

**Chief Executive's Department
Town Hall, Upper Street, London N1 2UD**

Report of: Assistant Chief Executive, Governance and HR

Meeting of:	Date	Agenda item	Ward(s)
Policy and Performance Scrutiny Committee	7 December 2015		

Delete as appropriate	Exempt	Non-exempt

Subject: Islington Council's use of Agency Staff

1 Synopsis

1.1 This report provides the Policy & Performance Scrutiny Committee with an update on the council's use of agency staff.

2. Recommendations

2.1 To note the information provided in this report.

3 Background

3.1 The Policy & Performance Scrutiny Committee undertook a review in 2013/14 of the council's use of agency staff. The Committee agreed a list of recommendations which were considered by the Executive. The Executive agreed to provide a bi-annual update to the committee on the council's use of agency staff and its implementation of the actions agreed by the Executive in response to the Committee's recommendations. This is the third such report.

3.2 In the second report it was noted that a long-term target had been agreed in respect of agency staff use of an annual average of not more than 10% of overall workforce. In order to better understand this target an analysis has been undertaken since the last meeting of this committee of the use of agency staff in all departments across the council to identify how the long term annual average 10% target may be broken down between services which may have very different needs to use agency staff. This report provides the committee

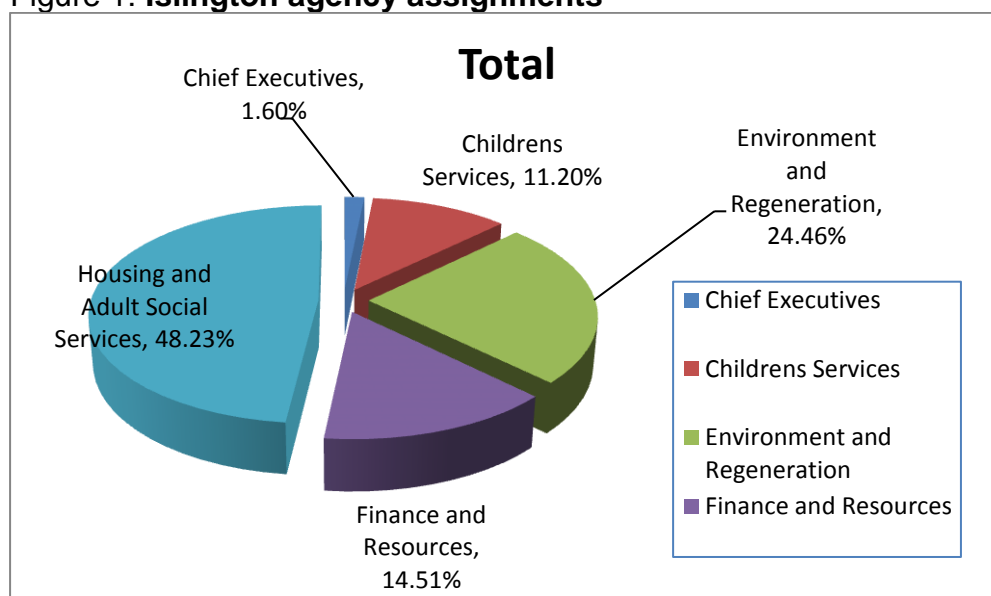
with information concerning the analysis as well as providing a general update on agency use.

- 3.3 This exercise has also highlighted some anomalies that arise from how agency use data has historically been compiled which may mean that the number of agency workers used by departments with a high use of part-time agency staff and/or who have a frequent need for urgent cover to be overstated. This arises because the data used to calculate agency workers as a % of total workforce in the quarterly report is a count of live assignments on the final working day of the quarter. This means that individual agency workers who undertake two assignments for the council on that day are counted twice and if agency workers are maintained as 'live' on the Comensura system (because they may be urgently needed in the event of staff absence) they are included in the daily count even if in fact they are not asked to work on that day.
- 3.4 Consideration is being given to whether it would be possible to produce more finely tuned figures without a significant amount of manual adjustment having to be made to the figures available from system reports and any improved process that is devised will be included in future reports to this committee.

4.0 Use of agency workers compared to council employees

- 4.1 As at 29th September 2015 there were 807 live agency assignments via the Comensura contract compared to the 972 reported to this committee in June 2015. The full time equivalent (FTE) figure for those assignments is 719.91 agency workers compared to the 900.46 reported in June. Based on headcount, agency workers made up 14.7% of Islington Council's workforce (based on FTE, it is 13.09%) compared to 17.39% as reported in June. This compares to an average figure of 14.5% (based on headcount) across all London councils. This London-wide figure relates to 2014/15.

Figure 1: Islington agency assignments



Source: Comensura: September 2015

On 29th September HASS had the highest number of live assignments with 387 (down from 429 in the last report to this committee) followed by E&R with 205 (down from 296 in the last report to this committee), Finance & Resources 111, Children Services with 92, Chief Executive's Department with 12 and Public Health with 0.

