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EXECUTIVE SUMMARY

This report looks at the numbers of staff employed through agencies, the ways in which they are used throughout the Council, and the budget implications.

Analysing trends in use of agency staff is difficult as the information available is not uniform or consistent. The protocol for use of agency staff is not used and out of date. Departments vary in their use of staff employed through agencies, and there is no common or corporate definition for 'agency staff'. 46 agencies were used between April and September 2000, many supplying specialists such as legal and IT staff.

Determining the amount of money spent on agency staff is also difficult. Financial Services Department figures show a total expenditure of £6 million in 1999-2000 but this could be misleading due to inconsistent use of designated budget codes.

Examples of good practice in Merton include examining other ways of meeting a need before employing agency staff; obtaining quotations from different agencies; personnel monitoring; negotiating rates of pay with the agency and debriefing staff at the end of their contract. Decisions on the use of agency staff do, however, appear to be unco-ordinated with little sharing of resources across departments.

The report suggests that improving the attendance and retention of permanent staff would reduce the need for agency staff. Other human resource initiatives should have the aim of reducing reliance on agency staff.

The 16 recommendations, covering the improvement of recruitment and retention policies as well as procedures for employing agency staff, are, in brief:

- Target rates for exit interviews
- Implementing the 'Promoting Attendance Strategy'
- Speedier recruitment processes
- In-house pools of temporary administrative and secretarial staff
- Greater use of 'New Deal' schemes
- Use of people who have left Council employment for short-term placements
- Pool of people with disabilities for work experience & to cover vacancies
- Consider an open evening & advertising vacancies on the Council website
- Tender arrangements for approved list of agencies
- Review protocols for use of agency staff
- Monitor the quality of service and staff provided by agencies
- Agencies to pre-screen CVs and provide management information
- Departments to share information on agency staff
- Set budget or reduction target for each department
- Provision of quarterly reports to ensure regular monitoring

The report to Scrutiny Commission also recommended that a policy document and action plan be developed, and that the Panel's work continues with a wider remit.

MEMBERS OF THE POLICY REVIEW SCRUTINY PANEL ON AGENCY STAFF

Councillor Linda Kirby	Chair
Councillor Allan Jones	Vice Chair
Councillor Charles Lucas	
Councillor John Cole	
Councillor Joe Abrams	
Councillor John Nelson-Jones	

OFFICER SUPPORT

Rosemary Doyle	Scrutiny Manager
Grant Miles	Head of Corporate and Strategic Finance
Rosemary Shand	Senior Human Resource Officer
Gaynor Cooper	Scrutiny Officer

This is the third policy review scrutiny report of the Scrutiny Commission in the year May 2000 to April 2001. This report was presented to the Scrutiny Commission on 30 January 2001. The recommendations were agreed by the Executive Committee on 21 February 2001.

IF YOU REQUIRE FURTHER INFORMATION ABOUT THE SCRUTINY PROCESS OR WISH TO DISCUSS ANY ASPECT OF THIS REPORT, PLEASE CONTACT:

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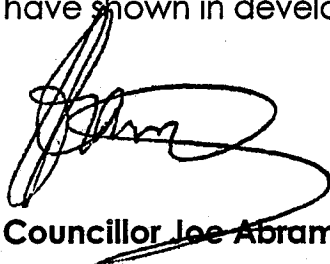
CHAIR'S FORWARD

Scrutiny was introduced in Merton in June 2000, as part of the Government's modernising local government agenda. It operates through a Scrutiny Commission which is supported by a number of standing and ad-hoc scrutiny panels. Part of the role of scrutiny is to undertake reviews of particular areas of the Council's work. More information on the scrutiny process is available from the Scrutiny Team, contact details on page 3.

The Standing Scrutiny Panel for Finance and Corporate Support was asked to form a Policy Review Panel on the use of agency staff. It started its work in September 2000, and the recommendations were accepted by the Executive Committee in February 2001.

We spend a huge amount on agency staff. Through this review, we have understood more about how and why we need to do this – and in many instances we will need to continue to do so. But the way in which we do this can be improved, and I am confident that our Action Plan when implemented will bring service, employee and financial benefits to the Council.

The Panel was supported by officers and others from organisations external to the Council, in attending meetings to answer questions, providing evidence and sharing experiences with us. I would like to offer my thanks to these individuals and Panel members for the hard work and commitment they have shown in developing this area of work.



Councillor Joe Abrams
Chair, Scrutiny Commission

1. INTRODUCTION

The Scrutiny Commission agreed at its meeting of 5 September 2000 to set up a Policy Review Scrutiny Panel to consider how Agency staff are used within Merton and implications for the Council's budget. The Terms of Reference are shown at Appendix 1.

There is no corporate definition for 'agency staff' as opposed to consultants or contract staff. For the purposes of this review the term 'agency staff' is used to refer to staff, mostly on NJC (national joint conditions) grades, who are employed to cover short term vacancies, project work or peaks in workloads via recruitment agencies.

Agency staff have historically been employed in Merton to cover gaps in staffing levels:

- whilst permanent staff are recruited
- during vacancy freeze or where there are difficulties in recruiting permanent staff
- to cover sickness or other absence of permanent staff
- to obtain specialist skills
- to cover seasonal peaks in demand

There are no set budgets for agency staff, most departments contain any expenditure on agency staff within their existing salaries budgets with the exception of Social Services and DSOs (direct service organisations) within Environmental Services.

The Panel met 5 times from September 2000 – January 2001. Officers from Corporate Human Resources, Financial Services and the Scrutiny Team attended meetings to advise the Panel. Directors and other Senior officers were invited to give evidence on the use of agency staff in their departments; Staff Side attended a meeting of the panel to comment on the draft report. The Panel also considered information on the use of agency staff in other London boroughs.

The Panel was set up because concern had been expressed at the number of agency staff employed and the consequences of this on Council budgets. No Council wide analysis of agency staff has been done recently, but analysis early in 1998 showed higher use by some departments. A comparison of costs of agency staff and directly employed staff showed that for lower graded clerical/manual jobs the hourly rate of agency staff (including agency commission) was less than the hourly rate of directly employed staff (including on-costs). However, for more senior posts or those requiring specialist skills the hourly rate for agency staff was higher. There has been no co-ordinated examination of the number and range of agencies used and whether these agencies follow human resource/equalities practices which meet the Council's aims and objectives. The Best Value programme stresses the contribution of a committed workforce to delivering quality services – agency staff may not receive the same induction and on-going training and development as directly employed staff. They are generally disadvantaged through worse conditions



of service than directly employed staff and are unlikely to develop motivation and commitment to the Council's vision and objectives.

2. CURRENT POSITION

The Panel would have liked to start their review with an examination of trends in the use of agency staff over the past few years. However, although Departmental Personnel Managers are required to collect data on agency staff on a quarterly basis, this data is not kept in uniform format or reviewed by all departmental management teams or Corporate Human Resources on a regular basis and, therefore, it was not possible to consider how agency staff have been used historically.

A summary of expenditure on agency staff for from 1996/1997 to September 2000 was provided by the Financial Services department. This indicated expenditure of nearly £6m across the Council in 1999/2000 but, for one department at least, these figures also included staff not within the remit of this panel's work, ie. supply teachers and School Effectiveness advisors in the Education, Leisure and Libraries department (Appendix 2). Managers in the Education, Leisure and Libraries department believe that, if only agency staff as defined for the purposes of this review are included, the department's total expenditure for April – September 2000 is £112,000 rather than £154,000. This has highlighted the need for budget codes to be organised to ensure that expenditure on agency staff can be properly monitored.

The financial data for the first six months of 2000/01 indicates that expenditure on agency staff has been reduced.

Although there is a protocol agreed for employing agency staff (see Appendix 3) this is not detailed, is not used consistently and is now out of date as it does not reflect the Council's new political structures.

2.1. Information from departments

Due to the lack of historic data departments were asked to provide details of the number and nature of agency staff appointed between April – September 2000 (see Appendix 4), together with the main reasons for employing agency staff and the % of salaries budget used. Analysis of these returns showed that a total of 46 agencies were used across all departments. Departments' own financial figures taken from their lists of agency staff employed from April to September 2000 are also shown at Appendix 5.

At present, the main reasons for employing agency staff highlighted by departments are:

Chief Executive's (Legal Services) – Merton's salary/terms/conditions are insufficient to attract permanent specialist lawyers; maternity leave cover; cover for secondments.

Chief Executive's (IT Services) – salary levels not attractive; to obtain specialist skills; specific projects such as Y2K project. In the IT field there are more jobs than people with relevant skills so many people gain employment through agencies as rates of pay are very good.

Education, Leisure and Libraries – to cover vacancies due to inability to recruit to advertised posts; seasonal (summer) staff for Leisure Services projects. Due to the range of Arts, Sports and Play programmes during summer months agency staff have traditionally been recruited which has always proved cost-effective.

Environmental Services - cover for vacancies pending appointment or due to a failure to recruit; special projects; cover for maternity leave; cover for daily absences due to sickness for manual staff. The two main areas using agency staff are Merton Refuse and Cleansing Services (MRCS) and Traffic – a pool of agency staff are used on daily basis to cover refuse collection and ambulance drivers.

Financial Services - failure to attract suitably qualified staff; temporary staff to cover short-term peaks in workload. The two main areas where agency staff are used are for Housing Benefit Assessors and qualified accountants.

Housing and Social Services - to maintain front line/statutory services; cover for posts held as redeployment opportunities. Social Services have particular need to ensure essential care is provided and statutory duties fulfilled. Greatest use is for cleaners, cooks and care staff.

