

Notice of Meeting

Council Overview Board



Date & time Thursday, 5 November 2015 at 10.00 am	Place Ashcombe Suite County Hall Penrhyn Road Kingston upon Thames KT1 2DN	Contact Helen Rankin or Lucy Collier Room 122, County Hall Tel 020 8541 9126 or 020 8541 8051 helen.rankin@surreycc.gov.uk or lucy.collier@surreycc.gov.uk	Chief Executive David McNulty
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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 9122, 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 helen.rankin@surreycc.gov.uk or lucy.collier@surreycc.gov.uk.

This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Helen Rankin or Lucy Collier on 020 8541 9126 or 020 8541 8051.

Members

Mr David Munro (Chairman), Mr Eber Kington (Vice-Chairman), Mr Mark Brett-Warburton, Mr Bill Chapman, Mr Stephen Cooksey, Mr Bob Gardner, Dr Zully Grant-Duff, Mr David Harmer, Mr David Ivison, Mrs Denise Saliagopoulos, Mr Nick Harrison, Mr Michael Gosling, Mrs Hazel Watson, Mr Colin Kemp and Mr Keith Witham

Ex Officio Members:

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

TERMS OF REFERENCE

The Committee is responsible for the following areas:

Performance, finance and risk monitoring for all Council Services	HR and Organisational Development
Budget strategy/Financial Management	IMT
Improvement Programme, Productivity and Efficiency	Procurement
Equalities and Diversity	Other support functions
Corporate Performance Management	Risk Management
Corporate and Community Planning	Europe
Property	Communications
Contingency Planning	Public Value Review programme and process

PART 1
IN PUBLIC

1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

2 MINUTES OF THE PREVIOUS MEETING: 10 SEPTEMBER AND 1 OCTOBER

(Pages 1
- 12)

To agree the minutes as a true record of the meeting. (October minutes to follow)

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 (state actual deadline).
2. The deadline for public questions is seven days before the meeting (state actual deadline).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

5 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SCRUTINY COMMITTEE

(Pages
13 - 16)

Responses have been received on the following Items and are included in Item 5.

- Airport policy
- Orbis business plan

6 CHAIRMAN'S UPDATE

7 RECOMMENDATIONS TRACKER AND FORWARD WORK

(Pages

PROGRAMME

17 - 26)

The Board is asked to review its Recommendations Tracker and Forward Work Programme,

8 THE HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT SERVICE

(Pages
27 - 34)

Purpose of Item

To set out the main services which HR & OD currently provides to the council, its managers and workforce, to enable members to focus on future areas they would wish to scrutinise in more depth.

9 AGENCY WORKERS

(Pages
35 - 40)

Purpose of the Report

This report provides for scrutiny of agency worker arrangements and spend.

The report highlights for the Board's consideration the service areas where there is highest spend on agency workers and the reasons for using agency workers to meet staffing demands in these areas. Also included is information on new agency supply arrangements that are being established following retender of the service.

10 EXCLUSION OF PUBLIC

That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting during consideration of 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.

10a IN PRIVATE PART 2

11 PAY AND REWARD CONSULTATION

(Pages
41 - 42)

12 PUBLICITY FOR PART 2 ITEMS

13 DATE OF NEXT MEETING

The next Council Overview Board will be held on Wednesday 2 December 2015 at 10.00am.

David McNulty
Chief Executive

Published: 28 October 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.

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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

MINUTES of the meeting of the **COUNCIL OVERVIEW BOARD** held at 10.00 am on 10 September 2015 at Ashcombe Suite, County Hall, Kingston upon Thames, Surrey KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on Thursday, 1 October 2015.

Elected Members:

Mr David Munro (Chairman)
Mr Eber A Kington (Vice-Chairman)
Mr Mark Brett-Warburton
Mr Bill Chapman
Mr Stephen Cooksey
Mr Bob Gardner
Mr Michael Gosling
Dr Zully Grant-Duff
Mr David Harmer
Mr Nick Harrison
Mr David Ivison
Mr Colin Kemp
Mrs Denise Saliagopoulos
Mrs Hazel Watson
Mr Keith Witham
* Mrs Margaret Hicks, Substituted by
* Mr Chris Norman
* Mr Michael Sydney

Ex officio Members:

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

22/15 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

- Apologies were received from Bill Chapman, Colin Kemp and Denise Saliagopoulos. Margaret Hicks and Michael Sydney attended as substitutes.
- Apologies were also noted from the Cabinet Member for Business Services, Denise Le Gal.
- It was also noted that Victoria Young, Natalie Bramhall and Peter Hickman had given their apologies as Members of the Economic Prosperity, Environment & Highways Board.

23/15 MINUTES OF THE PREVIOUS MEETING: 1 JULY 2015 [Item 2]

It was noted that there was an incomplete sentence on page 3, bullet point 5. This would be corrected before the Chairman signed the minutes.

With the above amendment, the minutes were agreed as an accurate record of the meeting.

24/15 DECLARATIONS OF INTEREST [Item 3]

Mike Bennison noted to the Board that he had worked in the aviation industry for 25 years, with 20 working out of Heathrow. It was noted that this was not a pecuniary interest.

25/15 QUESTIONS AND PETITIONS [Item 4]

There were no questions or petitions.

26/15 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SCRUTINY BOARD [Item 5]

Responses from Cabinet regarding Welfare Reform and the Chief Executive's Annual Report are attached as annexes 1 and 2.

Two responses had been received from Cabinet and were included at Item It was agreed that the Welfare Reform Task Group report would be circulated to all Surrey MPs.

27/15 CHAIRMAN'S INTRODUCTION [Item 6]

1. The Chairman welcomed Members of the Board and representatives from Heathrow and Gatwick Airport. He informed the Board that he recently visited East Sussex County Council to meet with scrutiny Members and Democratic Services as part of the Orbis joint Committee. He noted that as the partnership work between Surrey & East Sussex continues, it was timely to consider the joint scrutiny arrangements between the two authorities. The proposal for joint scrutiny was covered as part of Item 8.
2. The Scrutiny Board were informed that the meeting would focus on the review of the Surrey County Council Airport Policy. Following publication of the Davies report, it was timely for scrutiny to hear from Heathrow & Gatwick, who were both represented at the Board.
3. Members were reminded that as a scrutiny function, the Council Overview Board could not make a decision. Members were reminded that the purpose of the meeting was to hear evidence from the relevant parties with a view to potentially forming recommendations to the Cabinet on the future of the County's airport policy.
4. The Chairman assured all of the witnesses that they would receive a respectful, fair and unbiased hearing.

28/15 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME [Item 7]

Key points raised during the discussion:

The Board noted the Recommendations Tracker and Forward Work Programme.

