

Notice of Meeting

People, Performance and Development Committee



Date & time
Tuesday, 29
September 2015
at 1.00 pm

Place
G30, County Hall,
Kingston upon
Thames, Surrey KT1
2DN

Contact
Andrew Baird
Room 122, County Hall
Tel 020 8541 7609

Chief Executive
David McNulty

andrew.baird@surreycc.gov.uk

If you would like a copy of this agenda or the attached papers in another format, eg large print or braille, or another language please either call 020 8541 9068, write to Democratic Services, Room 122, County Hall, Penrhyn Road, Kingston upon Thames, Surrey KT1 2DN, Minicom 020 8541 8914, fax 020 8541 9009, or email andrew.baird@surreycc.gov.uk.

This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Andrew Baird on 020 8541 7609.

Members

Mr David Hodge (Chairman), Mr Peter Martin (Vice-Chairman), Mr Ken Gulati, Mr Nick Harrison, Ms Denise Le Gal and Mrs Hazel Watson

Ex Officio:

Mrs Sally Ann B Marks (Chairman of the County Council) and Mr Nick Skellett CBE (Vice-Chairman of the County Council)

AGENDA

1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

2 MINUTES OF THE PREVIOUS MEETING: 17 JULY 2015

(Pages 1
- 10)

To agree the minutes as a true record of the meeting.

3 DECLARATIONS OF INTEREST

To receive any declarations of disclosable pecuniary interests from Members in respect of any item to be considered at the meeting.

Notes:

- In line with the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012, declarations may relate to the interest of the member, or the member's spouse or civil partner, or a person with whom the member is living as husband or wife, or a person with whom the member is living as if they were civil partners and the member is aware they have the interest.
- Members need only disclose interests not currently listed on the Register of Disclosable Pecuniary Interests.
- Members must notify the Monitoring Officer of any interests disclosed at the meeting so they may be added to the Register.
- Members are reminded that they must not participate in any item where they have a disclosable pecuniary interest.

4 QUESTIONS AND PETITIONS

To receive any questions or petitions.

Notes:

1. The deadline for Member's questions is 12.00pm four working days before the meeting (23 September 2015).
2. The deadline for public questions is seven days before the meeting (22 September 2015).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

5 ACTION REVIEW

(Pages
11 - 16)

For Members to consider and comment on the Committee's actions tracker.

6 FOSTER CARER LEAVE, FRIENDS AND FAMILY CARER LEAVE AND STAYING PUT CARER LEAVE

(Pages
17 - 30)

This report outlines Surrey County Council's proposed approach to becoming a Foster Friendly Employer. Surrey County Council's Fostering Service is looking to implement a number of measures to target our own workforce as a source of possible foster carers, friends and family carers, and staying put carers, to support our looked after children and those young people previously in foster care who may be transitioning into Adult Social Care services or in becoming independent.

- 7 ENSURING OUR SERVICES ARE ACCESSIBLE AND RESPONSIVE: TELEPHONE AND VOICEMAIL POLICY** (Pages 31 - 34)

To improve resident experience by introducing a new telephone and voicemail policy for officers.

- 8 SOCIAL WORKER AND OCCUPATIONAL THERAPIST 'REFER A FRIEND' INCENTIVE SCHEME** (Pages 35 - 44)

To seek endorsement from the Committee to implement an Adult Social Care and Children, Schools and Families incentive scheme to encourage permanent recruitment to Social Worker and Occupational Therapy vacancies within the services.

Surrey County Council employees who refer a friend/acquaintance to a vacancy will receive a 'reward', on certain conditions.

- 9 ARRANGEMENT FOR THE APPOINTMENT OF SENIOR MANAGERS TO THE ORBIS JOINT PARTNERSHIP BETWEEN SURREY COUNTY COUNCIL AND EAST SUSSEX COUNTY COUNCIL** (Pages 45 - 48)

This report sets out arrangements for the People, Performance and Development Committee's (PPDC) Appointments Sub-Committee for appointments to Senior Management positions (pay grades S15 and above) to the Orbis Joint Partnership between Surrey County Council and East Sussex County Council.

10 EXCLUSION OF THE PUBLIC

Recommendation: That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information under the relevant paragraphs of Part 1 of Schedule 12A of the Act.

**PART TWO
IN PRIVATE**

- 11 SENIOR PAY PROGRESSION** (Pages 49 - 52)

The People, Performance and Development Committee (PPDC) acts as the Council's Remuneration Committee under delegated powers, in accordance with the Constitution of the County Council. The purpose of this paper is to ask the Committee to note the Chief Executive's acceptance of its decision made on 19 March 2014 to implement pay progression for the Chief Executive.

Exempt: Not for publication under Paragraph 1, 2

Information relating to any individual.

Information which is likely to reveal the identity of an individual.

12 PAY POLICY EXCEPTIONS REPORT SEPTEMBER 2015

(Pages
53 - 68)

The People, Performance and Development Committee (PPDC) acts as the Council's Remuneration Committee under delegated powers, in accordance with the constitution of the County Council. The purpose of this paper is to highlight decisions taken / recommendations on Senior Pay that fall outside the published Pay Policy.

Exempt: Not for publication under Paragraph 1, 2

Information relating to any individual.

Information which is likely to reveal the identity of an individual.

13 ADULT SOCIAL CARE - TRAINEE SCHEME - SOCIAL WORKERS AND OCCUPATIONAL THERAPISTS

(Pages
69 - 74)

The Adult Social Care professional qualification trainee scheme has not been reviewed since 2009. This report proposes some changes to the terms and conditions of the scheme and also the fixed salary offer to ensure that the scheme is consistent with current working arrangements and is cost effective.

The proposals represent a better offer from both the Council's perspective and the prospective trainee.

We are seeking the agreement of the Committee to the proposed new arrangements.

Exempt: Not for publication under Paragraph 1, 2

Information relating to any individual.

Information which is likely to reveal the identity of an individual.

14 DATE OF NEXT MEETING

The next meeting of People, Performance and Development Committee will be on 29 October 2015.

David McNulty
Chief Executive

Published: Monday, 21 September 2015

MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE

Those attending for the purpose of reporting on the meeting may use social media or mobile devices in silent mode to send electronic messages about the progress of the public parts of the meeting. To support this, County Hall has wifi available for visitors – please ask at reception for details.

Anyone is permitted to film, record or take photographs at council meetings. Please liaise with the council officer listed in the agenda prior to the start of the meeting so that those attending the meeting can be made aware of any filming taking place.

Use of mobile devices, including for the purpose of recording or filming a meeting, is subject to no interruptions, distractions or interference being caused to the PA or Induction Loop systems, or any general disturbance to proceedings. The Chairman may ask for mobile devices to be switched off in these circumstances.

It is requested that if you are not using your mobile device for any of the activities outlined above, it be switched off or placed in silent mode during the meeting to prevent interruptions and interference with PA and Induction Loop systems.

Thank you for your co-operation

This page is intentionally left blank

MINUTES of the meeting of the **PEOPLE, PERFORMANCE AND DEVELOPMENT COMMITTEE** held at 10.00 am on 17 July 2015 at Room 107 - County Hall.

These minutes are subject to confirmation by the Committee at its meeting.

Elected Members:

Mr David Hodge (Chairman)
Mr Ken Gulati
Mr Nick Harrison
Ms Denise Le Gal
Mrs Hazel Watson

Apologies:

Mr Peter Martin

In Attendance

Ken Akers, Strategic HR Relationship Manager
Cheryl Hardman, Regulatory Committee Manager
Carmel Millar, Director of People and Development

53/15 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies for absence were received from Peter Martin.

54/15 MINUTES OF THE PREVIOUS MEETING: 26 JUNE 2015 [Item 2]

The Minutes were approved as an accurate record of the meeting.

55/15 DECLARATIONS OF INTEREST [Item 3]

Nicholas Harrison declared a personal interest in Item 6 'Appointment of Local Pension Board' as nominated Chairman for the Board. He would leave the room for the duration of the item.

56/15 QUESTIONS AND PETITIONS [Item 4]

There were none.

57/15 ACTION REVIEW [Item 5]**Declarations of interest:**

None

Witnesses:

Carmel Millar, Director of People and Development

Key points during the discussion:

1. In relation to A2/15 (Think Resident Think Councillor), the Chairman stated that this needed to be addressed urgently. He requested that work be undertaken with officers in September and October 2015. The Director of People and Development assured the committee that the Lead Member for Democratic Services had a project plan for this work and it would be circulated to the committee.
2. In relation to A3/15 (employee engagement campaign), the Chairman requested that a six month progress report be brought to committee in October 2015.
3. In relation to A5/15 (training on interests), the Chairman requested a note to committee on when this will happen.
4. In relation to A7/15 (letter on Seven Standards of Public Life), the committee was informed that the Lead Manager for Democratic Services was drafting the letter. The committee requested that the letter be produced by the end of the July 2015.
5. In relation to A6/15 (Customer Promise), the Chairman expressed his disappointment with the promotional video. He requested that the video be redrafted and stated that he would be willing to make himself available. He also requested that the other members of the committee looked at the video.

