

**Report of: The Acting Director of Human Resources**

<b>Meeting of:</b>	<b>Date</b>	<b>Agenda item</b>	<b>Ward(s)</b>
<b>Policy and Performance Scrutiny Committee</b>	<b>2 July 2020</b>		All
<b>Delete as appropriate</b>		Non-exempt	

## **Subject: Islington Council’s use of Consultants, Interims and Agency Workers**

### **1. Synopsis**

- 1.1 This report provides the Policy and Performance Scrutiny Committee with an update from the March period on the Council’s Reed contract and the use of consultants, interims, contractors, and agency workers (collectively known as contingent workers).
- 1.2 The report also provides an update on contingent worker usage under the Local Government Resourcing Partnership contract and other contracts outside of the Reed framework.

### **2. Recommendations**

- 2.1 To note the information provided in this report and the progress to:
  - a) Manage the cost and use of contingent workers
  - b) Update on the strategies for monitoring and reducing usage and costs.

### **3. Background**

- 3.1 Reed acts as a Managed Service Provider (MSP) to manage the supply of contingent workers recruitment for the Council.
- 3.2 The council also engages contingent workers through the Local Government Resourcing Partnership contract and other contracts outside of the MSP contract provision by Reed.

- 3.3 Definitions of the different categories of contingent workers including IR35 status are included in **Appendix 1**. **Appendix 2** comprises a series of flow charts, outlining the processes for recruiting agency workers through the Reed contract. **Appendix 5** provides information on governance arrangements including arrangement for those contracts outside of the Reed framework.
- 3.3 The Reed contract will expire on 31 January 2021 but permits a one year maximum extension until 31 January 2022.
- 3.4 Agency staffing (interim, consultants, and agency workers) form a necessary contingent part of our workforce where specialist skills or short-term front-line cover for our services are required. It is recognised however that this spend has increased and further action is now required to ensure we hit our target of the percentage of agency as a proportion of all staff, which is 10%.

#### 4. Update on the Reed Agency Contract spend and agency worker Numbers:

- 4.1 **Appendix 3a** provides an update on the spend for contingent workers by directorate for the period 1<sup>st</sup> June 2019 to 31<sup>st</sup> May 2020.

For comparison, the total spend for the previous 12-month period, 1<sup>st</sup> June 2018 to 31<sup>st</sup> May 2019 is included. The comparison shows an increase in expenditure of £3.3M.

The table shows reductions in spend in the Chief Executive Department and Housing but a rise of £2.2M in Environment and Regeneration and increases in People Services (£519K) and Resources (£779K).

Department	Increase/decrease in spend in a rolling 12 month period since the previous report
People	£519,541
Environment & Regeneration	£2,227,854
Housing	-£197,336
Resources	£778,673
Chief Executive Department	-£39,498

4.2 Also included in **Appendix 3a** is the spend by category of contingent worker.

- PAYE – Pay as You Earn - for workers directly employed by recruitment agencies
- PSC – Public Service Companies – for interims and consultants employed outside of IR35, with payments made to their Limited Company
- Umbrella – for workers paid through Umbrella companies, this includes agency workers, interims and consultants inside of IR35

4.3 **Appendices 3b and 3c** show the spend by department and by category of contingent worker for the financial years 18/19 and 19/20. The spend for 18/19 was £20,941,451 and for 19/20 the spend was £23,800,402. A rise of £2,858,951.

The rise in spend under the Reed contract cannot be solely explained by an increase in the numbers of agency workers.

4.4 The number of agency staff by full time equivalent (fte) listed at a directorate and at Departmental level can be found in **Appendix 4a** for the last 12-month period, **Appendix 4b** for 18/19 and **Appendix 4c** for 19/20.

4.5 For 18/19, the number of fte per month varied from 443 to 543. For 19/20, the number of fte varied from 461 to 531. Whilst the number of agency workers per month by fte was higher for 11 months of 19/20 compared to 18/19, the increased spend cannot be attributed wholly to a higher number of contingent workers.

4.6 The other reasons for the rise in expenditure, in addition to rises in fte are due to the following issues:

- Increases in hourly rates
- Higher levels of overtime payments for agency workers
- Higher average tenure of agency workers

4.7 Increases in hourly rates

Across the Council, the hourly rates have been increasing over the last 12 months, from an average of £19.14 per hour to £21.32 per hour. An 11% increase over the last 12 months.

The chart shows a reduction in pay rates in January to March the rate then rises sharply before flattening again in May.

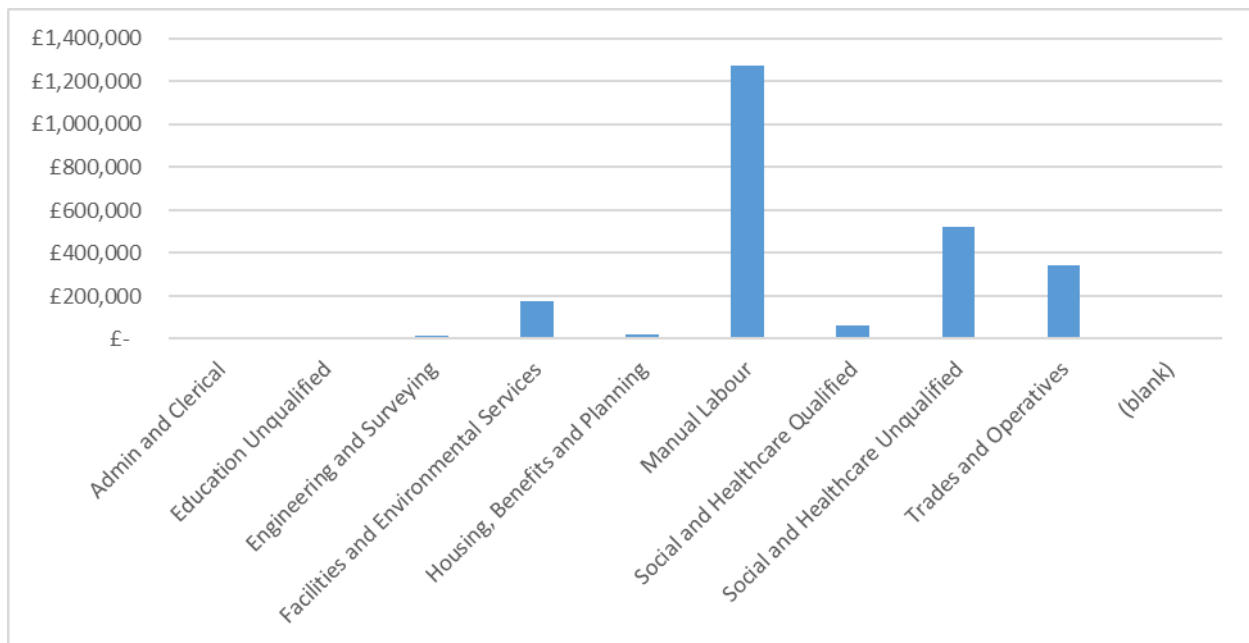
## Average Temporary Pay Rates



The reasons for the increases in the hourly pay rates for agency workers are:

