

## **Committee: Standards and General Purposes Committee**

**Date: February 2022 (data to December 2021)**

**Subject: Report on the use of temporary workers and consultants**

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Lead officer: Liz Hammond, HR Lead

Lead member: Councillor Owen Pritchard

Contact officer: Liz Hammond, HR Lead, 0208 545 3152

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### **Recommendations:**

- A. To note progress made to monitor and control the use of temporary workers and consultants
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## **1. Purpose of report and executive summary**

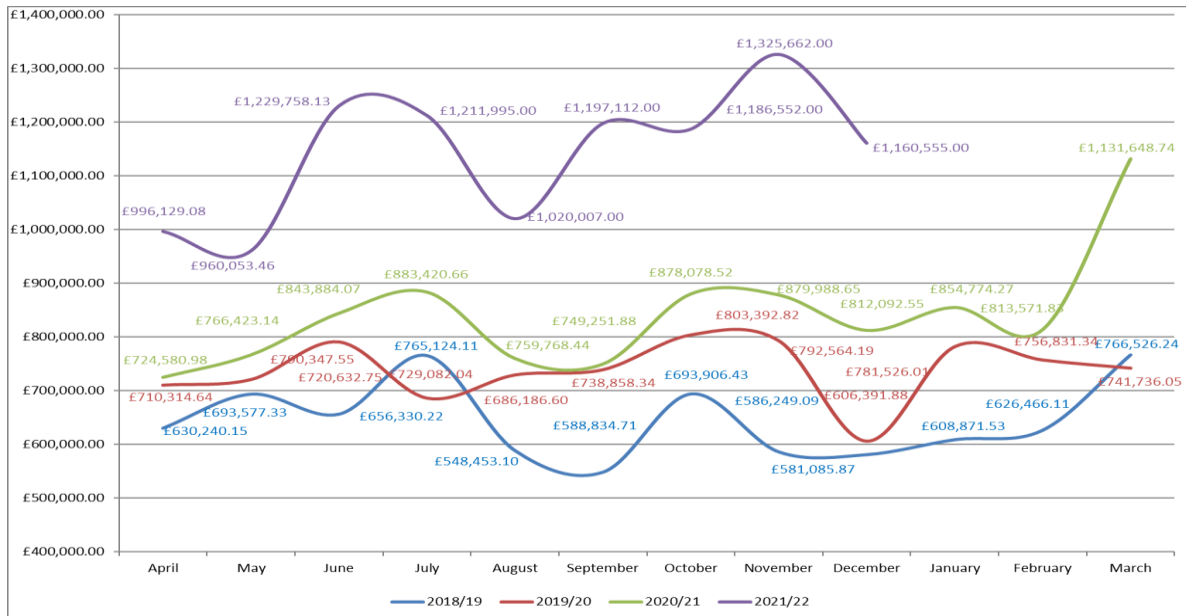
- 1.1. The Committee has received regular progress reports in relation to the number of interim appointments in the council and the mechanisms in place to monitor the use of such workers. The data in this report takes up to the end of Quarter 1 – June 2021.

## **2. Details**

- 2.1 The central monitoring database consists of all types of interim/temporary placement (over £30 pounds per hour).
- 2.2 The database is updated on a monthly basis and double-checked with departmental management teams (DMTs) for accuracy, with quarterly reports being reported to this committee.
- 2.3 As at the end of December 2021, the Council employed 245 interim/temporary workers at £30 per hour (or more) compared to 196 in December 20, which is an increase of 49 workers. Appendix 1 refers to the detail and composition of the interim workforce. Where possible, corporate contracts are used as they provide better value for the Council.
- 2.4 The committee on 30<sup>th</sup> July 2018 requested additional information for interims/temporary worker placements (as defined in para 2.1):
- the costs and numbers over a three year period
  - the number of temporary workers who have converted to permanent roles with the Council also know as 'temp to perm'.