- Members were reminded that they may wish to suggest items for scrutiny The Board were informed that the Agency Staff contract item would be considered at the November Council Overview Board.

29/15 ARRANGEMENTS FOR JOINT SCRUTINY OF ORBIS [Item 8]

Witnesses:

None.

Key points raised during the discussion:

1. The Board noted the report and agreed the approach to joint scrutiny of Orbis

Recommendation:

- The Board agreed the approach to joint scrutiny, as set out in the report.
- The report is noted and the approach to joint scrutiny of Orbis be agreed.

Committee Next Steps:

- The next meeting of the Transformation Sub Group was scheduled for the 11 September 2015.

30/15 SURREY COUNTY COUNCIL AIRPORTS POLICY [Item 9]

The Board received a presentation from Heathrow, which is attached as Annex A to these minutes. Following the presentation, Members were given the opportunity to ask questions to the witnesses.

Witnesses:

Nigel Milton, Director of External Affairs

Chris Joyce, Surface Assets Strategy Manager

Key points raised during the discussion:

1. The Board queried the impact that noise would have if Heathrow were to expand. It was noted that noise levels had reduced to the quietest they had been since the 1970's and that a blueprint for noise reduction had recently been published by Heathrow. It was added that the Davies Airport Commission report had recommended that Heathrow could expand alongside a reduction in the number of people affected by noise. Officers confirmed that Heathrow had accepted that steps needed to be taken to reduce noise further.
2. There was a discussion around access needs, it was noted that for an additional runway to be feasible, wider issues such as local roads needed to be considered to help minimise destruction. There was also a strategy to improve connectivity by rail. It was planned that by 2030 there would be 36 more trains and 13,000 more seats per hour improving access to the airport.
3. It was explained that there were currently thirty bus routes to the airport which were funded through a public transport levy. In addition, because of travel discounts for staff, 25% now took the bus to work. In terms of local traffic, it was noted that a third of traffic to and from the airport was taxi movements. Despite growth at Heathrow, it was noted that there had not been a corresponding increase in traffic. The Airports Commission had recognised challenges on the road and acknowledged that infrastructure would continue to require improvements if airport capacity at Heathrow was to increase. It was noted that the Airport Commission had recognised that Heathrow expansion could take place within current air quality limits.

4. The Director of External Affairs, stated that there were many benefits associated with expanding Heathrow, such as the increased connectivity and range of destinations leading to increased trade opportunities throughout the county. Heathrow was working with a number of councils to ensure that plans were in line with local priorities and met resident need. It was noted that the airport was working with Surrey County Council (SCC) to reach a memorandum of understanding. There was an understanding from Heathrow that a number of issues such as transport, noise, air quality and public transport needed to be agreed with SCC to take into consideration any future impact.
5. Members discussed the importance of traffic flow surrounding Heathrow and parking facilities, the Board was advised that the expansion strategy included changing and optimising parking instead of expanding it. There would be an opportunity to look at park and ride locations outside of the Heathrow site as any plans for expansion developed. It was noted that the catalytic effect on parking and traffic had been looked at in depth and showed reductions in the number of staff driving to work by 50% since 1991.
6. The Board was informed that sustainable travel would continue to be invested in at Heathrow including a cycling scheme to improve access to the airport. Members raised concern of Heavy Goods Vehicle's (HGV's) using local roads to approach the airport. Members confirmed that this was a critical issue and queried whether parts of the proposals were to look at expansion of freight capacity.
7. Officers from Heathrow highlighted the importance of working closely with local authorities to develop plans. The Chairman commented on this, suggesting that Heathrow should take a lead on issues such as traffic reduction. It was confirmed that Heathrow would take the lead on promoting the strategy and would provide funding and expertise where necessary and possible.
8. It was agreed that improvements to public transport access to Heathrow would continue with the potential introduction of 24 hour Transport for London services. It was noted that the Department for Transport were currently engaging with Heathrow to consider congestion charging for routes leading directly to Heathrow. It was clarified that those passing through the area would not be affected by any potential congestion charge.
9. In terms of economic prosperity, Members heard that 40,000 additional jobs would be created at the airport, 30,000 in the surrounding District and Borough areas and 110,000 nationally, were expansion at Heathrow to go ahead.
10. Members queried what would happen with any archaeological artefacts found on site during the development. It was confirmed that they would be displayed at the airport as previous artefacts were currently. A Member suggested planting trees in a UK forest, to offset any destruction to the countryside. It was also noted that local homes within an affected radius of airport and flight path noise would be compensated with double glazing.

A presentation received from Gatwick, is attached as Annex B to these minutes. Following the presentation, Members were given the opportunity to ask questions to the witnesses.

Witnesses:

Alastair McDermid, Airports Commission Director

Key points raised during the discussion:

1. The Airports Commission Director introduced the report and informed the Board that the noise impact at both Heathrow and Gatwick would be reduced if either of their proposals for expansion was accepted.
2. The Airports Commission Director outlined the Gatwick rail strategy, which would give direct access from 170 stations across the Country to Gatwick airport. To manage traffic in the vicinity, Gatwick proposed to divert A23 traffic around the airport and provide further funding to improve local roads. During the question and answers section of the debate, Members queried how train regularity would be improved for residents living in more rural locations. The Airports Commission Director explained that there were plans to potentially increase trains from Surrey and Kent to two to three trains per hour, and electrification of rail was being investigated to increase the speed of journeys from rural areas to the major airports.
3. It was noted that Gatwick was known as the busiest single runway airport in the world and it was confirmed that expansion would ensure London would have two 'world class' airports. On the potential Gatwick expansion, the Airports Commission Director argued that transport links would be improved to reduce disruption for Surrey residents. The strategy to achieve this would involve more choice for transport and lower fares for residents and businesses.
4. Attention was drawn to the fact that it would take 5 years to get through the planning process and London airspace was set to be re-designed in the next 10-15 years. In response to concerns about noise, it was reported that this redesign would result in changes to noise implications.
5. Members questioned whether Heathrow gaining permission would restrict Gatwick from developing a further runway in the future. The Board was advised that the Airports Commission report had advised there was no scope for two new runways in London. Members also queried what local consultation had taken place and Gatwick officers explained that 6 months ago a programme of engagement had started, engaging local communities such as Parish Councils, which would continue as plans developed.
6. There was a discussion around supporting tourists to travel to Gatwick and it was noted that the Oyster card would soon be valid at the airport rail station. Members felt that irrespective of the second runway

debate, links needed to be improved towards and between Heathrow and Gatwick.