Departments indicated that the following percentages of their salaries budgets were used for Agency staff:

Department	% of salaries budgets spent on agency staff
Chief Executive's (IT Services)	12
Chief Executive's (Legal Services)	8
Education, Leisure and Libraries	1.13
Environmental Services	
Office staff	4.6
Transport	3.2
Financial Services	2.5 (4% over past 4 years)
Housing	3
Social Services	5

Some departments demonstrated that they had reduced the number of agency staff used in recent years, largely through more rigorous application of the Council's sickness procedures and by questioning the need to employ agency staff as a first, rather than last, resort.

However, decisions on the recruitment of agency staff were often left to section managers with no apparent co-ordination or sharing of agency staff resources across departments. Nevertheless, a number of areas of good practice were identified

together with suggestions for improving Council's use of agency staff – these will be discussed in Sections 3 and 4.

2.2. Information from London boroughs

The Greater London Employers' Association and a sample of 7 London boroughs were contacted to see how other authorities manage the use of agency staff in their boroughs. The results of this exercise are shown at Appendix 6.

Three boroughs have no formal policies on use of agency staff but four operate a system of tendering for preferred agency status and managers must contact these agencies in the first instance.

The contracts agreed often require the agency to provide regular management information reports to the boroughs. Southwark ran its own agency for 7-8 years – but this no longer exists and Southwark now use an 'approved agency' system.

3. GOOD PRACTICE IN MERTON

Directors were invited to address the Panel on their experience of using agency staff in their department. Some examples of good practice already in place in one or more departments which may benefit the Council as a whole are:

- Examining need before employing agency staff – can work be postponed; done in overtime; delay other work to release staff time?
- Approaching at least 3 agencies for quotes to ensure the cheapest rates – whilst still obtaining the required skills/competences.
- Personnel team monitors use of agency staff and reviews after employee has been in post for three months to ensure still an essential requirement.
- Departmental managers/personnel team co-ordinate employment of agency staff so that good people can be retained as vacancies arise rather than have a succession of different people who will require some induction and training.
- Reports on agency staff use are reviewed by departmental management teams on a regular basis.
- Negotiate waiver of introduction fees with Agency if staff are appointed to permanent posts.
- Ensure any hours worked beyond 35 hours are at standard rate, not overtime rates.

- If there is a need to review and extend contract for agency staff negotiate this with the agency in plenty of time. If hourly rates are increased, try to get agency to absorb the difference.
- If agency staff were good, debrief them at the end of their contract – they may have experience of other organisations and can relate good practice.

4. SUGGESTIONS FOR IMPROVING USE OF AGENCY STAFF

Directors were also invited to suggest procedures which they felt could lead to more effective use of agency staff and better value for money. The main points raised were:

- Adopt a tendering process/block contract approach for retaining agencies.
- Co-ordinate use of agency staff between departments as well as within departments.
- Create in-house 'pools' of admin and secretarial staff.
- Improved sickness absence policy which can be applied to help reduce the reliance on agency staff.
- Reward/flexibility payments for attendance to help reduce sickness levels.
- More appropriate use of short-term contracts.
- Employ trainees/apprentices and provide training to create a pool of potential staff for future vacancies.
- Speedier recruitment processes as long as in line with equal opportunities practices.
- Give Head of Service flexibility to match market rates for posts requiring specialist skills.

5. ALTERNATIVES TO USING AGENCY STAFF

The Panel were particularly interested in the use of work experience placements, trainees and the 'New Deal' scheme as an alternative to using agency staff. They requested information from departments on their experiences of employing 'New Dealers'.

In general, managers felt that experience of the scheme had been mixed and that success relies on identifying committed officers prepared to take on and support a 'New Dealer' and put in the effort required to make it work.

Education, Leisure and Libraries were keen to take on New Dealers and had had four 'New Dealers' – one had worked well and had successfully applied for a permanent post in the department, one had high sickness levels, another had shown poor attendance and aptitude for the work and had left voluntarily, whilst the last gained permanent employment elsewhere within a few days. Environmental Services had also had two 'New Dealers' – one left after a week because she gained a permanent position elsewhere, the other stayed six months but their contract was not renewed at the end of this time.

Financial Services department were more positive about the benefits of the scheme having had six 'New Dealers', at least one of whom obtained a permanent post. However, they reported that there were some initial difficulties associated with introducing the scheme and the learning curve for personnel staff and managers. Nevertheless, a number of officers are particularly keen on the scheme and see it as a positive experience.

The Panel also felt that wider recruitment of people with disabilities, either for work experience or to permanent posts should be encouraged through the Access to Work Scheme (further consideration of this issue could be explored by the proposed Policy Review Scrutiny Panel on the Implementation of the Disability Discrimination Act). Staff Side suggested that recruitment to the vacant post of Disability Policy Officer would assist these aims.

6. REDUCING THE NEED FOR AGENCY STAFF

Whilst considering best practice in the use and recruitment of Agency Staff, the Panel felt that if the attendance and retention of permanent staff could be improved it should reduce the need to use agency staff and improve service provision.

The Panel are aware of other initiatives currently being implemented or due to be introduced during 2001/02. These should also be considered with the aim of reducing a reliance on agency staff e.g.

- **Human Resources Strategy** – this was agreed by the Executive Committee in September 2000 and includes proposals for a Recruitment Contracting Group which will allow better co-ordination of recruitment practices across the Council
- **Promoting Attendance Strategy** – this is being negotiated with Staff Side and is due to be implemented from February 2001 when guidance will be issued to staff and managers
- **Work/Life Balance Project and Staff Attitude Survey** - this initiative is focussed on improving the workplace through flexible working, in order to accommodate the differing needs and responsibilities of staff, within the Council's commitment to deliver its services. A Work-Life Balance focus group was set up to test the staff attitude survey and to discuss issues around work-life balance and how to improve services, attendance and staff moral. A business that is committed to work-life balance recognises the benefits to, not only the employees, but also to the organisation through better recruitment, retention, and motivation of staff, lower levels of stress and sickness absences and therefore a better service.

7. CONCLUSIONS AND RECOMMENDATIONS

From the evidence considered by the Panel it seems that there is no clear picture of the number of agency staff employed each year across the Council and it was not possible to easily identify the costs of these staff.

The Panel recognises that there will always be a need to cover emergency/statutory requirements and that some agency staff will be required to fill vacancies in the short-term. It is therefore essential that the employment of agency staff is managed efficiently and effectively.

The **main findings** of the panel on existing practices are:

- There is insufficient statistical information on number of agency staff employed
- No regular monitoring of use and costs of agency staff is taking place within all departments or corporately
- There is a need for controls on agencies used to check that pay rates are competitive and that good personnel practices are used
- Merton's 'Protocol for use of Agency Staff' is not sufficiently detailed and out of date
- There is no shared corporate definition for 'long-term' sickness
- Existing information that could aid recruitment and retention of staff not fully used e.g. information from exit interviews
- No evidence to support the perception that Merton pays lower than other boroughs/private sector is held by departments
- The effect of vacancy freezes, re-organisations and the need to hold posts vacant for redeployment opportunities should be recognised in contributing to the number of agency staff employed

7.1. Panel recommendations

Having reviewed existing practices and considered the evidence presented to it, both from within Merton and from other London boroughs, the Panel makes the following recommendations not just for managing the process for employing agency staff, but also for improving recruitment and retention policies to reduce the need to use agency staff:

- A target for each department to conduct a high percentage of Exit Interviews in order to find out why people are leaving (*The Scrutiny panel on the Macpherson report also recommended that departments should encourage all leavers to participate in an Exit interview*)
- Implementation of 'Promoting Attendance Strategy' to reduce levels of sickness absence and minimise use of agency staff; also to agree a shared corporate definition of 'long term sickness'
- Speedier recruitment processes to reduce length of appointment of agency staff in line with equal opportunities policies
- Develop in-house pools of admin and secretarial staff to provide ready access to temporary staff who will build up experience of working for Merton
- Encourage greater use of the New Deal scheme for 18 –24 year olds and 50+, with positive encouragement and support for people on the scheme and their managers to meet Council target of 36 placements and increase retention of New Dealers as permanent employees.



- Maintain a list of 'in-house leavers' eg. early retirees and people leaving to care for dependants, who would be willing and available to return to work for short periods to cover emergencies or vacancies. This has been used by other organisations, but it would be necessary to ensure that jobs were offered on a fair and equal basis
- Set up pool arrangement for people with disabilities to give work experience and cover staff vacancies, with the possibility of departments setting targets for employing more people with disabilities (*The proposed Scrutiny Panel on the Implementation of the Disability Discrimination Act should be asked to consider this further*)
- Consider running a corporate Open Evening and advertising vacancies on Council web site for recruitment purposes
- Introduce a reward scheme for good attendance
- Tendering arrangements for an approved list of agencies, including block contracts, should be introduced to reduce overall number of agencies used, especially those for admin and secretarial posts. This would allow economies of scale in negotiating rates of pay, commission and supply of management information.
- Revise 'Protocol for use of Agency Staff' to ensure all managers use agency staff within policy framework
- Agencies should be monitored to gauge the quality of their service and agency staff provided
- Ask agencies to pre-screen CVs and provide management information reports to departments
- Information on agency staff in post should be shared between/within departments to retain good people and benefit from their experience with the Council
- Set a spending limit or a target for reduction on expenditure on agency staff for each department
- Quarterly reports in a standardised corporate format, with clear and precise details of amount spent on agency staff and reasons for use, should be prepared to ensure regular monitoring by departmental management teams, Corporate Management Team and the Executive Committee

The Panel suggest that Scrutiny Commission forward these recommendations to the Executive Committee with a request that, if agreed, a Policy document and an action plan should be developed to allow for the introduction of any new policies and procedures for employing agency staff. Arrangements for the review and monitoring of any new policy after six months and then on a regular basis should be included.