- 2.5 The engaging of most interim workers is via Comensura or the LGRP, which is a London wide contract for interim appointments. Even within the aforesaid existing contracts the Council has sought to get the best 'price' and in doing so have attracted high quality interims at 10% of the mark-up price. There have been instances due to market supply issues, although very few, when the Council has not used either of these contracts and has had to go 'off contract'. There are robust processes in place to manage this process, which requires a business case and financial checks to ensure there is a budget to pay for the assignment, as well as sign off by the Director of Corporate Services.
- 2.6 After a successful tender process was completed, we have awarded the new agency worker contract to our current incumbent supplier Comensura, new processes will be introduced to allow the contract to run smoothly and offer savings such as statement of works, the new contract started on the 13<sup>th</sup> December 2021.
- 2.7 The previously reported situation continues with by far the largest group of temporary workers being "on contract" agency and temporary staff appointed through the Council's corporate contract with Comensura for the supply of agency staff. Whilst there is an increase in the costs of interims via Comensura this represents a reduction in appointments, which are off contract or through LGRP. Interims are engaged with the involvement and oversight of the HR function by way of a database that supplies monthly spend and usage reports to Council managers, DMTs and the Corporate Management Team.
- 2.8 The Council has different delivery models to ensure services are able to realise efficiencies, become more resilient and effective by sharing services with other London Boroughs. In October 2016, the Legal shared services expanded to include Wandsworth and a year later Regulatory Services followed. As a result of the expansions a number of interims with pay rates over £30 per hour transferred to Merton – the costs of these appointments are shared across the service and rechargeable to partner boroughs.
- 2.9 The Council introduced a temp to perm procedure to reduce the reliance on agency workers and allowed conversions from agency to permanent staff when certain conditions were met. One hundred and eighty (180) agency workers have transferred to permanent employment from September 2017 to December 2021. From January 2021 to December 2021 we have transferred 31.
- 2.10 Within the services career pathways are being developed through the creation of apprenticeships schemes (where standards are available) and ensuring that the apprenticeship levy is used to meet the development element.
- 2.11 The total spend for interim and temporary workers from 2017 to date are listed below: interims via Comensura Graph 1 and Table 1, LGRP and off contract Graph 2 and Table 2

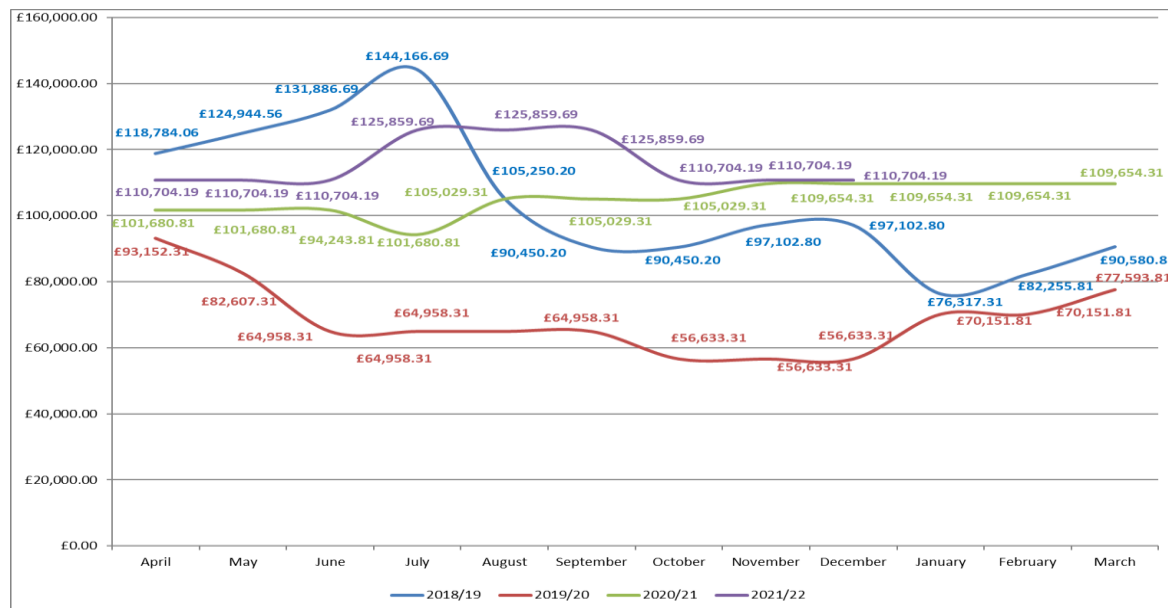
**Graph 1 – List totals for 17/18, 18/19, 19/20, 20/21 for interim and temporary workers – Comensura**