5.2 Use of agency staff by service

Figures for use of agency staff by particular services as at the end of September 2015 are contained in Appendix 2.

5.3 Average length of assignment

The average agency worker has been at the council for 416 days (14 months). 309 agency workers have been at the council for longer than 12 months, which equates to 38.28% of assignments. This is an improvement from the last time this was reported to this committee when the figure was 422 agency workers which equated to 43.42% of assignments.

5.4 Types of assignments undertaken

A summary of the roles undertaken by agency workers in the departments is contained in Appendix 3 based on the September snapshot report. This is not the same report as used for the quarterly report and therefore there are some differences in the figures as they are drawn from live data. The categories of roles are those available for selection when entering an assignment in the Comensura system.

Public Health was not using any Comensura agency workers at the time the September snapshot report was produced. In the Chief Executive's department the use is mainly for relevant professionals (e.g. lawyers). In Children's Services, a substantial number of assignments are for qualified or unqualified healthcare staff (social care and family support). However, admin and clerical roles are the most common. In E&R the most common category of agency assignment is manual labour (183). In Finance and Resources manual labour is again the highest assignment category, followed by assignments in the Housing Benefits and Planning category and then IT staff.

In HASS, the main category of assignment is unqualified healthcare, followed by qualified healthcare. The service also has a high number of agency workers categorised as Admin and Clerical. The roles included in this category include:

- Customer Services Advisor
- Repairs Scheduler
- Planners and Scheduler
- Business Support Officer
- Quality Assurance Officer
- Service Co-ordinator
- Project Administrator
- Freedom Pass Administrator

By way of further explanation of this category by the directorate; Many of the roles provide front line services including language interpreting service, receiving and process booking referrals from internal and external officers and Deaf residents. The above posts are categorised as per the options on the Comensura ordering system, e.g. Customers Services Advisors are included in this category where they provide front line services.

A number of agency workers are engaged for the Shared Lives Project who provide short term and long term care for Adults with Learning disabilities. This is a joint grant funded project between Islington and Camden. Duties include administrative and finance tasks to be audit compliant for CQC.

A small percentage of these posts have now been permanently recruited to and an additional number are in the permanent recruitment stages.

5.5 Strategy for achieving target reduction of % use of agency staff

The analysis of service requirements for agency staff has led to the following departmental targets for use of agency staff to enable the long-term annual average 10% target to be achieved. The strategy in respect of use of agency staff in each of the departments is summarised in Appendix 2. The strategy identifies a medium term target of 11.7% based on departmental use figures and actions underway to reduce use.

Department	Target %
Chief Executive's	2.5
Children's Services	9.5
E&R	12
Finance and Resources	10
HASS	16
Public Health	3
Medium term annual average target	11.7%

6.0 Update on actions agreed by the Executive:

- 6.1 ACTION: *Continue to improve processes to ensure agency-covered posts are available as redeployment opportunities.*

PROGRESS: HR have put a process in place whereby a monthly list of agency workers is circulated and redeployees can be matched against suitable roles. To date only two employees at risk of redundancy have been successfully redeployed into roles previously covered by agency workers. We expect these numbers to increase as this process becomes embedded across the council. We intend to allocate specific resource to undertaking this matching process during the first 3 months of 2016.

- 6.2 ACTION: *Continue to develop proposals for an “in-house” agency.*

PROGRESS: The council was interested in the possibility of establishing its own agency to provide temporary staff, if viable. Street Environmental Services (SES) would have been the main user of an in-house agency. However, as a result of a very successful exercise to reduce the use of agency staff in SES by increasing the number of permanent posts, the need for agency staff has substantially reduced in that area. This trend will continue as the service fully implements the “village” operating model. It is unlikely in these changed circumstances that an in-house agency would be viable particularly if the new 10% target for agency staff use is to be met. Following discussion with the Executive member for Finance and Performance, this action is not being pursued further.

- 6.3 ACTION: *Complete investigation of the reintroduction of market supplements and/or other recruitment and retention aids to address recruitment to hard-to-fill posts.*

PROGRESS: This action is complete. A new market supplements policy was agreed with the trade unions and was adopted by the Audit Committee in January 2015. The new policy became effective following amendments to the council’s Pay Policy Statement from February 2015. Three market supplements have so far been agreed. Two of these relate to posts in Digital Services, one of which enabled recruitment at a salary £40,000 less than the anticipated cost of appointment via an agency.

- 6.4 ACTION: *Continue to work with other boroughs to limit the use of agency staff engaged on a Limited Company basis.*

PROGRESS: Discussions concerning this have taken place at London Council’s Heads of HR although there are no concrete outcomes from this as yet. However, central government is considering further action in this area and a former Islington member of staff is involved in this. An initiative is being undertaken through London Council’s to control the cost of agency staff in Children’s Services. 24 boroughs so far, including Islington, have signed a Memorandum of Cooperation to provide a framework for collaboration on key issues including developing mechanisms to ensure that rates and charges for supplying agency staff appropriately reflect the skills and experience of workers and the remuneration of permanent staff. It is recommended that for

the future this action is tracked on the basis of all types of working with other boroughs on agency worker use.