7. Members questioned the impact on the surrounding Green Belt land, if the Gatwick expansion were to go ahead. It was clarified that the Gatwick plans would take away some of the Green Belt, however, the majority would be used for green purposes.
8. There were questions regarding popular preference for Gatwick, and the Airports Commission Director explained that while the majority of businesses had come out in support of Heathrow, Gatwick did have the backing of the Federation of Small Businesses. The debate developed, with Members questioning whether Gatwick would still be a viable business if it did not win the case for the second runway. It was confirmed that with one runway, Gatwick would still remain a viable business.
9. Concern was expressed on the impact of the flooding risk from development and noise. It was noted that the area that would be most impacted by noise would be the North Side of Crawley.

The Scrutiny Board adjourned for lunch at 13.20.

Members reconvened at 13.50

Afternoon session:

Witnesses:

Peter Martin, Deputy Leader of the Council

Mike Goodman, Cabinet Member for Environment and Planning

John Furey, Cabinet Member for Highways, Transport and Flooding

Sue Janota, Spatial Planning & Policy Manager

The Deputy Leader introduced the County Council's policy position on airports.

Key points he covered, included:

1. The importance of economic impact from both airports to the Council.
2. There were around 250 very large company headquarters in Surrey, and there remained questions about how many of those would remain in Surrey if the airports did not expand.
3. The Council's current policy position was stated in the agenda papers and it was reiterated that either Heathrow or Gatwick expansion had been formally endorsed by the Cabinet.
4. The Deputy Leader explained his view that rail links were vital, including direct links from Surrey to Heathrow Airport.

5. There were concerns about infrastructure that needed to be dealt with, such as ensuring the strategic road and rail network was developed, as well as air travel.
6. The Deputy Leader referred to the Council's response to the Airport Commission's report that was in the agenda papers, and confirmed that this position remained.

Following the Deputy Leader's introduction, Members were given the opportunity to ask questions to the witnesses.

Key Points Raised During the Discussion:

1. Members were given confirmation that the position stated by the Council was not expected to change, however, the Deputy Leader explained that this did not mean it would never be reconsidered.
2. Members emphasised the importance of consultation with local councillors. It was felt that a comprehensive list of essential needs for Surrey would be helpful for residents.
3. The Deputy Leader confirmed that his personal view was that it would be beneficial to increase airport capacity in the south east of England
4. Members queried traffic congestion and freight movements, which had not been covered in detail in either airport's presentation. The Deputy Leader explained that freight traffic was much greater to and from Heathrow.
5. One of the concerns raised by Members was the risk to the County Council, if government did not put as much money into airport expansion and surrounding infrastructure as anticipated. The Deputy Leader and Cabinet Members confirmed that this would be an area of focus once the government's final decision had been made. Members also queried the cost effectiveness of airport expansion, including any additional costs as a result of paying for carbon emissions.
6. There was a discussion regarding the impact of devolution on plans for airport expansion. The Deputy Leader reported that devolution could potentially be very positive in this regard, as the more influence that Surrey would have the better outcomes it could secure.
7. It was clarified that the memorandum of understanding referenced during the presentations was a non-binding agreement setting out areas that needed to be addressed such as infrastructure and access.
8. The Deputy Leader confirmed that when a decision is made by government, the Council would work with whichever airport was successful to secure the best possible deal for Surrey.

Before opening the debate, the Chairman invited Local County Councillor for Ashford, Carol Coleman, to read a statement, which is at Annex C to these minutes.

A summary of the key points raised during the debate is below:

1. The Board expressed the Importance of economic impact from both airports to the Council. The Council's current policy position was stated in the agenda papers and it was reiterated that neither Heathrow nor Gatwick expansion had been formally endorsed by the Cabinet.
2. The Deputy Leader stated that rail links were vital, including direct links from Surrey to Heathrow Airport. He also referred to the Council's response to the Airport Commission's report that was in the agenda papers. However there were concerns about the infrastructure that needed to be mitigated, such as ensuring the strategic road and rail network was developed, as well as air travel.
3. It was questioned how Surrey's roads and rail lines would cope with expansion of either airport. Further work would be unquestionably needed to ensure the impacts on residents were fully mitigated. It was agreed that the increase of road noise should also be addressed while the outcome is discussed.
4. It was agreed that noise had been a problem throughout the surrounding divisions which could possibly lead to judicial review once the government report was published. The next stage of the project would be to receive a response from the Davies final report. It was expressed that the Economic prosperity of the County could be reduced if effects were not mitigated.
5. The non binding memorandum was discussed as it has been developed with Heathrow and will work together with Surrey County Council to gather a better understand of aspects the authority needs to address and mitigate.
6. It was stated that an airport expansion was a national opportunity. A second runway at Gatwick was still viable so it was questioned how the two airports work in conjunction until then. It was emphasised that all borough and district resident

views need to be considered and all documentation understandable to residents.

7. The Board agreed that the final decision needed to be made as soon as possible Members urged the Deputy Leader to formally pursue government to ensure the decision on airport capacity in the South East was made urgently.
8. Members expressed disappointment that surface access requirements had not been adequately addressed in the Davies Commission final report and asked that this be addressed in the recommendations.

Actions/Further information to be provided:

None.

Recommendations:

The recommendations were agreed in principle and then circulated for agreement. The following recommendations were formally endorsed at the meeting of the Council Overview Board on 1 October 2015:

1. Surrey County Council should urge government to make a quick and final decision on airport capacity in the South East.
2. The Council should be fully involved in the considerable work involved to refine any proposals after an 'in principle' decision on extra capacity is made. However, the council's financial exposure should be minimised as far as possible.
3. The Council should reiterate its regret (as expressed in their submission to the Airports Commission) that the commission did not explore the issues of surface access to any expanded airport in nearly enough detail, and recommends this should be given high priority.

The majority of Council Overview Board members agree that an extra runway, at one of the shortlisted locations recommended in the Airport Commission's report, should be provided as soon as practicable, not withstanding the reservations expressed above.

Committee Next Steps:

The Board would agreed the final recommendations at their meeting on 1 October 2015.

31/15 DATE OF NEXT MEETING [Item 10]

1 October 2015.

Meeting ended at: 15.22pm

Chairman

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CABINET RESPONSE TO COUNCIL OVERVIEW BOARD

SURREY AIRPORTS POLICY (considered by Council Overview Board on 10 September 2015)

COMMITTEE RECOMMENDATION:

1. Surrey County Council should urge government to make a quick and final decision on airport capacity in the South East.
2. The Council should be fully involved in the considerable work involved to refine any proposals after an 'in principle' decision on extra capacity is made. However, the council's financial exposure should be minimised as far as possible.
3. The Council should reiterate its regret (as expressed in their submission to the Airports Commission) that the commission did not explore the issues of surface access to any expanded airport in nearly enough detail, and recommends this should be given high priority.
4. The majority of Council Overview Board members agree that an extra runway, at one of the shortlisted locations recommended in the Airport Commission's report, should be provided as soon as practicable, notwithstanding the reservations expressed above.

