

OVERVIEW AND SCRUTINY COMMITTEE	DATE 22 July 2021
TITLE Agency & Interim Usage – Q3 and 4 2020/21	ITEM NO: 7
CHIEF OFFICER Director of Improvement RBG MD GSP Ltd and GSS Ltd	CABINET MEMBER Finance and Resources

1. Decision required

- 1.1 The purpose of this report is to provide an overview of agency, interim and contractor usage for Q3 and 4 of financial year 2020/21

2. Links to the Royal Greenwich high level objectives

- 2.1 This report relates to the Council's agreed high level objectives as follows:
- A Strong Vibrant and Well-run Borough
 - Continue to achieve excellence and good governance in the management of public finances
 - Economic Prosperity for All

3. Purpose of Report and Executive Summary

- 3.1 The purpose of the report is to provide detail of agency spend and usage for the periods Q3 (Oct-Dec 2020) and Q4 (Jan-Mar 2021). Further information can be produced as required by the panel.
- 3.2 As a large multi-function organisation delivering a diverse range of services, the Council requires a flexible contingent workforce. The key aim in respect of temporary agency staffing is to ensure that this contingent workforce is effective, controlled, visible and delivered within budget.
- 3.3 The Council's agency supply is managed and administered by an in-house team, within HR. The Council contracts directly with agency suppliers on Council-set terms via a procured agency supply software solution (Matrix).

3.4 The Council’s centralised corporate agency supply arrangement is designed to robustly apply the recruitment controls, improve the quality of supply by contracting and working directly with suppliers, performance managing agencies and ensure adherence to the legislation.

4. Introduction and Background

3.5 The Council manages its agency supplier panel and agency supply via an in-house team (within the Agency & Recruitment Team, HR). This is the corporate arrangement for all agency worker and interim supply to the Council (except Schools). The in-house arrangement, as opposed to the engagement of an external Managed Service Provider, allows the Council to better control and manage its agency supply and suppliers. The direct contracting of agency suppliers allows the Council to set the terms of supply to improve quality of supply.

4. Agency Usage during reporting period

4.1 The table below shows net agency spend, via the corporate supply arrangement, by quarter 2020/21 with a comparison to last year, 2019/20:

Quarter	2019/20 Net agency spend	2020/21 Net agency spend	Compared to same period previous year
Q1 (Apr-Jun)	£4,054,575	£3,711,235	↓
Q2 (Jul-Sept)	£3,984,750	£3,415,906	↓
Q3 (Oct-Dec)	£3,935,314	£3,682,725	↓
Q4 (Jan-Mar)	£3,852,962	£3,484,797	↓
Total	£15,827,601	£14,294,662	↓

4.2 The following table shows net spend by Directorate for the reporting quarters (Q3 and Q4 2020/21) compared to the same periods in 2019/2020:

Directorate	Q3 (2020/21) net Spend	same period previous year		Q4 (2020/21) net Spend	same period previous year
Children's Services	£519,703	£371,496		£460,602	£439,839
Communities and Environment	£443,091	£424,817		£331,412	£377,346
Finance & Legal	£515,469	£491,945		£412,584	£541,381
Health and Adult Services	£662,294	£772,381		£828,430	£673,989
Housing and Safer Communities	£403,616	£875,613		£387,826	£778,920
Regeneration, Enterprise and Skills	£1,138,552	£999,062		£1,063,943	£1,041,482
Total	£3,682,725	£3,935,314		£3,484,797	£3,852,957

- 4.3** It is important to note that the spend figures shown are the net cost to the Council. The charge to hiring departments includes an internal uplift. The agency rates charged to hiring departments are based on the percentage uplifts being paid by hiring departments before a centralised agency supply arrangement was in place. A key task of the centralised agency supply arrangement is to negotiate and implement reduced agency fees, generating a saving for the Council.
- 4.4** Through the HR programme of work to enforce recruitment controls, work with hiring departments to determine appropriate routes of engaging resource, steady progress continues to be made to reduce agency spend, with a year on year reduction in net spend of £1.53m.
- 4.5** The programme of work includes targeted support, HR working directly with hiring managers, assessing each individual agency assignment to review the requirement and on-going need to agree and implement an appropriate action plan. This work started with the Directorate of Housing and Safer Communities, which has seen the largest reduction.
- 4.6** Whilst this targeted work was interrupted by COVID-19, HR's agency reduction work has now partially recommenced specifically with focussed recruitment campaigns in key professions where there has been heavy agency reliance.