6.5 **ACTION:** *Undertake sophisticated recruitment campaigns to replace agency staff in hard-to-fill areas.*

PROGRESS: A number of campaigns have been undertaken since the original Scrutiny meeting in November 2013:

- **Digital Services** continues its efforts to reduce its reliance on staff engaged via agencies and undertook a major recruitment campaign towards the end of 2014 which involved advertising a total of 25 jobs covered by staff engaged via agencies or vacant on the Council's website, on a microsite run by Jobs Go Public and on job sites favoured by ICT professionals such as Computer Weekly jobs and Jobsite. This was supported by a social media campaign through LinkedIn and Facebook and through search-specific adverts on Google and Bing.

Digital Services ran another recruitment campaign in January 2015 to further reduce the number of staff engaged via agencies covering establishment posts. Using the lessons learned from the previous campaign they refined the job descriptions and the marketing of the jobs to attract more candidates for the hard-to-recruit senior technical and project management roles.

20 posts were filled through these and subsequent processes.

Recruitment is on hold at the moment in view of the planned shared IT service with Camden, as a reduction of 50 posts across the two currently separate services is anticipated and in the circumstances recruitment of new directly employed staff is not generally considered reasonable and in any event would be challenging. It will therefore be difficult to further reduce agency staff in Digital Services before the shared service is established.

- **Children's Services** - rolling recruitment since January has led to 18 new starters. The campaign is still live. This is in addition to specifically advertised posts.
- **Property Services** – a total of 30 vacancies were advertised via a special micro-site and 21 candidates were appointed. Property Services are considering the use market supplements where the need for these can be demonstrated to recruit to further posts.
- **Adult Social Care** - a special microsite has been developed to fill vacancies in adult social care. This includes selling the benefits and attraction of working in adult social care under the strapline of "collaborate, innovate, develop". This follows on from the successful campaigns in Property Services and Digital Services. 22 posts have

been advertised in the first cohort of adverts. The response has been strong, and interviews are now taking place, and will be completed by the first week of December. The approach will be reviewed following the first round of recruitment, and will be used to fill other vacancies if successful.

Similar exercises will continue to be undertaken where appropriate so this action has been implemented.

6.7 Some of the current agency use is to cover posts being recruited to through these and other recruitment campaigns. A new recruitment system known as Trac was recently introduced which is now enabling a faster through put. Unfortunately there was a significant drop in recruitment levels during the transition to the new system and this, together with the impact of some large one of exercises to recruit agency workers as directly employed staff, has meant significant recruitment delays. Recruitment delay is therefore currently contributing significantly to agency staff use. 20 – 30 jobs (some for multiple posts) a week are now being put out for recruitment and it is anticipated a return to the usual level of service will be seen by the start of 2016.

6.6 ACTION: *Undertake temp-to-perm campaigns in high agency usage areas.*

PROGRESS: Last year approximately 70 agency workers were successfully appointed to permanent positions in Housing Operations and the transport section of Street Environment Services.

In February 2015, the Council began a recruitment campaign within the Public Realm division to increase the permanent establishment and reduce reliance on agency workers. This was planned as a two-phase campaign. In phase one there were three type of roles recruited to within Street Environment Services. These were “Public Realm Skilled Operatives Drivers”, “Public Realm Semi Skilled Operatives” and “Public Realm Operatives”. 82 vacancies were filled, 78 by existing agency staff. Phase 2 of the recruitment process has now been undertaken within Street Environment Services and a further 31 posts have been filled. This action is now complete.

6.7 ACTION: *Establish a “grow your own” training programme in Digital Services for school leavers and/or graduates.*

PROGRESS: This is not being progressed further in view of the planned shared service. Digital Services has however recruited an apprentice.

6.8 ACTION: *Complete the review of all agency assignments over 12 months.*

PROGRESS: All departments are provided with a monthly snapshot reporting of all their agency workers which includes the start dates of the assignment and all listed assignments have been reviewed. As mentioned at paragraph 5.3 the number of agency staff with assignments that have been with the council for more than 12 months has fallen from 422 to 309. This action is complete, although management teams regularly discuss and challenge their

own agency worker use. Some staff whose assignments have been live for 12 months or more have only been used intermittently during this time but have retained their “live” status because of the delay that may arise in getting them in place in the event of an urgent need for cover.

- 6.9 *ACTION: Seek approval of the Chief Executive to all extension of agency staff assignments beyond 6 months (other than in the case of maternity leave cover) and report quarterly to the Executive Member for Finance and Performance concerning extensions agreed.*

PROGRESS: It was agreed that all requests to extend agency worker assignments beyond 6 months should be approved by the Chief Executive. Arrangements to give effect to this have been in place since May. This action is now complete.

