

# HR Committee

19<sup>th</sup> October 2017



**Report of:** Interim Service Director Human Resources

**Title:** Contingent Workforce Report - update

**Ward:** N/A

**Officer Presenting Report:** Jacquie McGeachie (Interim Service Director Human Resources)

**Contact Telephone Number:** 07557 202819

## **Recommendation**

That the Committee notes the report.

## **Summary**

This report responds to the Committee's request for an update and further information on the Council's use of agency staff and interim managers and consultants.

## **The significant issues in the report are:**

- Spend on agency staff and the number of agency staff employed continues to reduce.
- Although total spend on interim managers and or consultants has fallen in recent years, it is recognised that improved management and controls need to be put in place.



## Policy

1. The Council currently has a contract with Guidant in respect of the supply of agency staff.

## Consultation

2. **Internal**  
Not required because this report is for information only.
3. **External**  
Not required because this report is for information only.

## Context

4. During 2016/17 the Council spent £10.26m on agency staff via Guidant. Forecasted spend for 2017/18 is £4.61m, which will yield a 55% reduction in spend. Current spend to date for 2017/18 is £2.39m, compared to same time last year spend was £4.59m. Recent monthly, total year to date and forecasted spend by directorate is as follows:

Directorate	June 2017	July 2017	August 2017	2017/18 YTD	2017/18 Forecast
Neighbourhoods	£117,424	£133,168	£88,159	£573,355	£1,300,329
People	£90,929	£193,367	£109,992	£541,004	£596,915
Resources	£265,300	£265,561	£206,408	£1,277,307	£2,717,690
<b>Grand Total</b>	<b>£473,653</b>	<b>£592,096</b>	<b>£404,559</b>	<b>£2,391,666</b>	<b>£4,614,934</b>

5. Numbers of agency staff (full-time equivalents) over recent months by directorate were as follows:

Directorate	June 2017	July 2017	August 2017
Neighbourhoods	34.3	28.1	22.7
People	27.9	30.4	30.8
Resources	31.7	30.3	32.0
<b>Grand Total</b>	<b>93.9</b>	<b>88.8</b>	<b>85.5</b>

6. The main reason given for the use of agency staff during the period was to cover vacancies. The Resources directorate also cited project work as a major reason for using agency staff.
7. Tenure for the last 4 quarters was as follows:

Tenure	2016/17 Q2	2016/17 Q3	2016/17 Q4	2017/18 Q1
<b>0-13 weeks</b>	157	100	88	134
<b>14-52 weeks</b>	128	92	64	35
<b>53-104 weeks</b>	30	33	24	19
<b>104+ weeks</b>	26	22	16	6

8. At its meeting of 3<sup>rd</sup> August 2017 the Committee asked for information on the number of agency staff engaged for greater than 12 months. As at 31<sup>st</sup> August 2017 we had 25 workers engaged for greater than 12 months, this has reduced from a total of 128 workers on 31<sup>st</sup> January 2017.

Directorate	Headcount as at August 2017
<b>Neighbourhoods</b>	<b>12</b>
Planning	3
Transport	3
Citizen Services	5
Housing Services	1
<b>People</b>	<b>3</b>
Care & Support – Children & Families	3
<b>Resources</b>	<b>10</b>
Energy	1
Finance	2
Legal Services	4
Resources Transformation	2
Economy	1
<b>Grand Total</b>	<b>25</b>

The following actions have been taken to manage agency spend.

- A review of all workers with a placement start date of greater than 52 weeks and looking at more cost effective approaches to filling the role on a long term basis.
  - Removing all off contract agency workers that have higher cost (completed by Dec 16).
  - Using contingent workforce appropriately and using fixed term approach for roles over a 6 month period.
9. Finally, members have also requested an update and further information on the Council's use of interim managers and consultants. During 2016/17 the Council spent £7.76m commissioning interim managers and consultants via Guidant, Penna, Gatenby Sanderson, Hays and Limited Companies. Forecasted spend for 2017/18 is £5.26m, which will yield a 32% reduction in spend. Current spend to date for 2017/18 is £1.99m, compared to same time last year spend was £3.24m. Recent monthly, total year to date and forecasted spend is as follows:

June 2017	July 2017	August 2017	2017/18 YTD	2017/18 Forecast
£691,638	£467,275	£588,033	£1,985,352	£5,261,607

10. Numbers of interim managers and consultants (headcount) currently engaged by directorate are as follows:

Directorate	Headcount as at August 2017
Neighbourhoods	2
People	10
Resources	22
<b>Grand Total</b>	<b>34</b>

11. The use of consultants and interims is an area of significant discretionary spend. Although total spend on interim managers and consultants has fallen in recent years, more effective management and control is required to reduce the length of placements. Interims and consultants do provide great benefit to the Council through bringing access to skills and capabilities very quickly. Often, they are only required for a short term period.
12. HR is currently leading a targeted review of contingent workforce with service managers and subject matter experts based on insights from data to develop a long term strategy for the workforce. We are combining data collections exercises with suppliers and a review of locally held data from managers to assess progress against the following recommendations.
  - The proposed restructure will lead to reduce spend on interims and consultants
  - Bristol City Council will be joining a fully procured framework for the provision of executive interims in October 2017. This will reduce costs and give better oversight and scrutiny of interims across the organisation.
  - Integrate directorate's decisions to use consultants within their wider workforce plans
  - Know how the interim/consultants' work is contributing to departmental objectives
  - Evaluate performance during projects and assess what benefits have been delivered
  - If applicable, monitor progress of permanent recruitment to the role

### **Proposal**

13. That the Committee notes this report

### **Other Options Considered**

14. None.

### **Risk Assessment**

15. Not required because this report is for information only.

### **Public Sector Equality Duties**

- 16a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following "protected characteristics": age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
  - i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
  - ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular,

to the need to --

- remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
  - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
  - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
- tackle prejudice; and
  - promote understanding.

16b) Not required because this report is for information only.

### **Legal and Resource Implications**

#### **Legal**

Not required because this report is for information only.

#### **Financial**

##### **(a) Revenue**

##### **(b) Capital**

Not required because this report is for information only.

#### **Land**

Not applicable.

#### **Personnel**

Not required because this report is for information only.

### **Appendices:**

None.

### **LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

#### **Background Papers:**

Bristol Grades and employer costs 2017/18