

SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee

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WARD(S): All

PART I **FOR COMMENT AND CONSIDERATION**

TEMPORARY WORKERS

1 Purpose of Report

This report seeks to provide Members with an update on the Council's actions regarding the supply and control of temporary workers.

2 Recommendation(s)/Proposed Action

The Committee is requested to resolve:

- a) That the actions from the last meeting be noted in section 6
- b) That the report and its contents be noted.

3 Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan

The provision of temporary workers does not directly impact on the Slough Joint Wellbeing Strategy.

The provision does, however enable the Council to deliver its services to the community through the provision of specialist skills or replacement labour where required.

Five Year Plan Outcomes

The proposals within this report meet the Five Year Plan objectives as follows:

Outcome 1, 2, 3, 4

The services provide workers necessary to deliver these outcomes when permanent workers are not available, or specialist skills are required. This continues to be closely monitored as we embed the new operating model.

Outcome 5

The supplier of temporary workers engages with local suppliers of temporary labour whilst also working with a wider pool to ensure Slough has access to the best available talent to make Slough an attractive place to operate and work.

4 Other Implications

(a) Financial

In the last report it was stated the Council will expect to generate savings of circa £110k per year from the Matrix contract; SBC continues to work towards this target, overall, the council has achieved £186,337 in this quarter. The continued work towards savings is being generated from reductions in agency fees, related admin fees including National Insurance, Pensions and Apprenticeship Levy charges in relation to the agency worker.

(b) Risk Management

There are no specific risks to be managed for temporary labour provision beyond the need to ensure ongoing provision at appropriate costs.

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act implications.

(d) Equalities Impact Assessment

There is no requirement for an Equalities Impact Assessment as we do not hold equalities data on temporary workers as they are not our employees.

(e) Workforce

There are no implications for permanent staff.

5. Update on Matrix Contract Management

In June 2020, the council's recruitment of agency staff was awarded to Matrix SCM to manage a Matrix Hybrid contract to manage the supply of temporary agency workers to the council. Matrix SCM acts as our supply chain partner and has developed relationships with a range of agencies, locally and nationally, so that we can source the right temporary staff at the right time and at competitive rates.

Agency workers are sourced through this contract both for covering temporary needs i.e. to cover maternity leave or long term sickness or for procuring specialist skills to undertake specific projects i.e. the transformation programme.

The contract is managed in line with the agreed key performance indicators outlined in **Appendix 2 - KPI Summary of performance (see page 6 below)**. Monitoring meetings are held with Matrix monthly to ensure review of compliance; with the KPI against our contract this includes discussion on KPI 'measures as outlined in **Appendix 2**; review of specific challenges in hard to recruit roles or those requiring specialist roles. In the meeting discussions are focused on reducing fees by transferring agency workers to CDL contracts to further reduce fees and where roles could be converted to fulfil permanent approved vacancies, where savings can be explored.

Data from monitoring meetings with Matrix is shared with HR Business Partnering team to explore with directorates the need of agency usage and to consider benefits of alternative options vs agency usage and business need.

In this quarter all the KPI's were achieved with the exception of Early Years (65%). This was due to the main supplier voluntarily withdrawing from Matrix due to non-compliance of contract. This was addressed in the contract meeting held in March and June 2021. The KPI's were all 100% achieved.

Appendix 3 – Job Categories (page 7), includes numbers of supplied. **Appendix 4 (page 8)** - provides specific types of roles of temporary workers the services and Directorates, with highlighted hard to recruit roles.

6. Action points from meeting in January 2021

No action points were raised

7. Statistics and Key Trends

Committee Members are provided in **Appendix 1 (see page 5 below)** statistics relating to the usage of temporary labour. The emerging themes are the total spend in this quarter is £3.4 million, which is a decrease of £ 84,452, but £10,174 less than previous quarter. The total hours of 3,011 are 75 hours reduction compared to the last quarter.

The key outliners were Finance & Resources; Adults (Operations); Place and Development and Regeneration Directorate who have made significant combined savings of £160,359.

However, **Appendix 1** (page 5 below) shows Finance and Housing services have despite savings, have had an increase in agency spend since last quarter due to increase in activity related to the current financial position of the council. Overall, the council has achieved £186,337 which is a 5.29% saving and increases of 0.39% in total savings, compared to last quarter.

The above landscape in savings trend will continue as a number of agency contracts are coming to an end and this is expected to be evident in the next quarter.

Further work continues with each directorate to provide business cases to engage or renew request for agency workers. These requests through a business case are subject to scrutiny by Executive Management Board before approval is granted.

8. Matrix project-efficiency saving project

The above work continues with each directorate and negotiations continue in particular with People (Adult's) encouraging agency workers to move onto permanent vacant positions or to move to Client Direct Limited's (CDL). To date, 15 workers have transferred to CDL in the last quarter. Key challenges include the reluctance and longevity of the agency worker relationship.