7.0 Implications

Financial implications:

None arising directly from this report.

Legal Implications:

None arising directly from this report.

Environmental Implications:

None

Resident Impact Assessment:

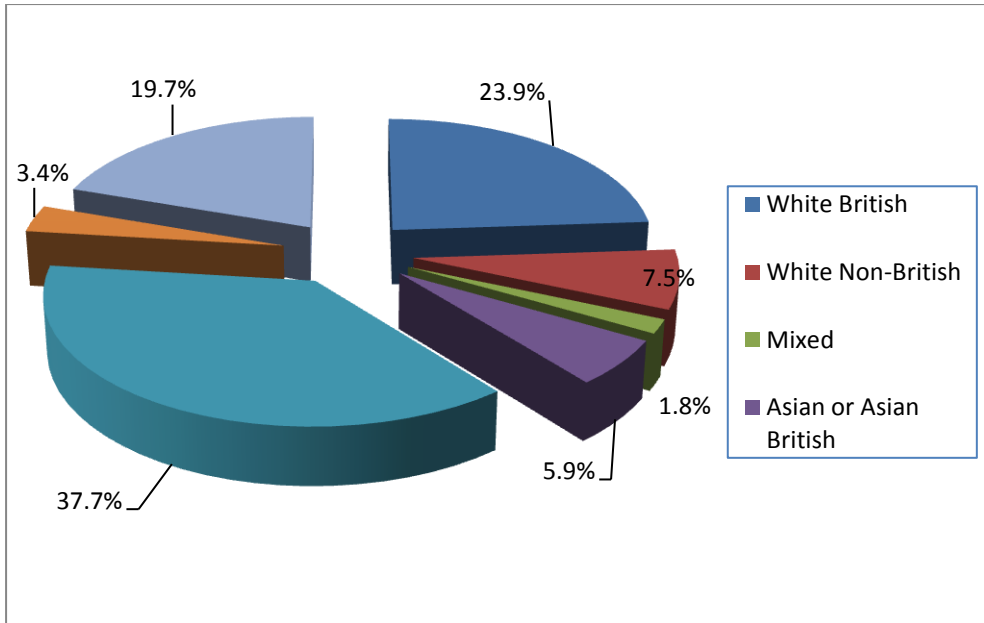
No resident impacts arise directly from this report.

Equalities analysis of agency workers as at 30 September 2015:

Ethnicity

Agency workers are considerably more ethnically diverse than the permanent workforce, with 68.6% of agency workers coming from BME groups compared to 36.2% of directly employed staff.

Figure 2



Source: Comensura: Oct 2015

Gender

The gender balance of the agency workforce closely matches the directly employed workforce: 48.1% of agency workers are male, compared to 48.3% of council employees.

Disability

The percentage of agency staff declaring a disability is 0.63%, significantly lower than the figure for directly employed staff which is 7.6%.

Age

The age distribution of the agency workforce is set out in the table below. The agency workforce is younger than the Council's: 6.8% of agency staff are under 25 compared to 3.2% of directly employed staff.

Figure 3: Age profile of agency workers

Age 16-24	Age 25-34	Age 35-44	Age 45-54	Age 55-64	Age 65 +
6.8%	28.4	23.6	28.8%	11%	1.4%

Source: Comensura: Oct 2015

8.0 Conclusion

Use of agency workers is decreasing in the council and progress is being made in respect of all the actions agreed by the Executive. The adoption of the new strategy and the implementation of the actions included in it should further reduce reliance on agency workers and enable the medium term

annual average target of 11.6%, and in due course the long term annual average target of 10%, to be achieved

Final report clearance:

Signed by:

Received by: Assistant Chief Executive, Governance and HR Date

Head of Democratic Services Date

Report Author: Debra Norman, Assistant Chief Executive, Governance and HR
Tel: 020 527 6096

Appendix 1:

Number of agency workers by council service

Department	Service Finance	Total
Chief Executives	Communications and Consultation	3
	Community Safety	1
	Human Resources (HR)	3
	Legal Services	3
	Partnerships and Employability	1
	Scrutiny and Democratic Services	1
Chief Executives Total		12
Children's Services	Business Support Team	1
	Children In Need	9
	Children Looked After	14
	Children's Services	4
	Commissioning and Business Support	20
	Information and Performance	2
	Information, Advice and Guidance	2
	Play and Youth Service	6
	Project Team	1
	Pupil Services	17
	Special Projects	2
	Strategy and Commissioning	6
	Targeted and Specialist Children and Family Services	3
	Targeted Youth Support and Youth Offending	5
Children's Services Total		92
Environment and Regeneration	Building Control	2
	Cemetery Service	1
	Development Control	12
	Education Library Service	1
	Greenspace and Leisure	25
	Highways Services	1
	Library and Heritage Service	1
	Mechanised Services Support	3
	Planning and Development	1
	Regeneration	1
	Street Environmental Services	144
	Street Management	9
	Trading Standards	1
	Traffic and Engineering	2
Waste Management and Enforcement	1	
Environment and Regeneration Total		205
Finance and Resources	Accommodation and Facilities	43
	Corporate Health and Safety	2