5. Recruitment Controls

- 5.1** Every corporate resource request must be authorised, prior to recruitment, via the Request to Recruit (R2R) approval process. This recruitment control is designed to ensure there is a genuine resource need, the most appropriate

resource type is selected and the necessary budget is in place. The Request to Recruit form must contain the business case and justification for the resource and finance comment to confirm budget availability, before submission for Director decision.

- 5.2** The overarching aim of the recruitment control process is to ensure that the resource is determined as essential, the most cost-effective option is selected and is budgeted for. The strengthening of the process means that where there is a query over the budget availability for the resource, this will be clearly flagged by the finance comment and will alert the decision-making Director. Where the requirement is vital to service or project delivery the authorising Director will need to identify where the funding will be drawn, from their wider budget areas.
- 5.3** The authorisation of the Request to Recruit remains as a dual sign off in cases where the budget for the resource is not available within the cost centre – in these cases, the Director must confirm the compensating action (where the funding will come from) prior to authorising, followed by review and decision by a Senior Finance Manager.
- 5.4** The in-house agency supply arrangement enforces the Council’s recruitment controls by ensuring that no new agency order or extension of an existing agency assignment can be processed without the necessary approval. Agency extensions additionally require the approval of the Lead Member.
- 5.5** Every agency resource request routing through the in-house agency supply arrangement is reviewed by the Agency & Recruitment Team for the correct Director approval before release to supplying agencies.

6. Analysis of Council Agency Usage over time

- 6.1** Analysis of the Council’s agency usage over the last 6 years shows that, agency spend is at the lowest since 2016/17, with a steady reduction in spend over the last 3 years.

Agency Worker Spend - via centralised supply arrangement						
Financial Year	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Net Council Spend	£17.4m	£14.3m	£15.8m	£16.8m	£15.8m	£14.3m
Agency Headcount at end of period	340	287	297	303	225	218

6.2 In March 2016, the agency headcount was 340, with agency spend at £17.42m (net) for the financial year of 2015/16. The MTFs proposed to review the use of agency staff and develop strict protocol for use. This work introduced the enhanced recruitment controls and delivered a £3m agency spend reduction in 2016/17.

6.3 Since 2018/19, whilst headcount numbers have fallen more significantly than spend, there has been an increase seen largely on the worker pay element of the agency charge although there are a number of other contributing factors:

- **Impact of IR35 legislation changes** has been that candidates in some professions are securing higher rates of pay in the market, in response to contractors' deemed impact of IR35 status
- **Additional statutory costs** such as auto-enrolment pension scheme
- **Increases in agency/interim market pay rates** - Candidate driven market in some specialist, skill shortage, hard to fill areas of work, driving up pay rate
- **Pay Awards** - The Agency Worker Regulations mean the hirer of agency workers is required to pay parity to the grade of the role, to the agency worker (after 12 weeks). This means that pay awards are also applied to agency assignments to ensure continued compliance to the Agency Worker Regulations. However, in some professions and skill shortage areas, we are unable to secure agency workers at parity to the grade of the role and therefore pay above parity to secure necessary cover.
- **The components of our agency usage has changed** – the make-up of our agency workforce has changed. Our current agency needs are more heavily weighted in the professional/qualified areas of work. In 15/16, net agency spend on industrial/manual assignments was £1.655m, in 20/21 agency spend on industrial manual was only £242k. Similarly, agency spend on admin assignments was £1.73m in 2015/16, in 20/21 was £456k.

7. Reduction of Agency Usage – update on initiatives and work

7.1 The Recruitment Controls represent an important element in a wider programme of work to reduce agency usage and long-term reliance on agency

supply. Whilst agency cover can be the most appropriate and effective resource in some cases, the aim of the work is to ensure that agency usage is minimised to a level that the organisation is confident is genuinely determined as essential.

7.2 In addition to the continuing review and improvement of the Recruitment Controls, a programme of work is underway to minimise the need for agency workers and ensure that where agency cover is appropriate, it is permitted strictly for the period necessary.

