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| Report Title: Temporary Staffing & Absence Management Updates | |
| Report of: Head of Personnel | |
| Wards(s) affected: [All / Some (Specify)] | Report for: Non-Key Decision |
| 1. Purpose 1.1 This report supplements the items on Delivering the HR Strategy and Workforce Statistics. It updates Members of the Committee about recent changes to the procurement of temporary staff, and absence management. | |
| 2. Recommendations 2.1 Members are asked to note the report. | |
| Report Authorised by:  | |
| Contact Officer: Stuart Young, Head of Personnel, 020 8489 3174 | |
| 3. Executive Summary 3.1 General Purposes Committee at its meeting in June 2006, considered the reports attached on the agenda about the HR strategy and workforce statistics. 3.2 This report supplements the themes of those papers by focussing on progress against improving arrangements for managing sickness absence and the use of temporary staff from agency suppliers. | |
| 4. Reasons for any change in policy or for new policy development (if applicable) 4.1 none | |
| 5. Local Government (Access to Information) Act 1985 5.1 none | |

6. Background

- 6.1 Procurement Committee at its meeting in April 2005 approved the procurement process for the letting of an LCSG contract for the supply of staffing resources to Haringey (and other London public sector organisations). This decision followed comprehensive scrutiny of the model of delivery by CEMB, a Member working group, the Executive, General Purposes Committee and the Overview & Scrutiny Committee
- 6.2 The contract was awarded to Hays Managed Services in April 2006. Post award contract negotiations delayed the go live until 22nd May 2006.
- 6.3 The development and implementation of the service is governed by a project board led by the Head of Personnel. The Council's programme management arrangements monitor the project via the Procurement Board, VFM Stream and Programme Board. Regular updates are provided to the Executive Member for OD & performance. The autumn committee cycle has requested an update of progress (Executive, General Purposes, O&S Committee).
- 6.4 The Council's overall sickness absence rate at the end of 2005-2006 stood at 10.4 days per person. This compares with an overall absence average across London of 10.7 days (source Association of London Government).
- 6.5 Personnel is working to improve absence and attendance management across the Council through a combination of targeting action of long-term sick staff; improving absence monitoring; promoting ongoing health and well being through health training, health fairs and health checks for staff.

7. Temporary Staff

- 7.1 The Haringey Temporary Staffing Resource Centre has been operational since 22nd May 2006. It is too early in the operation of the service to fully judge its success. Early indications are that the service is delivering both commercial and operational benefits to the Council, whilst encountering implementation challenges typical for a change of this significance.
- 7.2 The new arrangements require that hiring managers place an order for temporary staff to the Resource centre by phone, fax or using the system provided via Harinet. The Resource Centre places the order using a supply chain of contracts with suppliers negotiated at preferential rates. The hiring manager is provided with details of the candidates and makes a selection.
- 7.3 The arrangements are on track to deliver a cashable saving of £600K this year and £800K in a full year. The saving is achieved by retaining the average profit margin in quotes and charges to hiring managers whilst paying the agency suppliers less by way of profit margin.
- 7.4 The Council adopted policies in respect of agency and consultant use at General Purposes Committee. These require that we monitor the use of temporary staff and limit duration. A simple business case approach has been adopted so that Directors are kept aware of long term temps. So far 93% of temps at or beyond 1 year's engagement have an end date identified.
- 7.5 Implementation challenges encountered to date include: delays to system functionality; delays to contract negotiations with the supply chain; change management from within the Council and amongst agency suppliers. The challenges were predominantly envisaged and responses to date have addressed the majority of local issues. The

Council's Management Board continues to monitor the progress of the initiative using Programme Board arrangements

- 7.6 The Resource Centre produces a suite of data including numbers, duration, costs, reasons for hire, and biographic data. The reporting period from 22nd May makes this data set small. It is suggested that Members receive these comprehensive reports once the service has operated for at least six months. As a taster an analysis of data collected so far is attached at Appendix 1.