Actions/Further information to be provided:

The action tracker will be updated to reflect the points raised during the discussion.

RESOLVED:

To note the tracker.

Committee next steps:

None.

58/15 APPOINTMENT OF LOCAL PENSION BOARD [Item 6]**Declarations of interest:**

Nicholas Harrison declared a personal interest as the nominated Chairman of the Board. He left the room for the duration of the item.

Witnesses:

Neil Mason, Senior Advisor (Pension Fund)

Key points during the discussion:

1. The committee discussed the appointments process and requested that the terms of reference make the process clearer (**Action Review ref: A8/15**).
2. Remuneration for the Chairman and Vice-Chairman of the new Board was discussed.

Actions/Further information to be provided:

Terms of reference to make the appointments process clearer.

RESOLVED:

- i. To APPROVE the proposed appointments to the Local Pension Board.
- ii. To REFER consideration and the development of a recommendation on the level of remuneration for the Chairman and Vice-Chairman of the Board back to the Appointments Panel (**Action Review ref: A9/15**).

Committee next steps:

None.

Nicholas Harrison rejoined the meeting at 10.26am.

59/15 FUTURE ARRANGEMENTS FOR HR & OD LEADERSHIP - ORBIS [Item 7]**Declarations of interest:**

None.

Key points during the discussion:

1. The Cabinet Member for Business Services and Resident Experience, who is also a member of the committee, introduced the report.
2. Members expressed regret at losing the Director of People and Development, who would shortly be leaving the Council. She was a valued member of staff who had driven improvements within HR.
3. The committee discussed the new structure for HR within Orbis. It was noted that the creation of Orbis had led to the biggest staff movement in the country, following the development of joint arrangements between councils.

Actions/Further information to be provided:

Terms of reference to make the appointments process clearer.

RESOLVED:

- i. To NOTE with regret that Carmel Millar, Director People and Development, will be leaving Surrey on 17 January 2016 after 8 years service.
- ii. To NOTE the deletion of the role of Director of People and Development for Surrey and the establishment of the new role of HR Director which will have scope across the whole Orbis Partnership.

Committee next steps:

None.

60/15 ABUSE, VIOLENCE AND ASSAULTS IN THE WORKPLACE [Item 8]**Declarations of interest:**

None.

Witnesses:

Ken Akers, Strategic HR Relationship Manager

Key points during the discussion:

1. The Strategic HR Relationship Manager introduced the item.
2. Members highlighted that it is inevitable that some staff would be in situations where they would be dealing with abusive individuals or families. It was also stressed that some abusive or violent behaviour was the result of mental health problems. Officers agreed that staff do have to deal with difficult situations but highlighted the need to undertake risk assessments and to know what procedures can be followed. For example, staff could meet with a family in the company of a second staff member or take safety devices.
3. The committee discussed the need for Members to step in at public meetings when local residents are overstepping the mark with officers. The Chairman suggested that Members be reminded of their responsibilities during Think Resident Think Councillor sessions (**Action Review ref: A2/15**).
4. Members queried the need for a project manager when this should be part of every manager's responsibilities. Officers clarified that the project concerned with data analysis. The Senior Equality, Inclusion and Well-being Officer had developed a project plan which a support officer would implement.
5. The Chairman informed officers that the values in the report were in the wrong order and that the order of the values showed a process from listening to respect.
6. The application to schools was queried. The Strategic HR Relationship Manager explained that the policy does apply to schools and that officers were working closely with the Schools and Learning Service to implement this.

Actions/Further information to be provided:

Think Resident Think Councillor sessions to include reminder of Member responsibilities in supporting officers at public meetings.

RESOLVED:

To ENDORSE and SUPPORT the following approach:

- i. The key message that the council will never tolerate abuse of our staff is re-established;
- ii. Reporting and management of incidents is reviewed to identify improvements needed;
- iii. Services make sure that risk management policies are properly applied and embedded into culture;
- iv. Restorative practice in frontline services is introduced and applied when dealing with difficult behaviours; and
- v. Cabinet Members sponsor any campaigns or related activity in relevant service areas.

Committee next steps:

None.

61/15 APPRAISALS COMPLETION UPDATE REPORT FOR APPRAISALS CARRIED OUT IN 2015/16 [Item 9]

Declarations of interest:

None.

Witnesses:

Carmel Millar, Director of People and Development

Key points during the discussion:

1. The Chairman expressed disappointment with the progress of appraisal completion so far. While Adult Social Care had greatly improved since the previous year and the new Deputy Chief Executive would need some time to bring performance in Children's Service up, other directorates needed to improve performance in this area. He stated that appraisals should be completed in the first three months of a new financial year. It was suggested that appraisals should be completed by the date of the next committee meeting, 29 September 2015. If appraisals are not completed, the relevant Strategic Director should be invited to attend the committee to explain (**Action Review ref: A10/15**).
2. Members requested that in future Appendix A include an explanatory note on whether these are FTEs, whether the figures include those not eligible for appraisals etc.
3. The Director of People and Development reminded the committee that if Members decide to link pay progression to performance, appraisals will need to be completed by the end of June in future years.

Actions/Further information to be provided:

If 100% of eligible appraisals within a directorate are not completed by 29 September 2015, the relevant Strategic Director will be invited to attend the committee to explain.

RESOLVED:

- i. That the People Performance and Development Committee note the current level of completion of eligible appraisals, as recorded on the system, stands at 43% completion, across the organisation.

- ii. That the committee agree an extension of the completion date to September 2015, in recognition of the scale of some services. That this would be on the understanding that, should a link between pay and performance be established, appraisals would need to be completed by the end of the first quarter in future years.
- iii. That the committee continue to request reports for appraisal completion data on a quarterly basis.
- iv. That a period of two years for completion of a significant programme of appraisal training for over 300 team leaders be agreed for Commercial Services and for the completion of all appraisals for the 1,500 staff in that service.

Committee next steps:

To receive a further report in September 2015.

62/15 CHANGES TO CONDITIONS OF SERVICE [Item 10]

Declarations of interest:

None.

Witnesses:

Ken Akers, Strategic HR Relationship Manager

Key points during the discussion:

- 1. The Strategic HR Relationship Manager introduced the item.
- 2. Officers agreed to develop a promotional campaign aimed at Councillors regarding access to MyBenefits (**Action Review ref: A11/15**). It was suggested that this could be raised at Think Resident Think Councillor sessions.
- 3. Members were concerned about not backdating the adjusted salary sacrifice scheme for buying leave to when the new Government regulations regarding pensionable pay were introduced in April 2014. Officers were asked to circulate clarification on this issue (**Action Review ref: A12/15**).

Actions/Further information to be provided:

- a) Officers to develop a promotional campaign aimed at Councillors regarding access to MyBenefits.
- b) Officers to circulate clarification on whether the adjusted salary sacrifice scheme for buying leave can be backdated to when the new Government regulations regarding pensionable pay were introduced in April 2014.

RESOLVED:

- i. That the committee APPROVES the operation of a net pay scheme for staff buying annual leave, subject to clarification of whether the adjusted scheme can be backdated to when the new Government regulations regarding pensionable pay were introduced in April 2014.
- ii. That the committee APPROVES opening the MyBenefits voluntary and flexible benefits scheme to all non-Surrey Pay staff and elected Members within the Council with immediate effect.

Committee next steps:

Procedures, policy updates and communications to be developed in relation to extending salary sacrifice schemes to elected members for consideration at a future PPDC meeting.

63/15 PAY POLICY EXCEPTIONS ANALYSIS 2012-2014 [Item 11]**Declarations of interest:**

None.

Witnesses:

Ken Akers, Strategic HR Relationship Manager

Key points during the discussion:

1. The Strategic HR Relationship Manager introduced the item.
2. Members questioned if the increase in the number of pay exceptions indicates that there is a market anomaly. Officers responded that the Pay and Reward Strategy was looking at how to react to the economy improving and other employers scaling up their pay offer.
3. Officers confirmed that in recent years there had been an annual pay increase given to those to the bottom of their pay grade. All staff were paid on or more than the national living wage.
4. An analysis of pay exceptions would be shared with the committee on a regular basis.

Actions/Further information to be provided:

None.