7.3 This is a broad project of work by HR, encompassing a range of initiatives and developments, including

- Inclusion of consideration of Apprenticeship on all resourcing requests
- Targeted recruitment support to vacancies with long term agency cover
 - Application of an agency to fixed term contract conversion procedure
 - Improvement of candidate attraction, employer profile and the promotion of the Greenwich Offer
 - Development of Market Supplement Attraction Payment for hard-to-fill specialist posts
 - Establishing and developing stronger links with educational establishments to source suitable candidates for skill shortage occupations, supporting the 'grow your own' approach
 - Quarterly agency usage reporting to Directorate Management Teams
 - Eliminating agency hours exceeding standard working week
 - Continued review and strengthening of recruitment controls

7.4 This programme of work is delivering a reduction in usage but does require ongoing focus and resource to continue to deliver results. Currently available resource is focussed on supporting direct recruitment to hard to fill posts and vacancies where agency reliance is high. Recent successes have been seen in recruitment campaigns for professions within Legal, ICT and Social Care.

8. Usage Q3 and 4 2020/21 – Chief Officer Comment

8.1 Each Directorate has provided supporting information for the period's agency usage. Chief Officers are asked to provide justification and explanation for agency staffing in these requirements; confirmation that agency usage has been assessed as the most appropriate means of resourcing in these cases and plans for reducing usage.

8.2 Whilst agency supply represents an accessible flexible contingent workforce and enables the organisation to transform, flex and adapt to changing requirements, the Recruitment Controls and wider HR work aims to restrict this usage to the minimum essential requirements.

9. Regeneration, Enterprise & Skills

9.1 The Directorate of Regeneration, Enterprise & Skills is predominantly made up of a range of professional disciplines, many of which are hard to recruit to where the local authority is competing with peers and with the private sector alongside national skills shortages.

9.2 DRES has a clear protocol for considering the business case for use of agency. In the majority of cases agency appointments are for a period of 3 months at a time and agency is usually requested as a result of having tested the market through recruitment and this not being successful. DRES continues to work with the Council's Human Resources team to ensure we have high profile recruitment campaigns, has established more career grade positions to help address succession planning and "growing our own" to address the skills and experience shortage.

9.3 The position however remains challenging given the Directorate delivers on a number of corporate objectives where appropriate skills and experience are required and the Council is competing alongside other local authorities and the private sector, for example,

- priority capital projects including the Council's direct delivery of new local authority homes, Greenwich Builds
- expanded parking enforcement function
- commercial property and major regeneration schemes
- dealing with planning applications

9.4 BSR

The service currently has one agency member of staff supporting the S106 / CIL obligations function. This post has previously been advertised without success.

9.5 Transport & Sustainability (incl. Parking)

There are a number of agency staff that have been recruited to increase the capacity of the Parking Enforcement service which in turn have resulted in an increased presence and visibility across the borough as well as an increase in income. The service has recently completed a reorganisation and the service has been expanded.

In addition, the service is experiencing some turnover with some key roles becoming vacant. Where possible permanent or fixed term recruitment will be secured but this takes time, and therefore a small number of agency appointments have been approved to maintain resource capacity given the pressure on the services.

9.6 Regeneration & Property

This service area includes Greenwich Builds, the Council's direct housing delivery team for delivering new Council homes. Most of the key posts are agency with costs recoverable from the capital pot created to deliver the new homes. This area is extremely competitive and there remains a significant staff shortage in key areas such as these. Officers do hold temporary to permanent conversations but unfortunately it has not been possible due to the competitive nature of the salary expectations that can be commanded in the market place. In addition, the Housing New Supply service enables delivery of new affordable homes through various sources such as via Woolwich Estates, Registered Providers, Meridian Home Start and other providers of new affordable homes and the team has three agency members of staff who have the specialist housing development and partnership skills and experience (eg. commercial housing development, estate renewal legislation and corporate legal structures). These skills are not able to be acquired via the permanent pay scales.

Regeneration and property has had to respond to the changing local government market where income generation and maximising opportunity and leverage from our assets has become increasingly important to enable the delivery of the Council's existing services as well as the wider regeneration agenda. An Asset Review Manager is to be appointed to support this strategy and market testing for this role is currently underway.

The service uses agency staff to cover established posts as well as provide additional capacity reflected in the volume and complexity of the projects and programmes of work it is responsible for. Securing officers with the appropriate blend of commercial, property and regeneration experience continues to be very challenging given these are very specialist skills sets particularly for a borough with such a broad range of complex commercial negotiations. The Council's grade structure does not align with the salary levels commanded by the market. In all cases the Council seeks to secure the best commercial outcome and it can only do this with the appropriately skilled and experienced officers. In securing the best commercial outcome, whilst a specialist resource may cost in excess of the pay scales that the Greenwich can offer, securing the commercial upside is likely to outweigh that cost. The service will shortly be undergoing a reorganisation and key roles will again be tested for permanent recruitment.