RESPONSE:

I am pleased that the Overview Board is satisfied with the Council's current policy position on airports and I am happy to endorse the Board's recommendations.

The Council is about to agree a non-binding memorandum of understanding with Heathrow Airport Limited. This recognises surface access as a key area on which they will work together, especially on proposals for strategic and local transport network improvements. Additionally, we have recently written to Network Rail to highlight the importance of Southern Rail Access to Heathrow and the need for it to feature as a high priority within the current review of its rail investment programme.

I shall also write to the Secretary of State for Transport urging a quick and final decision on airport capacity and to emphasise that it is critical for any new runway proposal to fully address surface access issues.

In preparation for the work that will be needed to secure the best possible deal for Surrey once the Government's response to the Airports Commission is known, officers will continue to liaise with our boroughs and districts and other local authorities around Heathrow Airport and with Surrey and West Sussex local authorities around Gatwick Airport.

Peter Martin
Deputy Leader of the Council
27 October 2015

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CABINET RESPONSE TO COUNCIL OVERVIEW BOARD

**SURREY COUNTY COUNCIL AND EAST SUSSEX COUNTY COUNCIL JOINT
SCRUTINY OF THE ORBIS PROGRAMME**

(considered by Council Overview Board on 5 October 2015)

COMMITTEE RECOMMENDATION:

1. Most importantly, the Boards supported the Business Plan in principle and wished all concerned in its implementation the best of luck in surmounting the challenges ahead.
2. However, there was general agreement that the plan could have been improved by the inclusion of more specific proposals to achieve the benefits, financial and otherwise, that were outlined. The Boards look forward to more detailed measures being specified in the near future, especially in the area of costs vis-a-vis benefits. At their next meeting in the New Year, the Boards will be paying particular attention to:
 - Details of the efficiencies and tangible benefits proposed
 - The procurement and cost of a common Business Support Platform and its effect on the Orbis Business Case
 - Property, productivity measures and pay harmonisation pressures
 - Case studies from other authorities
 - Evidence that cost-shunting was not occurring when extensive delegation to service managers occurs
3. It was recognised that, the achievement of the plan's ambitions would require firm, sustained Member support.
4. The Boards urged that the health community, especially the Clinical Commissioning Groups, should be involved as soon as practicable.
5. Individual achievements arising out of the Orbis programme should be highlighted as soon as they occurred.

RESPONSE:

I would like to thank all Members for your support together with your commitment to participate in the joint scrutiny session.

The challenges raised by the joint scrutiny committee have been noted. As agreed, a further joint scrutiny session will be arranged in the New Year to provide a further update on Orbis development.

A separate business case will be required for the Business Solutions Platform which will detail the required investment and outline benefits specific to that project.

Ms Denise Le Gal
Cabinet Member for Business Services and Resident Experience
27 October 2015

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Council Overview Board
5 November 2015

RECOMMENDATIONS TRACKER and FORWARD WORK PROGRAMME

1. The Board is asked to review its Recommendations Tracker and Forward Work Programme, which are attached.

Recommendations:

That the Board reviews its work programme and recommendations tracker and makes suggestions for additions or amendments as appropriate

Next Steps:

The Scrutiny Board will review its work programme and recommendations tracker at each of its meetings.

Report contact:

Helen Rankin, Scrutiny Manager

Contact details: 020 8541 9126, Helen.rankin@surreycc.gov.uk

Sources/background papers: None.

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Council Overview Board – Forward Work Programme 2015

2 December
2015

- Pensions Scheme
- Trust Funds

28 January
2016

- Budget

2 March
2015

- HR&OD: Absence Management, Trade Unions, Staff Survey and employee engagement

13 April 2015

- Annual report of the Shareholder Board
- Property Strategy (including updated Strategic Asset Management Plan)

1 June 2015

- Carbon & Energy Policy (aspirations and step change measures)

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Council Overview Board
ACTIONS AND RECOMMENDATIONS TRACKER – UPDATE 28 October 2015

The recommendations tracker allows Members to monitor responses, actions and outcomes against their recommendations or requests for further actions. The tracker is updated following each meeting. Once an action has been completed, it will be shaded out to indicate that it will be removed from the tracker at the next meeting. The next progress check will highlight to members where actions have not been dealt with. Please note that this tracker includes recommendations from the former Council Overview & Scrutiny Committee.

Recommendations made to Cabinet or other Scrutiny Boards

Date of meeting and reference	Item	Recommendations	To	Response	Progress Check On
17 AUGUST 2015	CHIEF EXECUTIVE'S 6 MONTH REPORT	That the Chief Executive's 6 month report be presented to Full Council	Leader of the Council	The Leader supported the request for the report to be presented to Council in future years	February 2016
10 September 2015	SURREY AIRPORT POLICY	<p>1. Surrey County Council should urge government to make a quick and final decision on airport capacity in the South East.</p> <p>2. The Council should be fully involved in the considerable work involved to refine any proposals after an 'in principle' decision on extra capacity is made. However, the council's financial exposure should be minimised as far as possible.</p> <p>3. The Council should reiterate its regret (as expressed in their submission to the Airports Commission) that the</p>	Cabinet	These recommendations were presented to Cabinet on 27 October and the response is included at Item 5 of this agenda.	November 2015

Date of meeting and reference	Item	Recommendations	To	Response	Progress Check On
		<p>commission did not explore the issues of surface access to any expanded airport in nearly enough detail, and recommends this should be given high priority.</p> <p>4. The majority of Council Overview Board members agree that an extra runway, at one of the shortlisted locations recommended in the Airport Commission's report, should be provided as soon as practicable, not withstanding the reservations expressed above.</p>			
1 October 2015	ORBIS BUSINESS PLAN	A series of comments were presented to Cabinet on 27 October 2015.	Cabinet.	The response is included at Item 5 of this agenda.	November 2015.

Scrutiny Board and Officer Actions

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
4 June 2014	REWARD STRATEGY REVIEW 2014-18	Historic data about trends in staff costs and benchmarking data for staff above level S8 to be circulated	Head of HR and Organisational Development	At the Performance & Finance Sub Group meeting in September 2014, the HR Relationship	November 2015.