RESOLVED:

1. The committee APPROVED that:
 - i. the current delegations and process for approval of pay exceptions is maintained and all services must adhere to this process;
 - ii. pay exceptions, including exceptional starting salaries, for grades S12 and below are delegated by PPDC for decision by the Director of People and Development;
 - iii. pay exceptions for grades S13 and above are presented to the Director of People & Development, for challenge, review and endorsement before being presented to PPDC for decision;
 - iv. all pay exceptions must be first recommended by the relevant Strategic Director;
 - v. where it is necessary to expedite decisions for exceptional starting salaries of grades 13 and above in order to secure new staff, then the business case will be forwarded to the Director of People & Development for challenge, review and decision, in consultation with the Leader on behalf of PPDC, and will be reported to the next PPDC for information. The Council's Pay Policy Statement will be amended to reflect these changes and presented to Council for approval; and
 - vi. services will be required to use a standard business case template to improve consistency of decision; a central record of

all approved exceptions will be maintained in Human Resources and reported to PPDC on a quarterly basis.

2. The HR&OD team will provide guidance and support to managers should there be any uncertainty about the process and determining the appropriateness for exceptions.
3. That committee AGREED that the Chairman should write a letter to all relevant Strategic Directors and Heads of Service to explain the rules for pay exceptions. All officers are to acknowledge receipt of the letter (**Action Review ref: A13/15**).

Committee next steps:

None.

64/15 EXCLUSION OF THE PUBLIC [Item 12]

RESOLVED: That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information under the relevant paragraphs of Schedule 12A of the Act.

65/15 PAY POLICY EXCEPTIONS REPORT JULY 2015 [Item 13]

Declarations of interest:

None.

Witnesses:

Ken Akers, Strategic HR Relationship Manager

Key points during the discussion:

1. The Strategic HR Relationship Manager introduced the report. The committee asked a number of questions which were responded to by the officers present, before moving to the recommendations.

Actions/Further information to be provided:

None.

RESOLVED:

The Committee APPROVED the recommendations set out in the confidential report.

Committee next steps:

None.

66/15 CHANGES TO RESIDENTIAL CONDITIONS OF SERVICE [Item 14]

Declarations of interest:

None.

Witnesses:

Ken Akers, Strategic HR Relationship Manager

Key points during the discussion:

1. The Strategic HR Relationship Manager introduced the report. The committee asked a number of questions which were responded to by the officers present, before moving to the recommendations.

Actions/Further information to be provided:

Officers to report back when work being undertaken as part of the Surrey Pay review is completed (**Action Review ref: A14/15**).

RESOLVED:

The Committee APPROVED the recommendations set out in the confidential report.

Committee next steps:

None.

67/15 ARRANGEMENTS TO ADDRESS RECRUITMENT AND RETENTION PROBLEMS [Item 15]**Declarations of interest:**

None.

Witnesses:

Ken Akers, Strategic HR Relationship Manager

Key points during the discussion:

1. The Strategic HR Relationship Manager introduced the report. The committee asked a number of questions which were responded to by the officers present, before moving to the recommendations.

Actions/Further information to be provided:

None.

RESOLVED:

The Committee APPROVED the recommendations set out in the confidential report.

Committee next steps:

None.

68/15 DATE OF NEXT MEETING [Item 16]

The date of the next meeting was noted.

Meeting ended at: 11.50 am

Chairman

This page is intentionally left blank



People, Performance and Development Committee
29 September 2015

Action Review

Purpose of the report:

For Members to consider and comment on the Committee's actions tracker.

Introduction:

An actions tracker recording actions and recommendations from previous meetings is attached as **Annex A**, and the Committee is asked to review progress on the items listed.

Recommendations:

The Committee is asked to monitor progress on the implementation of actions from previous meetings (Annex A).

Report contact: Andrew Baird, Regulatory Committee Manager

Contact details: 020 8541 7609, andrew.baird@surreycc.gov.uk

This page is intentionally left blank

People, Performance & Development Committee – ACTION TRACKING

ACTIONS

Number	Meeting Date	Item	Recommendation / Action	Action by whom	Action update
A2/15	6 March 2015	Action Review	The Director of People and Development to bring a paper to committee on how to reinforce the Think Resident Think Councillor message from the 2014 campaign.	Director of People and Development/ Democratic Services Lead Manager	<p>To be scheduled and to include a training programme for officers on how to respond to residents.</p> <p>On 17 July 2015, the Chairman stated that this needed to be addressed urgently. He requested that work be undertaken with officers in September and October 2015. The Director of People and Development assured the committee that the Lead Member for Democratic Services had a project plan for this work and it would be circulated to the committee.</p> <p>It was suggested that Members be reminded of their responsibilities in supporting officers at public meetings.</p> <p>The Lead Manager of Democratic Services, Katie Booth, has contacted the Head of Community and Partnership Safety, Jane Last, with the aim of drawing together a program involving Members and staff.</p>
A5/15	2 April 2015	Declarations of Interest	Officers review the training offer for all Members on interests.	Director of People and Development/ Director of Legal and Democratic Services	<p>The Lead Manager Legal, Alan Wells, will be delivering training to Members before the end of the year following which guidance will be rolled out.</p> <p>The possibility of creating an e-learning facility is also being considered.</p>

People, Performance & Development Committee – ACTION TRACKING

A7/15	12 May 2015	Officer Code of Conduct amendment	A letter from the Chairman outlining The Seven Standards of Public Life, with a commentary on the Standards, to be circulated to all Members and Strategic Directors.	Chairman/ Lead Manager for Democratic Services	Lead Manager for Democratic Services to take this forward. On 17 July 2015, the committee requested that the letter be circulated by the end of July 2015. The Lead Manager of Democratic Services has contacted the Director of People and Development with the aim of providing more information before 29 September.
A10/15	17 July 2015	Appraisals Completion Update	If 100% of appraisals within a directorate are not completed by 29 September 2015, the relevant Strategic Director will be invited to attend the committee to explain.	Director of People and Development	
A11/15	17 July 2015	Changes to Conditions of Service	Officers to develop a promotional campaign aimed at Councillors regarding access to MyBenefits	Strategic HR Relationship Manager/ Lead Manager for Democratic Services	This is being followed up by the Lead Manager of Legal and Democratic Services.
A13/15	17 July 2015	Pay Policy Exceptions Analysis	The Chairman to write a letter to all relevant Strategic Directors and Heads of Service to explain the rules for pay exceptions. All officers are to acknowledge receipt of the letter.	Chairman/ Director of People and Development	A letter has been drafted and it is agreed that this will be sent by the Deputy Chief Executive. The letter was held back until the summer holidays had finished to make sure that all managers are aware of the approach.

People, Performance & Development Committee – ACTION TRACKING

COMPLETED

Number	Meeting Date	Item	Recommendation / Action	Action by whom	Action update
A3/15	6 March 2015	Employee Engagement Campaign	That officers report back to the committee later in the year with an update on the campaign.	Director of People and Development	An item is scheduled for the PPDC meeting on 29 October 2015.
A6/15	2 April 2015	Customer Promise – The Council's Commitment to Delivering Excellent Resident Service	The Head of Customer Services to circulate a promotional video on the new Customer Promise.	Head of Customer Services and Head of Customer and Communities Directorate Support	<p>The video has been uploaded to the internet and is able to be viewed internally and externally if people have the link. A link was circulated to the committee on 3 June 2015.</p> <p>The Leader confirmed that the video does not need to be reviewed as it is for circulation among staff members rather than for residents and partners.</p>
A8/15	17 July 2015	Appointment of Local Pension Board	Terms of reference to make the appointments process clearer.	Senior Advisor (Pension Fund)/ Lead Manager for Democratic Services	There have been discussions around who will approve changes to the Terms of Reference and it has now been agreed that this will be the Surrey Pension Fund Committee.
A9/15	17 July 2015	Appointment of Local Pension Board	Referred consideration and the development of a recommendation on the level of remuneration for the Chairman and Vice-Chairman of the Board back to the Appointments Panel	Senior Advisor (Pension Fund)/ Lead Manager for Democratic Services	It has been agreed that Surrey Pension Fund Committee should make the decision as the body paying for the Board.

People, Performance & Development Committee – ACTION TRACKING

A12/15	17 July 2015	Changes to Conditions of Service	Officers to circulate clarification on whether the adjusted salary sacrifice scheme for buying leave can be backdated to when the new Government regulations regarding pensionable pay were introduced in April 2014.	Strategic HR Relationship Manager	<p>Regulatory Committee Manager to circulate a note regarding the impact of buying annual leave on pensionable pay to the Members of PPDC.</p> <p>This issue has been raised with Employee Services payroll and pensions management. Their advice is that the disruption and effort would outweigh the risk of any claim against Surrey. Key factors are:</p> <ul style="list-style-type: none"> • The regulations were issued with short notice and it took some time to determine how best to implement them. • Backdating would involve considerable work of recalculating the pensions entitlement for the year of purchase for nearly 1,000 staff. • No changes can be made to pensions without the agreement of the staff and they are likely to raise objections to this. • Surrey is fully compliant with the new regulations and staff have not suffered detriment.
A14/15	17 July 2015	Changes to Residential Conditions of Service	Officers to report back when work being undertaken as part of the Surrey Pay review is completed	Strategic HR Relationship Manager	This work is being undertaken as part of the Reward Strategy Review and will be considered by Members later this year.