9.7 Planning & Building Control

The service uses agency staff to cover both permanent established posts as well as to provide additional capacity reflected in the volume of applications. Securing appropriately experienced Planning Officers remains challenging particularly on the more complex cases such as Major applications which require specialist skills particularly for a borough with such a broad range of complex development negotiations. Where staff are secured for handling major planning applications, they are typically funded by the applicant on a full cost recovery basis (known as Planning Performance Agreements).

Alongside streamlining of processes to ensure maximum efficiency in the handling of applications, the use of agency staff to address the volume of work has helped ensure the Council provides a positive customer experience and the capacity enables the Council to meet the government's performance threshold and minimise the consequent complaints.

Some roles currently covered by agency could be advertised on a fixed term basis as there is a known income stream to fund the role. The service periodically advertises planning roles but has so far been unable to secure permanent or fixed term appointments in sufficient numbers to cover the vacancies. This remains a priority for this service albeit the Council's grade structure does not align with the salary levels commanded by the agency market. In all cases the Council seeks to secure the best development outcome and it can only do this with the appropriately skilled and experienced officers. Securing agency is not isolated to development planning but is also acutely felt in planning policy and is reflected in recent unsuccessful permanent recruitment campaigns. The policy planner pool is much smaller than for development management planners.

9.8 Capital Projects & Property Maintenance

The service has successfully reduced the use of agency over the last couple of years. However, the maintenance and project management market for staff is competitive and it has been difficult to attract suitably experienced Project Managers on the grades offered by the Council alongside those with the right blend of skills for Mechanical, Building and Electrical repairs maintenance disciplines that are able to manage term contracts. The service regularly tests the market for these roles with the consequence of not having the right staff in place would place that Council's objectives at high risk of failure and / or delay.

9.9 Employment & Skills

The service has a long history of securing external funding all of which have stringent criteria and milestones that have to be met. To leave a position vacant pending the challenging experience of securing appropriate staff would jeopardise performance, income generation and render the service contract non-compliant. This has meant that the service has had to secure agency cover to ensure the funding criteria are met, eg. Work & Health programme. In addition, two Heads of Service posts have recently become vacant and given the need to focus on supporting businesses in light of Covid 19 pandemic agency staff have been appointed pending the permanent recruitment process. For one of the Heads of Service the post was advertised but there no candidates suitable for shortlisting and this will be re-advertised.

10. Children's Services

- 10.1** The Directorate Management Team maintains a close oversight of agency spend with the aim of ensuring that any agreed agency resource is strictly essential to the delivery and improvement of services.
- 10.2** There is a decrease in agency assignments and spend against the previous quarter as posts become permanently recruited to. There remain some posts that are hard to fill or agency activity due to essential COVID-19 response related agency.
- 10.3** The pattern of agency spend in the Directorate remains similar to previous quarters with spend being predominately within Qualified Social Care and Education professions which are known hard-to-fill occupations. The Directorate continues to run a rolling recruitment campaign for Children's Services Social Workers and the pipelining of newly qualified Social Workers, to address the challenges in this area of recruitment. As a result, agency Social Workers usage is minimised to essential cover of vacancies and the usage of agency social workers is low in comparison to many London Boroughs.

11. Health & Adult Services

- 11.1** Operations and Partnerships have had success through a revamped recruitment campaign to attract permanent candidates to a range of Social Work roles. These have included a number of staff progressing into higher graded roles. We continue to use a stable level of agency staff to cover essential posts but have plans in place to recruit to these permanently to do so may require a review of gradings of some posts which still prove hard to recruit to.
- 11.2** The increase in Commissioning and Business support agency staffing in the last quarter relates to two critical areas of service delivery; the Approved Mental Health practitioners and Greenwich Living Options (GLO) staff.
- 11.3** The Approved Mental Health Practitioner roles support the delivery of our statutory duties under the Mental Health Act. Oxleas Mental Health Foundation Trust delivers the service on RBG's behalf. The posts are hard to recruit permanently so some posts have been filled by agency staff in the interim. There has been a successful recruitment campaign to fill 3 posts permanently so the agency posts and costs will reduce by the end of Q2 21/22.

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11.4 There are a number of agency staff who support the GLO homes to ensure that they operate effectively and safely. During COVID there has needed to be additional staffing to manage infection control; sickness and one-to one support as well as covering for staff who are self-isolating. There is a report going to Cabinet in July 2021 to recommend options for the reconfiguration of the GLO service and the use of agency staffing will be reviewed and reduced following the outcome of the Cabinet meeting.