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
		to Members of the Committee.		<p>Manager (Adults) advised that the Council were currently looking to appoint a partner to undertake benchmarking. At present, benchmarking was completed on an ad-hoc basis, but there were no systematic checks. It was agreed that data would be shared as and when it became available and that the decision regarding the partner chosen for benchmarking would be announced to the Committee as part of their Pay & Reward updates scheduled.</p> <p>The next scheduled update is in November 2015.</p>	
3 October 2014	INTERNAL AUDIT REPORTS	The process for awarding the future agency staff contract to be shared with the Committee	Director of People and Development	<p>A review of options has been completed and it has been agreed to retender under improved public procurement frameworks. There was consideration given to developing our own 'in-house' agency and it has been decided not to progress this approach given the level of investment, competitive market and changing demand patterns.</p> <p>SCC is now working with East Sussex as part of the Orbis</p>	November 2015.

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
				partnership to jointly procure a new form of contract which allows the Councils to access cost effective mark-up rates, a wide talent pool of specialist and generalist agencies, to develop direct and productive relationships with key suppliers, whilst retaining the benefits of central control of costs and invoicing.	
29 January 2015	CARBON AND ENERGY POLICY FOR 2015 TO 2016	The Council carries out a staff awareness campaign to highlight the costs and CO2 emissions associated with current energy use	Trevor Pugh/Julie Fisher	An update report was produced for the Council Overview Board's meeting on 1 October 2015.	November 2015
3 June 2015	REPORT OF THE WELFARE REFORM TASK GROUP	A number of recommendations were made to Cabinet by the Welfare Reform Task Group. These recommendations were accepted and are being monitored by the Welfare Reform Task Group		The Welfare Reform Task Group will present updates to Council Overview Board in due course	January 2016
1 July 2015	BUDGET MONITORING	The Board recommends that Scrutiny Board Chairmen ensure that individual Scrutiny Boards scrutinise plans to replace one-off savings/test sustainability.	Scrutiny Chairmen.	Each individual Scrutiny Board has been notified and will include this question in their scrutiny of the draft budget.	November 2015.

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
1 October 2015	ANNUAL REPORT OF THE SHAREHOLDER BOARD	An update on the Shareholder Board review of the Council's involvement in the joint venture company (Babcock 4S) to be included in the next scheduled report to Council Overview Board in April 2016.	Shareholder Board	This has been scheduled for April 2016	April 2016
1 October 2015	ANNUAL REPORT OF THE SHAREHOLDER BOARD	Receive progress update on Surrey Choices governance mechanisms and report to the Council Overview Board if necessary	Social Care Scrutiny Board/Shareholder Board	The Social Care Services Board have scheduled a review of Surrey Choices in late spring 2016.	March 2016
1 October 2015	PROPERTY STRATEGY	An item on Member engagement with the Strategic Asset Management Plan to be scheduled for local committee chairmen's group	Local Committee Chairmen's Group/Director of People	This has been scheduled for January 2016.	February 2016.
1 October 2015	CARBON & ENERGY POLICY	Provide the Council Overview Board with an update on review of business mileage, lump sum payments and any related incentives for staff	Head of Property/Director of People and Development	An item on reward strategy will be included on the 5 November agenda.	November 2015
1 October 2015	CARBON & ENERGY POLICY	An update to be provided on the savings achieved from the light dimming initiative.	Energy Manager	To be provided in the next report to Council Overview Board	April 2016
1 October 2015	CARBON & ENERGY POLICY	Report back to the Board following the SE7 Energy Managers Group meeting, to highlight any best practice.	Energy Manager	To be reported after the next SE7 Energy Group meeting	December 2015
1 October 2015	CARBON & ENERGY POLICY	Include aspirational and step change measures in a future report to the Board	Energy Manager	To be included as part of the next report to Council Overview Board	April 2015
1 October 2015	BUDGET MONITORING	Receive further information about the breakdown within Central Income & Expenditure in future reports	Deputy Chief Finance Officer	This will be included as part of the next budget monitoring paper	January 2016

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
1 October 2015	BUDGET MONITORING	Include recruitment/vacancy statement in future HR&OD item	Director of People & Development	A number of HR&OD items are to be scheduled following the introductory item on November agenda.	November 2015.
1 October 2015	BUDGET MONITORING	Resident Experience Board to scrutinise Local Committee budgets and report back to the Council Overview	Chairman of Resident Experience Board	The recommendation has been taken up by the Resident Experience Board's Performance & Finance Sub Group	December 2015.



Council Overview Board
5 November 2015

The Human Resources and Organisational Development Service

Purpose of the report:

1. To set out the main services which HR & OD currently provides to the council, its managers and workforce, to enable members to focus in on future areas they would wish to scrutinise in more depth.
- 1.2 To focus at this meeting on three key areas (1) Pay & Reward (2) Agency Staff and (3) Preventing and Handling Conflict.

Background

2 What does the HR and OD Service Do?

- 2.1 The HR and OD Service looks after the interests of managers, staff and the workforce “from hire to retire”. The end result aimed for is happy, skilled people who can give a great service to Surrey’s residents.
- 2.2 The service works to build a high performing workforce as well as to ensure the county council as an employer complies with laws and regulations which affect the employment of people at work.
- 2.3 This service is now part of the Orbis Partnership and so is currently under review. This report, therefore, is based on what HR & OD are currently delivering. Surrey’s HR & OD will become an integrated service with East Sussex County Council. The model of delivery of HR and OD will be considerably different and the overview of this direction is set out in the Orbis Business Plan.

3 Human Resources & Organisational Development does the following:

3.1 Ensure we can attract the best talent to Surrey

- 3.2 Our Recruitment Team links with our partner TMP to ensure we are constantly looking at our employer brand and what people think and feel about Surrey. We want to keep our brand fresh and appealing in order for us to be able to compete with high performing competitors, whatever part of the economy they come from. The current nation-wide recruitment campaign for Children’s social worker Assistant Team Managers is an example of good work between Children’s Services, Surrey HR and TMP.

- 3.3 We are also constantly refreshing our jobs site and making sure it is accessible to people with disabilities. Surrey HR has been working in

collaboration with Surrey Coalition for Disabled People to help make improvements to our application, selection and induction processes to make things easier for people with disabilities to apply to Surrey for work. We also have developed an apprenticeship programme at Surrey and over 350 young people have had apprenticeships with Surrey since it started in May 2009.

4 **Retain Scarce Skills and Develop Talent**

4.1 We have a comprehensive and innovative programme for our senior and middle managers aimed at developing values based, high performing leaders, focusing on both behaviours and skills, namely the Coaching Programme and the High Performance Development Programme. In identifying skills gaps in the areas of empathy, self-awareness and conflict management we are equipping our managers to address challenging situations in an adult, open way. For aspiring managers we offer a range of self directed learning, skills workshops and coaching and mentoring. To compliment the leadership and management programmes our offer ensures that where managers are required to maintain high levels of practitioner skills there are a wide range of blended continuing professional development options to fulfil their regulatory requirements. This allows the managers at all levels to be both a competent practitioner as well as an effective and confident individual.