The Panel also suggest that they commence work on the second part of this review in March to consider:

- the feasibility of partnership arrangements with other authorities and/or the Health Authority for 'pool' arrangements for admin and secretarial staff
- use of contract staff across the Council

APPENDICES

POLICY REVIEW PANEL ON AGENCY STAFF BUDGETS

Terms of Reference

To consider the use of agency staff across all council departments, identify trends and make recommendations which will provide value for money in the use of agency staff.

1. To consider current arrangements for recruiting agency staff across Council departments
2. To request information and reports on use of agency staff by all departments to analyse numbers, duration, costs, title and grade of post covered, reason for agency cover, name of agency used.
3. To assess any peaks/troughs of agency staff use across the year and the possible reasons for this eg seasonal variations, links to recruitment freeze etc.
4. To seek examples of good practice within other authorities in use of agency staff or other arrangements for covering temporary vacancies
5. To evaluate potential for partnership arrangements with other local organisations in recruitment of agency/temporary staff
6. To suggest solutions to current problems faced in recruiting/budgeting for agency staff with the aim of reducing the overall agency staff budget
7. To make recommendations to the Scrutiny Commission on the Panel's findings by end December 2000

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Agency Expenditure 1996 - 2000

Summary

	1996	1997	1998	1999	2000
	£	£	£	£	£
Chief Executive's and Grants (incl SRB)	501,171.99	491,602.53	461,381.26	598,115.08	271,093.87
Financial Services	187,663.64	213,453.99	310,205.08	422,310.51	365,095.62
Environmental Services	851,739.97	964,237.99	1,291,102.98	1,828,005.70	363,595.95
Education, Leisure and Libraries	338,537.76	254,967.96	286,731.10	437,188.13	154,429.18
Housing and Social Services	1,409,407.57	1,594,543.73	1,978,342.99	2,655,452.50	796,223.69
DSO Other	220,370.58	213,718.86	176,054.34	1,908.00	
Grand Total	3,508,891.51	3,732,525.06	4,503,817.75	5,939,163.92	1,950,438.31

1.41 Use of Agency Staff

Agency staff should not be used, other than in exceptional circumstances where short term cover is required for a period of less than 8 weeks and where there is no possibility of:

- covering the workload using employees;
- an 'acting up' arrangement by an existing employee;
- recruitment through the Welfare to Work Scheme (see paragraph 1.43).

Exceptions may be jobs of a specialist nature where experience is that the Council cannot recruit to temporary contracts due to the labour market.

In circumstances which fall outside the above parameters, and in which Heads of Service feel that the use of agency staff is appropriate, agreement should be sought from the Service Chair. The Chair of Equalities and Personnel Committee will retain an overview of the corporate level of agency staff.

EDUCATION LEISURE & LIBRARIES

AGENCY STAFF RETURNS

AGENCY STAFF RETURN

This return is from the Education, Leisure and Libraries for the period April to Sept 2000 completed by Ray Blaquiere on 17 October 2000

Section	No. of Agency Staff	Average Hours worked per week	Job Title	Grade	Agency Used	Duration		Hourly Cost	Total Cost	Reason For Cover
						From	To			
SEN	1	35	Secretary/PA for Head of SEN	Sc4	Employment Plus	3.Apr	1 Sep	£10.75	£6,950	Long Term Sickness
Education Psychology Service	1	28	Locum EP	Soulbury	Exclusive Recruitment	1.May	20.Jly	£32.00	£12,600	Vacancy
Education Psychology Service	1	35	Audio Secretary	Sc3	Employment Plus	3.Apr	1 Sep	£10.75	£6,950	Vacancy
Education Psychology Service	1	27.5	Clerical Assistant	Sc2	Employment Plus	5 Jun	9 Jun	£8.25	£240.00	Workload Backlog
Pupil Services	1	35	Admin. Asst	Sc4	Blue Arrow	Jly	8 Sep	£10.75	£4,420	Sickness Absence
Premises	1	35	Contract Monitoring Officer	SO1	Blue Arrow	May	Sept	£14.33	£11,034	Long Term Sickness
Grounds Maintenance	1	37	Groundsperson	Man3	Hays Montrose	22 May	31 May	£6.75	£923	Seasonal
Grounds Maintenance	3	37	Groundsperson	Man3	Hays Montrose	1 Jun	30 Jun	£6.75	£2,994	Seasonal
Grounds Maintenance	3	37	Groundsperson	Man3	Hays Montrose	01 Jly	31 Jly	£6.75	£3,449	Seasonal
Grounds Maintenance	4	37	Groundsperson	Man3	Hays Montrose	1 Aug	31 Aug	£6.75-£10	£4,718	Seasonal
Grounds Maintenance	3	37	Groundsperson	Man3	Hays Montrose	1 Sep	30 Sep	£6.75-£10	£2,033	Seasonal
Personnel	1	31.5	Personnel Asst.	Sc5	Blue Arrow	1 Apr	30 Sep	£11.43	£8,294	Vacancy

Section	No. of Agency Staff	Average Hours worked per week	Job Title	Grade	Agency Used	Duration	Hourly Cost	Total Cost	Reason For Cover
						From To			
Personnel	1	30	Clerical Asst	Sc3	Employment Plus	30 May 14Jly	10.33	£1,916	Vacancy
Personnel	1	30	Clerical Asst	Sc3	Employment Plus	3 Jly 30 Sep	£10.11	£3,973	Vacancy
Personnel	1	3405	Clerical Asst	Sc3	Employment Plus	21Aug 25 Aug	£9.93	£313	Vacancy
Personnel	1	20	Clerical Asst	Sc3	Select Recruitment	29Aug 3 Sep	£10.27	£205	Vacancy
Personnel	1	30	Clerical Asst	Sc3	Select Recruitment	4 Sep 30 Sep	£10.27	£912	Vacancy
Total Cost									£71,924

* please insert appropriate text

ENVIRONMENTAL SERVICES

AGENCY STAFF RETURNS

AGENCY STAFF RETURN

This return is from the Environmental Services Department for period April – September 2000 completed by John Elkington on 5th October 2000

Section	No. of Agency Staff	Average Hours worked per week	Job Title	Grade	Agency Used	Duration		Hourly Cost	Total Cost	Reason For Cover
						From	To			
MRCS		40	Admin Assistant		Employment Plus	2.2.99	-	£12	12,480	Long Term Sickness Cover
MRCS		35	Admin Assistant		Employment Plus	31.5.00		£8.70	5,176	Long Term Sickness Cover
MRCS		35	Admin Assistant		Employment Plus	8.5.00	31.5.00	£8.70	1,095	Long Term Sickness Cover
Street Management		35	Clerk of Works		Hays Montrose	3.8.98	-	£16.40	14,924	Vacancy Cover
Street Management		35	Traffic Engineer		Matchtec	12.4.00	-	£24.00	21,840	Vacancy Cover
Street Management		35	Traffic Engineer		Matchtec	18.10.99	-	£20	18,200	Vacancy Cover
Street Management		35	Highways Enforcement Officer		Matchtec	30.5.00	-	£20	12,600	Vacancy Cover
Planning and Public Protection		40	Planner DC		Hayes Montrose	2.11.98	31.7.00	£20.54	13,967	Vacancy Cover
Street Management		35	Engineer		B.B.T	5.7.99	-	£19.50	17,745	Vacancy Cover
Street Management		35	Engineer		Robert Giles Agencies	10.7.00	-	£22.50	9,450	Vacancy Cover
Street Management		35	Engineer		Robert Giles Agencies	17.1.00	-	£25	22,750	Vacancy Cover
Amenity Services		35	Admin/Finance		FSS Financial	12.3.00	1.9.00	£18	7,560	Sickness Cover

Amenity Services	35	Admin Assistant	Kelly	16.5.00	18.8.00	£9.26	3,900	Vacancy Cover
Street Management	35	Transport Planner	BBT	17.4.00	7.7.00	£55.22	9,471	Vacancy Cover
Merton Parking Service	35	Admin Assistant	Reed	2.6.00	-	£9.27	5,840	Workload
Street Management	15	Admin Assistant	Reed	17.7.00	-	£8.60	1,419	Workload
Street Management	35	Admin Assistant	Reed	16.6.00	25.8.00	£9.27	3,244	Workload
Planning and Public protection	14	Environmental Health officer	BBT	17.4.00	18.8.00	£11.74	2,958	Workload
Service Development	35	Business Systems	Employment Plus	9.3.99	-	£21.53	8,396	Workload
Amenity Services	35	Admin Assistant	Employment Plus	19.6.00	-	£8.70	4,567	Maternity Cover
Service Development	35	Admin Assistant	Employment Plus	16.2.00	19.9.00	£8.25	£6,930	Vacancy Cover
Amenity Services	35	Admin Assistant	Employment Plus	27.7.00	1.9.00	£8.70	1,827	Workload
Amenity Services	35	Admin Assistant	Employment Plus	17.5.99	14.7.00	£12.75	9,6693	Workload
Street Management	35	Admin Assistant	Employment Plus	6.7.00	4.8.00	£8.70	1,827	Workload
Service Development	35	Admin Assistant	Employment Plus	20.6.00	19.9.00	£8.70	1,827	Workload
Amenity Services	35	Admin Assistant	Employment Plus	11.8.00	-	£8.70	2,436	Workload
Service Development	15	IT Assistant	Kelly	3.4.00	-	£15.86	6,185	Workload
Total Cost								£225,307.00

* please insert appropriate text

**CHIEF EXECUTIVES
&
FINANCIAL SERVICES**

**AGENCY STAFF
RETURNS**

AGENCY STAFF RETURN

This return is from the Financial Services/ Chief Executive's Department for 1st April - 30th June 2000 completed by Kwaku Adjepong, Senior Personnel Officer on 29th September 2000.