12. Directorate of Communities & Environment

12.1 HR

HR professional services currently have 3 agency workers engaged on short term assignments, which has reduced by 1 since the Q3/4 reporting period. 2 Workers are covering vacant HR advisor roles and 1 surplus HR manager is covering a temporary, policy and projects lead role to support delivery of a number of priority corporate projects. The current state of change and uncertainty surrounding the HR service, has led to a delay in the review of the function as part of a formal reorganisation, which has hampered its ability to permanently backfill to vacant roles. It has been necessary therefore, to backfill temporarily on an interim basis, to ensure stability and to maintain service delivery.

12.2 Parks, Estates and Open Spaces

12.3 The cost of agency staff in Parks, Estates & Open Spaces between October 2020 and April 2021 was £35305. (£19800 Gravedigger, 15505 Park Ranger). The use of the Agency grave digger was essential for the service due to the long term sickness of 1 salaried grave digger and another being redeployed temporarily as a gardener. Until the situation regarding the 2 grave diggers is resolved it is imperative that we have enough staff to cover burial demand and the small team's holidays and sickness absence. **Park Ranger** - A Park Ranger Agency worker is the most effective and appropriate short term staff resource. All agency Ranger workers are required to provide a current DBS certificate and are required to support and deliver paddling pools and support the servicing of park sites across the borough. Agency placements were the only means of employing someone to fill the gap whilst the situation is being resolved as it takes a considerable time to recruit staff on a fixed term contract.

12.4 Rationale and Authorisation

Recruitment of agency staff is reviewed on a 3 months basis, and in particular during periods of reduced staff levels, significant high foot fall in parks creating increase in litter/waste and anti-social behaviour across the boroughs Parks and woodlands areas. The recruitment of all temporary staff was approved via request to recruit forms.

12.5 Street Services

The cost of agency staff in Street Services between October 2020 and April 2021 was £132,154.

3 x LGV Drivers and 1 x Waste Operative

The service recruited to 2 x LGV agency drivers to cover existing vacancies while the recruitment process was taking place. In addition, the service recruited to 1 x LGV agency Driver and 1 x agency Waste Operative to enable the service to increase the capacity of the bulky items collection service which was partially suspended during that period as a result of the COVID pandemic.

12.6 Communications & Events

The Communications officer post is providing additional support during the ongoing pandemic encouraging residents to get vaccinated and to follow government guidance in order to stay safe.

The Royal Borough of Greenwich is a partner in a European project entitled "Empowering Youth through Entrepreneurial Skills" (EYES). There is a requirement for administrative support that will be fully funded by the EU (NW Interregnum). RBG is required to acquire the resource but it will be fully funded externally.

The events team was reorganised around a year ago to recognise that due to the seasonal nature of the team's work. A corporate decision was taken to downsize the core team in order to reduce expenditure on staff costs associated with events. Part of the saving was set aside to bring in sessional staff during the key event times. This agency post will aid the delivery of our largest ever summer events programme as we come out of lockdown.

12.7 Post Room

The post room agency post provided cover whilst we were appointed a permanent employee. We have now done that and agency cover has stopped.

13. Directorate of Housing and Safer Communities

13.1 Agency Spend in H&SC in the second half of 20/21 has remained stable and slightly downward after significant decreases in the first half of the year.

13.2 Repairs and Investment, the largest user of agency staff for key hard to recruit posts, have decreased agency staff from 15 in Q2 to 10 in Q4; a reorganisation and recruitment campaign focusing on these hard-to-recruit posts is scheduled for the summer. The Digital Evidence team have two temporary agency CCTV operatives to manage the operational transitions in the service. Other divisions have made very selective time-limited agency recruitments for positions with targeted one-off resources: an analyst in Community Safety, two IT programme managers in Housing Strategy & Improvement, and a service manager in Housing Inclusion. All agency positions received scrutiny at director level.

14. Finance & Legal Services Directorate

14.1 Legal Services - The use of agency staff continues to be for a variety of reasons in Legal Services, namely (1) to cover essential areas where the permanent recruitment market is challenging, (2) to provide additional resources in areas of peak demand, (3) to backfill permanent staff who are on temporary secondment in development opportunities elsewhere in the Department or (4) temporary maternity cover for senior lawyer posts in essential areas.