People, Performance and Development Committee
29 September 2015

Foster Carer Leave, Friends and Family Carer Leave and Staying Put Carer Leave

Purpose of the report:

This report outlines Surrey County Council's proposed approach to becoming a Foster Friendly Employer. Surrey County Council's Fostering Service is looking to implement a number of measures to target our own workforce as a source of possible foster carers, friends and family carers, and staying put carers, to support our looked after children and those young people previously in foster care who may be transitioning into Adult Social Care services or in becoming independent.

This report is being brought to People, Performance and Development Committee because the Committee determines policy on pay, terms and conditions of employment of all staff according to the Scheme of Delegation.

Recommendations:

It is recommended that:

1. The Committee endorse proposals to promote foster caring, friends and family caring, and staying put caring to Surrey County Council employees and to agree to the introduction of Foster Carer Leave, Friends and Family Carer Leave and Staying Put Carer Leave as an additional category in the Council's Special Leave Policy.
2. Foster children, including those under friends and family foster care and young people under a staying put arrangement, are recognised as dependents for the purposes of emergency leave.

Introduction:

1. Surrey County Council (SCC) looks after on average 800 children per year. In line with national trends, this number is increasing, with younger children entering care following abuse or neglect and more teenagers needing to be looked after following family breakdown. 75% of our children

are placed in foster care and the remaining children are in residential homes, placed for adoption, in independent living or placed with parents.

2. The shortage of foster families has resulted in a growing number of children being separated from their siblings, or being placed out of county in a placement that better meets their needs.
3. The demographic profile of foster carers, many of whom are approaching retirement age, places further pressure on the future number foster carers. Research by the Fostering Network in 2009 shows that 94% of foster carers nationally are aged 40 and over and 65% are aged 50 and over.
4. Transition into adulthood is often a turbulent time for any young person. For many young adults, transition to adulthood can be extended and delayed until they are emotionally and financially ready. Young people who are looked after may not have this option and many care leavers are expected to cope with independent living too early and without adequate support. Consequently, the Department for Education (DfE) introduced a new duty on local authorities called 'Staying Put'. The primary aim of Staying Put is to promote a gradual transition for young people from care to adulthood and independent living. It focuses on ways to extend this transition within a family setting for young people who are or who have been looked after by the local authority.
5. To address the challenges around fostering, the Government has called on employers to become "foster family friendly". This report outlines SCC's proposed approach to becoming a Foster Friendly Employer, achieving this not only for foster carers, but also friends and family carers and staying put carers, to support our looked after children and those young people previously in foster care who may be transitioning into Adult Social Care services or in becoming independent. Broadening the scope of the measures to include friends and family carers and staying put carers will demonstrate a commitment by SCC to being foster family friendly and achieving the best outcomes for children and young people in Surrey.

Proposals

6. The initiative to increase the number of SCC employees applying to be foster carers, friends and family carers and staying put carers includes:
 - All time off to attend meetings, home visits and training, including travel and waiting time during the assessment to approval process for prospective foster carers and friends and family carers, will be paid at the employee's normal weekly rate of pay. If working hours vary from week to week, pay will be based on the average pay for the previous 12 complete working weeks, excluding overtime unless it is compulsory. This is for prospective foster carers and friends and family carers only; staying put carers do not undergo an assessment process.
 - Unpaid special leave once approved as either a foster carer or friends and family carer and a child is in placement or a young person is in a staying put arrangement. This can be for meetings with the Home Office, social work review meetings, schools, unforeseen emergencies

- relating to their caring role, pathway planning meetings and/or to accommodate an emergency placement and attend training.
- Recognising foster children, friends and family foster care children and young people in a staying put arrangement as dependents for the purposes of emergency leave.
7. The SCC foster care assessment to approval process usually takes six months. As part of the assessment process, prospective SCC foster carers must attend the Surrey County Council Skills to Foster Training. This entails attending one session a week over a six week period, the same evening each week between 6.30pm to 9.30pm, plus one whole Saturday. In addition, prospective Surrey foster carers have between 8 to 10 home visits with a social worker lasting approximately two hours. The number of meetings, home visits and training sessions a prospective foster carer attends during their assessment process and length of time it takes to become an approved foster carer may vary if they wish to foster through an Independent Fostering Agency, rather than through the County Council.
 8. Surrey Friends and Family Foster Carers undertake the same assessment process as foster carers, as outlined in the above paragraph. However, the timescales are much shorter, with the assessment legally taking up to 16 weeks before being taken to Foster Panel.
 9. Currently, any SCC employee who is a prospective or approved foster carer, friends and family carer, or a staying put carer, must attend any meetings or training in their own time. In comparison, SCC provides leave to support employees in other circumstances where this supports family friendly or wider public duties benefits, for example managers may grant up to five days paid special leave for absence of staff where they are the "nominated carer" of the birth mother or adoptive mother and/or father.
 10. A number of local authorities, universities and private sector companies have foster care friendly policies in place:
 - Tesco and O2 have policies that offer employees up to five days paid leave for to attend related meetings and training as part of the fostering assessment process. Tesco recognises foster children as dependents for the purposes of emergency leave and their foster carers also have access to a shift swap scheme.
 - Brighton and Hove City Council offers employees up to a maximum of three days paid leave to attend any meetings, home visits or mandatory training as part of the fostering assessment process. In addition, employees who are approved foster carers may be granted up to a maximum of five days paid leave in any leave year to enable them to attend the required training courses, review meetings and any other meetings in connection with the child's placement. Requests for emergency leave are considered under the Council's special leave policy.
 - Leicester City Council offers employees three days paid leave to attend the fostering assessment and training process, as well as access to other family friendly policy provisions around flexible working.

- Birmingham City Council offers up to eight days paid leave during the fostering assessment process.
- Norfolk City Council offers up to eight days paid leave during the fostering assessment process.
- University of Dundee offers a maximum of two days paid leave following a formal fostering arrangement. This is subject to a maximum of four days paid leave per year. This arrangement is only applicable to long term fostering, which would not normally be less than six months. Their policy also applies to friends and family carers.
- Department for Education offers discretionary special paid leave for up to five days in a 12 month period for leave during the fostering assessment process, an additional five days' paid or unpaid leave in a 12 month period at line manager's discretion as additional leave during fostering approval process or when child is in placement and additional discretionary special paid leave for up to ten days in a 12 month period at the start of a planned permanent placement. If both parents are employed, one parent would receive up to ten days and the other up to five days.

11. In light of the time off required to complete the assessment to approval process and other existing family friendly provisions for time off, it is requested that Foster Carer Leave, Friends and Family Carer Leave and Staying Put Carer Leave is introduced for SCC employees as an additional category within the Council's Special Leave Policy.

Encouraging other employers to adopt and adapt the scheme within their organisations

12. SCC is working together with Reigate and Banstead Borough Council to become foster friendly employers. It is hoped that this partnership will encourage the other ten district and borough councils and other organisations based within the county to follow our example.
13. As part of this initiative, the Fostering Service will also identify and engage with big businesses based in the county in the first instance, to encourage them to become foster friendly employers.

Resource implications

12. Foster care is significantly more cost effective in providing care to children than other types of placement. Alternatives to in-house foster care include residential care (which is considerably more expensive), foster care placements through an independent fostering agency commissioned by the County Council or friends and family care. The average cost of a Surrey in-house fostering placement is £16k per annum. This compares with an average cost of £44k per annum for an independent fostering agency placement.
13. This proposal forms part of the Fostering Service's strategy to recruit more foster carers. It is anticipated that only a small proportion of foster carers, friends and family carers, and staying put carers would come from

the SCC's workforce, with the majority of these carers coming from the wider Surrey population.

Conclusions:

Financial and value for money implications

14. Foster Carer Leave, Friends and Family Carer Leave and Staying Put Carer Leave will be promoted to staff through an internal communications campaign which will include recruitment event stalls across SCC buildings and information made available on the intranet. It will also be promoted on the SCC website jobs pages as one of the benefits of working for Surrey. As such, any costs incurred will be minimal; communications on the intranet will incur no costs and recruitment events will be run by SCC staff, with any costs for the events being met out of the Fostering Service budget.
15. Costs for paid time off during the assessment to approval process for prospective foster carers and prospective friends and family carers, as with all other special leave, will be absorbed within team budgets. staying put carers do not undergo an assessment process and so this does not apply to them.