**Table 1 - List totals for 17/18, 18/19, 19/20 and 20/21 for Interim and temporary workers – Comensura**

	2018/19	2019/20	2020/21	2021/22
April	£630,240.15	£710,314.64	£724,580.98	£996,129.08
May	£693,577.33	£720,632.75	£766,423.14	£960,053.46
June	£656,330.22	£790,347.55	£843,884.07	£1,229,758.13
July	£765,124.11	£686,186.60	£883,420.66	£1,211,995.00
August	£588,834.71	£729,082.04	£759,768.44	£1,020,007.00
September	£548,453.10	£738,858.34	£749,251.88	£1,197,112.00
October	£693,906.43	£803,392.82	£879,988.65	£1,186,552.00
November	£586,249.09	£792,564.19	£878,078.52	£1,325,662.00
December	£581,085.87	£606,391.88	£812,092.55	£1,160,555.00
January	£608,871.53	£781,526.01	£854,774.27	
February	£626,466.11	£756,831.34	£813,571.83	
March	£766,526.24	£741,736.05	£1,131,648.74	
<b>Total</b>	<b>£7,745,664.88</b>	<b>£8,857,864.21</b>	<b>£10,097,483.73</b>	<b>£10,287,823.67</b>

**Graph 2 - Total of LGRP and Off Contract assignments over £30 for each financial year**



**Table 2 - Total of LGRP and Off Contract assignments over £30 for each financial year**

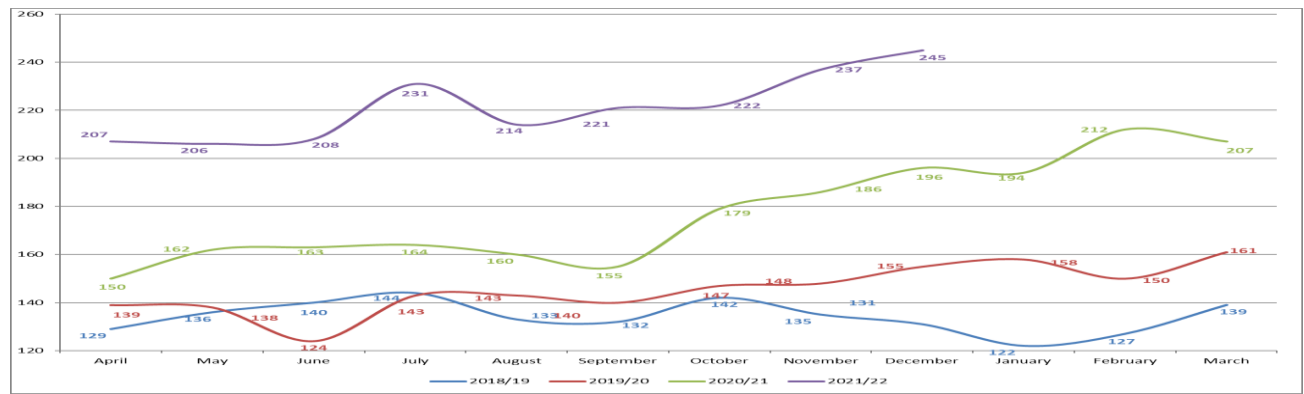
2018/19				2019/20			
	LGRP	Off Contract	Total		LGRP	Off Contract	Total
Apr-18	£33,961.38	£84,822.69	£118,784.06	Apr-19	£83,902.31	£9,250.00	£93,152.31
May-18	£49,371.88	£75,572.69	£124,944.56	May-19	£75,577.31	£7,030.00	£82,607.31
Jun-18	£56,314.00	£75,572.69	£131,886.69	Jun-19	£57,928.31	£7,030.00	£64,958.31
Jul-18	£72,594.00	£75,572.69	£144,166.69	Jul-19	£57,928.31	£7,030.00	£64,958.31
Aug-18	£71,950.20	£33,300.00	£105,250.20	Aug-19	£57,928.31	£7,030.00	£64,958.31
Sep-18	£71,950.20	£18,500.00	£90,450.20	Sep-19	£57,928.31	£7,030.00	£64,958.31
Oct-18	£71,950.20	£18,500.00	£90,450.20	Oct-19	£49,603.31	£7,030.00	£56,633.31
Nov-18	£78,602.80	£18,500.00	£97,102.80	Nov-19	£49,603.31	£7,030.00	£56,633.31
Dec-18	£78,602.80	£18,500.00	£97,102.80	Dec-19	£49,603.31	£7,030.00	£56,633.31
Jan-19	£67,067.31	£9,250.00	£76,317.31	Jan-20	£63,121.81	£7,030.00	£70,151.81
Feb-19	£73,005.81	£9,250.00	£82,255.81	Feb-20	£63,121.81	£7,030.00	£70,151.81
Mar-19	£81,330.81	£9,250.00	£90,580.81	Mar-20	£70,563.81	£7,030.00	£77,593.81

