

## **SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Employment & Appeals Committee **DATE:** 20<sup>th</sup> October 2015  
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### **PART 1** **FOR COMMENT AND CONSIDERATION**

#### **MATRIX CONTRACT REPORT: 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:

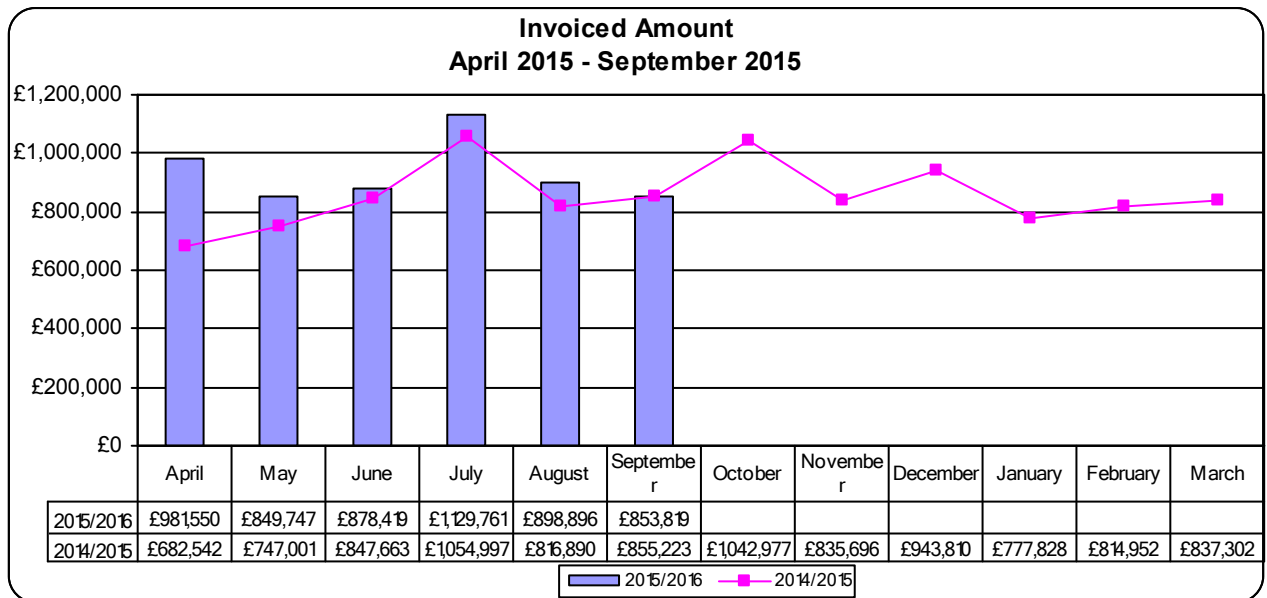
1. Improve customer experience by improving service delivery from the provider.
2. Deliver high quality services to meet local needs by ensuring access to a diverse work force through broadening access to higher quality resource (e.g. Occupational Therapists / Physiotherapists / Qualified Social Workers).

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 first 2 quarters of the year - period April 2015 to September 2015 - was £5,592,192, slightly above the same period last financial year of £5,004,316. The graph below shows this year spend against the last financial year. As we have now completed one full year with previously 'off-contract' consultants moving into the Matrix figures, the comparisons of year on year spend should be easier to track.



##### (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	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"> <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 reports.

(e) Workforce

There are no implications for permanent staff.

**5 Supporting Information**

- 5.1 The data and charts below relate to the period to end September 2015. Given the move of Children's Services to the Slough Children's Trust organisation on 1<sup>st</sup> October, the Matrix system has been updated to reflect this change. Whilst the costs and staffing numbers are attributed to SBC up to this period, I have broken down the Trust organisation data separately for ease of reference, and to show the changes that this move creates within our agency staffing costs and contract.
- 5.2 The number of Matrix placements stands at 255, up by 33 from the last report. The table in fig1 later in the report gives a breakdown by directorate. This table also includes the length of service and the FTE (full time equivalent) attributed to each placement.
- 5.3 Matrix continue to re-procure the agency margins to identify further savings for the council. Since May 2014, the total amount of savings generated from this exercise is £42.5k and has involved over 97 placements (only those over 12 weeks can be re-procured). Over the first 2 quarters of 2015/16, the savings have been just short of £10k. There are also additional savings identified by Matrix of £457k for the first 2 quarters of this year. These savings are based on job titles and rates as part of the transfer from the Pertemps contract.
- 5.4 Matrix continue to adhere to 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.