	Customer Services	12
	Customer Services Unit	1
	Digital Services	28
	Networks	9
	Property and Procurement	4
	Property Services	1
	Revenues - Council Tax and Business Rate	4
	Service Finance	1
	Technology Solutions Group (TSG)	1
	Transformation	5
Finance and Resources Total		111
Housing and Adult Social Services	Access Service	2
	Allocation	2
	Capital Programme Delivery (HASC)	21
	Central Admin (HASC)	1
	Central Services (HASC)	2
	Community Services	125
	Community Services Management	2
	Concierge Client Team	2
	DLO	23
	Estate Maintenance Team (HASC)	4
	HFI Legal Disrepair (HASC)	6
	Highbury House Area Office	1
	Holland Walk (Caretakers) (HASC)	2
	Holland Walk (HASC)	8
	Home Ownership Unit (HASC)	3
	Housing Direct	12
	Housing Needs and Strategy	3
	Housing Operations	17
	Human Resources	1
	Information Services	1
	Investigations And Interventions	1
	Islington Adult Integrated Community Service	4
	Joint Services	45
	Learning Disabilities	3
	Locality North	1
	Mechanical and Electrical Unit (HASC)	2
	Mental Health	4
	Old ST AO (HASC)	2
	Old St Ao Caretakers (HASC)	8
	Partnerships	3
	Planned Maintenance Repairs (HASC)	2
	Productivity and Compliance	14
	Property Services	3
	Property Services Repairs	9
	Rent Arrears (HASC)	4

	Repairs and Maintenance	20
	Senior Management Team	1
	Sensory Team	4
	Specialist Services	1
	Strategy and Commissioning	1
	Transformation Programme	1
	Upper St Ao (HASC)	8
	Voids	1
	Welfare Reform	4
	Whittington Hospital Social Work team	3
Housing and Adult Social Services Total		387
Grand Total		807

Appendix 2: Agency Strategy

AGENCY WORKER USE STRATEGY

Introduction

The council's policy is to use agency workers rather than directly employed staff only where there are good business reasons. This is because:

- Continuity and consistency of service is best ensured through use of directly employed staff;
- The added security of direct employment improves morale, motivation and commitment to the council and so contributes to improving the quality of service provision.
- The cost of agency workers can be considerably more than the cost of equivalent directly employed staff;

The council's Policy and Performance Scrutiny Committee undertook a review of the use of agency workers by the council in 2014 in view of concerns that use had become too high. A number of actions arising out of that review to reduce the level of use of agency workers were agreed by the council's Executive in September 2014. These steps included:

- Undertaking recruitment campaigns in services with particularly high use of agency workers, including to encourage agency workers to become direct employees.
- Introducing a market supplements policy for hard to recruit to posts.
- Requiring any extension of an agency contract beyond an initial 6 month period to be approved by the Chief Executive.
- Working with other London Council's on agency use issues

At the end of September 2014 the Council had spent £23.5 m on agency workers through its main agency supply contract over the previous 12 months. Agency workers made up 14.6% of the overall workforce compared to a London Council's reported average of 12.4%. 26.2% of these agency workers had been in use by the council for more than 12 months. Agency use as a percentage of overall workforce peaked in the last quarter of 2014/15 reaching 16.7% (compared to a reported London Council's average of 12.4%. Since then it has fallen as at September 2015 to 14.7% of total workforce compared to a new reported London Council's average of 14.5%%.

Some progress has been made in reducing use of agency workers during 2015/16 but more remains to be done. The council has set itself a target to reduce use of agency workers to 10% of total workforce by 31 March 2016.

This strategy has been developed to set out:

Part 1 - corporate actions to be taken to support departments in reducing their use of agency workers and;

Part 2 - respect of each council department:

- i. the appropriate use of agency workers within the over all workforce for the service; and
- ii. the steps to be taken in order to move actual use of agency workers to align with that operating model in order that this target can be achieved.