Section	No. of Agency Staff	Average Hours worked per week	Job Title	Grade	Agency Used	Duration		Hourly Cost	Total Cost	Reason For Cover
						From	To			
Env. Service Finance	1	35	Trainee Accountant	SO1/PO1	Michael Page Finance	3.5.00	24.6.00	£19	£4,921	Cover for vacant post
Env. Service Finance	1	35	Trainee Accountant	SO1/PO1	Charles Neethling	21.6.00	30.6.00	£18	£1,008	Cover for vacant post
Env. Service Finance	1	35	Accountancy Asst.	Scale 3/4	Reed Accountancy	13.5.00	09.6.00	£10.27	£1,437	Cover for vacant post
Env. Service Finance	1	35	Head of Finance Env. Services	MG1	FSS Financial Services	10.4.00	30.6.00	£42.85	£16,797	Cover for vacant post
Accountancy	1	35	Accountancy Asst.	Scale 3/4	Zenith Accountancy	1.4.00	30.6.00	£10.50	£4,483	Cover for vacant post
ELL - Finance	1	35	Trainee Accountant		Badenoch & Clark	28.4.00	30.6.00	£12.50	£3,850	Essential MDS Closing work
Corporate Finance	1	35	Principal Accountant	PO1 - PO 3	Accountants on Call	1.04.00	30.6.00	£22.64	£9,667	Cover for vacant post
H&SS Finance	1	35			Hays Accountancy Personnel	1.04.00	30.6.00	£27.00	£11,529	To assist in accountancy work within Financial Services
H&SS Finance	1	35			Badenoch & Clark	15.5.00	30.6.00	£28.00	£6,664	To assist Head of Finance in specific project based work
H&SS Finance	1	35	Senior Accountant	SO1 - PO 1	David Chorley Associates	2.05.00	30.6.00	£22.00	£6,622	Postholder seconded to Social Services finance team at district office
H&SS Finance	1	35			Reed Staffing Services	5.06.00	23.6.00	£10.75	£1,128	Assist in closing of accounts
Council Tax	1	35	Court Officer	SO1	Badenoch & Clarke	1.4.00	30.6.00	£16.50	£7,045	New post- short term contract
Council Tax	1	35	Collection Officer	Scale 5	Eden Brown	1.4.00	08.05.00	£15.60	£2,620	Vacancy / Long term sick
Council Tax	1	35	Arrear Officer	Scale 5	Badenoch & Clarke	1.4.00	14.4.00	£17.25	£1,207	Vacancy / Long term sick
Council Tax	1	35	Arrear Officer	Scale 5	Synergy	19.4.00	30.6.00	£16.50	£5,659	Vacancy / Long term sick

Debt Recovery Section	1	35	Recovery Officer	Scale 4/6	Hays	1.4.00	30.5.00	£12.86	£3,420	?
Debt Recovery Section	1	35	Recovery Officer	Scale 4	Indigo	27.6.00	30.6.00	£8.50	£238	?
Security	1	37	Security Officer	Scale 2	PSL	1.04.00	30.6.00	£8.75	£3,736	
Security	1	37	Security Officer	Scale 2	PSL	1.04.00	30.6.00	£8.75	£3,736	

Housing Benefits	1	35	Benefits Officer	Sc5	Bassenoach	31.08.00	30.09.00	£15.75	£3542.00	Vacant Post
Housing Benefits	1	35	Pre Planning Assessor	Sc4	Trinity	13.09.00	30.09.00	£8.75	£1433.25	Backlog
Security	1	37	Security Officer	Sc2	PSL	01.07.00	30.09.00	£8.75	£4208.75	Pending Accom BV Review
Security	1	37	Security Officer	Sc2	PSL	01.07.00	23.09.00	£8.75	£3885.00	Long-term Sickness
Post Room	1	35	Support Asst	Sc1/2	Securicor	01.07.00	23.09.00	£7.80	£3221.40	Staff Shortage
Post Room	1	35	Support Asst	Sc1/2	Securicor	25.9.00	28.09.00	£7.80	£218.00	Staff Shortage
Post Room	1	12	Courier	Sc1		01.07.00	29.09.00	£5.00	£780.00	Delivering Councillors mail
ES Finance	1	35	Trainee Accountant	Sc4-PO1	Michael Page	18.09.00	30.09.00	£18.00	£1260.00	Vacant Post
ES Finance	1	35	Trainee Accountant	Sc4-PO1	Reeds Acctcy	08.09.00	30.09.00	£18.00	£1260.00	Vacant Post
ES Finance	1	35	Accountancy Asst	Sc3/4	Accountancy Addsn	15.08.00	30.09.00	£12.00	£2772.00	Vacant Post
ES Finance	1	35	Accountancy Asst	Sc3/4	Reeds	11.07.00	14.07.00	£12.00	£336.00	Vacant Post
ES Finance	1	35	Head of Service	MG1	FSS Financial	01.07.00	30.09.00	£42.85	£19,196.80	Vacant Post
H&SS Finance	1	35			Hays Acctcy	1.7.00	28.7.00	£27.00	£3780.00	Assist with FS Acctcy work
H&SS Finance	1	35			Baddenoch	1.07.00	30.09.00	£28.00	£12,544.00	Project Work
H&SS Finance	1	35	Senior Accountant		David Chorley	01.07.00	30.09.00	£22.00	£9,856.00	Covering secondment to district office
ELL Finance	1	35	Additional Staff	SO1/PO1	Reed	01.07.00	30.09.00	£25.45	£11,401.60	Cover for vacant post
ELL Finance	1	35	Additional Staff	PO1/PO3	Contract Accountants	25.09.00	30.09.00	£27.00	£945.00	Cover for maternity Leave
ELL Finance	1	35	Additional Staff	PO4	Contract Accountants	11.09.00	30.09.00	£28.00	£2940.00	Cover for long term sick
EII Finance	1	35	Additional Staff	SO1/PO1	Ashbury Financial Consultants	06.09.00	30.09.00	£35.71	£4499.46	Cover for vacant Post

Data Control	1	35	Senior Accountant					03.07.00	30.09.00	£23.00	£10,304.00	Specific skills to implement new income system
Corporate finance	1	35	Principal Accountant	PO1-3	Accts on Call			01.07.00	30.09.00	£28.00	£12,544.00	Unexpected vacancy/specialist knowledge
Service Review	1	35	Customer Care Officer	Sc6	Reed			11.09.00	15.09.00	£10.40	£364.00	Computerised Survey Data
Debt Recovery	1	35	Debt Recovery Asst		Hays Acctcty			14.08.00	30.09.00	£12.86	£3060.68	Backlog in Debt Recovery
Debt Recovery	1	35	Debt Recovery Asst		Indigo			27.6.00	22.9.00	£8.50	£3510.00	Write off project/pre FMIS debts
Debt Recovery	1	35	Debt Recovery Asst		Indigo			03.07.00	30.09.00	£8.50	£3808.00	Write off project/pre FMIS debts
			TOTAL FOR FINANCIAL SERVICES DEPT								£176,612.98	

CHIEF EXECUTIVES												
Member Services	1	35	Secretary Maj Group	Sc5	Reed			28.07.00	21.08.00	£12.28	£1461.32	Covering for Ldrs Asst
Press Office	1	35	Press & PR Asst.	Sc5	Reed			01.07.00	21.07.00	£12.98	£1362.90	Vacancy cover now permanent
Reception	1	14	Receptionist	Sc3	Reed				07.07.00	£7.97	£111.58	Vacancy Cover
Reception	1	14	Receptionist	Sc3	Reed				07.07.00	£7.97	£111.58	Vacancy Cover
Reception	1	21	Receptionist	Sc3	Reed				07.07.00	£7.97	£167.37	Vacancy Cover
Reception	1	35	Receptionist	Sc3	Reed				14.07.00	£7.97	£278.95	Vacancy Cover
Reception	1	14	Receptionist	Sc3	Reed				14.07.00	£7.97	£111.58	Vacancy Cover
Reception	1	21	Receptionist	Sc3	Reed				14.07.00	£7.97	£167.37	Vacancy Cover
Reception	1	35	Receptionist	Sc3	Reed				21.07.00	£7.97	£278.95	Vacancy Cover