5 **Look after our People**

5.1 As part of our duty of care, the County Council has a strong focus as a wellbeing employer. Surrey now has a comprehensive employee offer, including ill health prevention programmes, a focus on mental health, a partnership with the Surrey Coalition of Disabled People and Sight for Surrey and a retender, redesign and relaunch of a health and wellbeing Occupational Health, Employee Assistance and Day One Absence Services. The wellbeing offer, combined with targeted HR absence management and Team Wellbeing Assessments, has contributed positively, to sustainable strong performance in low absence. Sickness absence rates have reduced from a high of 13.2 days per FTE (Full Time Equivalent) in 2008 to 6.5 FTE currently. The future challenge is to ensure that long term absence is further reduced.

5.2 To further strengthen the wellbeing programme, the council is working towards attaining the National Workplace Wellbeing Charter, which has been approved by the Health and Wellbeing Board. One of the key strategic areas includes flexible working and work life balance. Over 52% of the Council's workforce work on a part time basis. The County Council promotes flexible benefits in every Job Advert. The council has a good special leave policy e.g. parental leave. Our special leave policy also covers adoptive parents, foster carers and Guardians.

5.3 To move towards flexible working and becoming more "family friendly", Surrey has:

- **ENGAGEMENT** - facilitated 100s of Smarter Working team conversations and training sessions, to identify work styles and grow Smarter Working cultures across the council
- **EQUIPMENT** - supported a refresh of 5500 laptops and 3300 Blackberry Devices
- **LOCATIONS** - supported office relocations and made efficiencies by moving out of four head-quarters buildings and rationalised to more efficient work spaces. This has resulted in a reduction in desk ratios, from 1:1 to 3:5
- **PROMOTION** - widely and actively promote Smarter Working

- 5.4 Currently, the Council has also issued 850 iPads and 150 iPhones as part of extending the provision and meeting increasing demand. This will rise to over 1000 iPads and 3300 iPhones to replace our Blackberries. These are the necessary tools to enable people to work in a smarter more flexible way.
- 5.6 The Council's corporate Health, Safety and Well-being functions sit within the HR & OD Service. The council believes that the promotion of health, safety and welfare is a benefit to everyone affected by the Council's undertakings, including service users, contractors and members of the community.
- 5.7 The Council recognises and will meet its statutory and common law health, safety and welfare duties, as required by the **Health & Safety at Work Act 1974** and subordinate legislation such as **The Management of Health & Safety at Work Regulations 1999** and **The Workplace (Health, Safety and Welfare) Regulations 1999**. The Council promotes and adopts high standards and safe working practices through its health and safety management system, whilst continuously monitoring, reviewing and improving upon health and safety performance.
- 6 Develop a Values based, High Performing Culture – Surrey; One Team**
- 6.1 As part of our wider leadership programme, we are supporting Managers in engaging with their teams with issues which traditionally would have been 'solved' by senior managers. Our Leading with Confidence programme allows for managers across the organisation to network on common issues and challenges, allowing teams to come up with their own solutions and listening to views and discussions. These events will ensure that our managers reconnect with our organisational values and customer promise and take ownership, resulting in a less hierarchal, more empowering culture.
- 7 Workforce Planning - Efficient and Effective Resourcing & Organisational Design**
- 7.1 This function is aimed at ensuring the council and its services have the right number of people with the right skills in the right place at the right time to deliver short and long term organisational objectives.
- 7.2 This function also looks at organisational design. The “Doing Change Better” programme of work looks at how we can support managers to co-design services with residents, staff, partners and Members at the heart. In challenging people to really think about the tasks being undertaken and by whom and working with our internal partners in a networked approach, we can create a flatter more networked organisation which encourages autonomy and clarity of accountability.
- 8 Positive Employee Relations and Employee Engagement**
- 8.1 We positively support and promote partnership working with our trades unions. Surrey recognises the value of effective trades union relationships and the benefits to staff of which membership of a union can bring. Through regular engagement and active involvement trades unions contribute to the policies, practices and experiences of staff working for the local authority.
- 9 Ensure We Reward Staff Fairly**
- 9.1 Surrey offers a broad range of financial and non-financial benefits to staff as part of a package of rewards. Human Resources continues to innovate the

reward package, finding ways to 'stretch' the employee pound and to provide benefits that are valued by our staff. Having fair rewards means we maintain pay systems which are transparent and provide equal pay for work of equal value. It is vital for the recruitment, retention and motivation of staff that our pay stays in touch with the changes affecting pay in the employment market.

10 **Temporary Resourcing**

10.1 Surrey needs to be able to respond to uncertain and variable demand for services and frequently where competition for staffing may be fierce. We need access to flexible staffing resources to maintain services in this context. Surrey maintains and develops the most effective methods of working with a multitude of suppliers where it may not be possible or appropriate to recruit permanent staff, e.g. where skills are scarce, reacting to immediate demands or during transition to new models of delivery.

11 **What Happens When Things go Wrong – Effective Prevention and Handling of Conflict**

11.1 Thankfully, the majority of staff will never experience being bullied at work, or feeling aggrieved or suffer harassment or be treated badly by another colleague or their manager. However, people do and can fall out with each other at work and can underperform and treat others in a way which does not accord with our organisation's values of Listen, Responsible, Trust & Respect. HR is focused on both trying to help prevent conflict happening - the HR Restorative Approach (see paragraph below). Where serious conflict or misconduct does happen, the HR Advisory team has the professional expertise, supported by a set of formal policies, for dealing with difficult conduct and behaviour at work. This team also provides the expertise to help managers to manage change effectively and to stay within the law when doing so.

12 **Restorative H.R Approach**

12.1 Since late 2013, HR has led a culture change programme of work on supporting the resolution of employee relations issues across services via a restorative approach.

12.2 The work was part of a wider Changing Culture Programme and one of the work streams focussed on Restorative HR Practice

12.3 The principles came from the restorative justice approach in Services for Young People which takes a positive, non-punitive approach to resolving conflict with young offenders

12.4 The approach was adapted by HR and involved encouraging staff to resolve conflict at work in a more informal manner. This was as alternative to going through an adversarial employee relations approach which has a focus on process, policy and apportioning blame and sanction rather than enabling honest conversations and an opportunity for people to make changes themselves to improve things.

12.5 The approach brings together affected parties and provides an environment for the expression of feelings and exploring options. The outcome of the meeting(s) is to allow participants to come to a shared understanding and to rebuild working relationships. The overarching principle is that the people who are party to the conflict are given support to find solutions themselves instead of having solutions imposed on them.