Staffing Scorecard – as at 08/10/2015

Level 1	Duration	Number of Staff Placements	FTE
<b>Chief Executive</b>	0 - 13 weeks	2	1.3
	14 - 26 weeks	3	1.6
	27 - 39 weeks	2	1.5
	1 - 2 Years	3	1.4
	Over 2 Years	1	0.9
<b>Chief Executive Total</b>		<b>11</b>	<b>6.7</b>
<b>Customer And Community Services</b>	0 - 13 weeks	7	3.32
	1 - 2 Years	2	1.3
	14 - 26 weeks	2	1.7
	27 - 39 weeks	4	2.4
	40 - 52 weeks	1	1
	Over 2 Years	1	0.95
<b>Customer And Community Services Total</b>		<b>17</b>	<b>10.7</b>
<b>Regeneration, Housing and Resources</b>	0 - 13 weeks	13	7.77
	1 - 2 Years	9	8.36
	14 - 26 weeks	10	8.07
	27 - 39 weeks	5	4.25
	40 - 52 weeks	4	3.47
	Over 2 Years	2	1.91
<b>Regeneration, Housing and Resources Total</b>		<b>43</b>	<b>33.8</b>
<b>Slough Children's Services Trust Ltd</b>	0 - 13 weeks	22	17.25
	1 - 2 Years	26	21.85
	14 - 26 weeks	13	10.04
	27 - 39 weeks	9	7.4
	40 - 52 weeks	6	4.31
	Over 2 Years	12	11.02
<b>Slough Children's Services Trust Ltd Total</b>		<b>88</b>	<b>71.9</b>
<b>Wellbeing</b>	0 - 13 weeks	22	12.39
	1 - 2 Years	27	13.21
	14 - 26 weeks	18	12.33
	27 - 39 weeks	8	4.29
	40 - 52 weeks	6	5.86
	Over 2 Years	15	9.59
<b>Wellbeing Total</b>		<b>96</b>	<b>57.7</b>
<b>Grand Total</b>		<b>255</b>	<b>180.8</b>

Fig 1

5.5 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 Executive	Customer And Community Services	Regeneration, Housing and Resources	Slough Children's Services Trust Ltd	Wellbeing	Grand Total
Admin & Clerical	4	2 (-2)	8 (+3)	4	9	27 (-1)
Driving	-	-	-	-	3	3
Engineering & Surveying	-	1	2	-	-	3
Executive	-	2 (+2)	5	5	3	15 (+5)
Facilities & Environmental Services	-	2	1	-	-	3
Financial	-	-	2	-	-	2
Housing, Benefits & Planning	-	2 (+1)	16	-	-	18 (+1)
IT	2 (+1)	2 (+1)	-	-	1	5 (+2)
Legal	1 (-1)	-	1 (+1)	-	-	2
Management	2 (+1)	3 (+3)	2	-	2 (-1)	9 (+3)
Manual Labour	-	-	5	-	-	5
Procurement	1 (+1)	1	-	-	-	2 (+1)
Social & Healthcare Non-Qualified	1	2	-	4	33	40 (-3)
Social & Healthcare Qualified	-	-	1	75	45	121 (+23)
<b>Total</b>	<b>11</b>	<b>17</b>	<b>43</b>	<b>88</b>	<b>96</b>	<b>255 (+33)</b>

Fig 2

5.6 As above, the number of staff in Admin & Clerical posts continues to be the 2<sup>nd</sup> highest category outside of social care which still represents the majority of agency staff. Of the 63% of staff in social care categories, 51% remain with SBC with the remainder moving to Slough Children's Services Trust.

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

Job Category	0 - 13 weeks	14 - 26 weeks	27 - 39 weeks	40 - 52 weeks	1 - 2 Years	Over 2 Years	Grand Total
Admin & Clerical	11	6	5	1	3	1	27
Driving	-	-	-	-	-	3	3
Engineering & Surveying	-	-	-	-	1	2	3
Executive	7	1	2	3	2	-	15
Facilities & Environmental Services	1	-	1	-	1	-	3
Financial	1	1	-	-	-	-	2
Housing, Benefits & Planning	4	2	4	3	4	1	18
IT	-	3	1	-	1	-	5
Legal	1	1	-	-	-	-	2
Management	2	2	3	-	2	-	9
Manual Labour	1	2	-	-	2	-	5
Procurement	1	-	-	-	1	-	2
Social & Healthcare Non-Qualified	7	6	3	-	16	8	40
Social & Healthcare Qualified	30	22	9	10	34	16	121
<b>Grand Total</b>	<b>66</b>	<b>46</b>	<b>28</b>	<b>17</b>	<b>67</b>	<b>31</b>	<b>255</b>

Fig 3

- 5.7 The longest of the tenure above (fig 3) is a start date of September 2008. This is in the Driving category 2x Driver/Escort. The FTE of these workers combined is 0.8. The remainder of the longest serving workers (16) with start dates between 2008 and 2013 (pre Matrix contract) 6 (4.6fte) have now moved to the Children's Services Trust, 7 (3.6fte) are within the Wellbeing Directorate, with 1 in each of the 3 remaining directorates. The placements within Wellbeing are all based at external care homes/day centres. Currently only 2 of the 16 workers have been extended past 31<sup>st</sup> December 2015. This list will be forwarded to HR whilst there is an opportunity to engage with workers for fixed term or permanent contracts before they are extended as agency workers.
- 5.8 Work is now underway on an options appraisal of the Matrix contract which will allow us to start making decisions on the future provision and requirements of a temporary agency contract. This will be brought to committee next year for consultation.

## **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.