- Changes in composition of the agency workforce with more agency staff working for Islington at higher bandings than in the previous year
- Market conditions have pushed up day rates for some roles. We match the pay scale for permanent employees but sometimes do not appoint at the bottom of the scale in order to secure the recruitment of agency staff.
- Inflationary rises

Based on individual invoices (timesheets) processed in the last 12 months Islington has authorised £2.4 million spend on overtime payments for agency workers.

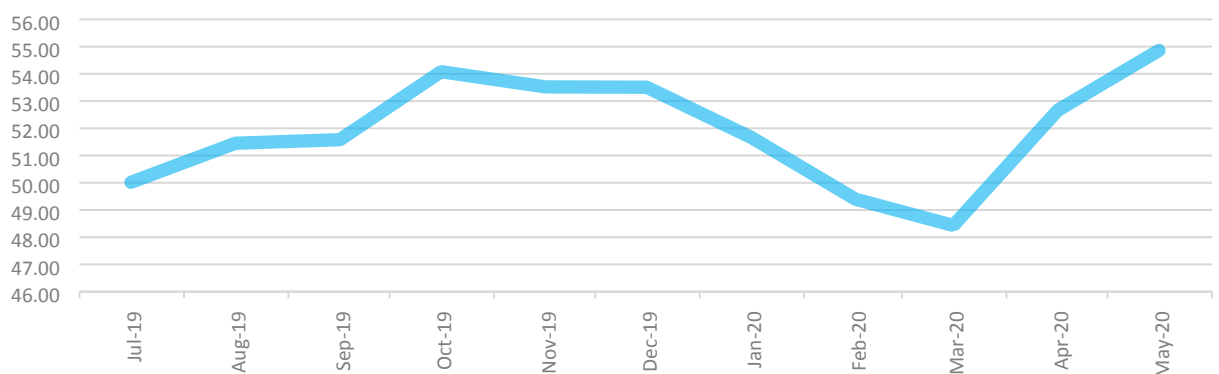


Agency workers working above 35 hours per week receive the same overtime entitlements Format at the enhanced rates paid to permanent employees.

#### 4.8 Average Reed agency worker tenure by weeks

The chart below shows the average tenure of agency workers over the last 12 months. Whilst the average tenure for the last 12 months has fallen from 52 weeks to an average of 51 weeks this has had no impact on spend due to the rise in hourly pay rates and the additional overtime worked. The Council has agreed a principle that the tenure for agency workers should not exceed a year.

**Average Weeks Tenure By Period**



The average week's tenure rises sharply in March. This is most likely due to Covid-19 where agency staff were extended to support the emergency effort.

## 5. Update on contingent worker spend outside of the Reed MSP contract

- 5.1 The council also engages contingent workers outside of the Reed framework. This can be through the Local Government Resourcing Partnership or other direct contracts. These contracts are paid through the council's invoice payment processes.
- 5.2 The table shows the spend on contingent workers outside of the Reed contract For the 18/19 and 19/20 financial years.

Contingent worker spend outside of Reed MSP contract		
Financial year	18/19	19/20
Total spend	£1,719,532.00	£2,968,134.00

The main spend items are on three consultancy companies providing interim cover for senior posts during the 18/19 and 19/20 periods. This has been a highly unusual period where key roles required urgent cover and included Acting Head of Paid Service, Head of Digital Services, Director of Corporate Finance, Corporate Director of People, and Corporate Director of Resources. All but one of these contracts have been terminated. Permanent recruitment is also taking place in vacant senior management positions and it is therefore not expected that such high spend will be replicated in the current financial year.

Since 1st April 2020, three interims and consultant contracts have also been terminated. Corporate Directors have also been tasked with providing regular status reports as to the continued need for interims and confirmation of the expected end of each engagement in order that there is greater rigor in the usage of Interims and Consultants.

- 5.3 Comparison of spend with the Reed MSP contract for the above periods shows the following total spend for the 18/19 and 19/20 period.

Contract type	Financial year	
	18/19	19/20
REED Managed Service Provider	£20,956,597	£23,802,920
Non-Reed provision	£1,719,532.00	£2,968,134.00
Total contingent worker spend	£22,676,129	£26,771,054

## **6. Reducing agency spend**

### **6.1 Engagement of contingent workers**

It is recommended that all contingent workers are engaged through the Reed framework to allow appropriate analysis and management of contingency workforce spend. There may be some exceptions where specialist roles cannot be filled using the Reed framework e.g. IT specialists.

The Local Government Resourcing Partnership can be used in special circumstances for interim recruitment to senior roles, with appropriate business case and governance in place.

A full analysis of non-Reed contract spend will be undertaken to assess how costs can be reduced and/or assignments transferred to the Reed framework.

### **6.2 Temp to Perm**

We have introduced a 'temp to perm' guidance to support temp to perm recruitment in departments. This process was underway in some departments but has been delayed due to Covid 19. The HR Resourcing team are supporting departments and directorates to manage this.

### **6.3 HR support to Departments**

HR/departmental surgeries are already taking place to explore alternatives to agency staffing. In addition, HR are attending Departmental Management Teams where the use of agency and contingent workers is a standing item. This analysis and challenge of current engagements will be undertaken across the board to drive reduction.

Where agency workers are used to cover hard-to-recruit-to posts, departments will work with HR on alternative strategies to develop a sustainable workforce.

Where agency workers are engaged, recruitment on a permanent or fixed-term basis will be undertaken concurrently, except when the need is for periods shorter than three months.

### **6.4 Overtime spend**

Overtime spend including that of agency staff is currently being reviewed by directorates and with the support of HR.

### **6.5 Reed offer**

Reed have submitted proposals regarding improved overtime control, reduced margins for candidates referred by the Council and reduced supplier agency margins for workers engaged for over 6 months.

These will be considered as part of the surgeries and DMT meetings undertaken between HR and directorates.

