

SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee **DATE:** 20th June 2017

CONTACT OFFICER: Roger Parkin – Interim Chief Executive and Director of
Customer & Community Services

AUTHORS: Claire Portsmouth
(For all enquiries) (01753) 875472

WARD(S): All

PART I **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 Council has spent just over £6.3m from June 2016 to May 2017 with Matrix SCM. There are still a number of outstanding timesheets for May so this figure will increase. Committee should note that spend for Education & Children's Services is incomplete as a number of invoices are not being submitted through the Matrix system. This is currently being addressed through Matrix, the relevant agencies and the service area, and we aim to have this issue resolved within the next reporting period.

A breakdown of spend (through Matrix) by Directorate for the financial year is below:

Level 1	Net Spend
Chief Executive	£569,981
Customer And Community Services	£922,977
Education & Children's Services	£10,080
Regeneration, Housing and Resources	£2,026,319
Wellbeing	£2,985,413
Total	£6,514,770

(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 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 May 2017.

5.2 The number of Matrix placements stands at 167 down since the last report. 73 of those in the Wellbeing Directorate which is down on the last report following the initial HR initiative to permanently recruit Social Workers from agency staff. 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. Whilst FTE is included within this report and charts, the FTE is calculated based on the number of hours submitted for the reporting month. This is therefore only submitted as a guide to the FTE of agency staff.

5.3 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 31/05/2017

Level 1	Duration	Number of Staff Placements	FTE
Chief Executive	0-3 months	0	0
	3-6 months	2	2.0
	6-9 months	0	0
	9-12 months	0	0
	1 – 2 Years	1	0.9
	Over 2 Years	2	1.3
Chief Executive Total		5	
Customer And Community Services	0-3 months	3	2.9
	3-6 months	5	4.7
	6-9 months	3	1.9
	9-12 months	3	1.8
	1 – 2 Years	2	1.3
	Over 2 Years	2	1.6
Customer And Community Services Total		18	
Education Services	0-3 months	0	0
	3-6 months	44	0
	6-9 months	0	0
	9-12 months	0	0
	1 – 2 Years	0	0
	Over 2 Years	0	0
Education Services Total		44	
Regeneration, Housing and Resources	0-3 months	10	7.3

	3-6 months	2	2.0
	6-9 months	3	3.0
	9-12 months	4	3.8
	1 – 2 Years	7	4.7
	Over 2 Years	1	1.0
Regeneration, Housing and Resources Total		27	
Wellbeing	0-3 months	18	5.0
	3-6 months	15	7.4
	6-9 months	11	6.4
	9-12 months	5	3.9
	1 - 2 Years	13	9.3
	Over 2 Years	11	5.4
Wellbeing Total		73	
Grand Total		167	77.6

Fig 1

5.4 The table below (fig2) shows a breakdown of the number and title of active temporary staff placements by job category.

Job Category	Chief Executive	Customer And Community Services	Education Services	Regeneration, Housing and Resources	Wellbeing	Grand Total
Admin & Clerical	-	2	-	3	8	13 (8.6 fte)
Driving	-	-	-	-	2	2 (0.7 fte)
Engineering & Surveying	-	1	-	1	-	2 (2.0 fte)
Executive	1	6	-	7	5	19 (12.5 fte)
Facilities & Environmental Services	-	2	-	-	-	2 (1.4 fte)
Housing, Benefits & Planning	-	2	-	13	-	15 (11.8 fte)
Human Resources	-	-	-	1	-	1 (1.0 fte)
IT	1	-	-	-	-	1 (0.3 fte)
Legal	1	-	-	-	-	1 (1.0 fte)
Management	2	2	1	1	2	8 (5.0 fte)
Manual Labour	-	-	7	1	-	8 (1.0 fte)
Procurement	-	1	-	-	-	1 (1.0 fte)
Social & Healthcare Non-Qualified	-	2	34	-	27	63 (13.0 fte)
Social & Healthcare Qualified	-	-	2	-	29	31 (18.3 fte)
Total	5	18	44	27	73	167 (77.6 fte)

Fig 2

Social care still represents the majority of agency staff however this figure has reduced from the last report. Further HR initiatives over the next year should see numbers in social care and across the council reduce.

5.5 Work started in February 2017 to assess and produce an options appraisal for the agency staff contract for the future. In conjunction with the councils programme for reducing agency staff, there are a number of possible options to assist the council in achieving its targets and costs. Following this exercise in conjunction with HR, a report was submitted to CMT at the beginning of June with a recommendation to extend the Matrix contract for a further 12 months whilst the HR initiatives for recruitment are imbedded and start to make reductions in agency staff. Further work will be done around the monitoring of managers in relation to the engagement of agency staff, along with improved process and procedures that should help to form a benchmark from which to procure the new solution in 2018.

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.