2020/21				2021/22			
	LGRP	Off Contract	Total		LGRP	Off Contract	Total
Apr-20	£94,650.81	£7,030.00	£101,680.81	Apr-21	£103,674.19	£7,030.00	£110,704.19
May-20	£94,650.81	£7,030.00	£101,680.81	May-21	£103,674.19	£7,030.00	£110,704.19
Jun-20	£94,650.81	£7,030.00	£101,680.81	Jun-21	£103,674.19	£7,030.00	£110,704.19
Jul-20	£87,213.81	£7,030.00	£94,243.81	Jul-21	£118,829.69	£7,030.00	£125,859.69
Aug-20	£97,999.31	£7,030.00	£105,029.31	Aug-21	£118,829.69	£7,030.00	£125,859.69
Sep-20	£97,999.31	£7,030.00	£105,029.31	Sep-21	£118,829.69	£7,030.00	£125,859.69
Oct-20	£97,999.31	£7,030.00	£105,029.31	Oct-21	£103,674.19	£7,030.00	£110,704.19
Nov-20	£102,624.31	£7,030.00	£109,654.31	Nov-21	£103,674.19	£7,030.00	£110,704.19
Dec-20	£102,624.31	£7,030.00	£109,654.31	Dec-21	£103,674.19	£7,030.00	£110,704.19
Jan-21	£102,624.31	£7,030.00	£109,654.31	Jan-22			
Feb-21	£102,624.31	£7,030.00	£109,654.31	Feb-22			
Mar-21	£102,624.31	£7,030.00	£109,654.31	Mar-22			

2.12 From January 2021 to December 2021 we have increased the number of staff paid £30 per hour and above (Graph 3 / Table 3) by 38, however zero increase via the LGRP contract and off contract. Merton are still keeping the costs as low as possible by using Comensura and the interim category. Due to covid-19 we saw an increase from April to December as Merton Council begin to implement Recovery Projects to be enable us to adapt to new ways of working and at the same time continue with the increasing demands that COVID brings.

**Graph 3 - Total no. of interim workers over £30 in each financial year**



**Table 3 - Total no. of interim workers over £30 in each financial year**

Month	No. of workers over £30/hr				Month	No. of workers over £30/hr			
	Comensura	LGRP	Off Contract	Total		Comensura	LGRP	Off Contract	Total
Apr-18	112	2	15	129	Apr-19	127	7	5	139
May-18	119	3	14	136	May-19	128	7	3	138
Jun-18	122	4	14	140	Jun-19	118	5	1	124
Jul-18	129	5	10	144	Jul-19	137	5	1	143
Aug-18	117	7	9	133	Aug-19	137	5	1	143
Sep-18	120	7	5	132	Sep-19	134	5	1	140
Oct-18	130	7	5	142	Oct-19	141	5	1	147
Nov-18	122	8	5	135	Nov-19	142	5	1	148
Dec-18	118	8	5	131	Dec-19	149	5	1	155
Jan-19	112	6	4	122	Jan-20	149	8	1	158
Feb-19	115	7	5	127	Feb-20	141	8	1	150
Mar-19	127	8	4	139	Mar-20	151	9	1	161