Equalities and Diversity Implications

16. All SCC employees who apply to become a foster carer, friends and family carer and are accepted onto the appropriate training programme run by their chosen agency or become a staying put carer will be able to make a request to access the time off under this category of special leave. Decisions regarding eligibility for the training programme will be made within the statutory provisions for foster care.
17. SCC staff who work in frontline social work teams in the Children's and Safeguarding Service and who have direct involvement in the planning and decision making for looked after children may be unable to become approved SCC foster carers. The reason being the potential conflict of interest between their professional role and that of a foster carer. Any conflict of interest may be of detriment to the interests of looked after children and therefore must be avoided. These will be considered on a case by case basis by the Council's Fostering Service.

Legal Implications

18. The arguments for or against adopting such a policy are not matters for legal review as to whether it will achieve its purpose, cost and desirability. The Council is free to adopt policies that go beyond the statutory requirements.

Risk Management Implications

19. None.

Next steps:

To implement agreed recommendations

Report contact: Hana Alipour-Mehraban, Commissioning Project Officer,
Children's and Safeguarding Service

Contact details: hana.alipour-mehraban@surreycc.gov.uk
01483 517102

Sources/background papers:

- Brighton and Hove City Council. Foster Carers Support Policy.
- Cumbria County Council. Become a Foster Friendly Employer.
- Department for Education. Foster Carer and Friends & Family Carer Leave Policy.
- Leicester City Council. Hours and Leave Policy.
- Norfolk County Council. Foster Training Leave.
- O2, Fostering Leave Policy.
- Surrey County Council. Flexible Working Policy. 2015
- Surrey County Council. Special Leave Policy / Time off for dependents. 2011.
- Surrey County Council. Guidance on Unpaid Leave. 2013.
- Surrey County Council. Management information systems workforce data. 2015.
- Tesco. Foster Care Leave.
- The Fostering Network. The Age of Foster Care. 2009.

Foster Carer Leave, Friends and Family Carer Leave and Staying Put Carer Leave

1.0 Introduction

Surrey County Council is keen to encourage its employees to become Foster Carers, Friends and Family Carers, and Staying Put Carers, and also to support those already providing these types of care by providing time off where necessary.

Foster Carer Leave, Friends and Family Carer Leave and Staying Put Carer Leave is time off work which may be granted under the umbrella of special leave. It can be granted for a variety of reasons and may be granted in addition to other leave entitlements. This type of leave should be used to enable employees to become Foster Carers, Friends and Family Carers, and Staying Put Carers and to continue to provide care where a child is in placement or young person is in a staying put arrangement.

Foster Carer Leave, Friends and Family Carer Leave and Staying Put Carer Leave may be granted to undertake training to become an approved Foster Carer or Friends and Family Carer, as well as to attend formal meetings (including home visits), or to deal with unexpected emergencies. Staying Put Carers do not undergo an assessment process and so will only need Leave to attend formal meetings or to deal with unexpected emergencies, Foster Carer Leave, Friends and Family Carer Leave and Staying Put Carer Leave must not be used where other forms of leave such as annual and/or flexi leave are more appropriate to the circumstances.

It is essential that employees spend the substantial majority of their contracted hours carrying out the role for which they are employed; however, managers will want to show support for those wishing to become a Foster Carer or those already providing foster care.

The law entitles employees to a reasonable amount of unpaid time off for emergencies involving dependants and this will also apply to Foster Carers, Friends and Family Carers, and Staying Put Carers.

2.0 Definition

A Foster Carer is defined as a person who is approved as a foster parent in accordance with the Fostering Services (England) Regulations 2011, or is temporarily approved as a Foster Carer under the Care Planning Placement and Case Review (England) Regulations 2010.

Foster Carers are approved as such by a local authority fostering service or an Independent Fostering Agency. Foster Carers care for children placed with them by a local authority (a looked after child), who is the child's corporate parent. A looked after child may stay with their Foster Carer for a short period or for longer periods of time; some children remain with their Foster Carer until they reach adulthood. Some Foster Carers provide respite care, which allow the child's parents or usual carers to take a break.

Family and Friends Carers are defined by the Department for Education as someone who can be a relative, friend or other person with a prior connection with somebody else's child who is caring for that child full time. An individual who is a "connected person" to a looked after child may also be a family and friends carer. A child who is cared for by a family and friends carer may or may not be looked after by the local authority (Department for Education. Family and Friends Care: Statutory Guidance for Local Authorities. 2011).

Department for Education uses 'Staying Put' to define the following arrangements where:

- A young person who was looked after immediately prior to their eighteenth birthday (as an eligible child) continues to reside with their former foster carer/s
- The carer/s were acting as foster carers to the child immediately prior to the young person's eighteenth birthday (that is, the carers were approved as foster carers in accordance with the Fostering Service (England) Regulations 2011 and the child had been placed with them by the local authority, or via an Independent Fostering Agency)
- A young person is deemed an eligible child, within the meaning of paragraph 19B(2) of Schedule 2 to the Children Act 1989, immediately before he/she reached eighteen
- The "Staying Put" arrangement is set out in the child/young person's Pathway Plan
- A proportion of the allowance paid to the "Staying Put" carer/s is paid by the Local Authority Children's Services under section 23C of the Children Act 1989
- The "Staying Put" arrangement extends until:
 - the young person first leaves the "Staying Put" arrangement; or
 - the young person reaches their twenty-first birthday, if continuously, and still living in the arrangement; or
 - the young person completes the agreed programme of education or training being undertaken on their twenty-first birthday, if continuously living in the arrangement since their eighteenth birthday.

Department for Education "Staying Put" arrangements can therefore cover all young people who were previously eligible children living in foster care, and who were looked after immediately prior to their eighteenth birthday, as long as the arrangement meets the above criteria, regardless of whether the young person is undertaking full or part education, training or employment or none of these activities.

The Children and Families Act introduced the new duty for local authorities to enable a Staying Put arrangement, beginning after a fostered young person reaches the age of 18, whereby they can remain living with their foster carer up to the age of 21 (or 25 if in full-time education). In this way, stable family homes can be guaranteed at a crucial transitional period in the lives of some of the most vulnerable in our society. Legally, the arrangement is not the same as a foster placement. The "former relevant child" can no longer be a looked after child once they turn 18; they are a young adult and a care leaver. The foster carer, with whom they were placed immediately before they ceased to be looked after, is no longer acting in the capacity of foster carer for

that young adult. They are their "former foster carer". The foster placement becomes a "Staying Put arrangement" and is not governed by Fostering Services Regulations.

3.0 Circumstances for Foster Carer Leave, Friends and Family Carer Leave and Staying Put Carer Leave

The following are examples of when an employee may request time off work for reasons relating to their caring role. The list is not exhaustive and each request should be considered.

- **Leave during assessment to become a Foster Carer or Friends and Family Carer**

An employee wishing to become a Foster Carer or a Friends and Family Carer will have to undergo an assessment process to gain approval that they are suitable to undertake the role.

The Foster Care assessment process includes a combination of home visits (between 8-10 visits, with each visit lasting around 2 hours) in addition to the requirement to undertake specific training (prospective Surrey Foster Carers must attend one evening training session a week for 6 weeks, lasting 3 hours each session plus one whole Saturday. This may differ with another fostering agency).

Staying Put Carers do not undergo an assessment process, so time off does not apply in this situation for Staying Put Carers.

- **Leave at the commencement of a placement or a staying put arrangement**

It may be necessary for the employee to take time off when the child is first placed with them in order to settle the child, or to ensure appropriate child care arrangements can be put in place to allow the employee to continue to work.

- **Leave to attend meetings or other activities related to caring for the foster child and young person in a staying put arrangement**

Foster Carers and Friends and Family Carers are often asked to attend meetings to discuss the child's well-being and progress (such as their education and health care plan, personal education plans, looked after children reviews or social worker reviews), or to be available for other reasons related to their fostering role. Due to local authorities and independent fostering agencies working practices these may be during office hours.

Staying Put Carers will need time off to attend meetings to discuss the young person's well-being and progress (such as review meetings, supervision meetings with staff from the leaving care service or fostering service, review meetings) or to attend training. Due to local authorities and independent fostering agencies working practices these may be during office hours.

Does the employee have additional annual or flexi leave over and above their contractual annual leave entitlement available? Unlike the statutory leave entitlement

these are not just to be used for holidays or rest. Employees are expected to cover both their planned and unplanned absences using such additional contractual annual or flexi leave and this should always be considered as an option as part of your decision-making (employees cannot be made to use their statutory entitlement to time off for circumstances that would be covered by special leave paid or unpaid). Managers should be prepared to fully explore this with the employee, for example special paid leave would not be appropriate to enable an employee to take a dependant to a pre-planned medical appointment.