### Demand Management

One way to reduce overall spend is to reduce the number of contingent workers requested via the contract. This may not always suit business needs but Islington could consider an extra authorisation level or business case requirement to reduce orders.

### Overtime Cap

Based on individual invoices (timesheets) processed in the last 12 months Islington has authorised the following overtime – £2.4 million spend. An overtime cap could reduce this spend significantly. Reducing overtime by 10% for example would result in a saving of £240k based on the current spend.

### Day Rates

Over the last year, 16 workers have been paid over £40 per hour. Moving forward we will cap day rates at £40 (implemented in February 2020) or we can move these candidates to day rates, saving a potential £6,000k per year. As well as presenting a margin saving, this strategy will reduce overtime spend. Over the last year, agency margins on day rate contractors totaled £103,814. If we can negotiate a 10% reduction across the supply chain, we can realise a saving of £10,381.

### Client Supplied Candidates

There are reduced margins for Client Supplied candidates. If managers want to request a candidate who has worked for Islington previously, they do not have to go back through the original agency. Workers can join the Client Supplied pool. Benefits are:

- Knowledge of the skills and abilities of the worker
- No interview and selection process
- Savings on charge rates

## **7. Implications**

### **7.1 Financial implications:**

The attached report includes the current spend on agency workers for 2019/20 and 2018/2019.



7.2 Procurement Implications:

None, as no changes to the contract with Reed Talent Solutions or the LGRP contract.

7.3 Legal Implications:

None, as no implications for agency worker regulations.

Signed by:



Acting Director of Corporate HR, Head of  
Schools HR

Date: 24 June 2020

## **Appendix 1 - Terminology**

### Consultants

Consultants are appointed for specific time-limited project(s) to provide expertise and/or advice. Consultants are appointed for a project with a specific brief and cannot be moved from task-to-task by the organisation that engages them.

Consultants do not have any post holder responsibility for the organisation who contracts them and do not manage staff for the organisation. Consultants do not have decision-making authority. Consultants agreements are contracts for service i.e. supplier contracts. Consultants may undertake the work themselves or engage such competent and capable additional workers as required to deliver the project outcomes within their fixed fees. Consultants are not directed, but instead establish when, how and where to undertake the work to achieve the desired outcome. Consultants are responsible for their insurance, the primary equipment they need and rarely have set hours. They must rectify any mistakes or unsatisfactory work at their expense.

### Interims

Usually people who are described as 'interims' are covering senior roles in an organisation and are appointed at times of change for example when a senior manager leaves, when a new role is created, or when a part of the organisation is going through change.

Their appointment is intended to give the organisation time to recruit to the role on a permanent basis.

Interims are also engaged to respond to a specific project need i.e. unforeseen circumstances such as the Covid-19 response.

### Contractors

A contractor can be:

- self-employed
- a worker or an employee if they work for a client and are employed by an agency

Independent contractors are self-employed workers who provide services for an organisation under a contract for services. Independent contractors are not employees and are typically highly skilled, providing their clients with specialist skills or additional capacity on an as needed basis. Contractors usually have specific niche skills.

The terms consultant interim and contractor are often misused with the distinction between the interim and contractor often being blurred.

## Day rates

Day rate fees will vary dependent on;

- Duration of the assignment
- Location of the work and or travel requirements
- Experience & specialism
- Nature of the assignment

## Charge rates

The overall rate for the assignment, which is the day rate plus the agency margin, NI, any overtime worked, pension, framework costs  
The agency margin varies according the type of role and the availability of candidates in the market.

## IR 35

Changes to legislation came into effect on 6th April, 2017, meaning that responsibility for assessing the tax status of all contingent workers (consultants/interims/agency workers) operating through a limited company for public sector organisations shifted from the worker to the engager (the agency or council).

The changes to the regulations were designed to provide clarity, on a case-by-case basis, as to whether a contingent worker is undertaking a role in circumstances that are similar to those of an employee, or if they are more closely aligned to someone who is self-employed.

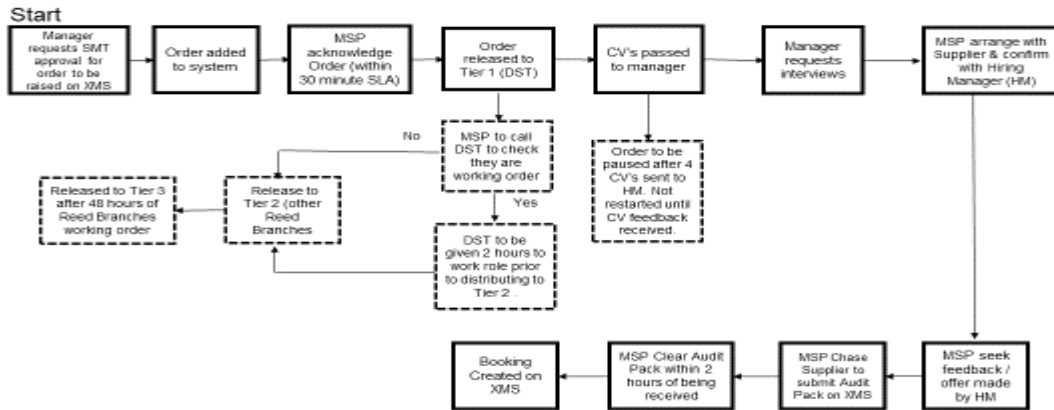
Discussions took place with the senior leadership team in 2017 regarding the impact of the changes and the following principles were agreed:

- People working in the public sector should pay the appropriate amount of income tax and National Insurance
- The council, in agreement with the other London boroughs will be resisting pressure to raise rates of pay.

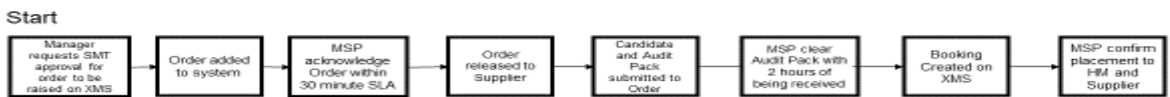
The Council uses the HMRC Assessment Tool to check employment status for tax.