14.2 Advice & Benefits - At the end of the Quarter 3/4 reporting period the Advice & Benefits Service no longer employs any agency staff. From 1 April 2021 all four Benefit Assessor agency staff applied and were moved to RBG Fixed -Term (2 year) contacts.

14.3 Financial Operations & Corporate Debt Recovery - During the period in question the Service had a total of 5 agency workers, working exclusively on a designated project to trace, contact and collect aged Council Tax arrears. The project reviewed cases that had been returned as 'gone away' from the Enforcement Agents. The cost of the agency resource

is far outweighed by the value of the money recovered and collected by the project as a whole. (Please note: the Service has no agency engagements effective 1st July 2021).

15. Agency Spend Breakdown and Comparators

15.1 Appendix A provides a breakdown, by Directorate, of agency spend and headcount for Q3 and 4 2020/21, compared to previous periods:

- **Table 1** All Council agency spend by quarter
- **Table 2 Agency Spend by Directorate** - provides agency spend via the corporate arrangement for Q3 and Q4 2020/21 compared to previous quarters;
- **Table 3 Agency Worker Headcount by Directorate** - provides agency headcount as at end of Q4 2020/21, compared to the same period last year (end of Q4 2019/20);
- **Table 4 Agency Worker Spend by Job Type** - provides agency worker spend for Q4 by Directorate, by assigned job category;
- **Table 5 Agency Assignment Pay Rates** - shows the pay rates of agency assignments, as at end of March 2021, in line with the Council pay grade;
- **Table 6 Agency Worker Length of Service** - sets out, by Directorate, the length of service of agency workers as at end of April 2021;
- **Table 7** shows, over time, by financial year, Agency Worker Spend and headcount

15.2 Appendix B shows the Council's agency spend and headcount over time, by quarter - graphs 1 and 2 provides a picture of the Council's agency usage, by spend and headcount, over previous financial years, up to March 2021.

15.3 Appendix C provides comparative data for London Boroughs, for agency rate and spend, for 2019/20:

- **Graph 1** is Agency Spend by Council 2019/20. Greenwich Council's cost of agency workers of £15,827,601 is significantly lower than the London Boroughs median of £22.73m.

- **Graph 2** shows Greenwich's agency rate of 3.02% has fallen by 24.3% since the last survey in 2018/19, when it was 3.99%. This compares with a median average change of +7.3% for inner London since 2018/19.

15.4 Appendix D shows the breakdown of agency workers in assignment with Greenwich during the reporting period:

- **Graph 1** – Residing location of agency workers assigned through reporting period (Oct 2020 – Mar 2021)
- **Table 1** – Ethnicity of agency workers submitted and selected for placement Oct 2020 – Mar 2021
- **Table 2** – Age and gender of agency workers (based on assignments Oct 2020 – Mar 2021)

15.5 Appendix E lists any usage of agency and consultant usage engaged outside of the corporate agency supply arrangement, as reported by Directors.

16. Cross-Cutting Issues and Implications

16.1 Whilst the agency spend figures continue to show a decrease on the previously reported quarter, there remains a number of factors outside of the Council’s control which have had an impact on increasing agency costs:

- o Statutory costs such as auto-enrolment pension scheme
- o Impact of IR35 regulations
- o Increasing price point of agency pay rates within the market for some hard to fill professions

16.2 The reduction of agency spend is a key objective for the organisation. The HR programme of work outlined in this report is ongoing and designed to provide the organisation with the confidence that agency and consultant usage is reduced to the minimum, essential requirements. The Council remains committed to the Workforce Strategy and the development of employees which is the foundation of this significant piece of work.

Issue	Implications	Sign-off
Legal including Human Rights Act	The purpose of this report is to provide an overview to the Committee of agency, interim and contractor usage for Q3 &	John Scarborough, Director of Legal Services, 12 July 2021

	Q4 of financial year 2020/21. No formal decision will be taken. As such, there are no legal implications arising directly from the report.	
Finance and other resources including procurement implications	This report reviews and monitors usage and spend across the Council for Q3 and Q4 of the financial year 2020/21. There are no new financial implications arising directly from the report.	Michael Bate Assistant Director of Corporate Finance, 12 July 2021

Report Appendices

The following documents are to be published with and form part of the report:

- Appendix A: Agency Spend Breakdown tables
- Appendix B: Council agency spend and headcount over time
- Appendix C: Comparative data for London Boroughs
- Appendix D: Assigned agency worker data
- Appendix E: Agency and Consultancy usage outside of the corporate supply arrangement, as reported by Directors

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