Month	No. of workers over £30/hr				Month	No. of workers over £30/hr			
	Comensura	LGRP	Off Contract	Total		Comensura	LGRP	Off Contract	Total
Apr-20	140	9	1	150	Apr-21	199	7	1	207
May-20	152	9	1	162	May-21	198	7	1	206
Jun-20	153	9	1	163	Jun-21	200	7	1	208
Jul-20	155	8	1	164	Jul-21	222	8	1	231
Aug-20	150	9	1	160	Aug-21	205	8	1	214
Sep-20	145	9	1	155	Sep-21	212	8	1	221
Oct-20	169	9	1	179	Oct-21	214	7	1	222
Nov-20	175	10	1	186	Nov-21	229	7	1	237
Dec-20	185	10	1	196	Dec-21	237	7	1	245
Jan-21	183	10	1	194	Jan-22				
Feb-21	201	10	1	212	Feb-22				
Mar-21	196	10	1	207	Mar-22				

- 2.13 Directors have been invited to provide short overall summary comments on agency/consultant usage and action being taken in their area and these are:

### **Children, Schools and Families**

CSF currently have 1 direct payroll, which have been here over 24 months

Due to Ofsted currently being at Merton, we have been unable to receive comments from Children, School and Families.

However, HR is continuing to work closely with CSF to reduce the reliance on agency workers. CSF actively recruits to permanent roles, reducing the use and duration of agency workers. However, we are in a candidate driven market at the moment and there is a Nationwide shortage of social workers and all organisations are competing for the same resources.

Some additional temporary posts were created to deal with the increased workload working with children in need and at risk. Because of the restrictions in place due to COVID 19, the work to support and discharge from support has been slowed significantly resulting in higher workloads.

The other agency workers are for specialist posts such as speech and language therapy which is also a statutory requirement as part of children's Education, Health and Care Plans. Because of growth funding applied to this area in the 2020/21 budget, we anticipate more permanent recruitment in this area, which should assist in reducing the reliance on agency workers in SEND services.

### **Community and Housing**

C&H currently have 10 agency workers via Comensura, which have been here over 24 months

Due to the additional significant demands of responding to the pandemic, the department had to take on additional temporary staff across a number of service areas. The additional temporary staff have been retained to ensure that vacant posts are filled so we are at full capacity as well as additional short-term capacity to meet the significantly higher workload. The posts are mostly in Public Health and Adult Social Care and where appropriate, posts are funded from various COVID 19 grants. A number of temporary assignments, primarily related to Infection prevention and Control will be extended into 2022/23, using carried forward grant funding, in order to ensure continued support to a range of settings across the Council and wider health, care and housing sectors.

Adult Social Care currently have 6 (included in the total figure of 9 for the Department) agency workers via Comensura, who have been here over 24 months. A number of initiatives have been implemented to focus on recruiting and retaining permanent staff. However, the workforce challenge in social care is impacting nationally and not just in Merton. Equally, we have been recruiting

to posts to support the additional seasonal pressures that winter brings. Though we have had limited success, the main route for this temporary workforce is through Comensura and adds to the numbers of agency workers we employ. To support recruitment and retention of permanent staff, we have implemented an apprenticeship scheme and offered enhanced training and development opportunities. We are working with the Teaching Partnership to get Assessed and supported year in employment (ASYE) social work applicants who can convert to permanent staff. We aim to reduce significantly our reliance on agency staff by recruiting to our permanent vacancies throughout 2022.

### **Corporate Services**

CS currently have 15 agency workers via Comensura, which have been here over 24 months

Of the 15 agency workers, 12 are lawyers in the Shared Legal Service (SLLP) paid for by the five participatory boroughs; mainly in the property and procurement team where we compete with the private sector. We have an ongoing recruitment campaign but still have limited success in attracting permanent staff. We are looking at further temp to perm, alongside an increase in apprenticeships within SLLP but there has also been an increase in short term demand within SLLP as there has been an increase in Children's social care cases and the Courts are not open to progress cases. For the FM Comensura agency worker, the work is demand based on the schools capital programme and the Business Systems Manager, the assignment is coming to an end shortly, but had to be extended as the service area was not able to be available to help with the implementation of the system.