PART 1 - CORPORATE ACTIONS

While decisions about use of agency staff are primarily taken by senior managers in departments in accordance with the business needs of their services, there are a number of actions that can be taken corporately to support them in ensuring their use of agency staff is appropriate and as low as is consistent with maintaining effective service delivery. In particular:

(i) Providing an appropriate policy framework

HR will develop and maintain a range of policies to support departments in reducing their use of agency staff and making most effective use of agency staff where their use is appropriate. This currently includes:

- Recruitment policies – this includes matching redeployees to posts covered by agency staff and a current review of processes governing the recruitment of agency staff to the council's employment and
- Market supplements – the council has adopted a market supplements policy to enable supplements to be paid on top of evaluated grades for a limited period for roles which are demonstrably hard to recruit to without such a supplement.
- Timewise – the council has recently been accredited as a Timewise employer, reflecting its recognition of the benefits of flexible working arrangements as a way of attracting talented staff who need non-standard working arrangements and who may contribute to reducing the council's need for agency staff.
- Safeguarding – arrangements are in place to ensure that appropriate DBS and similar checking is undertaken of all agency workers used by the council
- Memorandum of Understanding – the council has committed to a MOU with other London Councils designed to increase control over the cost of social workers supplied through agencies to Children's Services

(ii) Providing an efficient recruitment service

The council has recently implemented a new recruitment system. A review will be undertaken of the recruitment process, and the time taken to recruit, to identify process improvements that can be made (by HR and by Managers) and to set normal parameters for a recruitment process against which future performance can be measured.

(iii) Maintaining effective relationships with agency worker providers

The council's relationship with the agencies that provide temporary workers to it is governed through its contract with Comensura which is overseen by the HR service.

(iv) Supporting departments in their workforce planning

Corporate HR can provide a range of workforce data and advice to support departments in workforce planning, including profiling the existing workforce, assisting in skills audits and job re-design and through talent management initiatives.

(v) Providing good practice guidance for agency use

HR will provide guidance for staff on:

- Assessing the need to procure an agency worker
- Specifying agency workers requirement to agencies
- Selection of agency workers

(vi) Control framework for agency use

HR provides a framework for control of agency workers use including:

- Establishing approval processes for new assignments
- Managing the extension and long term agency authorisation process
- Monitoring and reporting on the level and cost of agency use

PART 2 – DEPARTMENTAL STRATEGIES

1 Principles to guide decision-making

The following factors should guide departments in their use of agency workers:

Appropriate use of agency workers

- Scarce expertise – market conditions sometimes mean that particular roles are hard to recruit to and/or the salary that can be offered for some roles in accordance with the council's evaluation scheme is not competitive and suitable applicants for these role cannot be attracted;
- Urgent cover for staff whose absence has a direct and immediate service impact (e.g. refuse collection operatives and drivers)
- Short term unusual workloads or projects
- To maintain vacancies for:
 - expected redeployees
 - pending expected post deletions

Inappropriate use of agency workers

- Predictable cover requirements for medium to long term absences (unless after a failed recruitment process) such as:
 - Maternity
 - Career break
 - Secondment
- Project work over 6 months
- Cover pending recruitment due to failure to plan promptly for recruitment

Good practice:

- Plan for fixed term recruitment (if needed) immediately on becoming aware of:
 - A future maternity leave;
 - A secondment request;
 - A long term sickness absence
- Plan for permanent recruitment (if needed) immediately on becoming aware of:
 - A member of staff being offered other employment;
 - A member of staff deciding to retire
- Consider whether use of agency over and above established posts is sufficiently regular and predictable to warrant establishment of a post, including considering seasonal posts;

2. Departmental Strategies

Each department has developed a target operating model for its use of agency workers and a target departmental average use of agency as a percentage of overall workforce. Departments have also identified steps they will take to implement this model and achieve the target adopted.

CHIEF EXECUTIVE'S DEPARTMENT

Agency worker % of overall workforce as at June 30 2015 - **4%**

Departmental target **3%**

1 The Chief Executive's department consists of the following services:

Governance and HR Division:

- Legal Services
- Human Resources
- Schools HR
- Democratic Services

Strategy and Community Partnerships

- Learning, Skills and Employment
- Partnerships, place and Culture
- Strategy and Communications

2 Current agency worker use across these services falls into the following categories:

- Cover for vacant posts pending recruitment.
- Cover for posts to which it has proved difficult to recruit.
- Cover for short term absence of front line staff where the work cannot be managed by existing staff.
- Cover for long term staff absence
- Posts funded by other departments on a short-term rolling basis

3 Actions in place or agreed to ameliorate the impact of circumstances driving this use of agency workers are:

- Follow the good practice guidelines for planning for recruitment
- Wherever possible reallocate work pending recruitment
- Maintain a pool of sessional tutors to provide cover in the Adult and Community Learning (ACL) service
- Seek to "grow our own" for hard to recruit to posts through trainee and junior posts
- Consider market supplements for hard to recruit posts
- Seek longer term commitment to temporary finding from other departments

4 Residual agency use requirement:

While the actions being taken should minimize the use of agency workers, the factors identified above will continue to drive a requirement to make use of agency workers. A target average use of agency workers (by reference to the HR quarterly report figures) of **3%** is therefore proposed.