- 12.6 This approach also reduces the number of formal HR cases/employee relations issues within the Council which can be time consuming, costly and have a negative impact for the parties impacted and the people, teams and customers around them.
- 12.7 The programme of work to implement restorative HR practice within the Council involved:
- A successful pilot within Children's services (complete in 2014)
 - Training managers on how to support conflict, issues and complaints within their teams via a restorative approach (started in 2014 and ongoing)
 - A 6 month accredited training programme for HR advisors on how to support casework via restorative practice, including action learning sets to help embed such practice (training completed October 2015)
 - Training staff across the organisation to be restorative facilitators to support restorative meetings (to be completed by Dec 2015)
- 12.8 Since restorative HR practice has been implemented across the organisation, more cases are being resolved via this informal approach. Approximately a third of HR activity is casework management and 20% of casework activity is informal and restorative which aligns positively with the strategic direction
- 12.9 Feedback from managers and staff using the approach has been positive including:
- managers and staff prefer an informal route to seek agreed resolutions
 - staff feel they have been listened to and treated with dignity
 -
- 12.10 It is recognised that it can be difficult and emotional to have an honest conversation on issues concerning staff and they need to feel supported throughout. Therefore, training is taking place for more colleagues within the Council to be trained as restorative facilitators to support such meetings to continue to encourage employee relations issues to be resolved via the restorative approach.
- 12.11 Continuing development work includes:
- for managers to continue to attend the County Council's Leadership Programme, the High Performance Development Programme, to learn new skills in having difficult conversations and to learn about how the approach works
 - To complete the training for restorative facilitators within the different services across the Council – we aim for an initial 45 trained Restorative Practitioners
 - To work with East Sussex and Babcock to support the approach within Orbis and Schools

Next steps

The HR&OD service is a key part of the remit of the Council Overview Board. The Scrutiny Board will be continue to regularly schedule items to review and scrutinise elements of the HR&OD service.

Recommendations:

The Scrutiny Board are asked to consider which HR&OD topics they would like to scrutinise at future meetings.

Report contact: *Ken Akers, Strategic HR Manager, Ken.Akers@surreycc.gov.uk*

Sources/background papers: *None.*

List of HR&OD items considered by the Council Overview Board (previously Council Overview & Scrutiny Committee) since May 2013:

Staff Morale and Wellbeing (including conversations with staff)

- 7 September 2013
- 4 December 2013
- 5 March 2014
- 14 June 2014

Appraisals

- 30 April 2014
- 6 November 2014
- 15 June 2015

Pay & Reward

- 4 June 2014
- 29 January 2015

Agency staff (audit report)

- 2 October 2014
- 29 January 2015

Better Place to Work Project

- 6 November 2014

Apprenticeships

- 23 April 2015

Fairness & Respect Strategy

- 15 June 2015

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Council Overview Board
5 November 2015

Agency workers

Purpose of the report: This report provides for scrutiny of agency worker arrangements and spend.

The report highlights for the Board's consideration the service areas where there is highest spend on agency workers and the reasons for using agency workers to meet staffing demands in these areas. Also included is information on new agency supply arrangements that are being established following retender of the service.

Introduction

1. This report is for Scrutiny Board information and provides an overview of the usage of agency workers in Surrey County Council; how this meets the organisational needs and how we are developing agency worker arrangements to meet future demands.

Issues and analysis

Key areas of agency usage and spend

2. Agency workers are a part of our evolving workforce; they bring skills and expertise which are needed in the short and longer term. They provide support to cover vacancies during recruitment, sickness and annual leave; where skills are scarce; where short term resources are needed for short term projects or peaks in demand; and to maintain flexibility in staffing during times of change and transition where permanent recruitment would be unhelpful.
3. Surrey currently engages around 250 agency workers throughout the county who provide us with a short term cover for 'established' vacant posts whether time limited or permanent. In general agency worker appointments are less than 12 months; however, we have some agency workers who have been engaged in excess of five years. Typically, these longer appointments occur where there are skills shortages and risks associated with having vacant roles.
4. The Council spend on agency workers reduced significantly in 2009-10 from £16M to £12M in 2010-11 (see Table 1). At this time a 'master vendor' contract was implemented which provided for single point of billing and payment for agency workers. Since 2010-11, spend has

increased steadily to a peak of £14M in 2012-13 and 2013-14 and has fallen to £11M in 2014-15.

Table 1: Historical analysis of agency spend

Service	Roles	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
ASC	UCW	n/a	2,493,800	2,720,000	2,471,035	2,357,414	1,269,950
ASC	QCW	n/a	1,596,200	1,600,000	1,256,000	1,200,000	1,312,384
CSF	UCW	n/a	1,374,000	2,010,000	2,085,009	1,816,147	868,357
CSF	QCW	n/a	2,956,000	2,850,000	3,081,560	3,145,020	3,407,457
CEO	Misc	n/a	120,000	290,000	505,782	227,314	105,627
BS	Misc	n/a	2,440,000	2,600,000	3,449,928	3,066,328	3,332,610
C&C	Misc	n/a	500,000	510,000	489,501	1,065,779	377,954
E&I	Misc	n/a	320,000	550,000	1,097,155	930,381	562,133
Totals		16,287,000	11,800,000	13,130,000	13,930,188	13,808,533	11,236,472

Notes:

1. UCW = unqualified care worker (e.g. Care Assistant)
 2. QCW = qualified care worker (e.g. Social Worker/Occupational Therapist)
5. Spend on agency workers is concentrated in some groups of roles which can be attributed to market and organisational factors. During the 2014-15 financial year there are five major areas of usage in terms of volume of agency workers and spend which are indicative of a continuing trend (see Table 2).

Table 2: Analysis of key areas of usage of agency workers

Service	Role	Issues
CSF	QCW (SW & EP)	High volume, high unit cost
IMT	Specialist or project	Low volume, high unit cost
Countywide	Administration	High volume, low unit cost
ASC	UCW	High volume, low unit cost
ASC	QCW (AMHP, SW, OT)	Low volume, high unit cost

Notes:

1. Based on an analysis of Manpower data in October 2014 for 2014-15;
2. AMHP = Approved Mental Health Practitioner, SW = Social Worker, OT = Occupational Therapist

Qualified Care Workers in CSF

6. There is a national shortage of qualified and experienced child protection social workers and educational psychologists. In CSF, locum social workers form a critical part of the workforce. We have around 80 locums currently working in CSF as Senior Social Worker, Assistant Team Manager or Team Manager. Locum social workers enjoy higher rates of pay and flexibility around working times than permanently employed staff. In high risk areas such as child protection locums can exert high bargaining power.
7. Annual salary rates are as much as **£22,000** more for a locum social worker; compared to the permanent equivalent. Typical salary costs are:

- Surrey midpoint permanent salary for a Senior Social Worker including on costs = £39,500 + 20% on costs: **TOTAL £47,400**;
- Surrey Locum Salary for a Senior Social Worker (£32ph + £4.84 (agency fee) x 7.2hours x 260 yearly working days): **TOTAL £68,965**.

