

SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee **DATE:** 23rd June 2015
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PART 1 **FOR INFORMATION**

Temporary Agency Staff progress on implementation and baseline monitoring

1 Purpose of Report

This report is to provide members with an update on the Temporary Agency Staff contract with Matrix.

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:

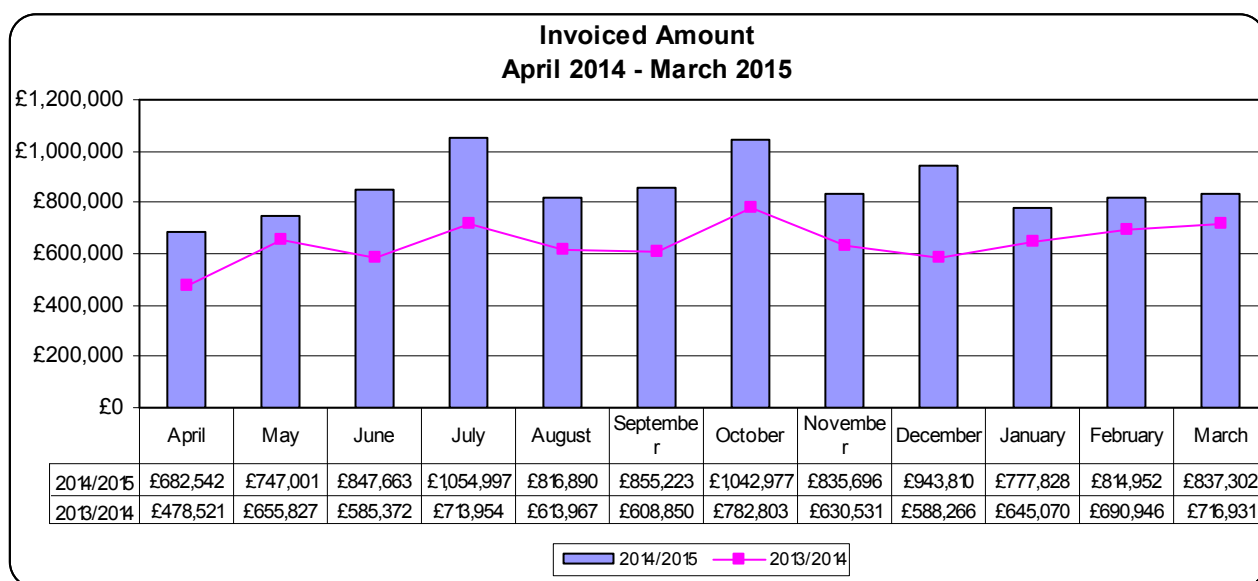
1. Improve customer experience by improving service delivery from the provider.
2. Deliver high quality services to meet local needs by ensuring access to a diverse work force through broadening access to higher quality resource (e.g. Occupational Therapists / Physiotherapists / Qualified Social Workers).

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 total invoiced for the financial year April 14 to March 15 was £10.256,881, slightly below the projection in the last report (£10.4m). The graph below shows this years spend against the last financial year showing an increase in spend of £2,545,843. It should be noted that this increase will be, in part, due to the increase in what was considered 'off-contract' spend last year and was not reflected in the Matrix spend below.



(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

(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 The number of Matrix placements currently (June) stands at 222, down again from the last report (240). The table in fig1 later in the report gives a breakdown by directorate.
- 5.2 Work to increase the number of agencies working with Slough continues and we currently have a supplier base totaling 232. The number of agencies that have participated in the re-procurement exercise undertaken by Matrix on staff who have worked over 12 weeks is 26. Through May 2014 an additional £33k of savings have been made against the original contract savings target which were identified during the move from Pertemps to this neutral vendor model. Almost £6k of savings were identified in Quarter 4 through the re-procurement exercise.
- 5.3 Matrix continue to achieve the KPI targets set in the original contract. These relate to the fulfilment of posts, the number of rejected candidates and helpdesk assistance. These rates are monitored through business reviews every quarter.
- 5.4 There currently 5 staff outside of the Matrix contract (as at end May) that need to be found a placement in Matrix as and when contracts become due for renewal. All 5 are within Social Care. Data on the length of these contracts is still being collected, however 3 of the 5 are undertaking work on the following job titles: Head of Service – Assessment and CIN, Transformation Programme and Development Manager and Practice Manager. Since January these 3 posts have cost the council £95,415.
- 5.5 Below is a breakdown of agency staff placements and the tenure of those staff by directorate. It should be noted that there have been changes in directorate make up since the figures in the 2014 column:

Scorecard as at June 2015			FTE
Directorate	Number of Placements	Tenure (weeks)	Number of Placements
Chief Executive	9	0-13 = 2 14-26 = 1 27-39 = 2 40-52 = 2 1-2y = 1 Over 2y = 1	4.6
Customer & Community Services	12	0-13 = 2 14-26 = 4 27-39 = 2 40-52 = 2 1-2y = 1 Over 2y = 1	8.5
Regeneration, Housing & Resources	37	0-13 = 10 14-26 = 8 27-39 = 5 40-52 = 8 1-2y = 5 Over 2y = 1	23.2
Wellbeing	164	0-13 = 23 14-26 = 25 27-39 = 19 40-52 = 23 1-2y = 49 Over 2y = 25	109.6
Total	222	0-13 = 37 14-26 = 38 27-39 = 28 40-52 = 35 1-2y = 56 Over 2y = 28	145.9

Fig 1

5.6 The table below (fig2) shows a breakdown of the number and title of active temporary staff placements by job category. The brackets represent the changes from the last report with the FTE per category:

Job Category	Chief Exec	Customer & Community	Resources, Housing, Regen	Wellbeing	Total and FTE
Admin & Clerical	4	4 (+1)	5 (-1)	15 (-3)	28 (-2) 18.9 fte
Driving				3	3 1.1 fte
Engineering & Surveying		1 (-1)	2		3 (-1) 3.0 fte
Executive			5 (+1)	5 (+1)	10 (+2) 6.7 fte
Facilities/Environmental		2	1		3 2.5 fte
Housing/Benefits/Planning		1	16		17 12.0 fte
IT	1	1 (+1)		1	3 (+1) 1.3 fte
Legal	2				2 (-1) 0.8 fte
Management	1		2 (+1)	3	6 3.1 fte

Manual Labour			5 (+3)		5(+3) 1.9 fte
Procurement		1			1 1.0 fte
Social/Healthcare Non-Qualified	1	2 (-1)		40 (-1)	43 (-2) 17.4 fte
Social/Healthcare Qualified			1	97 (-18)	98(-18) 76.1 fte

Fig 2

The number of temporary staff in Admin & Clerical roles remains at 12% of the total temporary workforce however the number of social care staff continues to reduce and represents 62% of the total staff employed.

The table below (fig3) shows the tenure of staff by job category:

Job Category	0-13	14-26	27-39	40-52	1-2yrs	2yrs +
Admin & Clerical	9	3	4	5	5	2
Driving						3
Engineering & Surveying				1	1	1
Executive	1	2	3	4		
Facilities/Environmental		1		1	1	
Housing/Benefits/Planning	3	5	4	3	1	1
IT	1	1		1		
Legal	1		1			
Management	1	2		2	1	
Manual Labour	3			1	1	
Procurement					1	
Social/Healthcare Non-Qualified	5	5	4	4	16	9
Social/Healthcare Qualified	13	18	12	13	29	13

Fig 3

The longest of the tenure above is a start date of September 2008. All 3 are in the Driving category 2x Driver/Escort and 1xEscort Coordinator. The FTE of these workers combined is 1.1.

5.10 The audit of the Matrix contract is due to start on 16th June. Should the audit report be available by the next committee, a summary report will be provided for information.

5.11 Following the audit to the Matrix contract, work will start on the value for money exercise identified at the last committee. This will include actions required to keep the contract fit for the future. A decision will be made on this contract in the next 6 months whether it will be up for re-procurement in the next financial year.

6 Conclusion

6.1 The matrix contract has been successful in improving governance around departmental engagement of agency staff and has substantially reduced maverick spend due to non compliance to corporate policies. We will continue to monitor and challenge spend that is outside of the Matrix system to ensure appointments and process are in line with the council's constitution.