

SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee

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PART I **FOR COMMENT & CONSIDERATION**

TEMPORARY WORKERS

1 Purpose of Report

This report provides Members of the committee with an update on the Council's use of temporary / agency workers.

2 Recommendation(s)/Proposed Action

The Committee is requested to resolve:

- a) The report to be noted and the progress to manage the use and cost of temporary / agency workers
- b) That the actions from the last meeting be noted in section 9.

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

The agency spend on temporary workers for Quarter 3 July – September 2021 is £3.4million. (Figures subject to change due to reconciliation of timesheets). This information has been verified by finance using Matrix data supplied.

The continued work towards savings is being generated from reductions in agency fees, related admin fees 5% including National Insurance (which ranges between 0% to 5.83% depending on the pay rate and role procured), Pensions and Apprenticeship Levy charges in relation to the agency workers. This generates £90k saving on statutory costs and £22.1k saving on tenure discounts which contribute to an overall £112,100 savings.

In addition, we are also generating further savings by the HR Business Partnering team working with the directorate managers on reviewing their current usage of agency workers and discussing the need to continue with the worker. We must also recognise that there will be continued usage of agency workers for specific reasons i.e., where there are skills shortage, specialist support required for projects, and transitioning from current services to a right sized organisation.

(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. **Background**

Slough Borough Council normally offer roles to staff on a permanent basis. However, there will be from time to time a need to engage a temporary / agency worker. This may include the following reasons:

1. There is a need for workers to work for a limited duration on a one-off task or project which require specialist skills / experience to undertake the project.
2. To cope with a surge in demand or to meet service delivery deadlines.
3. To cover the absence of permanent staff, for example with regard to long term sickness absence or maternity leave.
4. Cover for a permanent vacancy pending a recruitment campaign.
5. Where attempts to recruit permanently have not yet been successful due to national shortage of the roles i.e., planners, qualified social workers.

The above list is not exhaustive. At Slough the main reason for the level of temporary / agency use is largely due to point 5 above.




6. **Spend on temporary / agency workers**

Appendix 1 shows spend on temporary / agency workers by department for September 2021. The total spend on all agency workers (whether inside or outside IR35) during this period was £943,821, which is mainly attributed to the Finance & Resources and Adults & Communities.

7. **Live placements temporary / agency workers**

The table below shows the number of 'live' placements of temporary / agency workers within the organisation during the months of July, August and September. There is also a breakdown of the workers as a percentage of the whole workforce.

Table 1 – Live Placements

Month End	Live placements at end of month	Workers as a percentage of the whole workforce	Increase - ↑ Reduction - ↓ Unchanged - ↔
July 21	261	21%	
August 21	212	17%	
September 21	203	16%	

Live worker assignments represent a single engagement of a worker. The above trend demonstrates a gradual reduction of live placements.

8. Key Performance Indicators

Appendix 2 - KPI Summary of performance, show the KPIs that have been agreed to fulfil placements. The monthly monitoring meetings also focus on reducing fees and exploring further savings.

In this quarter all the KPI's were achieved with the exception of placements for Early Years which remain at 65%. This was due to self-withdrawal of a supplier and measures are being put in place to source and procure an alternative supplier(s) via Matrix.

Appendix 3 – Summary of specific types of roles of all agency/temporary workers, includes types of functions supplied, this includes where the roles are hard to fill (highlighted in yellow for ease of reference).

9. Action points from meeting in July 2021

In the July 2021 meeting Members requested information which was provided to them following the meeting. These have been provided again (below) for reference. Please note the data was correct at the time it was provided in July, and has been subject to change, due to adjustments for starters / leavers and late submission of timesheets / claims.

- Details of total agency spend for the previous two quarters to be circulated to the Committee for information.

This information provided to the committee on 26.08.2021.

- Quarter 1 January – March 2021 was £3.5 Million (updated figures £3.7 million).
- Quarter 2 April - June 2021 was £3.4 Million (updated figure £3.9 million)

The latest quarter 3 data for July – September 2021 is £3.4 million (figures subject to change due to reconciliation of timesheets).

- Costs of additional resources to the finance team to be provided to the Committee - number of individuals employed, salary costs and duration of contracts.

This information was provided to the committee on 26.08.2021, 19 agency/temporary employed (correct at the time of reporting). Currently there are 25 agency /temporary staff employed.

The cost to date for finance staff is £0.853 million and the duration of the placements are on average 12 months.

- Next committee report to include details of the procurement process followed in appointing Matrix SCM as the Council's agency staff provider and how long the contract had been awarded for.

This information was provided to the committee on 26.08.2021. The Contract Period with Matrix is from 7 January 2020 until 6 January 2022. Slough Borough Councils procurement process was followed. This consisted of a tendering process whereby potential providers submitted their proposals. 5 potential providers submitted their bids and an evaluation process was carried out and Matrix SCM were awarded the contract.

10. Matrix efficiency saving project

Work continues within each directorate to encourage agency workers to move into permanent vacant positions where posts have received approval to be recruited to. Further workers are encouraged to move Client Direct Limited's (CDL) to reduce agency fees. To date, 37 workers have transferred to CDL in the last quarter which is an increase of 22 from the previous quarter.

We are also working with Matrix to ensure the internal process for the approval of engaging an agency worker is agreed. Each placement manager must provide a business case to engage or renew a request for agency workers. These requests through a business case are subject to scrutiny by Expenditure Control Panel before approval is granted. Once approved the required engagement can take place.

11. Appendices

Appendix 1 – Usage of Temporary Workers and total spend – September 2021

Appendix 2 – Performance KPI

Appendix 3 - Summary of specific types of roles of all agency/temporary workers

Appendix 1 - Total Agency Spend – September 2021

Directorate/Department	Total Hours	FTE (4 weeks)	Timesheets	Average PAYE Pay Rate	Client Net	Total Net Savings	Savings (%)
Adults and Communities	4,686	31	150	£28.16	£186,025	£6,172	3.30%
Chief Executive	195	1	7	£35.21	£9,386	£500	5.31%
Children, Learning and Skills	792	5	34	£20.95	£22,858	£872	3.75%
Finance and Resources	10,184	68	292	£35.96	£491,812	£25,208	5.07%
Housing Revenue Account	598	4	18	£22.68	£17,888	£779	4.33%
Place and Development	5,111	34	152	£17.97	£125,199	£5,164	4.10%
Regeneration	1,584	11	53	£41.73	£90,653	£4,529	4.98%
Grand Total	23,149	154	706	£29.94	£943,821	£43,224	4.54%

Appendix 2 – Performance KPI

Measurement	Target Service Level	Frequency of Activity/Monitoring	Sep-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% excl 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	99%
The Service Provider will satisfactorily close all complaints within 28 working days of receipt.	100%	Monthly from start of contract	100%

Appendix 3 – Summary of specific types of roles of all agency/temporary workers

Job Title	Job Category	Services	Directorate
Interim IT Lead (Level 9-10)	Executive	IT	Corporate Operations
Interim Office Relocation IT Lead	Executive	IT	Corporate Operations
Early Years Practitioner	Education including Early Years	Children, Learning and Skills	People (Children)
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)
Sustainable Travel Officer	Admin & Clerical	Major Infrastructure Projects	Regeneration
General Support Assistant	Admin & Clerical	Children, Learning and Skills	People (Children)
Consulting Project Manager (Level 9)	Executive	People	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)
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)
Urban Forrest Design Assistant	Place and Development	Direct Service Organisation (DSO)	Place
Property Licensing Coordinator	Housing	Housing (People) Services	Place