Reception	1	14	Receptionist	Sc3	Reed			21.07.00	£7.97	£111.58	Vacancy Cover
Reception	1	21	Receptionist	Sc3	Reed			21.07.00	£7.97	£167.37	Vacancy Cover
Reception	1	28	Receptionist	Sc3	Reed			21.07.00	£7.97	£223.16	Vacancy Cover
Reception	1	7	Receptionist	Sc3	Reed			21.07.00	£7.97	£55.79	Vacancy Cover
Reception	1	13	Receptionist	Sc3	Reed			28.07.00	£7.97	£103.61	Vacancy Cover
Reception	1	14	Receptionist	Sc3	Reed			28.07.00	£7.97	£111.58	Vacancy Cover
Reception	1	21	Receptionist	Sc3	Reed			28.07.00	£7.97	£167.37	Vacancy Cover
Reception	1	35	Receptionist	Sc3	Reed			28.07.00	£7.97	£278.95	Vacancy Cover
Reception	1	7	Receptionist	Sc3	Reed			04.08.00	£7.97	£55.79	Vacancy Cover
Reception	1	21	Receptionist	Sc3	Reed			04.08.00	£7.97	£167.37	Vacancy Cover
Reception	1	14	Receptionist	Sc3	Reed			04.08.00	£7.97	£111.58	Vacancy Cover
Reception	1	35	Receptionist	Sc3	Reed			11.08.00	£7.97	£278.95	Vacancy Cover
Reception	1	7	Receptionist	Sc3	Reed			18.08.00	£7.97	£55.79	Vacancy Cover
Reception	1	30	Receptionist	Sc3	Reed			25.08.00	£7.97	£239.10	Vacancy Cover
Reception	1	7	Receptionist	Sc3	Reed			01.09.00	£7.97	£55.79	Vacancy Cover
Reception	1	35	Receptionist	Sc3	Reed			08.09.00	£7.97	£278.95	Vacancy Cover
Reception	1	35	Receptionist	Sc3	Reed			08.09.00	£7.97	£278.95	Vacancy Cover
Reception	1	14	Receptionist	Sc3	Reed			15.09.00	£7.97	£111.58	Vacancy Cover
Reception	1	19	Receptionist	Sc3	Reed			08.09.00	£7.97	£151.43	Vacancy Cover
Translation Unit	1	35	Admin. Asst	Sc4	Headstart		14.08.00	15.08.00		£147.89	Minimum Staffing levels
Translation Unit	1	35	Admin. Asst	Sc4	Headstart		22.08.00	22.08.00		£64.21	Minimum Staffing levels
Translation	1	35	Admin. Asst	Sc4	Employment		29.08.00	29.08.00		£64.21	Minimum Staffing

Unit						Plus							Levels
Translation Unit	1	35	Admin. Asst	Sc4	Employment Plus	15.09.00	15.09.00	15.09.00	£10.00	£70.00		Minimum Staffing Levels	
Training	1	35	Training Administrator		Headstart	01.07.00	01.07.00	27.09.00	£8.20	£3558.80		Mental health project	
Training	1	35	OHS Administrator	Sc4	Headstart	01.07.00	01.07.00	14.07.00	£8.20	£574		Setting up new OHS	
Legal	1	35	Legal/Litigation	SO2	ASA Law	01.07.00	01.07.00	30.09.00	£19.65	£8803.20		Cover for Secondment	
Legal	1	35	Legal/Litigation	PO3	Marianne Lim	01.08.00	01.08.00	30.09.00	£25.00	£7525.00		Cover for maternity leave	
Legal	1	35	Legal/Litigation	Sc4	Headstart	17.07.00	17.07.00	30.09.00	£10.50	£3969.00		Cover for s'mt and acting up	
Legal	1	35	Legal Corporate		Learned Friends	01.07.00	01.07.00	30.09.00	£21.05	£9430.40		Cover for hard to recruit post	
Legal	1	35	Legal Corporate		Michael Page International	19.06.00	19.06.00	30.09.00	£24.00	£10752.00		Cover for hard to recruit post	
Legal	1	35	Legal Corporate		Pro Law	12.06.00	12.06.00	30.09.00	£16.00	£7168.00		Cover for hard to recruit post	
Legal	1	35	Legal Corporate		Reed	03.09.00	03.09.00	30.09.00	£13.50	£1890.00		Cover for vacant post	
IT	1	35	Distributed Services Engr	Sc3/PO2	Software Persnl	07.08.00	07.08.00	30.09.00	£29.00	£7917.00		Vacancy	
IT	1	35	Analyst/Progmr	Sc3/PO2	KSH Leigh	30.07.00	30.07.00	30.09.00	£35.00	£15380.00		Vacancy	
IT	1	35	Infrastructure Techn	Sc3/PO2	Mortimer Spinks	01.07.00	01.07.00	29.07.00	£25.50	£3570.00		Vacancy	
IT	1	35	Specialist		DP Connect	01.07.00	01.07.00	29.09.00	£40.00	£17920.00		Specialist required	
IT	1	35	Telecomms Tech	Sc3/PO2	Insight	01.07.00	01.07.00	07.07.00	£22.00	£770.00		Specialist Requires	
IT	1	35	Specialist		Wreay	01.07.00	01.07.00	30.09.00	£28.00	£12544.00		Vacancy	
IT	1	35	Distributed Svces Engr	Sc3/PO2	Best International	01.07.00	01.07.00	15.09.00	£25.00	£9450.00		Vacancy	

IT	1	35	Distributed Svces Engr	Sc3/PO2	Best International	17.07.00	25.08.00	£24.00	£5040.00	Vacancy
IT	1	35	Telecomms Techn	Sc3/PO3	Comms & People	24.07.00	22.09.00	£52.50	£16170.00	Vacancy
IT	1	35	Operations Techn	Sc5/6	Dual Phase	01.07.00	08.09.00	£20.00	£6860.00	Vacancy
			Total for Chief Executives Dept						£156,998.46	

* please insert appropriate text

* please insert appropriate text



HOUSING & SOCIAL SERVICES

AGENCY STAFF RETURNS

AGENCY STAFF RETURN

This return is from the Housing & Social Service * Department for period April* completed by Richard Wright* on 10/10/00*

Section	No. of Agency Staff	Average Hours worked per week	Job Title	Grade	Agency Used	Duration		Hourly Cost	Total Cost	Reason For Cover
						From	To			
All saints	7	4	Nightcare Assistant		Employment Plus	06/04	27/04	5.82	162.96	Annual Leave/Sickness
Respite	5	9.3	PRSW		Employment Plus			14.50	674.25	Vacancy
Respite	2	13.25	PRSW		Reliance			14.50	384.25	Vacancy
Respite	3	6	RCO		Reliance			12.60	226.80	Vacancy
Respite	6	5.3	RCO		Employment Plus	1/4		12.60	400.68	Vacancy
Taylor Road	1	20	DCO		Blue Arrow	1/4	30/04	12.60	252	Vacancy
Pollards Hill	2	14.5	Care Assistant		Reliance Care	1/4	28/04	11.90	345.10	Vacancy
Haslemere Avenue	1	30	PRSW		Employment Plus	22/04	28/04	14.50	435	Annual Leave
Hazelmere Avenue	4	15.5	RCO		Employment Plus	1/4	28/04	12.60	781.2	Vacancy
Meadow sweet Close	4	17	Care Assistant		Employment Plus	1/4	28/04	9.60	652.8	Vacancy
Housing	1	20	Housing Assistant		Selective Recruitment	1/4	28/04	13.0	2600	Reception Cover
Housing	1	35	Housing Assistant		Action First	1/4	28/04	8.33	29155	General Advice Assistant
Housing	1	35	Housing Officer		Eden Brown	01/04	28/04	16.80	588	Secondment
Sub-Total										7794.59

* please insert appropriate text

AGENCY STAFF RETURN

This return is from the Housing & Social Services * Department for period April* completed by Richard Wright* on 10/10/00*

Section	No. of Agency Staff	Average Hours worked per week	Job Title	Grade	Agency Used	Duration		Hourly Cost	Total Cost	Reason For Cover
						From	To			
Housing	2	35	Surveyor		Action First	1/4	28/04	22.00	1540	Outstanding repairs/Vacancy
Mental Health	7	28.5	Social Worker		Reliance Care	1/4	30/04	22.50	4488.75	Vacancy/Sickness Training
Mental Health	1	31.5	Clerk		Selective Recruitment	1/4	30/04	7.50	236.25	Vacancy
Bond Road	1	14	Nursery Officer		Blus Arrow	25/04	26/04	9.73	136.22	Sickness
Total Cost for April 2000									14195.81	

* please insert appropriate text

AGENCY STAFF RETURN

This return is from the Housing & Social Services * Department for period May* completed by Richard Wright* on 10/10/00*

Section	No. of Agency Staff	Average Hours worked per week	Job Title	Grade	Agency Used	Duration		Hourly Cost	Total Cost	Reason For Cover
						From	To			
Pollards Hill	2	15.3	Care Assistant		Reliance Care	02/05	26/05	11.90	364	Vacancy
Taylor Road	1	28	Evening DCO		Blue Arrow	02/05	31/05	12.60	352.8	Vacancy
Older People	2	28	Social Worker		BBT	02/05	31/05	22.50	1260	Duty Cover
Mental Health	1	28	Clerk		Selective Recruitment	01/05	05/05	7.50	210	
Mental Health	9	25.5	Social Worker		Varoius	01/05	31/05	22.50	5163.75	Vacancy/Sickness
Cleaning Services	3	21	Cleaners		Grays	08/05	28/05	7.00	441	Vacancy
Cleaning Services	3	6.5	School Cleaners		Grays	08/05	28/05	7.00	136.5	Vacancy
Meadow sweet	9	7	Care Assistants		Employment Plus	01/05	31/05	7.00	441	Vacancy
All Saints Respite	2	10	Night Care Assistants		Employment Plus	04/05	15/05	9.60	192	Sickness
Hazelmere	1	11	PRSW		Employment Plus	30/05	31/05	14.50	159.5	Sickness
Hazelmere	5	12.3	RCO		Employment Plus	03/05	30/05	12.60	774.9	Vacancy
All Saints Respite	4	4	PRSW		Employment Plus	03/05	29/05	14.50	232	Vacancy
All Saints Respite	1	30	PRSW		Reliance	11/05	14/05	14.50	435	Vacancy
Sub-Total										10162.45

