

## **SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Employment & Appeals Committee      **DATE:** 7<sup>th</sup> April 2014

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**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**

- (a) That the report be noted.
- (b) That 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).

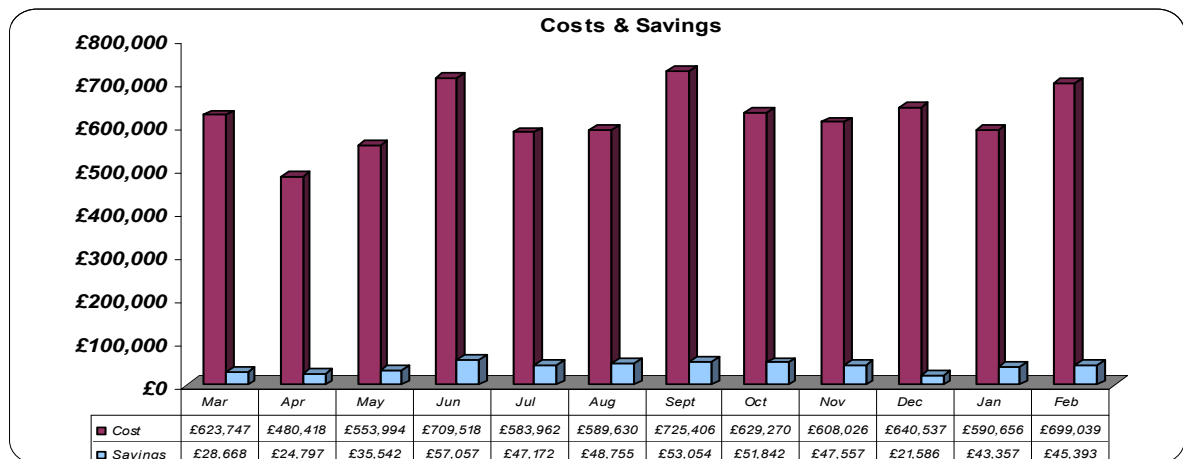
3. Develop new ways of working by introducing a new, end to end automated system for the ordering, tracking, monitoring and analysis of temporary agency staff.
4. Deliver local and national change by increasing opportunities for local and SME agencies to work with SBC.
5. Achieve value for money by ensuring 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, and has achieved, to the end of February 2014, savings against the previous contract of £504,780.

Expenditure on agency staff from March 2013 to February 2014 was £7,434,205.



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

##### (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	
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. We have also been working to secure the agencies currently being paid off contract and confirm their a commitment to move their workers to Matrix. This both reduces the number of 'off contract' workers and secures greater transparency for the authority.
- 5.2 77% of workers are travelling less than 20 miles to their work location which has increased from the last report (74%), with 70% of those workers travelling less than 10 miles. 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 112 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 (123). 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 33 staff remaining from the old Pertemps contract (an improvement on the 40 from the last report).
- 5.4 There are 73 'sessional' posts with all except 2 working within the Wellbeing Directorate. Since the last report, 6 staff in the 'sessional' category have been employed for more than 1 year (there were none at the time of the last report).
- 5.5 The length of tenure continues can be split this period to:
- 43 agency workers have been with the authority for more than 52 weeks (23% of the total agency workforce) the longest tenured remains 6 years
  - 77% of those staff are within the Wellbeing directorate
  - 37% of the longest tenured staff are working in qualified social care posts with 69% 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
  - The most populated tenure is 0-13 weeks representing 34% of the total number of workers. The last report showed the most populated being the 27-52 week bracket. 57% of the total agency workforce tenure is under 26 weeks. Whilst this is positive, I must remind committee that this is an 'as at' timeframe and is subject to movement.