- **Emergency leave**

Anyone looking after a child will face situations where they are needed at home at short notice. This can include when a child falls ill or arranged child care is unexpectedly unavailable. Such situations are already covered by the existing statutory entitlement to reasonable unpaid leave for time off to care for dependants under Section 57A Employment Rights Act 1996.

4.0 Qualifying Conditions for Foster Carer Leave, Friends and Family Carer Leave and Staying Put Carer Leave

Every employee who is going through the assessment process to become an approved Foster Carer or Friends and Family Carer is entitled to make a request for Foster Carer Leave and Friends and Family Carer Leave, regardless of hours worked. Employees are entitled to this right from their first day of work.

Surrey County Council staff who work in frontline social work teams in the Children's and Safeguarding Service may be unable to become approved Surrey Foster Carers. The reason being the potential conflict of interest between their professional role and that of a Foster Carer. Any conflict of interest may be of detriment to the interests of looked after children and therefore must be avoided.

Factors to consider when making decisions for Foster Carer Leave, Friends and Family Carer Leave and Staying Put Carer Leave:

- special leave can be granted exceptionally for a specific purpose.
- employees are expected to spend the majority of their contracted hours carrying out the role for which they are employed.
- Employees can make a reasonable request for time off, based on the circumstances of individual cases. Employees may be expected to make a contribution of their own time.
- all special leave requests will take into consideration all other requests made by the employee in the previous 12 month rolling period
- requests for leave will be considered in line with business needs. This means that sometimes requests may not be granted.
- this may be an emotional time for the employee, which can impact on both their professional and personal life. Ensure that they are aware of the help and support available to them through the employee assistance programme.
- read the special leave policy and be familiar with the request process and keep a record of all applications and the outcome of the request.

5.0 Leave entitlement

Leave during assessment for approval

All time off to attend meetings, home visits and training, including travel and waiting time during the assessment to approval process for prospective foster carers and friends and family carers, will be paid at the employee's normal weekly rate of pay. If working hours vary from week to week, pay will be based on the average pay for the previous 12 complete working weeks, excluding overtime unless it is compulsory. With the exception of the first visit, evidence of appointments should be available on request by the manager. Employees are also expected to use flexible working where appropriate.

This provision for paid time off cannot be used for any other purpose.

Staying Put Carers do not undergo an assessment process, so time off does not apply in this situation for Staying Put Carers.

Leave during a placement

Employees who are approved Foster Carers or Friends and Family Carers may make a reasonable request to take unpaid special leave, to enable them to attend the required training courses and meetings with social services (for example looked after children review meetings, Personal Education Plan meetings, Education, Health and Care Plan meetings, social worker reviews, pathway planning meetings), training, or to accommodate an emergency placement, etc.

Employees are also expected to use flexible working where appropriate.

Individuals should request and agree the dates with their manager. This provision for time off cannot be used for any other purpose. Individuals must also inform their manager immediately if they cease to be Foster Carers or Friends and Family Carers.

Leave during a Staying Put arrangement

Employees who are Staying Put Carers may make a reasonable request to take unpaid special leave, to enable them to attend the required training courses and meetings with social services or the Independent Fostering Agency who oversees the Staying Put arrangement.

Employees are also expected to use flexible working where appropriate.

Individuals should request and agree the dates with their manager. This provision for time off cannot be used for any other purpose. Individuals must also inform their manager immediately if they cease to be a Staying Put Carer.

Emergency leave

Anyone looking after a child or young person will face situations where they are needed at home at short notice. This can include when a child falls ill or arranged child care is unexpectedly unavailable. Such situations are already covered by the existing statutory entitlement to reasonable unpaid leave for time off to care for dependants under Section 57A Employment Rights Act 1996.

6.0 Pay during Foster Carer Leave, Friends and Family Carer Leave and Staying Put Carer Leave

There is no statutory right to be paid time off for being a prospective or approved Foster Carer, Family and Friends Carer, or Staying Put Carer. Leave for Foster Carers, Friends and Family Carers, and Staying Put Carers referred to in this policy is in addition to any statutory right to time off to care for family and dependants provided for by Section 57A of the Employment Relations Act 1996.

All time off during the assessment to approval process for attending meetings, home visits and training, including travel and waiting time, will be paid at the employee's normal weekly rate of pay. If working hours vary from week to week, pay will be based on the average pay for the previous 12 complete working weeks, excluding overtime unless it is compulsory. Employees are also expected to use flexible working where appropriate. Additional leave during the assessment process and once a child is in placement or a young person is in a staying put arrangement should be taken as either unpaid leave, annual leave or flexi leave, with the exception of an emergency. This time off is for attending training and meetings.

When a child is placed in foster care, family and friends care, or a young person is in a Staying Put arrangement, the cost of caring for them is paid to the Carer in the form of an allowance. Many fostering services also pay a fee on top of this allowance, in recognition of the work Foster Carers, Friends and Family Carers and Staying Put Carers do in caring for these children and young people.

7.0 Notifying of the need for Foster Carer Leave, Friends and Family Carer Leave and Staying Put Carer Leave

When making a request for time off under Foster Carer Leave, Friends and Family Carer Leave and Staying Put Carer Leave, the employee must:

- Advise their line manager that they intend to take time off under Foster Carer Leave, Friends and Family Carer Leave and Staying Put Carer Leave as soon as they are aware of dates. This will allow their manager time to plan for their intended leave period.
- Provide a written letter/ email from the local authority fostering service or Independent Fostering Agency to attend a training course, written notification of an assessment appointment or other meeting with social services (assessment appointments only apply to Foster Carers and Friends). These documents must originate from the course provider or assessing body.

8.0 Approving a request (managers)

Line managers will need to discuss and agree with the employee the time that will be taken as paid special leave during the assessment process and confirm this via email. Line managers will also need to do this when an employee wishes to take unpaid leave and managers should update SAP records accordingly. Please see guidance on unpaid leave for further information.

Line managers will also need to check documents originating from the course provider or assessing body.

9.0 Refusing a request

There may be occasions where line managers are unable to agree a request for time off. Managers should explain the specific reason(s) for the refusal and demonstrate that their request has been considered seriously and fairly. This should be confirmed in writing.

Requests for Foster Carer Leave, Friends and Family Carer Leave and Staying Put Carer Leave should be made as early as possible, and conditions such as high-demand leave weeks and peak work periods should be taken into account when considering such leave requests. Where there is a strong business need it may be necessary for managers to ask an employee to find more appropriate dates for attending meetings relating to the assessment process or training, or to make alternative arrangements.

10.0 Abuse of time off

Abuse of the right to Foster Carer Leave, Friends and Family Carer Leave and Staying Put Carer Leave will be dealt with in accordance with the Disciplinary Procedure.

11.0 Legal positions

Employees are legally protected from suffering any detriment or disadvantage because they are taking or seeking to take time off during the assessment process to become an approved Foster Carer or Friends and Family Carer or where they are having time off to support a child settle into their foster care placement.

12.0 Terms and conditions

As any Foster Carer Leave, Friends and Family Carer Leave and Staying Put Carer Leave will be for short periods, all terms and conditions of employment will continue to apply.

This page is intentionally left blank



People, Performance and Development Committee
29 September 2015

**Ensuring our Services are accessible and responsive:
telephone and voicemail policy**

Purpose of the report: Policy development and review

To improve resident experience by introducing a new telephone and voicemail policy for officers.

Recommendation

It is recommended that the Committee:

- Endorse the new telephone and voicemail policy, and the approach to embedding this in the organisation.

Introduction

1. The Council is committed to delivering an excellent resident experience, as stated in the Corporate Strategy and defined by the Customer Promise.
2. The Customer Promise commits to 'Making it Easy' for residents to contact the Council and ensuring services are accessible and responsive. The Council has undertaken a review of its telephone and voicemail practices in order to ensure that they support this commitment.

Telephone and voicemail – current practice

3. Customers primarily contact the Council through the public-facing numbers available on the Council website and elsewhere. The majority of these calls are handled by the Council's Contact Centre. The Contact Centre's Service Level Agreement (SLA) requires 75-85% of customer calls to be answered within 20 seconds.
4. Individual officers also take calls. Whilst it would not be possible to meet the same SLAs that apply to the main Council lines, it is essential that these calls are also responded to professionally and promptly.