8. Absence Management

- 8.1 The Council aspires to an absence rate of 8 days average per worker per year. Our average for 2005/6 was 10.4 days so much work is still required in this area.
- 8.2 During the last year several initiatives commenced with a view to achieving the challenge.
- 8.3 Long term absence was targeted for attention. A specialist HR team was formed to work with managers and occupational health to address long term cases. A list of the longest absentees was prepared and during the year 33% were removed by either a successful return to work, job change, or exit from employment.
- 8.4 Short term absence is currently targeted for attention. Managers have been given list of those staff who have high frequencies of short terms absence. It is planned to achieve a similar reduction in the list during this year.
- 8.5 Proactive health initiatives were run and continue to assist with promoting a healthy workforce. These include: a staff health fair that attracted 400+ attendees, health check MOT's whereby staff have blood pressure cholesterol, etc checked, vaccinations for staff where necessary.
- 8.6 Absence data is used to target management attention. Improvements have been made to the data collected. Managers are able to identify and track the progress of absence casework.

9. Summary and Conclusions

- 9.1 The reports on the O&S Committee agenda about the HR Strategy and Workforce Statistics provide details about a range of initiatives designed to retain a healthy and productive staffing resource. This report updates on the particular issues of temporary staff and absence management.

10. Recommendations

- 10.1 Members are asked to note the report

11. Legal and Financial Comments

- 11.1 There are no particular legal or financial implications arising from this report.

12. Equalities Implications

- 12.1 The application of Council recruitment and employment procedures is supported by the initiatives in this report.

13. Use of Appendices / Tables / Photographs

- 13.1 App 1 - Temporary staffing analysis

Key Performance Indicators Haringey Temp Resource Centre

Job Offers to Haringey Acceptances:

- 318 jobs filled
- 321 temps accepted jobs
- 10 temps declined jobs
- 331 1st offers have been accepted
- On 4 occasions the a 2nd offer was accepted
- On 1 occasion a 3rd offer was accepted.

Submissions from Agency Suppliers to Job Placements in Haringey:

- 1287 total submissions made from agencies
- 318 jobs filled
- 639 total submissions approved
- 28 total first interviews

Average Submissions from Agencies Per Job

- 4.05 is the average number of submissions per job
- 2.01 is the average number of submissions approved per job
- 0.09 is the average number of submissions requiring a first interview

Job Source

- 14% jobs are submitted by email
- 40% of jobs are submitted by the website
- 46% of jobs are submitted by phone

Jobs by Silo

- 54% of jobs are in the care silo
- 38% are in the general silo
- 8% are in the professional and technical silo.

Care Silo – 1st and 2nd Tier Fill Percentages:

- 1st Tier = 32%
- 2nd Tier = 68%

General Silo – 1st and 2nd Tier Fill Percentages:

- 1st Tier 27%
- 2nd Tier 77%

Prof/Tech Silo – 1st and 2nd Tier Fill Percentages:

- 1st Tier = 17%
- 2nd Tier = 83%

Reasons for hire

| | |
|----------------|-----|
| Holiday cover | 8% |
| Perm Recruit | 1% |
| Sickness | 13% |
| Volume of work | 78% |