There are two posts in HR who will be recruited to once a decision has been taken on the future HR Operating Model to be adopted and the structure review of the senior posts in Corporate Services, linked to the CE review of CMT. The HR Operating Model forms part of the Recovery and Modernising Merton programme.

### **Environment and Regeneration**

E&R currently have 13 agency workers via Comensura, which have been here over 24 months and 1 consultant

Numbers have not reduced as much as anticipated because of the impact of Covid 19. This reflects Government advice and support for staff on interim / agency contracts. We shall be reviewing all positions as we move out of Lockdown and into recovery

Others are providing specialist skills or are covering [often short term] externally funded roles including capital schemes. There are a number of professional areas where there is an extremely competitive market in which all London boroughs are struggling to recruit and retain permanent staff. This includes Traffic engineers, Planning officers and Building control surveyors where the emergence of a strong interim market as well as private sector competition [in building control particularly] has changed employment patterns and our ability to recruit and retain staff.

We have also been successful in securing some of the Your Merton [ Merton 2030 ] Money which is being used for some short term projects and requires some agency staff on 6 month contracts . These include Planning enforcement as well as some additional capacity we have in Street trees. Whilst we move out of Lockdown and reduce reliance on agency staff in Track and Trace and supporting the 2 other boroughs as part of the Regulatory Service Partnership it is hard to see how we will accelerate our reliance on these staff in the short term.

E&R DMT reviews this matter on a regular basis in order to manage risk including the financial impact.

**Note: Due to the Government announcement on Monday 21<sup>st</sup> February that all COVID restrictions are to end, some with effect from Thursday 24<sup>th</sup> February it is likely that we will no longer have a requirement for a significant number of agency/casual roles currently undertaking COVID related work, such as PCR testing and Track and Trace activities. The Committee should therefore see a reduction in the agency numbers and cost when next reporting to this Committee.**

- 2.14 There has been a reduction in the use of off contract appointments due to monitoring and the introduction of IR35 tax legislation in April 2017. IR35 is tax legislation designed to combat tax avoidance by workers supplying their services to clients via an intermediary, such as a limited company, but who would be an employee if the intermediary was not used.
- 2.15 The purpose of IR35 is to prevent contractors, consultants and freelancers from trading via their own limited company in order to pay less tax and national insurance contributions (NIC) than if they were employed directly by their end client or agency. This has now been rolled out into the Private Sector.
- 2.16 HR monitors suppliers and contractors to ensure they are IR35 compliant and the IR35 process for off payroll workers was recently audited and received a substantial assurance.
- 2.17 At a previous Standards and General Purposes Committee meeting where the temporary workforce was discussed the Committee requested information on



our ability to attract and select BAME staff. The statistics for the last 3 quarters of calendar year 2020 and the whole calendar year of 2021 are provided at **Appendix 2**. There continues to be an improving picture of attracting BAME candidates with the majority of candidates applying for our roles identifying as BAME. This becomes more of a mixed picture at shortlist stage, with some quarters showing a majority of BAME candidates yet others show a majority identifying as white. The mixed picture continues at offer stage, while some quarters show slight majority of BAME candidates being offered, others are more evenly split and one quarter with a majority of white candidates. Roles at grade MGA and above (jobs with salaries of £50k plus) continue to have a slight majority of candidates who identify as white at all stages of the recruitment process.

- 2.18 For senior appointments we engage specialist head hunters through the LGRP framework who have a strong track record of being able to attract a diverse pool of candidates to senior roles. For Director and CEO appointments the choice of head hunter will be made by the Appointments Committee. In any year Merton normally benefit from a very stable senior workforce but the retirement of the CEO in July 2021 has had a knock on effect of raising senior management opportunities at the senior level. 9 appointments, either permanent or interim have been made since January. 7 of the 9 have gone to internal candidates which is very positive news from a succession planning perspective as it demonstrates a good track record of being able to grow our own senior level staff. 50% of these have also gone to females. The two successful external candidates are for the AD of Social Care & Youth Inclusion role (for which a BAME male was appointed) and for the Head of School Improvement (for which a White female was appointed. Please see **Appendix 3** below for full details of the ethnic breakdown of applicants. A number of senior recruitment campaigns are anticipated to take place in the next six months of 2022.