Tenure	Number of staff
0-13 Weeks	75
14-26 Weeks	50
27-39 Weeks	26
40-52 Weeks	24
1 Year+	43
<b>TOTAL</b>	<b>218</b>

- The 43 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	*Housekeeper *Service Assurance Technical Specialist
Resources, Housing and Regeneration	*GIS Strategist *Disposals Officer *Investment & Regeneration Project Manager *Schools Finance Interim *Project Officer
Wellbeing	*Administrator *Business Objects Project Manager *Care Assistant *Contracts Performance Officer *Deputy Team Manager *Driver & Escort Co-Ordinator X2 *Employment Development Officer *Escort Co-Ordinator X2 *Healthwatch Commissioning Manager *Independent Reviewing Officer *Occupational Therapist *Personal Advisor *Qualified Social Worker X8 *Recruitment & Retention Officer *Residential Care Officer *Scanning Officer *Senior Practitioner *Senior Social Worker X3 *Social Care Systems

	Support Officer *Support Worker X5
<b>TOTAL 1 Year+</b>	<b>43</b>

- The tenure for 1 Year+ can be split to: 2007 (1), 2008 (3), 2009 (1), 2011 (4) 2012 (16) with the remainder starting in 2013 with the new contract.

5.6 Matrix SCM are currently putting together the next user survey but due to a poor response again at this attempt, we have extended the return date. Matrix are sending out reminders to users and we will run a secondary reminder through the internal bulletin. The results will be available for the next committee.

5.7 We continue to have spend that is considered 'off contract' for agency workers, however as stated in 5.1 above we are working with Matrix to move these (where practicable) to on contract spend through Matrix.

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

<b>Scorecard as at February 2014</b>			
<b>Directorate</b>	<b>Number of Agency Workers</b>	<b>Expenditure</b>	<b>Tenure (weeks)</b>
Chief Executive	7	£24,385	0-13 = 5 40-52 = 1 Over 52 = 1
Customer & Community Services	12	£26,586	0-14 = 4 14-26 = 1 27-39 = 5 Over 52 = 2
Regeneration, Housing & Resources	27	£87,490	0-13 = 12 14-26 = 6 27-39 = 2 40-52 = 1 Over 52 = 5
Wellbeing	172	£538,578	0-13 = 53 14-26 = 43 27-39 = 19 40-52 = 22 Over 52 = 35
<b>Total</b>	<b>218</b>	<b>£677,039</b>	<b>1-4 = 75</b> <b>5-12 = 50</b> <b>13-26 = 26</b> <b>25-52 = 24</b> <b>Over 52 = 43</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: 7 staff	Electoral Services Assistant Lawyer X 2 Leadership Development Manager	Political Group Officer (Labour Group) X 2 Senior Administrative Officer
Customer & Community Services: 12 staff	Administration Assistant Housekeeper IAG Co-ordinator Interim Strategic Planning Manager Planning Enforcement	Senior Building Control Surveyor X 2 Service Assurance Technical Specialist Trading Standards Officer X 2 Youth Professional X 2
Resources, Housing & Regeneration: 27 staff	Administrative Officer Business Support Officer Disposals Officer Estate Services Officer Flood Management Engineer GIS Strategist Head of Asset Management Housing Assessment Officer X 2 Housing Officer X 2 Housing Reviewing Officer Housing Standards Officer X 2	Investment & Regeneration Project Manager Lawyer Neighbourhood Housing Officer X 3 Neighbourhood Manager X 2 Project Manager – M&E Project Officer Schools Finance Interim Senior Accountant Service and Recharge Project Manager Team Manager
Wellbeing: 172 staff	Administration Officer X 2 Administration Officer Senior X 2 Assistant Team Manager Business Objects Project Manager Care Assistant X 7 Consultant Practitioner Contracts Performance Officer Day Care Officer/Assistant Deputy Team Manager Driver & Escort Co-ordinator X 2 Employment Development Officer Escort Co-ordinator X 2 Family Support Worker Head of Service - Care Group Commissioning Healthwatch Commissioning Manager Independent Reviewing Officer X 2 Interim Childrens Services Manager	Management Support Officer Occupational Therapist X 10 Occupational Therapy Assistant X 5 Personal Advisor Physiotherapist X 2 Practice Manager X 7 Procurement Specialist Qualified Social Worker X 20 Reablement Assistant X 16 Recruitment & Retention Officer Residential Care Officer X 9 Safeguarding Support Officer X 2 Scanning Officer Senior Practitioner Senior SEN Case Officer Senior Social Worker X 36 Social Care Systems Support Officer Social Care Team Manager X 6 Social Work Assistant X 2 Support Worker X 15 Unqualified Assistant

## **6 Conclusion**

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.