## Appendix 2 – Process Flow Charts for the management of Agency Bookings through the Reed Managed Service Provider Contract

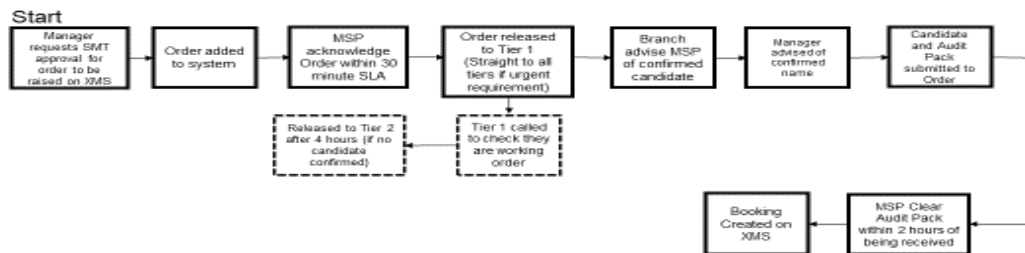
Islington Standard Agency assignment - Process Flow Chart



Islington Agency Referral - Process Flow Chart



Islington Agency Shift - Process Flow Chart



**Appendix 3a - The spend on contingent workers by directorate for the last 12 months and spend by category of worker (Reed Contract)**

	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Total 12 Months	Previous 12 months	Direction of travel	Increase/decrease
<b>Turnover (Invoice Value Excluding VAT)</b>																
<b>Agency Total</b>	<b>£2,291,146</b>	<b>£1,919,744</b>	<b>£1,889,966</b>	<b>£2,281,923</b>	<b>£1,874,315</b>	<b>£1,837,344</b>	<b>£2,102,654</b>	<b>£1,738,337</b>	<b>£1,986,118</b>	<b>£2,482,598</b>	<b>£1,965,586</b>	<b>£2,157,735</b>	<b>£24,527,464</b>	<b>£21,187,508</b>	↑	<b>£3,339,956</b>
People	£850,138	£688,695	£638,049	£792,208	£687,077	£678,612	£775,272	£637,693	£759,803	£940,205	£720,001	£786,600	£8,954,353	£8,434,812	↑	<b>£519,541</b>
Environment And Regeneration	£745,836	£662,468	£717,008	£827,744	£661,572	£656,918	£789,621	£623,152	£674,295	£852,378	£682,011	£760,342	£8,653,345	£6,425,490	↑	<b>£2,227,854</b>
Housing	£358,090	£295,263	£287,444	£358,300	£279,062	£267,764	£289,285	£239,453	£278,848	£330,477	£273,821	£311,229	£3,569,035	£3,766,371	↓	<b>-£197,336</b>
Resources	£324,675	£269,892	£240,741	£294,714	£239,783	£228,404	£241,873	£230,757	£262,066	£340,485	£273,685	£282,785	£3,229,860	£2,451,186	↑	<b>£778,673</b>
Chief Executive Department	£12,406	£3,427	£6,723	£8,957	£6,822	£5,646	£6,602	£7,283	£11,106	£19,053	£16,067	£16,779	£120,871	£160,369	↓	<b>-£39,498</b>
PAYE	£1,385,666	£1,212,918	£1,232,262	£1,449,759	£1,126,640	£1,133,293	£1,278,068	£1,027,774	£1,123,693	£1,355,533	£1,063,752	£1,199,739	£14,589,096	£13,027,506	↑	<b>£1,561,590</b>
PSC	£72,957	£51,430	£39,850	£49,216	£39,386	£32,154	£45,175	£52,331	£68,087	£80,646	£68,549	£70,686	£670,467	£422,695	↑	<b>£247,772</b>
Umbrella	£832,523	£655,396	£617,854	£782,948	£708,290	£671,896	£779,411	£658,232	£794,338	£1,046,418	£833,285	£887,310	£9,267,901	£7,737,307	↑	<b>£1,530,594</b>
Other	£375	£68	£5	£671	£36	£55	£24	£13	£147	£278	£373	£175	£2,220	£12,341	↓	<b>-£10,121</b>
<b>Total</b>	<b>£2,291,521</b>	<b>£1,919,812</b>	<b>£1,889,970</b>	<b>£2,282,594</b>	<b>£1,874,351</b>	<b>£1,837,399</b>	<b>£2,102,678</b>	<b>£1,738,349</b>	<b>£1,986,266</b>	<b>£2,482,875</b>	<b>£1,965,959</b>	<b>£2,157,909</b>	<b>£24,529,684</b>	<b>£21,199,850</b>	↑	<b>£3,329,835</b>

### Appendix 3b - The spend on contingent workers by directorate for 18/19 and spend by category of worker (Reed Contract)

	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Total 12 Months
<b>Turnover (Invoice Value Excluding VAT (£))</b>													
<b>Agency Total</b>	<b>£1,547,566</b>	<b>£1,602,635</b>	<b>£2,018,881</b>	<b>£1,616,293</b>	<b>£1,473,075</b>	<b>£1,820,263</b>	<b>£1,550,101</b>	<b>£1,643,553</b>	<b>£1,901,900</b>	<b>£1,635,630</b>	<b>£1,768,525</b>	<b>£2,363,029</b>	<b>£20,941,451</b>
People	£626,009	£642,395	£781,855	£677,791	£626,680	£735,859	£651,046	£683,124	£769,901	£642,212	£673,562	£832,201	<b>£8,342,636</b>
Environment And Regeneration	£521,916	£533,976	£668,452	£470,829	£458,894	£557,634	£453,198	£460,558	£537,982	£459,784	£513,402	£774,123	<b>£6,410,748</b>
Housing	£299,543	£300,404	£389,169	£313,553	£250,378	£356,287	£284,141	£304,595	£315,208	£292,225	£307,345	£394,942	<b>£3,807,789</b>
Resources	£93,932	£112,114	£158,115	£132,006	£123,009	£149,374	£141,386	£171,849	£259,774	£228,299	£260,687	£343,366	<b>£2,173,909</b>
Chief Executive Department		£4,290	£12,006	£11,835	£11,229	£12,306	£12,188	£15,810	£15,328	£13,109	£13,529	£18,396	<b>£140,026</b>
Public Health	£6,166	£9,456	£9,285	£10,280	£2,886	£8,804	£8,142	£7,618	£3,707				<b>£66,344</b>
PAYE	£1,016,155	£1,057,656	£1,354,624	£1,034,904	£947,601	£1,139,803	£940,889	£974,423	£1,105,640	£961,077	£1,031,971	£1,456,115	<b>£13,020,858</b>
PSC	£16,970	£14,693	£21,061	£14,010	£12,896	£20,035	£12,490	£18,943	£51,127	£46,404	£54,874	£73,687	<b>£357,190</b>
Umbrella	£514,441	£530,287	£643,196	£567,378	£512,578	£660,426	£596,722	£650,187	£745,134	£628,148	£681,679	£833,227	<b>£7,563,403</b>
Reed	£87,513	£125,229	£222,221	£195,850	£181,049	£266,237	£241,654	£246,311	£279,443	£250,838	£268,847	£388,487	<b>£2,753,676</b>
Agency Suppliers	£1,460,054	£1,477,406	£1,796,661	£1,420,443	£1,292,026	£1,554,026	£1,308,447	£1,397,243	£1,622,457	£1,384,792	£1,499,679	£1,974,542	<b>£18,187,775</b>
Other	£380	£3,271	£1,447	£1,889	£1,380	£1,670	£418	£257	£3,374	£249	£563	£248	<b>£15,146</b>
<b>Total</b>	<b>£1,547,946</b>	<b>£1,605,906</b>	<b>£2,020,329</b>	<b>£1,618,182</b>	<b>£1,474,455</b>	<b>£1,821,933</b>	<b>£1,550,519</b>	<b>£1,643,811</b>	<b>£1,905,273</b>	<b>£1,635,878</b>	<b>£1,769,088</b>	<b>£2,363,277</b>	<b>£20,956,597</b>