* please insert appropriate text

AGENCY STAFF RETURN

This return is from the Housing & Social Services * Department for period May* completed by Richard Wright* on 10/10/00*

Section	No. of Agency Staff	Average Hours worked per week	Job Title	Grade	Agency Used	Duration		Hourly Cost	Total Cost	Reason For Cover
						From	To			
All Saints	2	18.5	RSW		Employment Plus	18/05	24/05	5.82	215.34	Sickness
All Saints	6	5	RCO		Employment Plus	04/05	31/05	5.82	174.6	Vacancy/sickness
All Saints	5	4.3	RCO		Reliance	08/05	30/05	5.82	125.13	Vacancy
Bond Road	1	30.75	Nursery Nurse		BSP	03/05	26/05	9.73	299.19	Maternity Cover
Brightwell	7	4.3	Care Assistant		Reliance	04/05	31/05	11.90	358.19	Vacancy
Brightwell	4	9.4	Care Assistant		BAC	05/05	30/05	11.90	447.44	Vacancy
Brightwell	3	9.3	Care Assistant		Resources	06/05	28/05	11.90	332.01	Vacancy/Sickness
Brightwell	1	22.5	Cook		Blue Arrow	01/05	05/05	6.45	145.12	Sickness
Brightwell	2	23.6	Cook		Reed	06/05	30/05	6.45	304.44	Sickness
Total Cost for May										12536.91

* please insert appropriate text

AGENCY STAFF RETURN

This return is from the Housing & Social Services * Department for period June* completed by Richard Wright* on 10/10/00*

Section	No. of Agency Staff	Average Hours worked per week	Job Title	Grade	Agency Used	Duration		Hourly Cost	Total Cost	Reason For Cover
						From	To			
Brightwell	5	3	Care Assistant		Reliance	05/06	29/06	11.90	178.5	Vacancy
Brightwell	3	8	Care Assistant		BAC	06/06	30/06	11.90	285.6	Vacancy
Brightwell	3	7	Care Assistant		Resources	06/06	30/06	11.90	249.9	Vacancy
Hazelmere	3	5.8	PRSW		Employment Plus	01/06	17/06	14.50	252.3	Sickness
Hazelmere	3	22	RSW		Employment Plus	03/06	30/06	12.60	831.6	Vacancy
Meadow Sweet	5	13	Care Assistant		Employment Plus	03/06	30/06	11.90	773.5	Vacancy
All Saints	4	6	PRSW		Employment Plus	08/06	28/06	5.82	139.68	Vacancy
All Saints	2	6.5	PRSW		Reliance Care	05/06	29/06	5.82	75.66	Vacancy
All Saints	2	8.6	RSW		Reliance Care	05/06	30/06	5.82	100.10	Vacancy
All Saints	6	4.3	RSW		Employment Plus	03/06	29/06	5.82	150.15	Vacancy
All Saints	3	8.3	Night Care Assistant		Employment Plus	13/06	30/06	5.821	144.91	Vacancy
Mental Health	2	29.75	SW		Social Worker	01/06	16/06	22.50	1338.75	Course Cover
Mental Health	2	15.75	SW		Reliance Care	01/06	30/06	22.50	708.75	Vacancy
Sub-Total										12153.48

* please insert appropriate text

AGENCY STAFF RETURN

This return is from the Housing & Social Services * Department for period June* completed by Richard Wright* on 10/10/00*

Section	No. of Agency Staff	Average Hours worked per week	Job Title	Grade	Agency Used	Duration		Hourly Cost	Total Cost	Reason For Cover
						From	To			
Mental Health	2	22.4	Social Worker		Recruitment Select	04/06	30/06	22.50	1008	Sickness/Vacancy
Mental Health	2	31	Social Worker		Care Plan	01/06	30/06	22.50	1395	Vacancy
Mental Health	1	31	Social Worker		ASA	01/06	30/06	22.50	697.5	Vacancy
Total Cost for June										15253.98

* please insert appropriate text

AGENCY STAFF RETURN

This return is from the Housing & Social Services * Department for period June* completed by Richard Wright* on 10/10/00*

Section	No. of Agency Staff	Average Hours worked per week	Job Title	Grade	Agency Used	Duration		Hourly Cost	Total Cost	Reason For Cover
						From	To			
Bond Road	1	34.5	Nursery Officer		BSSC	02/06	30/0 6	9.73	335.68	Maternity/Sickness
Pollards Hill	2	19	Care Assistant		Reliance	01/06	30/0 6	11.90	452.2.5	Vacancy
Housing	1	20	Housing Assistant		Selective Recruitment	01/06	30/0 6	13.00	260	Reception Cover
Housing	1	35	Housing Assistant		Action first	01/06	30/0 6	8.33	291.55	General admin support
Housing	1	35	Housing Officer		Eden Brown	01/06	30/0 6	16.80	588	Secondment
Housing	2	35	Surveyor		CALCO	01/06	30/0 6	22.00	1540	Vacancy
Older People	1	35	Social Worker		BBT	01/06	30/0 6	22.50	787.5	Duty Cover
Older People	2	35	Filing clerk		Reed	01/06	30/0 6	7.50	525	Filing Blaciog
Older People	1	35	Social Woker		Reed	01/06	30/0 6	22.50	787.50	Social Work
Older People	1	21	Social Worker		SW Solutions	01/06	30/0 6	22.50	472.5	Social Work
Older People	1	35	O.T Clerk		Selective Recruitment	01/06	16/0 6	7.5	262.5	Sickness
Brightwell	1	35	DCO		Blue Arrow	01/06	30/0 6	12.60	441	Sickness
Brightwell	2	14	Cook		Reed	03/06	23/0 6	6.45	180.6	Vacancy/sickness
Sub-Total										6924.08

* please insert appropriate text

AGENCY STAFF RETURN

This return is from the Housing & Social Services Department for period July completed by Richard Wright*
on *10/10/00

Section	No. of Agency Staff	Average Hours worked per week	Job Title	Grade	Agency Used	Duration		Hourly Cost	Total Cost	Reason For Cover
						From	To			
Cleaning Service	6	27.5	Cleaners		Gray	25/06	02/07		1060	Annual Leave
Cleaning Service	2	7	Estate Cleaners		Gray	25/06	02/07		98	A/L
Cleaning Service	7	30.5	Cleaners		Gray	03/07	09/07		1426	A/L
Cleaning Service	6	31.5	Cleaners		Gray	10/07	17/07		1230	A/L / vacancies
Cleaning Service	2	21	Estate Cleaners		Gray	03/07	09/07		252	A/L
Cleaning Service	2	56	Estate Cleaners		Gray	10/07	17/07		334	Sick / A/L
Cleaning Service	9	26.6	Cleaners		Gray	17/07	23/07		1860	Sick/ A/L / Vacancies
Cleaning Service	2	12	Estate Cleaners		Gray	17/07	23/07		138	Sick / A/L
Cleaning Service	2	9	School Cleaners		Gray	25/07	02/07		110	Vacancy
Cleaning Service	3	12.6	School Cleaners		Gray	03/07	09/07		233	Vacancy
Cleaning Service	3	9	School Cleaners		Gray	10/07	16/07		171	Vacancy
Cleaning Service	2	8	School Cleaners		Gray	17/07	23/07		98	Vacancy
Sub-Total										7010

* please insert appropriate text

AGENCY STAFF RETURN

This return is from the Housing and Social Service Department for period July* completed by Richard Wright* on 10/10/00*

Section	No. of Agency Staff	Average Hours worked per week	Job Title	Grade	Agency Used	Duration		Hourly Cost	Total Cost	Reason For Cover
						From	To			
Bond Road	3	26.5	Nursery Officer		B S Social Care	01/07	28/07	9.73	775.35	Maternity/Sickness
All Saints	5	6.25	PRSW		Employment Plus	01/07	26/06	5.82	181.87	Vacancy
All Saints	6	5.8	RWS		Employment Plus	03/07	29/07	5.82	202.88	Vacancy
All Saints	1	8	PRSW		Reliance Care	07/07	27/07	5.82	46.52	Vacancy
All Saints	2	10	RCO		Reliance Care	21/07	20/07	5.82	116.6	Vacancy/Sickness
All Saints	1	2.5	Nightcare Assistant		Employment Plus	21/07		5.82	14.55	Sickness
Housing	1	5	Housing Assistant		Selective Recruitment			13.00	65	Reception Cover
Housing	1	9	Housing Officer		Eden Brown			16.80	151.2	Secondment
Housing	1	9	Surveyor		CALCO			22.00	198	Workload
Meadow Sweet	2	27	Care Assistant		Employment plus	03/07	28/07	11.90	642.6	Vacancy
Haslemere	3	26.8	RCO		Employment Plus	01/07	31/07	12.60	1013	Annual Leave/Vacancy
Mental Health	10	32.6	Social Worker		Various	01/07	31/07	22.50	7335	Sickness/Placement/Secondment/Vacancy
Pollards Hill	2	13.5	Care Assistant		Reliance Care	03/07	28/07	11.90	321.3	Vacancy
Total Cost for July										18073.87

* please insert appropriate text

AGENCY STAFF RETURN

This return is from the Housing & Social Services* Department for period August* completed by Richard Wright* on 10/10/00*

