



People, Performance and Development Committee  
17 February 2017

## Short Term Resourcing Needs Policy

### Purpose of the report:

The purpose of this report is to update the People, Performance and Development Committee on a recent report submitted to the Council Overview Board, current progress on agency worker usage monitoring and to present a draft policy on short term resourcing needs for review and approval by the Committee.

### Recommendations

It is recommended that the People, Performance and Development Committee:

- i. notes the update on agency staffing given to the Council Overview Board (COB) and notes COB's feedback;
- ii. notes work in progress regarding the monitoring of agency worker usage; and
- iii. reviews and approves the draft policy on short term resourcing needs prior to its publication and cascade to all managers.

### Introduction

This report provides the committee with the following:

- an overview on the recent agency staffing update report (December 2016) presented to the Council Overview Board;
- feedback received from the board and subsequent actions;
- an update on the current work in progress regarding agency worker usage; and
- the draft policy on short term resourcing needs for review and approval.

### Agency staffing update report

1. Key data relating to temporary staff (including agency workers engaged via the Adecco contract and agency workers and contractors directly engaged by services) was shared with the Council Overview Board (COB) on 14 December 2016.
2. The following key issues, figures and activities were noted by officers:
  - the Council's overall projected spend on temporary staff for 2016-17 is on target to be £1.4 million less than the equivalent spend in 2015-16;

- the proportion spent on temporary staff in relation to the overall staffing spend will potentially increase from 4.9% in 2015-16 to 5% in 2016-17. This is based on actual spend from the first two quarters of 2016-17;
- the proportion spent on temporary staff across all directorates was broadly proportionate with the council as a whole with the exception of business services which accounted for 33.9% of the overall staffing spend was on temporary staff; and
- within Business Services, £0.59 million has been spent in IMT on temporary workers over the first two quarters of 2016-17 (currently stands at 26 workers) accounting for 85% of non-permanent staff spend.

#### **Feedback from Council Overview Board**

3. Following consideration of this report COB requested a breakdown of direct spend on temporary posts to understand the type of positions filled in this way. COB further requested that officers report to the Board on a six-monthly basis to review data on agency staff usage.
4. Council Overview Board also recommended that the high percentage of agency staff in IT & Digital should be investigated by a Task Group with findings to be reported at the Board's meeting in February. The Board agreed that the membership of the Task Group should be as follows: Eber Kington, Colin Kemp, Denise Saliagopoulos and Hazel Watson. The draft Terms of Reference for the Task Group can be found at Annex 1.

#### **Service workforce plans and agency worker scrutiny – what we are doing to improve monitoring**

5. The reporting capabilities now available with Adecco will provide data on agency spend and tenure to help services with workforce planning and monitoring usage.
6. As of November 2016, HR is reviewing all temporary worker spend and tenure which will include agency workers via the Adecco contract, directly engaged workers and consultants on a quarterly basis.
7. As part of work to improve workforce planning, HR will be working with service leads to ensure that agency workers are being used appropriately. Alongside this HR will circulate to Heads of Services on a quarterly basis reports of temporary worker spend and tenure highlighting any excessive spend and tenure above six months for their review and action.
8. Target usage will be developed with workforce leads based on the data analysis to individual services that will take into account flexibility, recruitment challenges, peaks in demand, unexpected turnover and current development work. HR will work with services to support these plans with the aim of minimising the use of agency workers and tenure of individuals.

#### **Policy and guidance**

9. The draft policy was submitted to COB in December 2016 for review and comment. Further feedback was then sought from service representatives via the Continuous Improvement and Productivity Network HR (CIPN HR).
10. The draft policy and guidance document has been written (see Annex 2) to support managers to determine the most appropriate and cost effective means to

meet a short term need. The document details the options a manager must consider prior to the use of agency workers.

11. Information on the different options is available on snet and the policy will link to these sources.
12. The policy details the implications and risks involved when using regular additional hours (overtime) for permanent staff. These hours could be deemed contractual which would increase the costs of annual leave. Examples of controls that should be put in place to mitigate any risk are included.
13. The document will be available to managers as part of the recruitment snet pages and will be cascaded via leadership meetings and will be taken into account when considering workforce planning considerations.

#### **Conclusions**

14. The committee are requested to note the recommendations and to approve the policy as presented in the paper.

#### **Financial and value for money implications**

15. No costs associated.

#### **Equalities and Diversity Implications**

16. There are no equality and diversity implications resulting in the publishing of this policy.

#### **Risk Management Implications**

17. The policy has been created to aid managers to identify any risks involved when addressing short term resourcing needs and how to control and mitigate those risks; in particular the need for a stable workforce and minimising the resource costs of temporary workers.

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#### **Annexes:**

Annex 1 – COB Task and Finish Group Scoping Document

Annex 2 – Draft Short Term Resourcing Policy

**Background papers:** None

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