	£52,743	1-4 = 3 13-26 = 5 27-52 = 5 Over 52 = 6
Regeneration, Housing & Resources	11	£75,064	5-12 = 5 13-26 = 3 27-52 = 2 Over 52 = 1
Wellbeing	139	£530,266	1-4 = 7 5-12 = 28 13-26 = 30 25-52 = 49 Over 52 = 25
<b>Total</b>	<b>172</b>	<b>£675,868</b>	<b>1-4 = 10</b> <b>5-12 = 33</b> <b>13-26 = 38</b> <b>25-52 = 58</b> <b>Over 52 = 33</b>

- 5.9 The table below shows a breakdown of the number and title of active temporary staff (including sessional/open process) by directorate.

Department/ Service Area	Roles	
Chief Executive: 3	Lawyer Leadership Development Manager	Senior Administrative Officer
Customer & Community Services: 19 staff	Administration Assistant X 3 Bookings & Events Co-ordinator Housekeeper IAG Co-ordinator X 2	Senior Building Control Surveyor X 2 Service Assurance Technical Specialist Technical Support Officer

	Management Support Officer OT/Physio Personal Assistant Planning Enforcement Planning Officer	Trading Standards Officer X 2 Youth Professional
Resources, Housing & Regeneration: 11 staff	Administrative Officer Flood Management Engineer GIS Strategist Head of Asset Management Housing Officer	Housing Reviewing Officer Neighbourhood Manager X 3 Project Manager – M&E Schools Finance Interim
Wellbeing: 139 staff	Administration Officer X 2 Administration Officer Senior Business Objects Project Officer Business Support Officer Care Assistant X 6 Consultant Practitioner Contracts Performance Officer Day Care Officer/Assistant X 2 Deputy Team Manager Driver & Escort Co-ordinator X 2 Employment Development Officer Escort Co-ordinator X 2 Family Support Worker Healthwatch Commissioning Manager Independent Reviewing Officer X 3	Management Support Officer Occupational Therapist X 8 Occupational Therapy Assistant X 7 Personal Advisor Physiotherapist X 2 Practice Manager X 6 Procurement Specialist Qualified Social Worker X 26 Reablement Assistant X 6 Recruitment & Retention Officer Residential Care Officer X 3 Safeguarding Support Officer Scanning Officer Senior Practitioner Senior SEN Case Officer Senior Social Worker X 24 Social Care Systems Support Officer Social Care Team Manager X 3 Social Work Assistant Support Worker X 17 Unqualified Assistant

## 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.