Length of Service

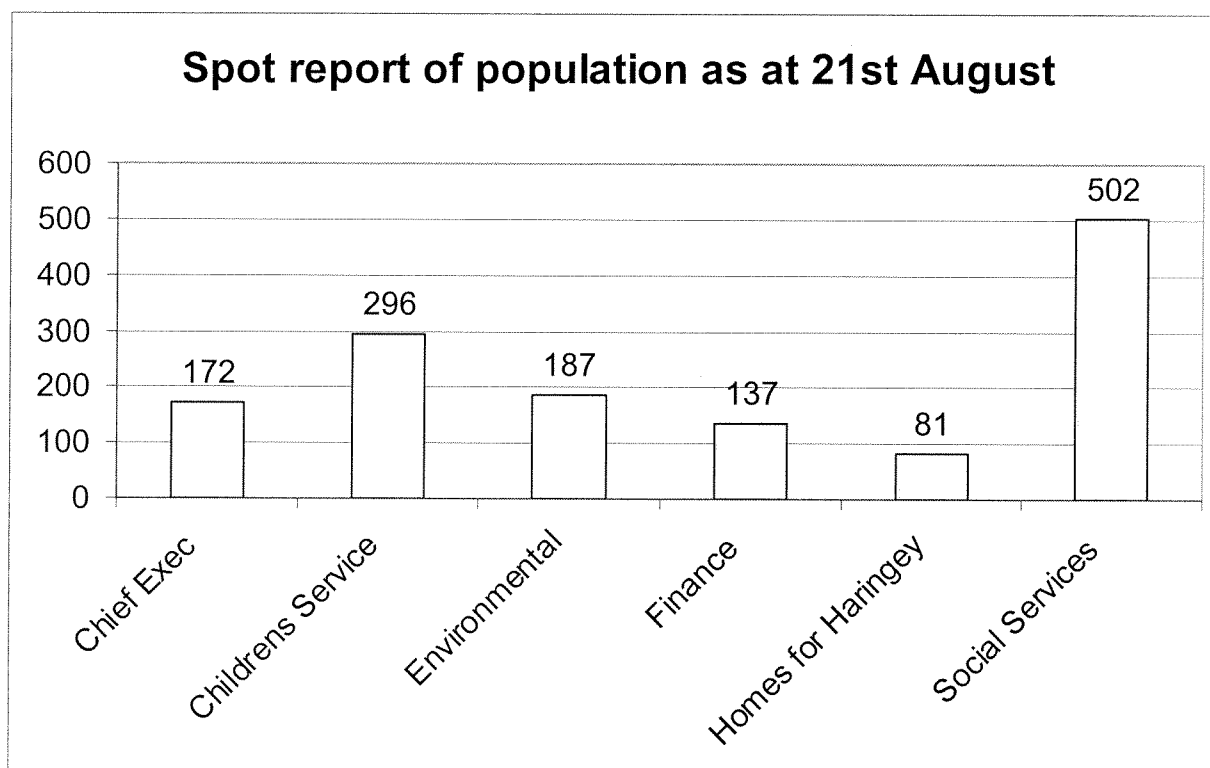
| | |
|------------|-----|
| 1-3 months | 36% |
| 3-6 months | 34% |
| 6+ months | 30% |

Ethnicity

| | |
|-------|-----|
| BME | 83% |
| White | 17% |

Gender

| | |
|--------|-----|
| Female | 67% |
| Male | 33% |

**Long Term Temps – progress against policy**

| | Long term temps within Council: | Long term temps left to date | % with new end date confirmed by Director | No to end before 30.09.06 | No to end between 30.09.06 – 31.12.06 | No to end after Dec 31.12.06 |
|--------------------|---------------------------------|------------------------------|---|---------------------------|---------------------------------------|------------------------------|
| TOTALS | 300 | 48 | 93% | 130 | 121 | 1 |
| ACCESS | 45 | 1 | 85% | 9 | 35 | 0 |
| CHILDRENS | 44 | 2 | 100% | 41 | 0 | 1 |
| S/SERVICES | 70 | 14 | 100% | 33 | 23 | 0 |
| HOMES for HARINGEY | 34 | 6 | 100% | 1 | 27 | 0 |
| STRATEGY | 3 | 3 | N/A | N/A | N/A | N/A |
| LEGAL | 8 | 2 | 100% | 4 | 2 | 0 |
| FINANCE | 52 | 14 | 97% | 8 | 30 | 0 |
| ENVIRON-MENT | 44 | 6 | 70% | 34 | 4 | 0 |
| TOTALS | 300 | 48 | 93% | 130 | 121 | 1 |