Section	No. of Agency Staff	Average Hours worked per week	Job Title	Grade	Agency Used	Duration		Hourly Cost	Total Cost	Reason For Cover
						From	To			
Taylor Road	1	4	Care Assistant		Selective	16/08	17/08	11.90	476	Sickness
Pollards Hill	2	18	Care Assistant		Reliance	01/08	31/08	11.90	428.4	Vacancy
All Saints	7	15	RCO		Employment Plus	02/08	31/08	5.82	611.10	Vacancy
Meadow Sweet Close	4	17	Care Assistant		Employment Plus	05/08	31/08	11.90	809.2	Vacancy
Hazelmere	2	39.5	RCO		Employment Plus	05/08	30/08	12.60	995.4	Vacancy/ Annual Leave
All Saints	3	6	Night Care Assistant		Employment Plus	06/08	31/08	5.82	104.76	Annual Leave/Sickness
Housing	2	27.5	Housing Assistant		Selective Recruitment	Continous		13	715	Admin Support
Housing	1	35	Housing Officer		Eden Brown	Continous		16.80	588	Secondment
Housing	3	35	Surveyor		CALCO	Continous		22.00	2310	Vacancy/ outstanding work
Older People	4	35	Social Worker		Reed Social Care	Continous		22.50	31500	Cover
Older People	1	21	O.T. Clerk		Reed	Continous		7.50	157.5	Sick
Mental Health	10	27	Social Worker		Reliance	01/08	31/08	22.50	6075	Vacancy
Total Cost									16432.36	

* please insert appropriate text

AGENCY STAFF RETURN

This return is from the Housing & Social Services * Department for period September* completed by Richard Wright* on 10/10/00*

Section	No. of Agency Staff	Average Hours worked per week	Job Title	Grade	Agency Used	Duration		Hourly Cost	Total Cost	Reason For Cover
						From	To			
Bond Road	1	36	Nursery Officer		BSP	11/09	15/09	9.73	350.28	Sickness
Bond Road	1	36	Nursery Officer		BSP	18/09	22/09	9.73	350.28	Sickness
Bond Road	1	27	Nursery Officer		Blue Arrow	26/09	29/09	9.73	262.71	Sickness
Pollards Hill	1	19	Care Assistant		Reliance Care	01/09	29/09	11.90	226.1	Vacancy
Brightwell	8	9	Care Assistant		Reliance	04/09	10/09	11.90	856.8	Vacancy/sickness
Brightwell	8	15	Care Assistant		Reliance	11/09	17/09	11.90	1428	Vacancy/Sickness
Brightwell	8	9	Care Assistant		Reliance	18/09	24/09	11.90	856.8	Vacancies/Sickness
Brightwell	8	23	Care Assistant		BAC/Reliance	25/09	30/09	11.90	2189.6	Vacancies/Sickness
Brightwell	3	28	Cook		Reed	02/09	29/09	6.45	541.8	Vacancy/Sickness
Brightwell	5	9	Care Assistant		BAC	02/09	03/09	11.90	535.5	Sickness/Vacancy
Total Cost									7597.87	

* please insert appropriate text



Section	No. of Agency Staff	Average Hours worked per week	Job Title	Grade	Agency Used	Duration		Hourly Cost	Total Cost	Reason For Cover	
						From	To				
Housing Benefits	1	35	Senior Benefits Officer	Scale 6	Headstart Employment	26.6.00	30.6.00	£14.50	£507	Vacant post	
Housing Benefits	1	35	Tel. Enquiry Officer + Overpayment Assistant	Scale 4	Headstart Employment	1.4.00	30.6.00	£8.99	£3,838	Vacant post On trial call centre	
Housing Benefits	1	35	Benefits Support Assistant	Scale 2	Headstart Employment	1.4.00	30.6.00	£7.99	£3,411	Vacant post	
Housing Benefits	1	35	Tel. Enquiry Officer + Overpayment Assistant	Scale 4	Badenoch & Clark	1.4.00	30.6.00	£17.47	£7,459	Vacant post On trial call centre	
Housing Benefits	1	35	Benefits Officer	Scale 5	ESP	1.4.00	19.5.00	£22.00	£4,928	Vacant post	
Housing Benefits	2	35	Tel. Enquiry Officer + Overpayment Assistant	Scale 4	Trinity	01.6.00	30.6.00	£17.50	£2,695	Vacant post On trial call centre	
Central Post Room	2	35	Support Assistant	Scale 1/2	Securicon	19.4.00	28.4.00	£6.58	£276	Staff shortage	
Central Post Room	1	35	Support Assistant	Scale 1/2	Securicon	24.4.00	28.4.00	£6.58	£184	Staff shortage	
Central Post Room	1	35	Support Assistant	Scale 1/2	Reed	10.4.00	19.5.00	£6.60	£1,247	Staff shortage	
Central Post Room	1	35	Support Assistant	Scale 1/2	Reed	26.5.00	16.6.00	£6.60	£693	Staff shortage	
Central Post Room	1	35	Support Assistant	Scale 1/2	Securicon	26.6.00	30.6.00	£7.80	£273	Staff shortage	
Central Post Room	1	16	Support Assistant	Scale 1/2	Self employed	07.4.00	30.6.00	£5.00	£960	Delivery Cllr. mail	
Total Cost for Financial Services Department						£122,238					

* please insert appropriate text

Section	No. of Agency Staff	Average Hours worked per week	Job Title	Grade	Agency Used	Duration		Hourly Cost	Total Cost	Reason For Cover
						From	To			
Scrutiny & Policy	1	35	Data Entry Clerk		Reed	23.5.00	25.5.00	£8.76	£183	Inputting data re: Connection with target publication response.
Legal Services	1	35	Team Co-ordinator & Legal Assistant	Scale 5	Reed	26.6.00	30.6.00	£11.79	£412	
Legal Services	1	8.5	Administrative Assistant	Scale 3	Employment Plus	31.5.00	2.06.00	£6.00	£51	Cover Staff Shortage
Legal Services	1	35	Assistant Lawyer	SO 2	ASA LAW	8.05.00	30.6.00	£19.65	£5,364	Cover of permanent staff on secondment
Legal Services	1	35	Lawyer		Michael Page	19.6.00	30.6.00	£24.00	£1,680	Cover for vacant post
Legal Services	1	35	Paralegal		ProLaw	12.6.00	30.6.00	£16.00	£1,680	Cover for hard to recruit post & to meet funded client demand
Legal Services	1	35	Lawyer		Learned Friends	3.04.00	30.6.00	£21.05	£8,988	Cover for hard to recruit post
Legal Services	1	35	Team Co-ordinator		Reed	14.6.00	30.6.00	£13.50	£1,228	Cover for vacant post
Legal Services	1	35	Team Co-ordinator		Reed	10.4.00	14.4.00	£13.50	£472	Cover for vacant post
Legal Services	1	35	Lawyer		Badenoch & Clark	01.4.00	14.4.00	£19.31	£1,351	Cover for vacant post
Legal Services	1	35	Team Co-ordinator		Headstart Employment	1.04.00	16.6.00	£10.00	£3,570	Cover for vacant post
Legal Services	1	35	Independent Contractor		Badenoch & Clark	19.4.00	09.6.00	£4.00	£952	Cover for vacant post
H&SS Training Section	1	35	Training Admin.	Scale 6	Headstart	1.4.00	30.6.00	£8.00	£3,416	Vacant post.
Financial Services/ CE - Personnel Section	1	35	Personnel Assistant	Scale 4	Employment plus	26.6.00	26.6.00	£8.57	£59.99	Staff shortage
Financial	1	35	Personnel Assistant	Scale 4	Employment	1.6.00	2.6.00	£8.57	£119.98	Staff shortage

Technology		Engineer		International	0				
(Total Cost for I.T. £87,734)									

Section	No. of Agency Staff	Average Hours worked per week	Job Title	Grade	Agency Used	Duration		Hourly Cost	Total Cost	Reason For Cover
						From	To			
Communication s	1	21	Receptionist/Telephonist	Sc3	Reed	03.4.00	30.6.00	£7.97	£2,175	Vacancy
Communication s	1	14	Receptionist/Telephonist	Sc3	Reed	03.4.00	30.6.00	£7.97	£1,450	Vacancy
Communication s	1	33.25	Receptionist/Telephonist	Sc3	Reed	03.4.00	30.6.00	£7.97	£3,445	Vacancy
Communication s	1	4	Receptionist/Telephonist	Sc3	Reed	12.5.00	22.6.00	£7.97	£191	Vacancy
Communication s	1	14	Receptionist/Telephonist	Sc3	Reed	26.5.00	23.6.00	£7.97	£446	Vacancy
Communication s	1	5	Receptionist/Telephonist	Sc3	Reed	19.5.00	19.5.00	£7.97	£39	Vacancy
Communication s	1	14	Receptionist/Telephonist	Sc3	Reed	9.6.00	09.5.00	£7.97	£446	Vacancy
Communication s	1	13.5	Receptionist/Telephonist	Sc3	Reed	16.6.00	16.6.00	£7.97	£107	Vacancy
Communication s	1	13.5	Receptionist/Telephonist	Sc3	Reed	16.6.00	16.6.00	£7.97	£107	Vacancy
Communication s	1	35	Secretary		Reed	26.6.00	30.6.00	£12.25	£428	
Communication s	1	13.5	Receptionist/Telephonist	Sc3	Reed	30.6.00	30.6.00	£7.97	£107	Vacancy
Communication s	1	35	Receptionist/Telephonist	Sc3	Reed	30.6.00	30.6.00	£7.97	£278	Vacancy
Total Cost for Chief Executive's Department										£126,537