9. Appendices

Appendix 1 – Usage of Temporary Workers and total spend

Appendix 2 – KPI Summary of performance

Appendix 3 - Job Categories

Appendix 4 - Summary of specific types of roles of all temporary workers

10. Background Papers

None

Appendix 1 - Total Agency Spend – June 2021

Directorate/Department	Total Hours	Timesheets	Average PAYE Pay Rate	Client Net	Previous Quarter Differences	Total Net Savings	Savings (%)
Adults and Communities	20,135	638	£26.01	£716,952	-£177,687	£37,481	4.97%
Chief Executive	1,075	41	£70.72	£101,065	-£37,463	£10,776	10.65%
Children, Learning and Skills	9,323	404	£18.22	£230,778	-£90,036	£11,222	4.80%
Finance and Resources	31,435	945	£34.65	£1,449,739	£96,068	£78,340	5.31%
Housing Revenue Account	1,624	53	£27.06	£57,574	£6,871	£3,162	5.47%
Place and Development	23,109	696	£16.37	£511,901	-£21,312	£23,869	4.64%
Regeneration	6,987	234	£42.71	£406,758	-£42,716	£21,488	5.19%
Grand Total	93,687	3,011	£27.52	£3,474,767	-£266,275	£186,337	5.29%

Appendix 2 - KPI Summary of performance

Measurement	Target Service Level	Frequency of Activity/Monitoring	June -21
The Service Provider will fill all Assignments where CVs are not requested to the specified timescales	98.00%	Monthly, based on a rolling quarter	100% excluding Early Years 65%
Urgency	Timescale		
Within 4 hours	Within 30 minutes		
Within 24 hours	Within 1 hour		
Within 3 working days	Within 4 hours		
Otherwise	Within 48 hours		
Percentage of roles where number of accepted CVs requested is matched by number of CVs supplied by the Service Provider	98.00%	Monthly, based on a rolling quarter	100%
Percentage of assignments where there is supply of a suitable Temporary Worker, accepted by the Hiring Manager	98.00%	Monthly, based on a rolling quarter	100%
Percentage of appointed Temporary Workers completing the assignment	90.00%	Monthly, based on a rolling quarter	100%
The Service Provider will satisfactorily close all complaints within 28 working days of receipt.	100%	Monthly from start of contract	100%

19 orders completed, 2 on-hold, 8 open, 1 support worker natural end in May

Appendix 3 – Job Categories

Job Category	Orders	CV Submissions
Admin & Clerical	4	16
Education including Early Years	6	16
Executive	7	76
Management	1	1
Marketing	1	2
Social & Healthcare Non-Qualified	1	53
Grand Total	20	164

Appendix 4 – Summary of specific types of roles of all temporary workers

Job Title	Job Category	Services	Directorate
Support Worker (Level 2)	Social & Healthcare Non-Qualified	Adult Social Care Operations	People (Adults)
Admin officer (Level 4)	Admin & Clerical	Children, Learning and Skills DSO Adult Social Care Operations	People (Children) Place People (Adults)
Customer Service Advisor (Level 4)	Admin & Clerical	Customer	Customer and Communities
Sustainable Travel Officer	Admin & Clerical	Major Infrastructure Projects	Regeneration
Interim Primary School Improvement Consultant	Admin & Clerical (Level 10)	Early Years & Prevention	People (Children)
General Support Assistant	Admin & Clerical	Children, Learning and Skills	People (Children)
Customer Service Advisor (Level 4)	Admin & Clerical	Customer Services	Customer & Community
Early Years Practitioner	Education including Early Years	Children, Learning and Skills	People (Children)
Commissioning Professional -SEND	Executive	Adult Social Care Commissioning	People (Adults)
Consulting Project Manager (Level 9)	Executive	People	Corporate Operations
Interim IT Lead (Scale _)	Executive	IT	Corporate Operations
Interim Office Relocation IT Lead	Executive	IT	Corporate Operations
Principal Accountant (Level 9)	Executive	Finance	Corporate Operations
Finance Business Partner	Executive	Finance	Corporate Operations
CONTACT TRACER COVID-19	Social & Healthcare Non-Qualified	Public Health	People (Adults)
Curriculum Manager (Level 7)	Management	Learning Skills Employment	Customer & Community
Social Lettings Officer (Level 6)	Housing, Benefits & Planning	Building Management	Regeneration
Tenancy sustainment officer	Housing	Housing (People) Services	Place
Technical Solutions Architect	IT	Digital and Strategic IT	Corporate Operations
Digital Developer & Process Analyst	IT	Digital and Strategic IT	Corporate Operations
Operative	Manual Labour	Direct Service Organisation (DSO)	Place
Planning Officer (Level 7) (Housing)	Planning	Planning and Transport	Regeneration
OT (Standard) (Level 7)	Social & Healthcare Qualified	Adult Social Care Operations	People (Adults)
Qualified Social Worker (Level 7)	Social & Healthcare Qualified	Adult Social Care Operations	People (Adults)
Safeguarding partnership Contextual safeguarding co-ordinator	Social & Healthcare Qualified	Adult Social Care Operations	People (Adults)