### **3 Timetable**

- 3.1 Regular monthly reports of all interim/temporary placements are sent to departments and suitable “challenge” meetings are held with DMTs on a monthly basis. Agency spend and number of agency staff forming part of the workforce are reported to CMT on a monthly basis as part of the HR Metrics.
- 3.2 We will endeavour to give the most up to date information we have available.

### **4 Financial, resource and property implications**

- 4.1 The aim is to challenge hiring managers’ interim/temporary placements and reduce overall costs associated with interim workers where possible, noting that in many cases the Council has to cover statutory functions.

## **5 Legal and statutory implications**

5.1 There are no specific legal implications arising from the report

## **6 Human rights, equalities and community cohesion implications**

6.1 The amendments that have been made to the Council's HR policies and processes will improve confidence in the Council's HR recruitment procedure and the maintenance of the interim position database to provide the means to ensure compliance with Members' requirements.

## **7 Crime and Disorder implications**

7.1 None

## **8 Risk management and health and safety implications**

8.1 These are detailed in the Ernst and Young report of 12 March 2014 and subsequent reports.

## **9 Appendices – the following documents are to be published with this report and form part of the report**

9.1 None

## **10 Background papers**

10.1 None

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## Appendix 2

### Applications received

	April to June 2020			July to Sept 2020			Oct to Dec 2020		
	BAME	White	PNS	BAME	White	PNS	BAME	White	PNS
CSF	61%	34%	5%	56%	40%	4%	57%	40%	3%
C&H	57%	40%	3%	61%	34%	5%	63%	36%	1%
CS	71%	29%	0%	48%	49%	3%	47%	47%	6%
E&R	28%	62%	10%	37%	60%	3%	29%	71%	0%

	Jan to March 2021			April to June 2021			July to Sept 2021			Oct to Dec 2021		
	BAME	White	PNS	BAME	White	PNS	BAME	White	PNS	BAME	White	PNS
CSF	56%	43%	1%	65%	28%	7%	54%	42%	4%	64%	35%	1%
C&H	60%	36%	4%	62%	35%	3%	75%	23%	2%	56%	36%	8%
CS	60%	35%	5%	66%	31%	3%	54%	41%	5%	42%	51%	7%
E&R	51%	49%	0%	40%	58%	2%	52%	44%	4%	35%	61%	4%

### Shortlisted

	April to June 2020			July to Sept 2020			Oct to Dec 2020		
	BAME	White	PNS	BAME	White	PNS	BAME	White	PNS
CSF	50%	49%	1%	36%	57%	7%	54%	45%	1%
C&H	58%	42%	0%	46%	46%	8%	36%	64%	0%
CS	57%	43%	0%	40%	56%	4%	25%	70%	5%
E&R	29%	65%	6%	15%	85%	0%	22%	78%	0%

	Jan to March 2021			April to June 2021			July to Sept 2021			Oct to Dec 2021		
	BAME	White	PNS	BAME	White	PNS	BAME	White	PNS	BAME	White	PNS
CSF	38%	62%	0%	61%	34%	5%	57%	40%	3%	67%	33%	0%
C&H	47%	47%	6%	56%	44%	0%	70%	28%	2%	48%	48%	4%
CS	63%	32%	5%	62%	34%	4%	52%	44%	4%	46%	50%	4%
E&R	33%	67%	0%	19%	81%	0%	58%	33%	0%	31%	69%	0%

**Appointed**

	April to June 2020			July to Sept 2020			Oct to Dec 2020		
	BAME	White	PNS	BAME	White	PNS	BAME	White	PNS
CSF	47%	50%	3%	33%	62%	5%	60%	20%	20%
C&H	68%	32%	0%	0%	100%	0%	50%	50%	0%
CS	71%	29%	0%	15%	85%	0%	40%	60%	0%
E&R	60%	40%	0%	0%	100%	0%	50%	50%	0%