CHILDREN'S SERVICES

Agency worker % of overall workforce as at June 30 2015 – **10.3%**

Departmental target 9.5%

1 Children's Services consists of the following services:

- Targeted and Specialist Children and Families Services
- Learning and Schools
- Partnership and Service Support

2 Current agency worker use across these services falls into the following categories:

- Delays in recruitment processes pending recruitment to vacant posts
- To comply with statutory staff:pupil ratios in early years settings and Lough Road
- time limited funding
- To cover service delivery in periods of organisational change where posts are being 'held' for redeployees
- Long term sickness and other absence cover

3 Actions in place or agreed to ameliorate the impact of circumstances driving this use of agency workers are:

- Follow the good practice guidelines for planning for recruitment
- Continuous recruitment process for children's social workers
- Implement the London Council's Memorandum of Understanding in respect of agency social workers in children's services
- Sessional pool for early years, specialist family support, contact and Lough Road
- Cover absence internally wherever possible
- Use time limited contracts

4 Residual agency use requirement:

The factors in 2 above will continue to lead to the use of agency staff. A target average use of agency workers for Children's Services (by reference to the HR quarterly report figures) of **9.5%** is therefore proposed.

ENVIRONMENT AND REGENERATION

Agency worker % of overall workforce as at June 30 2015 – **15.6%**

Departmental target 12 %:

1 Environment and Regeneration consists of the following services:

- Planning and Development
- Public Protection
- Public Realm – the majority of agency use in the department is here.

2 Current agency worker use across these services falls into the following categories:

- Establishment vacancies
- Seasonal peaks – e.g. summer work in grounds maintenance
- Short term cover for sickness, annual leave – this is particularly true in refuse, cleansing, passenger transport services where cover is essential
- Training
- Extra Work

3 Actions in place or agreed to ameliorate the impact of circumstances driving this use of agency workers are:

- Follow the good practice guidelines for planning for recruitment
- Recruitment exercises in high use services to attract agency workers to permanent posts as happened in Street Environment Services this year.
- Review working patterns and the creation of in-house cover via a pool rather than agency staff
- Consider casual contracts for seasonal work
- Reviewing routes and rounds in Public Realm

4 Residual agency use requirement:

Every effort will be made to avoid agency staff but this cannot be guaranteed because of the nature of services that have to be delivered on the day in question.

The Environment and Regeneration Management Team will continue to monitor agency staff usage, this includes adjusting figures where there are "duplicates" caused by the limitations of the current reporting arrangements.

All future operational models will be predicated on a "no/minimal" agency use basis, with built in pool cover as part of the establishment.

Agency usage in Planning and Development and Public Protection is already at a low level with activity confined to urgent cover very often in Planning paid for by developer contributions.

A target average use of agency workers for Environment and Regeneration (by reference to the HR quarterly report figures) of 12% is therefore proposed.

FINANCE AND RESOURCES

Agency worker % of overall workforce as at June 30 2015 – 11.8%

Departmental target 10%

Specific higher divisional targets:

Digital Services 30%

1 Finance and Resources consists of the following services:

- Digital Services and Transformation
- Financial Management
- Financial operations and Customer Services, including:
 - Accommodation and Facilities
 - Customer Services

2 Current agency worker use across these services falls into the following categories:

Digital Services and Transformation

- ICT development is funded by capital rather than revenue funding – we therefore use temporary rather than permanent staff.
- Hard to recruit to posts especially ICT engineers. London salaries are 30% higher on average and increasing at 3.3% per year, widening the gap between what we offer and those competing for the same resources pay.
- Recruitment of permanent staff is difficult until the shared service with Camden is established; and this combined with the impetus to complete projects, is likely to increase the number of agency workers in the short term.

Accommodation and Facilities

- Reliance on agency workers to provide flexibility to cover shifts and absences

Customer Services

- Additional staffing requirements pending channel shift
- Long and short term absences

3 Actions in place or agreed to ameliorate the impact of circumstances driving this use of agency workers are:

Digital Services and Transformation

- Sharing with Camden will include a new development model which may help reduce agency use
- Additional agency engineers backfilling directly employed staff working on projects to develop in-house skills and reduce costs

Accommodation and Facilities/Customer Services

- Consider increase in established posts to replace long term agency posts

4 Residual agency use requirement:

Digital Services and Transformation

- ICT development is funded by capital rather than revenue funding – we therefore use temporary rather than permanent staff.
- Hard to recruit to posts especially ICT engineers. London salaries are 30% higher on average and increasing at 3.3% per year, widening the gap between what we offer and those competing for the same resources pay.
- Recruitment of permanent staff is difficult until the shared service with Camden is established; and this combined with the impetus to complete projects, is likely to increase the number of agency workers in the short term.

Accommodation and Facilities/Customer Services

- Consider increase in established posts to replace long term agency posts

A target average use of agency workers for Finance and Resources (by reference to the HR quarterly report figures) of **10%** is therefore proposed.