• please insert appropriate text

AGENCY STAFF RETURNS

This return is from the Financial Services/Chief Executive's Dept for 1 July 200 – 30 September 2000

Completed by Kwaku Adjepong, Senior Personnel Officer

Section	No. of Agency Staff	Average Hours worked per week	Job Title	Grade	Agency Used	Duration	Hourly Cost	Total Cost	Reason For Cover
						From To			
Financial Services									
Council Tax	1	35	Court Officer	SO1	Badenoch & Clark	Jul-00 Aug-00	£16.50	£4851.00	Means Summonses
Council Tax	1	35	Court Officer	SO1	Synergy	Jan-00 30.09.00	£18.50	£8417.50	Means Summonses
Council Tax	1	35	Collection Officer	Sc5	Synergy	Nov-29 30.09.00	£16.50	£2541.00	Support 2 vacancies
Council Tax	1	35	Collection Officer	Sc5	Eden Brown	Nov-29 30.09.00	£18.00	£2772.00	Avoid Backlog
Housing Benefits	1	17.5	Senior Benefits Officer	Sc6	Headstart	01.07.00 13.08.00	£14.50	£1552.50	Vacant Post/Workload
Housing Benefits	1	35	Enquiry & O'paymt. Asst	Sc4	Headstart	01.07.00 29.09.00	£8.99	£4027.52	Trial Working of Call Centre
Housing Benefits	1	35	Enquiry & O'paymt. Asst	Sc4	Trinity	01.07.00 30.09.00	£17.50	£7840.00	Trial Working of Call Centre
Housing Benefits	1	35	Enquiry & O'paymt. Asst	Sc4	Trinity	01.07.00 30.09.00	£17.50	£7840.00	Trial Working of Call Centre
Housing Benefits	1	35	Enquiry & O'paymt. Asst	Sc4	Headstart	03.07.00 30.09.00	£11.99	£5371.52	Trial Working of Call Centre
Housing Benefits	1	35	Enquiry & O'paymt. Asst	Sc4	Baddenoch & Clark	14.08.00 30.09.00	£15.00	£5371.52	Trial Working of Call Centre
Housing Benefits	1	35	Benefits Officer	Sc5	ESP	01.07.00 25.7.00	£22.00	£2618.00	Vacant Post
Housing Benefits	1	35	Benefits Officer	Sc5	Baddenoch	31.08.00 30.09.00	£23.00	£3542.00	Vacant Post

AGENCY STAFF TOTALS

Amount of each Departments spend on Agency Staff from April to September 2000, taken from the Agency Staff Returns completed by each department

DEPARTMENT	ADMIN/ CLERICAL	PROFESSIONAL	IT	OTHER	SOCIAL SERVICES	TOTAL FOR DEPARTMENT
Education, Leisure, Libraries	£34,173	£23,634		£14,117		£71,924
Environmental Services	£66,821	£152,301	£6,185			£225,307
Financial Services	£92,785.37	£189,669.86		£16,345.75		£298,800.98
Chief Executive's	£34,299.82	£65,583.60	£183,655			£283,538.42
Housing and Social Services	£34,128.30	£6,177.71		£8,759.46	£93,046.87	£142,112.34
TOTAL FOR ALL DEPARTMENTS	£262,207.49	£437,366.17	£189,840	£39,222.21	93,046.87	£1,021,682.70



Approaches taken by other London Boroughs in the use of Agency Staff

Contact with GLEA suggested that Kensington and Chelsea and Lewisham would be useful authorities to contact for information on the use of agency staff. Several other London authorities have been contacted on an ad hoc basis to gauge their use of agency staff.

Authority	Current practices used
<p>Kensington and Chelsea</p>	<p>K & C are very much in the same position as Merton at the moment. They do have a recruitment network where representatives from departments meet to discuss recruitment issues. However, Agency staff are not formally on the agenda and departments employ agency staff on an ad hoc basis. K & C are now also looking formally at the issue of agency staff but are at the very beginning and do not have any information to share.</p>
<p>Lewisham</p>	<p>Contact: Tim Anderson, Central Personnel Departments will look at all other options before employing agency staff, such as redeployment, Increasing part-time staff hours, Temporary contracts and acting up. They do have some Guidelines when considering the use of agency staff and will look at whether</p> <ol style="list-style-type: none"> 1. Is it appropriate to use Agency Staff? 2. Have the Guidelines been followed. <p>(Tim Anderson will be forwarding a copy of these guidelines to Merton)</p> <p>They do not encourage employment of Agency staff for more than 3 months. This is monitored by Personnel Departments who will contact managers to ascertain why agency staff are still employed and will encourage the position to be permanently filled.</p> <p>They have created 'First Job Opportunities' for 16-24 year olds in conjunction with the Careers Service. The candidates are given a skills test by the Careers Service and once the test is passed, they are put into a bank. When a scale 1/2 job arises, managers will pick someone from the bank</p>

<p>Lewisham Cont.</p>	<p>and will conduct a final interview. The candidate will then be employed on a permanent basis. They do have a preferred supply of agencies and have used tendering as a useful way to reduce the cost of agency staff. By having an agency in a contract, Lewisham are also able to ask the agency to provide quarterly statistics on reasons for employment of agency staff, cost, ethnic monitoring etc. which has been a useful management tool.</p> <p>Surveys are also sent to managers when agency staff are used, to ask about the ability and quality of the staff provided. This will help to gauge the quality of the agency itself.</p> <p>These procedures do apply mainly to clerical type position and they have not yet tackled the use of agency staff within the social services or manual work fields.</p>
<p>Camden</p>	<p>Contact – Stuart Thorne – 020 7974 5907</p> <p>Do not have any policy on the use of Agency Staff. This problem was approached 2/3 years ago when they considered creating an approved list of agencies. This was abandoned due to legal problems regarding the agencies on the list and how and when they would be monitored.</p>
<p>Hammersmith and Fulham</p>	<p>Do not have any particular policy on the use of agency staff. It is left up to Departments to employ agency staff within their budgets. However, Social Services have the highest level of Agency staff and they are just organising the tendering of 2 agencies to supply staff. One for Admin and one for other Social Services functions.</p>

<p>Westminster</p>	<p>Contact – Bob Smith 020 7641 6000</p> <p>Westminster tenders for agencies to use for specific posts within the authority such as secretaries, admin staff, clerical and word processors. They currently have a contract with 2 agencies. Westminster estimate the amount they are likely to use the agencies but make no guarantees of the level of work that will be given to the agency.</p> <p>The use of the agency staff is controlled at local level, by section managers who must fund the agency staff from their budgets (e.g. through staff vacancies).</p> <p>The agencies provide monthly statistical information such as the level of spend, type and number of staff used and what departments. They also provide an evaluation sheet from managers to complete to assess the quality of staff being provided and whether these meet the terms of the contract.</p> <p>This does not apply to Social Services who require more specialised agency staff. They will use the councils approved list of Agency staff for their purposes. There is no other specific controls over the use of agency staff within Social Services</p> <p>The current level of agency staff spend in Westminster is approximately £3 million per annum</p>
<p>Southwark</p>	<p>Contact - Jill Seymour 020 7525 7066</p> <p>Southwark have had it's own agency for employing temporary staff for the past 7/8 years. This was only partly successful in some areas particularly blue collar. Staff signed up with Southwark, but no guarantee of work was given. Staff were employed on a day to day basis.</p> <p>This agency no longer operates but Southwark were reluctant to say why. They now use an approved agency and departments are required to contact this agency in the first instance. If the agency cannot meet the requirements, managers can then consider other agencies. It is the case that many other agencies are actually regularly used.</p> <p>No other information or reports available.</p>

Lambeth

Agency staff are employed to cover absences and special tasks. They have established an approved list of agencies.

Each Unit Business Manager can select 3 agencies from the list. They will give the agency the required specification for the post and request the agencies to quote an hourly rate or one off fee. The agency is required to respond within 48 hours. The unit will then interview a potential member of agency staff and if they meet the requirements and are considered to be value for money, the Business Unit Manager will place an official order.

If the approved agencies cannot provide a suitably qualified person, the Business Unit Manager can authorise the use of another agencies not on the list, up to £100k. For employment contracts over £100k, authority must be given by the Executive Director.

Agencies on the approved list, or any other agency used must have Professional Indemnity insurance to the value of £2m

All approved Agencies are required to sign a form of agreement to abide by the Council's contract terms and conditions.

Appendix 7

PEOPLE AND ORGANISATIONS WHO HAVE PROVIDED EVIDENCE TO THE PANEL

The Panel would like to thank the following who provided evidence to assist this inquiry:

Council officers who attended or provided information for Panel meetings

Ade Adebayo	Head of Service Development, Environmental Services
Gurmel Bansal	Head of IT Services
Gill Edwards	Environmental Services Personnel
Clive Fairchild	Chief Executive's & Finance Personnel
Chris Johnson	Head of Audit, Risk and Compliance, Financial Services
Maggie Jones	IT Administration Manager
Rea Mattocks	Director of Housing and Social Services
Roger Paine	Chief Executive
Penny Parker	Assistant Director, Education Leisure and Libraries
Mike Parsons	Director of Finance
Richard Rawes	Director of Environmental Services
Gene Saunders	Head of Communications and Democratic Services, Chief Executive's
Angela St John	Head of Support Services, Education, Leisure and Libraries Staff Side

Officers from the following London Boroughs who provided information to the Panel:

Camden
Hammersmith and Fulham
Kensington and Chelsea
Lambeth
Lewisham
Southwark
Westminster

