

No.	Finding / Associated Risk	Priority	Recommendation	Target Date	Progress to date
1.	<p>Monitoring and Review</p> <p>While HR do hold an overview spreadsheet of agency staff currently employed by the Council, this is not actively monitored and there does not appear to be an acknowledgement of the '12 week rule'.</p> <p><u>Associated Risk</u></p> <p>1. Ineffective monitoring of use of agency staff takes place, potentially resulting in extensive use of agency staff when alternative and possibly cheaper method could be found</p> <p>2. Regular reviews of agency staff arrangements do not take place, potentially leading to prolonged use and a lack of consideration of alternative arrangements.</p> <p>3. Failure to monitor may result</p>	Medium	<p>We recommend HR take a more active role in monitoring agency staff, taking into account the following considerations:</p> <ul style="list-style-type: none"> • Staying up to date with agency staff details with regular correspondence to management. • At 12 weeks of employment, ensure that the Council are meeting the needs of the agency staff that should now be treated equally with permanent employees. • Ensure there is good value for money where agency staff are kept on for extended periods of time and could potentially be made permanent employees. 	March/ April 2019	<ul style="list-style-type: none"> • Whenever HR are informed of a new agency staff member they now inform Finance to ensure that the costs are assigned to the correct budget and so agency staff can be monitored effectively through the monthly finance health check process. • HR continue to send the HR record of agency staff to Heads of Service to check and update. Leadership Team will now review agency staff data on a quarterly basis (see action 2 below). • HR now contact managers before their agency staff member reaches 12 weeks, informing them of their rights and asking them to ensure they are being

	in agency workers having the same rights as permanent employees, potentially failing to achieve value for money.				treated equally with permanent employees.
2.	<p>Agency Staff Renewal</p> <p>When an agency worker's contract is up, it is up to team managers to decide if they would like to renew this. In one instance, the agency staff have remained on a contract for 1-2 years without being made permanent.</p> <p><u>Associated Risk</u></p> <p>Lack of notification or approval for the extended use of agency staff, potentially resulting in continued payment at higher rates of pay.</p>	Low / Advisory	As above. It is recommended that HR take a more active role in monitoring agency staff, particularly at the end of their contract. If the agency workers are required to continue, consideration should be given to making them permanent members of staff for increased value for money.	March/ April 2019	<ul style="list-style-type: none"> • A report will be taken to Leadership Team on a quarterly basis or them to take holistic view of agency staff across the council. They will particularly focus on long term agency staff and whether they represent good value for money or whether alternative employment options need to be explored. • As covered in the HRC Agency report HR are also completing an agency use and terms gathering exercise. This will lead to the creation of a preferred suppliers list and negotiate better value for money including costs involved in converting a temp to a

					permanent or fixed term EHC employee, where this is deemed appropriate and improves value for money.
--	--	--	--	--	--