	Jan to March 2021			April to June 2021			July to Sept 2021			Oct to Dec 2021		
	BAME	White	PNS	BAME	White	PNS	BAME	White	PNS	BAME	White	PNS
CSF	17%	83%	0%	50%	38%	12%	37%	63%	0%	44%	56%	0%
C&H	50%	50%	0%	60%	40%	0%	50%	50%	0%	25%	75%	0%
CS	40%	60%	0%	57%	29%	14%	43%	57%	0%	50%	50%	0%
E&R	50%	50%	0%	0%	100%	0%	0%	100%	0%	0%	100%	0%

**Applications received – posts at MGA and above**

	April to June 2020			July to Sept 2020			Oct to Dec 2020		
	BAME	White	PNS	BAME	White	PNS	BAME	White	PNS
	22%	61%	17%	55%	40%	5%	39%	61%	0%

	Jan to March 2021			April to June 2021			July to Sept 2021			Oct to Dec 2021		
	BAME	White	PNS	BAME	White	PNS	BAME	White	PNS	BAME	White	PNS
	32%	66%	2%	38%	55%	7%	48%	51%	1%	43%	55%	2%

**Shortlisted – posts at MGA and above**

	April to June 2020			July to Sept 2020			Oct to Dec 2020		
	BAME	White	PNS	BAME	White	PNS	BAME	White	PNS
	38%	62%	0%	56%	38%	6%	57%	43%	0%

	Jan to March 2021			April to June 2021			July to Sept 2021			Oct to Dec 2021		
	BAME	White	PNS	BAME	White	PNS	BAME	White	PNS	BAME	White	PNS
	28%	72%	0%	20%	73%	7%	31%	65%	4%	33%	67%	0%

**Appointed – posts at MGA and above**

	April to June 2020			July to Sept 2020			Oct to Dec 2020		
	BAME	White	PNS	BAME	White	PNS	BAME	White	PNS
	33%	67%	0%	50%	50%	0%	50%	50%	0%

	Jan to March 2021			April to June 2021			July to Sept 2021			Oct to Dec 2021		
	BAME	White	PNS	BAME	White	PNS	BAME	White	PNS	BAME	White	PNS
	13%	87%	0%	20%	60%	20%	17%	83%	0%	17%	83%	0%

**Appendix 3**

We have made 9 senior appointments recently, the details of which are as follows:-

It is usual practice to work with an executive head hunting agency through the LGRP on senior roles, and the brief always includes a focus on attracting a diverse pool of candidates.

<b>Assistant Director Public Protection</b>		
Applications – 15	Shortlisted - 4	Offered - 1
33% Black Asian and Minority Ethnic	50% BAME	100% White Female – internal interim candidate
67% White	50% White	
<b>Director Children, Schools &amp; Families</b>		
Applications – 17	Shortlisted - 6	Offered - 1
18% Black Asian and Minority Ethnic	17% BAME	100% White Female – internal candidate
71% White	83% White	
12% Prefer no say		
<b>Assistant Director Education &amp; Early Help</b>		
Applications – 13	Shortlisted - 4	Offered – 1
38% Black Asian and Minority Ethnic	25% BAME	100% White Female – internal candidate
62% White	75% White	
<b>Assistant Director Social Care &amp; Youth Inclusion</b>		
Applications – 11	Shortlisted - 4	Offered - 1
55% Black Asian and Minority Ethnic	50% BAME	100% BAME – Male – external candidate
45% White	50% White	
<b>Chief Executive</b>		
Applications – 13	Shortlisted – 3 (although 1 withdrew before interview)	Offered - 1
46% Black Asian and Minority Ethnic	33% BAME	100% White Female – internal candidate
54% White	67% White	

<b>Assistant Director Adult Social Care - Secondment</b>		
Applications - 1	Shortlisted - 1	Offered - 1
100% White	100% White	100% White Male - internal
<b>Assistant Director C&amp;H Commissioning - Secondment</b>		
Applications – 1	Shortlisted - 1	Offered - 1
100% White	100% White	100% White Male - internal
<b>Interim Director C&amp;H – Acting Up</b>		
Applications – 1	Shortlisted - 1	Offered - 1
100% White	100% White	100% White Male - internal
<b>Head of School Improvement</b>		
Applications – 6	Shortlisted - 3	Offered - 1
67% BAME 33% White	100% White	100% White Female