8. Surrey's pay rates are in line with neighbouring counties as shown in Table 3.

Table 3: Typical hourly pay rates for QSW locums

Local Authority	QSW (less than two years)	QSW (two years or more)	Senior QSW	QSW as a team leader/ manager
Hampshire	24	30	34	n/a
West Sussex	26	32	34	40
East Sussex	28	30	33	38
Berkshire	28	32	35	42
London	29	33	34	40
Kent	26	30	33	42

Source: Manpower

9. Working closely with permanent recruitment and delivering the Council's recruitment strategy will continue to help the search for permanent children's social workers. A Memorandum of Cooperation has been recommended by London Boroughs and East of England; this will cap locum hourly pay rates to decrease competition between local authorities, and also to share references to improve the quality of the locum workforce. This is something currently being looked at with CSF management and Human Resources together. Our reward strategy focuses on attracting and developing these workers.
10. Educational Psychologists, remain a small but essential part of the agency workforce. These highly qualified individuals must complete a doctorate before they can practice meaning they tend to start their career later in life. The profession is dominated by female workers and there is a trend towards more part time and flexible working arrangements. Therefore locums can demand shorter hours and higher pay than Surrey currently offer on the Soulbury pay scale (national scale for Educational Psychologists).

Specialist or project roles in IMT

11. IMT have traditionally used of used consultants as agency workers in technical and short term project roles. The rate of pay for a 'Technical Lead' surpasses our grades, so we are able to bring specialists in, but some remain for longer than a 12 week posting. This is an area in which more support is needed to ensure services are utilising the right staff for the correct time. There is still demand for high paid technical specialists, which is why the number of workers is low and the spend is high. Human Resources and IMT have worked together to decrease this and look at fixed term contracts where possible to help manage costs.

Qualified Care Workers in Adult Social Care

12. Again, there is evidence of a national shortage of experienced Social Workers, Approved Mental Health Practitioners and Occupational Therapists in Adult Social Care. Recruitment is very competitive and Surrey has been working on dedicated recruitment campaigns to address this shortage. These staff also command rates of pay similar to those of Qualified Social Workers in Children, Schools and Families and have bargaining power associated with high risk areas. Our reward strategy will place greater emphasis on career development and pay progression for these staff

Unqualified care workers in Adult Social Care

13. There are higher volumes of bank and agency workers used in unqualified care roles in ASC. This follows a period of uncertainty regarding the future of residential services where temporary staffing arrangements have been favoured over permanent recruitment. Agency staffing will remain important during the closure programme for older people residential services and whilst future options for residential care for people with learning disability are considered.

Administrative staff in countywide teams

14. Admin staff make up a large percentage of total volume of the agency workers, some transition to permanent, if they are covering a permanent post, generally they are recruited to cover leave (including maternity), permanent positions and sickness. Some administrative staff covering sickness may remain for a longer period of time than others.

Identifying learning and improving agency staffing arrangements

15. We have been operating a master vendor contract for over six years and this learning has been taken into the contract management arrangements and review of the agency contract during 2015. Firstly, there is specialist contract management, both at a strategic and operational level. This has seen services better engaged; making sure agency spend is made through the contract and focussing on improving quality of services and getting senior management involvement in resolution of issues.
16. We have also developed our contract to better suit customer needs and the supply challenges for different agency workers. The procurement exercise we have recently completed mirrored this and we are introducing a contract which provides more scope to keep and form good contacts with a range of suppliers, in hard to fill areas and a improved audit performance management arrangements for the lead provider.
17. We have used this learning to set out our strategic aims for the new agency supply contract, which are as follows:

- **Workforce development**
Joint workforce planning, maximising use of innovation, collaboration and thought leadership to ensure timely access to talent on a local and regional basis that aligns with permanent recruitment needs.
- **Access to talent**
Having a strong relationship between managers and suppliers, this includes managers speaking with agencies directly, to develop bespoke recruitment processes that suit service demands and deliver high quality candidates, especially for specialist roles.
- **Quality and reliability**
Partnership approach to performance management and robust issues management to improve effectiveness.
- **Customer service**
Supply and governance arrangements that set clear standards of customer care and monitor this throughout the contract to produce excellent customer service from the agency to Surrey, partners and candidates.
- **Flexibility and simplicity**
Having processes and supporting software that deliver excellent results to ensure managers have less administration and save time can respond to change in demands.
- **Cost saving**
Continuing downwards pressure on support costs and mark up rates to achieve the most cost effective solution without compromise to quality of service.

Understanding feedback from agency workers

18. We find it difficult to understand feedback from agency works about their experience of working for Surrey. We are developing means to capture agency workers feedback; this is something we are taking forward into the new contract from the start.

Recommendations

19. It is recommended that Scrutiny Board continues to monitor and contribute to the development and implementation of new agency arrangements and in particular:
 - i) How the implementation of recruitment and retention programmes helps to reduce reliance on agency workers;
 - ii) How the implementation of the reward strategy helps to reduce reliance on agency workers;
 - iii) How the new supply arrangements improve the management and experience of agency workers and service using these arrangements.

Next steps

20. Surrey will begin implementation of new contract arrangements in October 2015 and the new contract will be in place by end of February 2016.

Report contact: Ken Akers, Strategic Relationship Manager, HR

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Sources/background papers:

Manpower benchmarking data 2015

Manpower reports from CMS

SCC SAP data



Council Overview Board
5 November 2015

Pay and Reward Consultation

Purpose of the report: Policy Development and Review

The Scrutiny Board will be presented with the next stages of the Pay & Reward Consultation.

Background:

The Council Overview Board (previously Council Overview & Scrutiny Committee) has been undertaking a long-term piece of scrutiny and policy development regarding the Council's pay and reward strategy, since July 2013.

In July 2014 the Scrutiny Board took part in a private workshop, brainstorming with officers around the concept of pay and reward.

Further consultation has been undertaken with the Scrutiny Board, including a Reward Strategy data review in January 2015.

Recommendations

The Scrutiny Board are asked to consider the presentation that will be provided by officers in HR&OD, at a private Part 2, section of the meeting on 5 November 2015.

Next steps

The Scrutiny Board will continue to be consulted, with an additional pay and reward workshop planned for May 2016, ahead of a decision being made by the People, Performance & Development Committee.

Report contact: *Helen Rankin, Scrutiny Manager*

Contact details: 020 85419 126

Sources/background papers: N/A

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