5. The following policy has therefore been designed to ensure a responsive service to our customers.

Telephone and voicemail policy

6. The performance of the Contact Centre and other customer-facing teams should continue to be measured against the established service level agreements. These are to be reviewed to ensure that they are responsive and continue to meet customer need.
7. Individual officers are to follow the new telephone and voicemail policy:
 - When available, calls must be answered promptly (within 20 seconds).
 - When unavailable, calls must be diverted as appropriate to:
 - a mobile, or
 - to a colleague, either directly or by using a hunt or pickup group, or
 - to voicemail
 - Voicemail should only be used by exception and must not be used as a barrier to contact. Where it is used, it must:
 - be up-to-date
 - indicate availability (e.g. in/out of the office, on leave)
 - offer an alternative contact name if the individual is on leave
 - be responded to promptly

Embedding the telephone and voicemail policy

8. The Council is committed to developing a culture in which staff “think customer”. To embed this culture in the organisation, the Council has developed the Engagement Strategy "Leading with Confidence" which includes promoting the principles in the Customer Promise. The strategy rolls out to the wider workforce in the New Year.
9. This work will reinforce the importance of simple changes which put the customer first such as the new telephone and voicemail policy. In order to embed this policy:
 - 9.1 Leaders throughout the Council will be briefed on, and asked to role-model and cascade, the new telephone and voicemail policy.
 - 9.2 The telephone and voicemail policy will be promoted on s-net.
 - 9.3 The telephone and voicemail policy will be built into the induction process.

Conclusion

10. In order to improve resident experience, the Customer Promise commits the Council to ensuring that services are responsive and accessible. This review concludes that the Contact Centre and other customer-facing teams should continue to meet their SLAs regarding telephone contact, which should be regularly reviewed to ensure that they deliver an excellent resident experience. All other officers within the Council should observe the new telephone and voicemail policy, helping to embed the Customer Promise principle of 'Making it Easy' into the organisation's culture.

Financial and value for money implications

11. Delivering excellent resident experience both improves customer satisfaction and increases efficiency. There is no additional cost for this work.

Equalities and diversity implications

12. Ensuring services are accessible, responsive and easy to use benefits all of the Council's customers.

Risk management implications

13. Failure to provide accessible and responsive services will have a detrimental effect on resident experience and will damage the Council's reputation.

Next steps:

14. To complete the programme of work to embed the telephone and voicemail policy.
15. New telephony is soon being introduced to the Council, and it is proposed that the policy is reviewed in approximately six months.

Report contact: Mark Irons, Head of Customer Services

Contact details: mark.irons@surreycc.gov.uk

Sources/background papers:

- Customer Promise

This page is intentionally left blank



People, Performance and Development Committee
29 September 2015

Social Worker and Occupational Therapist 'Refer a Friend' incentive scheme

Purpose of the report:

To seek endorsement from the Committee to implement an Adult Social Care and Children, Schools and Families incentive scheme to encourage permanent recruitment to Social Worker and Occupational Therapy vacancies within these services.

Surrey County Council employees who refer a friend/acquaintance to a vacancy will receive a 'reward' on certain conditions.

Recommendations:

It is recommended that the Committee endorses and supports:

- a. The implementation of the 'Refer a Friend' incentive scheme.
- b. The initial 'awareness' launch of the scheme at the Surrey County Council Adult Social Care Social Work Conference, 1 October 2015.
- c. The development, by officers, of transparent conditions for the scheme which maximise benefits to the Council and minimises any potential or inadvertent abuse.

Introduction:

1. Demographic changes mean that there is an increasing demand for Adult Social Care (ASC) and Children's Services. Meeting the increase in demand with appropriately trained and qualified staff is a national challenge, particularly in relation to the recruitment of qualified Social Workers and Occupational Therapists.
2. There are many influences contributing to this, such as financial restraint in the public sector and changing service requirements. Factors

particular to Surrey, including its vibrant economy, relatively high levels of employment, buoyant housing market and proximity to London, increase this challenge.

3. Surrey County Council's (SCC) Adult Social Care and Children's Services experience difficulty in recruiting to qualified Social Worker and Occupational Therapy vacancies.
4. Appendix 1 shows the current level of Social Worker and Occupational Therapy vacancies in ASC, and average time vacant. The current total number of vacancies is 43; the average time vacant is six months.
5. In order to meet the requirements of the service, both long term and locum agency workers are used to cover vacancies.
6. The use of agency workers increases staffing costs (a comparison of employment costs for agency workers and permanent Senior Social workers is shown in Appendix 1). On average, a locum Senior Social worker costs over £16,000 more per annum than a permanent staff member. A permanent Senior Social Worker secured through a recruitment agency will cost the Council approximately £5,000 in 'finder's fees'.
7. In order to improve recruitment to these positions in ASC, various work strands are already under way, including the ASC Work Force Strategy; the Children's Social Work Recruitment and Retention Strategy and review of the Council's Pay and Reward Strategy.
8. This is a complex and long-term issue requiring more than one form of solution. For this reason an innovative approach to enhance recruitment - the 'Refer a Friend' incentive scheme is proposed.

Proposed incentive scheme

9. The scheme will encourage all SCC employees to refer a family member/friend/acquaintance to ASC vacancies for Social Workers or Occupational Therapists. Following standard recruitment processes and the completion of the six month probation period, the referring employee will receive £500 in recognition of their successful referral. On completion of one year of employment with SCC, the referring employee will receive a further £500 recognition payment.
10. There are examples of similar schemes operating in other organisations and other councils. For example, Buckinghamshire County Council offers £50 to the 'referrer' when the applicant attends an interview, followed by £500 if the applicant is appointed and completes their six month probation. A locum recruitment agency offers £200 to 'referrers' when an applicant is accepted and stays in a role for four weeks.
11. Anticipated benefits of the scheme:

- Increased exposure of vacancies through SCC employee's own networks, professional and personal e.g. Facebook, Twitter, cross-authority professional groups.
 - 'Better fit' of potential candidates through referral from current employees/ 'Peer vetting'.
 - Positive but realistic background information passed on to potential candidates.
 - Development of a culture within SCC of 'referring friends,' and positive 'word of mouth' discussions about SCC and the Social Work/Occupation Therapy professions.
 - Current employees feel more engaged in recruitment.
 - Current employees are recognised for their contribution.
 - Potential to roll out to other areas of the Council where recruitment is difficult, if successful.
 - Low risk/low cost opportunity to increase recruitment to Social Worker and Occupational Therapy vacancies.
12. Proposed key elements of the conditions of the scheme can be found at Appendix 2.

Conclusions:

13. The recruitment of Social Workers and Occupational Therapists in Surrey remains a challenge and the launch of this incentive scheme would provide an alternative recruitment option.
14. There is minimal risk attached to this scheme as it will be funded within current budgets and if there are no positions filled through the scheme, there will be no payments made. However, it has the potential to realise financial savings on the cost of agency finder's fees and locum costs. It will also engage current staff in recruitment and enhance their sense of belonging to the organisation.
15. The scheme also has the potential to improve retention, as current staff will provide a realistic view of working within ASC, therefore new staff joining the organisation will have a greater understanding of their role.

Financial and value for money implications

16. The current cost of appointing an experienced Social Worker via a permanent recruitment agency is approximately £5,000 (based on 15% of starting salary for an S9 Senior Social Worker).
17. This scheme, if successful, should reduce the amount of appointments made via these agencies. Therefore there is a potential saving of approximately £4,000 per appointment.

18. Further potential savings could be achieved if the level of vacancies decrease, and less locum Social Workers/Occupational Therapists are required; approximately £16,000 per annum for a Senior Social Worker.
19. There will be no financial risk associated with this scheme if there are no successful appointments.
20. As with agency fees, the Refer a Friend incentive will be paid from the staffing establishment under spend from the relevant team budget.
21. The Section 151 Officer confirms the additional costs of these pay changes will be met from the service budget. This will cause budget pressure but will not be material.

Equalities and Diversity Implications

22. At this point no adverse impacts have been identified. This scheme will follow established recruitment policy and process.

Risk Management Implications

23. There is a potential risk that Refer a Friend rewards are paid to people or in circumstances outside the purpose of the scheme i.e. paid to current SCC employees when a permanent Social Worker/Occupational Therapist has been employed for six months and one year. For example, to current longer term agency workers. To mitigate this risk we will develop clear and robust conditions for the scheme in collaboration with HR and Legal colleagues.

Legal Implications

24. A local authority may agree such reasonable terms of remuneration for staff as they think fit. In deciding whether to adopt the proposals in this report, Members will wish to be satisfied that they are reasonable and supported by the financial case, as set out in paragraphs 16 to 20, above.

Next steps:

25. Pending the decision of the Committee next steps would include:
 - On 1 October 2015 ASC will be hosting a Social Work Conference, which would be an ideal time to raise awareness of this initiative. In the region of 150 Social Workers will attend, representing a large number of the target audience for the scheme.
 - Further discussions with Children's Services as to the appropriate timing for introduction of the scheme in the recruitment process.
 - Development of final conditions for the scheme.
 - On-going communication and engagement with SCC staff about the scheme.