### Appendix 3c - The spend on contingent workers by directorate for 19/20 and spend by category of worker (Reed Contract)

	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Total 12 Months
<b>Turnover (Invoice Value Excluding VAT (£))</b>													
<b>Agency Total</b>	<b>£1,637,168</b>	<b>£1,759,090</b>	<b>£2,291,146</b>	<b>£1,919,744</b>	<b>£1,889,966</b>	<b>£2,281,923</b>	<b>£1,874,316</b>	<b>£1,837,344</b>	<b>£2,102,654</b>	<b>£1,738,337</b>	<b>£1,986,118</b>	<b>£2,482,598</b>	<b>£23,800,402</b>
People	£591,224	£667,915	£850,138	£688,695	£638,049	£792,208	£687,077	£678,612	£775,272	£637,693	£759,803	£940,205	£8,706,891
Environment And Regeneration	£519,906	£550,728	£745,836	£662,468	£717,008	£827,744	£661,572	£656,918	£789,621	£623,152	£674,295	£852,378	£8,281,626
Housing	£269,840	£288,689	£358,090	£295,263	£287,444	£358,300	£279,062	£267,764	£289,285	£239,453	£278,848	£330,477	£3,542,514
Resources	£244,501	£238,822	£324,675	£269,892	£240,741	£294,714	£239,783	£228,404	£241,873	£230,757	£262,066	£340,485	£3,156,713
Chief Executive Department	£11,697	£12,937	£12,406	£3,427	£6,723	£8,957	£6,822	£5,646	£6,602	£7,283	£11,106	£19,053	£112,658
PAYE	£980,649	£1,099,810	£1,385,666	£1,212,918	£1,232,262	£1,449,759	£1,126,640	£1,133,293	£1,278,068	£1,027,774	£1,123,693	£1,355,533	£14,406,064
PSC	£47,231	£49,937	£72,957	£51,430	£39,850	£49,216	£39,386	£32,154	£45,175	£52,331	£68,087	£80,646	£628,400
Umbrella	£609,289	£609,343	£832,523	£655,396	£617,854	£782,948	£708,290	£671,896	£779,411	£658,232	£794,338	£1,046,418	£8,765,938
Reed	£286,193	£326,145	£420,329	£384,238	£383,390	£480,694	£425,395	£427,872	£468,387	£430,935	£494,001	£673,679	£5,201,257
Agency Suppliers	£1,350,975	£1,432,945	£1,870,816	£1,535,506	£1,506,576	£1,801,229	£1,448,921	£1,409,472	£1,634,267	£1,307,402	£1,492,117	£1,808,919	£18,599,145
<b>Other</b>	<b>£509</b>	<b>£338</b>	<b>£375</b>	<b>£68</b>	<b>£5</b>	<b>£671</b>	<b>£36</b>	<b>£55</b>	<b>£24</b>	<b>£13</b>	<b>£147</b>	<b>£278</b>	<b>£2,518</b>
<b>Total</b>	<b>£1,637,677</b>	<b>£1,759,427</b>	<b>£2,291,521</b>	<b>£1,919,812</b>	<b>£1,889,970</b>	<b>£2,282,594</b>	<b>£1,874,351</b>	<b>£1,837,399</b>	<b>£2,102,678</b>	<b>£1,738,349</b>	<b>£1,986,266</b>	<b>£2,482,875</b>	<b>£23,802,920</b>

## Appendix 4a - Agency worker assignments by directorate and department for the last 12 months (Reed contract)

	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Average for 12 Months
<b>FTE based on 35 hours (5 days) per Week</b>													
<b>Council</b>	<b>513.23</b>	<b>531.87</b>	<b>514.48</b>	<b>509.61</b>	<b>514.67</b>	<b>509.36</b>	<b>461.21</b>	<b>467.26</b>	<b>518.46</b>	<b>533.33</b>	<b>495.29</b>	<b>532.11</b>	<b>508.09</b>
People	184.15	186.38	169.40	172.90	176.67	179.71	162.48	167.15	189.55	193.25	161.79	173.23	176.53
Environment and Regeneration	196.30	215.24	217.45	209.02	207.03	201.66	185.23	189.40	197.81	205.94	203.20	218.20	203.51
Housing	80.85	81.60	78.74	80.50	81.16	76.78	70.25	67.59	77.25	75.00	78.22	87.51	77.85
Resources	49.63	47.78	47.14	45.32	48.03	49.59	41.88	41.35	51.53	56.30	49.35	50.34	48.19
Chief Executive Department	2.30	0.87	1.75	1.87	1.79	1.61	1.37	1.76	2.31	2.84	2.73	2.83	2.01
<b>People</b>	<b>184.15</b>	<b>186.38</b>	<b>169.40</b>	<b>172.90</b>	<b>176.67</b>	<b>179.71</b>	<b>162.48</b>	<b>167.15</b>	<b>189.55</b>	<b>193.25</b>	<b>161.79</b>	<b>173.23</b>	<b>176.53</b>
Adult Social Care	89.81	93.18	93.82	94.29	90.00	87.26	82.24	86.24	93.59	93.39	75.42	84.55	88.75
Children's Planning	0.76	1.00	0.70	0.92	0.98	1.45	1.48	1.59	2.00	1.43	1.86	1.89	1.32
Employment, Skills and Culture	3.16	2.56	1.79	2.48	3.80	4.29	4.74	5.28	6.30	6.66	4.61	4.92	4.22
Housing Needs and Strategy	1.11	1.30	0.84	0.57	0.10								0.33
Learning and Schools	24.27	24.00	11.67	12.15	13.48	18.51	13.91	11.66	15.60	16.99	9.52	10.31	15.30
Partnerships & Support Services	12.34	12.39	12.25	12.77	14.80	14.94	13.92	13.64	14.93	13.71	13.74	12.44	13.47
Public Health				0.20	1.00	1.00	0.90	0.97	0.76	0.59			0.45
Safeguarding and Family Support	33.87	34.41	34.88	37.27	40.45	41.54	36.49	37.12	44.97	45.13	40.93	44.14	39.18
Strategy & Commissioning	9.97	9.99	7.16	6.48	6.13	6.01	4.85	7.04	8.59	9.66	8.93	8.20	7.75
Youth & Community	8.87	7.55	6.31	5.76	5.94	4.71	3.95	3.63	2.81	5.67	6.79	6.79	5.76
<b>Environment and Regeneration</b>	<b>196.30</b>	<b>215.24</b>	<b>217.45</b>	<b>209.02</b>	<b>207.03</b>	<b>201.66</b>	<b>185.23</b>	<b>189.40</b>	<b>197.81</b>	<b>205.94</b>	<b>203.20</b>	<b>218.20</b>	<b>203.51</b>
Planning & Development	15.81	18.97	18.38	18.10	19.96	19.95	17.93	16.33	21.00	23.43	23.20	23.91	19.68
Public Protection	0.90	0.90	0.95	0.98	0.95	0.95	0.80	0.90	1.69	1.52	2.24	3.17	1.31
Public Realm	179.59	194.47	197.48	189.43	185.13	180.06	165.87	171.48	174.15	180.10	176.80	190.26	181.81
Other		0.90	0.64	0.51	0.99	0.70	0.63	0.68	0.97	0.89	0.96	0.87	0.71
<b>Housing</b>	<b>80.85</b>	<b>81.60</b>	<b>78.74</b>	<b>80.50</b>	<b>81.16</b>	<b>76.78</b>	<b>70.25</b>	<b>67.59</b>	<b>77.25</b>	<b>75.00</b>	<b>78.22</b>	<b>87.51</b>	<b>77.85</b>
Directors Support Unit	0.76	1.21	2.85	2.78	2.67	1.95	3.09	3.51	2.71	2.64	3.45	4.45	2.64
Housing Needs and Strategy	8.61	9.92	9.05	9.82	9.41	9.10	6.98	7.26	9.58	9.80	10.47	10.95	9.21
Housing Operations	23.88	24.81	24.91	25.28	23.74	25.19	20.73	18.13	23.68	25.45	24.21	24.17	23.69
Housing Property Services	43.69	41.81	38.16	38.26	41.42	36.82	35.06	34.28	35.37	30.55	33.57	35.16	37.00
Housing Repairs	3.90	3.85	3.78	4.36	3.92	3.72	4.39	4.42	5.92	6.56	6.51	6.65	4.83
Other												6.13	0.47
<b>Resources</b>	<b>49.63</b>	<b>47.78</b>	<b>47.14</b>	<b>45.32</b>	<b>48.03</b>	<b>49.59</b>	<b>41.88</b>	<b>41.35</b>	<b>51.53</b>	<b>56.30</b>	<b>49.35</b>	<b>50.34</b>	<b>48.19</b>
Digital Services	11.91	11.93	10.14	10.87	8.94	9.40	7.39	9.05	11.00	12.64	12.07	14.60	10.82
Finance Directorate	2.52	4.64	4.82	3.74	2.26	3.08	2.65	2.42	3.70	2.54	2.51	2.27	3.08
Financial Management	2.50	1.85	1.50	1.82	1.86	2.00	3.11	3.11	4.10	4.59	3.68	3.46	2.81
Financial Operations & Customer Service	17.31	14.30	16.94	15.97	19.37	19.05	15.54	13.85	18.67	23.50	18.52	16.78	17.53
Human Resources	2.84	2.37	1.59	1.14	1.71	1.61	0.63	0.43	0.55	0.34	0.60	0.60	1.20
Law and Governance	11.11	9.79	9.51	7.99	6.85	7.19	7.32	7.92	8.50	7.02	7.05	7.49	8.16
Strategy & Change	1.44	2.90	2.65	3.59	5.05	4.31	3.23	2.67	3.08	4.66	4.68	5.14	3.59
Resources				0.20	1.99	2.95	2.00	1.91	1.92	1.00	0.25		1.00
<b>Chief Executive Department</b>	<b>2.30</b>	<b>0.87</b>	<b>1.75</b>	<b>1.87</b>	<b>1.79</b>	<b>1.61</b>	<b>1.37</b>	<b>1.76</b>	<b>2.31</b>	<b>2.84</b>	<b>2.73</b>	<b>2.83</b>	<b>2.01</b>
Communications & Change	2.30	0.87	1.75	1.87	1.79	1.61	1.37	1.76	2.31	2.84	2.73	2.83	2.01



## Appendix 4b - Agency worker assignments by directorate and department for 18/19 (Reed contract)

	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
<b>FTE based on 35 hours (5 days) per Week</b>												
<b>All Business</b>	<b>458.10</b>	<b>469.03</b>	<b>473.34</b>	<b>472.65</b>	<b>468.26</b>	<b>444.23</b>	<b>459.13</b>	<b>482.61</b>	<b>443.23</b>	<b>459.40</b>	<b>509.25</b>	<b>543.47</b>
People	167.26	172.87	168.03	172.39	178.17	161.23	177.52	188.27	171.07	170.89	186.24	188.54
Environment and Regeneration	165.92	171.99	171.73	164.13	165.65	155.16	152.07	156.95	145.02	151.88	174.77	198.72
Housing	87.98	88.65	92.21	91.46	81.73	86.37	88.50	89.09	77.25	82.41	87.72	91.23
Resources	35.56	32.44	36.39	40.33	38.62	37.08	36.28	42.29	46.03	50.87	57.06	61.24
Chief Executive Department		1.10	2.86	2.83	2.92	2.69	2.82	4.02	3.14	3.35	3.46	3.74
Public Health	1.38	1.97	2.12	1.50	1.19	1.70	1.94	2.00	0.72			
<b>People</b>	<b>167.26</b>	<b>172.87</b>	<b>168.03</b>	<b>172.39</b>	<b>178.17</b>	<b>161.23</b>	<b>177.52</b>	<b>188.27</b>	<b>171.07</b>	<b>170.89</b>	<b>186.24</b>	<b>188.54</b>
Adult Social Care	75.09	79.35	78.60	84.22	91.18	77.79	84.75	87.47	87.23	85.94	92.22	89.39
Children's Planning										0.65	1.00	1.00
Employment, Skills and Culture	3.57	4.17	3.02	3.31	3.92	4.13	6.55	6.13	5.14	5.32	5.34	5.29
Housing Needs and Strategy					0.56	0.92	1.01					0.72
Learning and Schools	5.63	5.95	5.72	5.79	6.15	6.40	9.54	17.45	16.99	18.21	23.74	29.14
Partnerships & Support Services	5.61	9.22	10.97	10.84	12.29	12.22	13.58	14.40	10.64	10.35	12.12	12.56
Safeguarding and Family Support	62.06	58.90	53.42	49.38	46.59	42.98	43.80	41.42	34.26	31.28	32.44	32.79
Strategy & Commissioning	9.99	9.02	9.85	12.08	11.31	10.79	14.04	14.86	11.99	14.04	14.05	12.75
Youth & Community	5.31	6.26	6.46	6.78	6.17	5.99	4.26	6.55	4.83	5.09	5.33	4.70
<b>Environment and Regeneration</b>	<b>165.92</b>	<b>171.99</b>	<b>171.73</b>	<b>164.13</b>	<b>165.65</b>	<b>155.16</b>	<b>152.07</b>	<b>156.95</b>	<b>145.02</b>	<b>151.88</b>	<b>174.77</b>	<b>198.72</b>
Planning & Development	17.07	17.33	17.39	16.22	14.18	15.04	15.04	15.60	12.36	11.15	14.41	16.33
Public Protection	2.46	1.41	1.43	1.36	1.35	1.45	1.26	1.34	0.94	1.22	1.26	1.19
Public Realm	146.40	153.25	152.91	146.55	150.11	138.67	135.76	140.01	131.71	139.51	159.10	181.20
<b>Housing</b>	<b>87.98</b>	<b>88.65</b>	<b>92.21</b>	<b>91.46</b>	<b>81.73</b>	<b>86.37</b>	<b>88.50</b>	<b>89.09</b>	<b>77.25</b>	<b>82.41</b>	<b>87.72</b>	<b>91.23</b>
Directors Support Unit	2.46	2.74	2.25	2.61	3.93	3.04	2.73	2.33	2.77	2.10	2.96	2.33
Housing Needs and Strategy	7.52	7.43	5.94	6.17	8.39	8.97	9.17	9.57	7.29	8.38	9.75	8.35
Housing Operations	19.52	25.41	28.19	26.87	25.63	27.47	30.34	27.46	27.25	27.64	29.06	29.78
Housing Property Services	52.16	45.51	46.52	47.62	38.44	41.84	41.09	44.88	35.81	40.26	42.22	46.83
Housing Repairs	6.32	7.56	9.30	8.19	5.33	5.05	5.18	4.86	4.13	4.02	3.72	3.93
<b>Resources</b>	<b>35.56</b>	<b>32.44</b>	<b>36.39</b>	<b>40.33</b>	<b>38.62</b>	<b>37.08</b>	<b>36.28</b>	<b>42.29</b>	<b>46.03</b>	<b>50.87</b>	<b>57.06</b>	<b>61.24</b>
Digital Services						0.64	0.60	1.50	8.40	8.81	10.30	10.11
Finance Directorate	2.23	2.68	1.97	2.56	2.52	2.94	1.88	0.92	1.57	1.78	2.11	2.82
Financial Management	0.95	0.55				0.20	1.15	1.95	1.60	1.70	2.00	2.52
Financial Operations & Customer S	16.82	15.93	20.04	21.18	20.76	21.26	20.86	26.55	25.10	29.16	31.46	35.15
Human Resources	2.53	2.31	3.66	4.49	3.96	2.91	3.84	3.09	2.38	2.68	4.07	3.47
Law and Governance	13.04	10.97	10.71	12.10	11.38	9.12	7.95	8.28	6.98	6.74	7.11	7.16
<b>Chief Executive Department</b>		<b>1.10</b>	<b>2.86</b>	<b>2.83</b>	<b>2.92</b>	<b>2.69</b>	<b>2.82</b>	<b>4.02</b>	<b>3.14</b>	<b>3.35</b>	<b>3.46</b>	<b>3.74</b>
Communications & Change		1.10	2.86	2.83	2.92	2.69	2.82	4.02	3.14	3.35	3.46	3.74
<b>Public Health</b>	<b>1.38</b>	<b>1.97</b>	<b>2.12</b>	<b>1.50</b>	<b>1.19</b>	<b>1.70</b>	<b>1.94</b>	<b>2.00</b>	<b>0.72</b>			
Public Health	1.38	1.97	2.12	1.50	1.19	1.70	1.94	2.00	0.72			

### Appendix 4c - Agency worker assignments by directorate and department for 19/20 (Reed contract)

	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
<b>FTE based on 35 hours (5 days) per Week</b>												
<b>Total</b>	<b>477.87</b>	<b>506.12</b>	<b>513.30</b>	<b>531.90</b>	<b>514.50</b>	<b>509.90</b>	<b>514.80</b>	<b>509.53</b>	<b>461.31</b>	<b>467.53</b>	<b>518.96</b>	<b>523.55</b>
People	164.62	187.20	184.15	186.38	169.40	172.90	176.67	179.71	162.48	167.15	189.55	188.55
Environment and Regeneration	179.22	182.06	196.30	215.24	217.46	209.24	207.10	201.70	185.27	189.58	198.28	203.51
Housing	77.45	83.34	80.92	81.63	78.74	80.57	81.21	76.92	70.31	67.68	77.28	73.27
Resources	53.59	49.99	49.63	47.78	47.14	45.32	48.03	49.59	41.88	41.35	51.53	55.79
Chief Executive Department	2.98	3.53	2.30	0.87	1.75	1.87	1.79	1.61	1.37	1.76	2.31	2.44
<b>People</b>	<b>164.62</b>	<b>187.20</b>	<b>184.15</b>	<b>186.38</b>	<b>169.40</b>	<b>172.90</b>	<b>176.67</b>	<b>179.71</b>	<b>162.48</b>	<b>167.15</b>	<b>189.55</b>	<b>188.55</b>
Adult Social Care	84.24	92.71	89.81	93.18	93.82	94.29	90.00	87.26	82.24	86.24	93.59	92.35
Children's Planning	0.90	0.95	0.76	1.00	0.70	0.92	0.98	1.45	1.48	1.59	2.00	1.23
Employment, Skills and Culture	4.51	3.99	3.16	2.56	1.79	2.48	3.80	4.29	4.74	5.28	6.30	6.48
Housing Needs and Strategy	0.88	1.06	1.11	1.30	0.84	0.57	0.10					
Learning and Schools	18.06	23.53	24.27	24.00	11.67	12.15	13.48	18.51	13.91	11.66	15.60	15.37
Partnerships & Support Services	9.76	11.64	12.34	12.39	12.25	12.77	14.80	14.94	13.92	13.64	14.93	13.66
Public Health						0.20	1.00	1.00	0.90	0.97	0.76	0.59
Safeguarding and Family Support	31.08	35.21	33.87	34.41	34.88	37.27	40.45	41.54	36.49	37.12	44.97	43.91
Strategy & Commissioning	10.74	10.97	9.97	9.99	7.16	6.48	6.13	6.01	4.85	7.04	8.59	9.41
Youth & Community	4.46	7.13	8.87	7.55	6.31	5.76	5.94	4.71	3.95	3.63	2.81	5.54
<b>Environment and Regeneration</b>	<b>179.22</b>	<b>182.06</b>	<b>196.30</b>	<b>215.24</b>	<b>217.46</b>	<b>209.24</b>	<b>207.10</b>	<b>201.70</b>	<b>185.27</b>	<b>189.58</b>	<b>198.28</b>	<b>203.51</b>
Planning & Development	14.83	15.79	15.81	18.97	18.38	18.10	19.96	19.95	17.93	16.33	21.00	22.96
Public Protection	1.21	1.44	0.90	0.90	0.95	0.98	0.95	0.95	0.80	0.90	1.69	1.52
Public Realm	163.19	164.84	179.59	194.47	197.50	189.65	185.20	180.10	165.91	171.67	174.63	178.13
Other				0.90	0.64	0.51	0.99	0.70	0.63	0.68	0.97	0.89
<b>Housing</b>	<b>77.45</b>	<b>83.34</b>	<b>80.92</b>	<b>81.63</b>	<b>78.74</b>	<b>80.57</b>	<b>81.21</b>	<b>76.92</b>	<b>70.31</b>	<b>67.68</b>	<b>77.28</b>	<b>73.27</b>
Directors Support Unit	1.33	1.65	0.76	1.21	2.85	2.78	2.67	1.95	3.09	3.51	2.71	2.24
Housing Needs and Strategy	7.14	7.99	8.61	9.92	9.05	9.82	9.41	9.10	6.98	7.26	9.58	9.40
Housing Operations	26.13	25.86	23.88	24.81	24.91	25.28	23.74	25.19	20.73	18.13	23.68	24.85
Housing Property Services	39.88	43.89	43.76	41.84	38.16	38.33	41.48	36.95	35.13	34.37	35.40	30.22
Housing Repairs	2.98	3.96	3.90	3.85	3.78	4.36	3.92	3.72	4.39	4.42	5.92	6.56
<b>Resources</b>	<b>53.59</b>	<b>49.99</b>	<b>49.63</b>	<b>47.78</b>	<b>47.14</b>	<b>45.32</b>	<b>48.03</b>	<b>49.59</b>	<b>41.88</b>	<b>41.35</b>	<b>51.53</b>	<b>55.79</b>
Digital Services	10.17	10.19	11.91	11.93	10.14	10.87	8.94	9.40	7.39	9.05	11.00	12.64
Finance Directorate	2.01	1.81	2.52	4.64	4.82	3.74	2.26	3.08	2.65	2.42	3.70	2.54
Financial Management	2.43	2.80	2.50	1.85	1.50	1.82	1.86	2.00	3.11	3.11	4.10	4.59
Financial Operations & Customer Service	26.95	22.14	17.31	14.30	16.94	15.97	19.37	19.05	15.54	13.85	18.67	23.22
Human Resources	2.95	3.14	2.84	2.37	1.59	1.14	1.71	1.61	0.63	0.43	0.55	0.34
Law and Governance	9.08	9.60	11.11	9.79	9.51	7.99	6.85	7.19	7.32	7.92	8.50	6.96
Strategy & Change		0.30	1.44	2.90	2.65	3.59	5.05	4.31	3.23	2.67	3.08	4.50
Resources						0.20	1.99	2.95	2.00	1.91	1.92	1.00
<b>Chief Executive Department</b>	<b>2.98</b>	<b>3.53</b>	<b>2.30</b>	<b>0.87</b>	<b>1.75</b>	<b>1.87</b>	<b>1.79</b>	<b>1.61</b>	<b>1.37</b>	<b>1.76</b>	<b>2.31</b>	<b>2.44</b>
Communications & Change	2.98	3.53	2.30	0.87	1.75	1.87	1.79	1.61	1.37	1.76	2.31	2.44

## **Appendix 5 - Governance of agency workers**

### **Temporary Agency workers**

Temporary agency workers via the Council's managed service arrangements do not require a full business case. Temporary agency workers via Reed are employed by their respective agencies and assigned to work at the Council (they are not 'employed' by the Council i.e. not employees).

### **Interims and Consultants**

Interims and consultants are appointed where there is a temporary and urgent need for a skill set not available in the existing workforce either due to lack of capacity or expertise. Each engagement requires a business case demonstrating the need and value for money and are set up utilising contracts for services (supplier contracts), as opposed to contract of service (employment contracts). This makes these appointments subject to the Council procurement requirements and governance.

Interims and consultants hired directly from a recruitment agency (outside of the Reed contract) are also subject to the Council procurement required.

The majority of candidates recruited outside of the Reed contract are procured through the Local Government Resourcing Partnership contract, which requires a full business case to be completed.

In submitting the business case, certain audit checks (e.g. DBS status) and HMRC checks (e.g. IR35) must be completed. The Council has a legal obligation as the end user to undertake these checks. Copies of checks must be maintained locally and sent to HR.

All engagements over £5,000 in value are recorded on the corporate contracts database register (CCDR). We need this for reporting purposes, transparency publications and to deal with queries as and when they arrive.

The procurement route and respective governance depends on the aggregate whole life value.

Individual contracts for services are signed by two authorised officers without a conflict of interest, up to £500k in value, authorised to that amount.

Interim and consultant contracts require a business case when the contract is extended.