HOUSING AND ADULT SOCIAL SERVICES

Agency worker % of overall workforce as at June 30 2015 – **21.3%**

Departmental target **16%**

1 HASS consists of the following services:

- Housing Property Services
- Housing Operations
- Housing Needs and Strategy
- Adult Social Services

2 Current agency worker use across these services falls into the following categories:

- Cover for vacant posts pending recruitment
- Hard to recruit to posts; Housing Repairs / Social Care
- To comply with statutory staff ; in-house services care staff
- Funding only available for a time limited period
- To cover service delivery in periods of organisational change where service budgets are reducing (imbedding new structure)
- Long term sickness and other absence cover

3 Actions in place or agreed to ameliorate the impact of circumstances driving this use of agency workers are:

- Follow the good practice guidelines for planning for recruitment
- Microsites (Jobs Go Public)
- Recruitment exercises in high use services to attract agency workers to permanent posts
- Services directors reviewing all agency extension requests
- Wherever possible reallocate work pending recruitment
- Seek to “grow our own” for hard to recruit to posts through trainee and junior posts
- Consider market supplements for hard to recruit posts

Property Services

We have variable demands for technical staff which need to be met in accordance to demand. We have strategy of recruiting and of recruiting apprentices to grow our own in addition to the housing traineeship. We have special employment initiatives to fill vacant posts. We have a high level of agency use at the moment because the services only came back in-house recently and we have been reviewing the services as a result.

In-house Services

Approximately 3 agency staff are used to cover 1 full time equivalent post in this service. The hours need to be covered and the difficulty is finding good quality staff that actually have experience of working with people, particularly with autism and being able to support them effectively. The skilled agency staff are often engaged in multiple assignments across the service.

Adult Social Services

- In Adult Social Services the new structure is under review to ensure safe and adequate cover. A possible outcome of the review could be to reconfigure some of our posts and to increase Social Work capacity in the service. This would then result in a reduction in the current agency spends.

4 Residual agency use requirement:

- The 21% figure for current agency use is not full time to full time.
- While the actions being taken should minimize the use of agency workers, the factors identified above will continue to drive a requirement to make use of agency workers.
- Within our in-house services 1 vacant post in each service delivering personal care will remain vacant to allow for cover. There is higher use than office based roles as we call on replacements at short notice and have to replace all absences as we statutory a level of staff that are required and the urgency of providing personal social services hands-on.
- Skilled agency staff familiar to service users are kept on open Comensura orders to allow for urgent cover. They are often employed on numerous assignments across the service.
- In Adult Social Services the new structure is under review to ensure safe and adequate cover.

A target average use of agency workers for HASS (by reference to the HR quarterly report figures) of **16%** is therefore proposed.

PUBLIC HEALTH

Agency worker % of overall workforce as at June 30 2015 – **2.1%**

Overall target **3%**

Current agency worker use across these services falls into the following categories:

- Cover for posts to which it has proved difficult to recruit.
- Cover for long term staff absence

Actions in place or agreed to ameliorate the impact of circumstances driving this use of agency workers are:

- Follow the good practice guidelines for planning for recruitment
- Wherever possible reallocate work pending recruitment/restructure
- Seek to “grow our own” for hard to recruit to posts through learning and development
- Consider market supplements for hard to recruit posts

Residual agency use requirement:

Public Health is a small department. The 2.1% figure for agency workers use as at June 2015 refers to just one agency assignment at that time. The highest number of agency workers at any one time in the 4 quarters to 30 June 2015 was 5 assignments which represented 8.6% of the workforce.

While the actions being taken should minimize the use of agency workers, the factors identified above will continue to drive a requirement to make use of agency workers.

The target average use of agency workers (by reference to the HR quarterly report figures) is **3%**.

Breakdown of Overall target

Department	Total workforce (from 30.6.15 quarterly report)	Target %	Number of assignments
Chief Executive's	426	2.5	10.65
Children's Services	1093	9.5	103.83
E&R	1375	12	165
Finance and Resources	832	10	83.2
HASS	1763	16	282.08
Public Health	47	3	1.41
Totals	5536		Long term annual average target 10% Medium term annual average target = 11.7%

Appendix 3 - Agency worker roles

	CEx Dept.	Children's Services	E&R	Finance & Resources	HASS	Totals
Admin and Clerical	2	42	11	8	52	115
Education	1	8				9
Financial		3		4	3	10
Human Resources	3				10	13
IT		1	1	16	1	19
Legal	3	4	1		3	11
Marketing	3					3
Social and Healthcare qualified		34			59	93
Social and Healthcare unqualified		6		1	117	124
Trade and operatives		2				2
Engineering and Surveying			7	2	51	60
Planners			9			9
Manual labour			183	45	16	244
Trades and operatives			18		31	49
Housing Benefits and Planning				18	43	61
Interim Executive				20	2	22
Procurement				1		1
Facilities and Environmental Services					7	7
Management					1	1
Totals	12	100	230	115	396	853