- On-going monitoring of take up of the scheme.

Report contact: Sonya Sellar – Area Director, Mid Surrey, Adult Social Care

Contact details: Tel. 01372 832310, Email. Sonya.sellar@surreycc.gov.uk

Sources/background papers:

- Appendix 1 – Current Social Worker and Occupational Therapy vacancies and cost comparison with agency staff
- Appendix 2 – Proposed key conditions of the Refer a Friend Scheme

This page is intentionally left blank

Appendix 1

Number of current Social Work and Occupational Therapy vacancies in Adult Social Care frontline social care teams, as at 2 September 2015

Post Title	No. full time equivalent vacancies
Social Worker	18
Senior Social Work	15
Occupational Therapist	5
Senior Occupational Therapist	5
Total	43

The Senior Social Worker (S9) vacancies have on average been vacant for 6 months. A number have been vacant for 2 years+ and others have only recently become vacant

Example Cost Comparison

Surrey County Council employed Senior Social Worker

For budget purposes the cost of employing a permanent member of staff is approximately £43,730.00 per annum. This includes on costs such as pension contributions, national insurance etc.

Agency employed Senior Social Worker (Locum)

Approximately £32 per hour inclusive.
This equates to approximately £60,000.00 per annum based on a 36 hour week.

Consequently, the additional cost of employing a Locum Senior Social Worker is approximately £16,270 per annum, more than employing a permanent member of staff.

Permanent Senior Social Worker recruited via an agency

If an employment agency referred a candidate who was appointed to a permanent Senior Social Worker role their fee would be approximately £5,000 (based on 15% of starting salary for an S9 Senior Social Worker).

This page is intentionally left blank

Appendix 2 – Proposed Key Conditions of the Refer a Friend Incentive Scheme

- People referring must be Surrey County Council (SCC) staff. Agency staff are not eligible
- A referral can be made at any time and does not have to be in relation to a specific advert. Individuals can be 'matched' to vacancies as they arise
- Previous members of SCC staff can be referred providing there has been a minimum of six month break in their employment with SCC
- The posts referred to must be qualified Social Work or Occupational Therapy roles within Adult Social Care
- The referred applicant will be required to go through the established recruitment process
- The first £500 recognition payment will only be paid after six month probation has been successfully completed
- The second £500 recognition payment will only be paid after one year of continuous employment in the role appointed to
- The payments will be made into the referrers bank account or in vouchers
- Once payment has been made it will not be reclaimed unless it is determined that the payment was made in circumstances contravening the key conditions.

This page is intentionally left blank



People, Performance and Development Committee
29 September 2015

**Arrangement for the Appointment of Senior Managers to the
Orbis Joint Partnership between Surrey County Council and
East Sussex County Council**

Purpose of the report:

This report sets out arrangements for the People, Performance and Development Committee's (PPDC) Appointments Sub-Committee for appointments to Senior Management positions (pay grades S15 and above) to the Orbis Joint Partnership between Surrey County Council and East Sussex County Council.

This report is being brought to the Committee as it has responsibility for appointing to senior management positions within Surrey County Council including the Orbis partnership with East Sussex County Council.

Recommendations:

It is recommended:

1. That PPDC recommends to the Council that the Constitution be amended to institute a formalised arrangement for the appointment of senior managers to the Orbis Joint Partnership, where Surrey County Council is the authority paying for the post, to allow a Member of East Sussex County Council to sit on and participate in the Appointments Sub-Committee as a co-opted Member without the ability to exercise voting rights.
2. That, pending a decision being made by the County Council at its meeting on 13 October 2015, a Member of ESCC be invited to attend and participate (but not vote) in Appointments Sub-Committees for appointments to senior management positions within the Orbis Partnership.

Introduction:

1. On 15 April 2015, Surrey and East Sussex County Councils established a joint public sector partnership, 'Orbis', with the vision to develop an integrated business service offering to their staff and customers.
2. Orbis builds on the already successful partnership between Surrey and East Sussex delivering shared services, 'South East Shared Services', (including Accounts Payable, Accounts Receivable, Payroll, Expenses and Pensions Administration). Furthermore, Surrey and East Sussex procurement departments have been operating as a joint procurement service since 2012.
3. Orbis is formed of the following functions:
 - HR & OD
 - Property
 - Information Technology
 - Procurement
 - Finance
 - Business Operations (previously known as Shared Services)
4. Local authorities face the challenge of needing to deliver high quality services to the taxpayer at a lower cost. Working in partnership will enable the sharing of knowledge, skills and experience to identify the best and most innovative approach to ensuring sustainability and maximise the use of resources whilst to continuing to provide a quality service.
5. By integrating services and expanding economies of scale, adopting common practices and jointly investing in technology, it is anticipated that significant savings will be achieved which will be used to sustain services for the residents of Surrey and East Sussex.
6. Whilst the above functions will be integrated across the partnership, staff will continue to be employed by their 'sovereign' organisation on their terms and conditions. Some of the management roles will be joint positions, providing a service for both Surrey and East Sussex County Councils and managing staff from both organisations. It is therefore anticipated that Members from both organisations would wish to be involved in the appointment process for these positions, regardless of which organisation legally becomes the employer for the purpose of their pay and conditions of employment.
7. While there are no statutory restrictions which would prevent a Member of East Sussex County Council (ESCC) from sitting on and participating in Surrey County Council's (SCC) Appointments Sub-Committee, Section 13 of The Local Government and Housing Act 1989 does prohibit Members from another authority voting on such decisions. Furthermore, allowing a Member from ESCC to vote on the appointment of posts being paid for by SCC could also have more wide-ranging implications for pay structures across both organisations and which could potentially result in an obligation to align pay grades across ESCC and SCC and assumption

of a joint legal responsibility to address any pay inequalities across the two organisations.

Proposals

8. It is proposed that the People, Performance and Development Committee (PPDC) recommends to the Council that it agrees an amendment to the Constitution which, where SCC is the authority paying for the post, enables an ESCC Member to sit on and participate in Appointment Sub-Committees for Orbis appointments as a co-opted Member but is unable to exercise a vote on the decision.
9. It should be noted that ESCC will also institute this arrangement and that a Member from SCC will be invited to attend Appointments Sub-Committees for Orbis appointments at ESCC where they are the organisation paying for the post.
10. It is further proposed that, pending a decision being made by the County Council at its meeting on 13 October 2015, a Member of ESCC be invited to attend and participate (but not vote) in Appointments Sub-Committees for appointments to senior management positions within the Orbis Partnership.

Conclusions:

11. Section 13 of The Local Government and Housing Act 1989 prohibits a Member of ESCC exercising voting rights on SCC's Appointments Sub-Committee. To ensure that ESCC can participate in senior management appointments made by SCC to the Orbis Joint Partnership, it is suggested that PPDC recommend an amendment in the Constitution to the Council to allow a Member of ESCC to sit on and participate in the Appointments Sub-Committee for Orbis appointments but without the ability vote.
12. It is recommended that pending a decision being taken by the Council on 13 October 2015, a Member from ESCC be invited to sit on and participate in Orbis Appointments Sub-Committee meetings which take place prior to the meeting as a co-opted Member without the ability to exercise voting rights.

Financial and value for money implications

13. None

Equalities and Diversity Implications

14. There are no equalities and diversity implications.

Risk Management Implications

15. There is a risk that failing to amend the Constitution to allow an ESCC Member to take part in SCC Appointments Sub-Committee meetings for

appointing Orbis senior management positions could impact negatively on relationships between the two organisations and therefore damage the Orbis Joint Partnership.

Legal Implications

16. A failure to amend the Constitution could result in contravention of Section 13 of The Local Government and Housing Act 1989 by not making it clear that ESCC Members can take part in SCC Appointments Sub-Committees for appointing Orbis senior management positions provided they do not exercise a vote. Further, there will equal pay implications if ESCC Members exert control over the decision making powers of SCC Appointments Sub-Committees through the exercise of voting rights. In such circumstances, both authorities could be treated as one single organisation for equal pay purposes with a joint legal responsibility for rectifying pay inequalities across the two organisations.

Next steps:

If PPDC agrees to implement then a proposal to amend the Constitution accordingly will be put forward at the next meeting of the Council.

An ESCC Member will be invited to attend Appointment Sub-Committees for appointing to Orbis senior management positions that take place prior to the decision taken by Council.

Report contact: Andrew Baird, Regulatory Committee Manager, Legal and Democratic Services.

Contact details: Tel: 020 8541 7609, andrew.baird@surreycc.gov.uk

Sources/background papers:

- The Local Government and Housing Act 1989.

By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank