Notice of Meeting

Corporate Services Select Committee

Date & time	Place	Contact	Chief Executive
Wednesday, 4 October 2017 at 10.00 am	Ashcombe Suite, County Hall, Kingston upon Thames, Surrey KT1 2DN	Huma Younis Room 122, County Hall Tel 020 8213 2725 huma.younis@surreycc.gov.uk	David McNulty We're on Twitter @sccdemocracy

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This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Huma Younis on 020 8213 2725.

Elected Members

Dr Zully Grant-Duff (Chairman), Dr Andrew Povey (Vice-Chairman), Mr Mike Bennison, Mr Mark Brett-Warburton, Mr Will Forster, Mr Naz Islam (Ashford), Mr Graham Knight, Mr Andy MacLeod, Mrs Sinead Mooney (Staines), Mr Mark Nuti, Mr Wyatt Ramsdale and Mr Richard Walsh

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TERMS OF REFERENCE

The Committee is responsible for the following areas:
Policy development, scrutiny and performance, finance & risk monitoring for central services:

- Finance
- Property estate and facilities management
- Emergency and Contingency Planning
- HR and Organisational Development
- IMT
- Procurement
- Legal and Democratic Services
- Orbis Partnership
- Communications
- Other Support Functions

AGENDA

1 **APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

2 **DECLARATIONS OF INTEREST**

All Members present are required to declare, at this point in the meeting or as soon as possible thereafter
(i) Any disclosable pecuniary interests and / or
(ii) Other interests arising under the Code of Conduct in respect of any item(s) of business being considered at this meeting

NOTES:
- Members are reminded that they must not participate in any item where they have a disclosable pecuniary interest

- As well as an interest of the Member, this includes any interest, of which the Member is aware, that relates to the Member's spouse or civil partner (or any person with whom the Member is living as a spouse or civil partner)

- Members with a significant personal interest may participate in the discussion and vote on that matter unless that interest could be reasonably regarded as prejudicial.

3 **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 (Thursday 28 September 2017)
2. The deadline for public questions is seven days before the meeting (Wednesday 27 September 2017)
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

4 **RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SELECT COMMITTEE**

There are no responses outstanding.

5 **FORWARD WORK PROGRAMME**   (Pages 1 - 4)

The Committee is asked to review its Forward Work Programme.

6 **EMERGENCY MANAGEMENT, BUSINESS CONTINUITY AND LOCAL RESILIENCE**   (Pages 5 - 20)

This report outlines the current progress and issues relating to recent incidents and the requirement to learn and improve the response by Surrey County Council in coordination with partners to support the needs of residents.

7 **AGENCY STAFFING UPDATE** (Pages 21 - 32)

This report provides the Committee with information on the current contract arrangements, the developments and improvements that have been made since the last report and provides the committee with monitoring information and data analysis of agency staff spend and tenure for the last financial quarter.

8 **DATE OF NEXT MEETING**

The next meeting of the Committee will be held at 10:00am on Wednesday 6 December 2017.

MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE

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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

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Corporate Services Select Committee
4 October 2017

Forward Work Programme

1. The Committee is asked to review its Forward Work Programme.

Recommendation:

That the Committee reviews its Forward Work Programme and makes suggestions for additions as appropriate.

Next Steps:

The Committee will review its work programme and recommendations tracker at each of its future meetings.

Report contact: Huma Younis, Democratic Services Officer.

Contact details: 020 8213 2725, huma.younis@surreycc.gov.uk

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Corporate Services Select Committee			
Topic	**Scrutiny Method**	**Involvement of other committees**	**Expected outcome**
Emergency Planning/Business Continuity/ Local Resilience*	Formal report, 4 October 2017	None	Scrutiny of existing arrangements to protect against and to deal with possible events such as cyberattacks, terrorist attacks, major fire incidents, motorway pile-up. The Committee will assess and seek assurances about Surrey County Council preparedness, when acting individually or as part of a multi-agency effort, to deal effectively with such potential events.
Agency staffing*	Formal report, 4 October 2017	None	Scrutiny of agency staff expenditure trends and plans for reducing numbers and delivering efficiencies through service centralisation
HR: The offer and the current HR strategy*	Formal report , 6 December 2017	None	The Committee are to receive a report detailing the HR offer and the current strategy, covering absenteeism rates, training offered and workforce planning. This will help the committee to better understand the HR functions and enable them to identify areas they wish to scrutinise over the coming year.
Orbis Revised Business plan*	Formal report, 6 December 2017	None	Scrutiny of the revised Business Plan, expected in Autumn 2017.
Orbis Managed on Behalf of (MoBo) Budgets*	Formal report, 6 December 2017	None	Scrutiny of the MoBo budgets for Surrey County Council, currently £52.3m, efficiency savings and how these impact on service delivery.
Property Services*	Private workshop, 31st October	None	Private meeting for Committee Members to receive a detailed briefing on the remit of Property Services

	2017		including the recent agreement with CBRE and the appointment of a venture development partner. This workshop would also include discussion on the Strategic Asset Review.
*All items to include scrutiny of finance, performance and risk.			

Corporate Services Select Committee

4 October 2017

Emergency Management, Business Continuity and Local Resilience

Purpose of report: Scrutiny of Policy Development and Review

Introduction:

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1. This report is submitted to the Corporate Services Select Committee to outline Surrey County Council's responsibility as described in the Civil Contingencies Act 2004.

2. The report outlines the current progress and issues relating to recent incidents and the requirement to learn and improve the response by Surrey County Council in coordination with our partners to support the needs of residents.

Surrey County Councils Role as a Category One Responder

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3. Part 1 of the Civil Contingencies Act 2004 ("the Act") establishes a consistent level of civil protection activity across the UK. Consistency is sought too in the way the function is carried out between the local Category 1 and 2 responders as partners covered by the Act.

4. The Act provides a basic framework defining what tasks should be performed and how co-operation should be conducted.

5. The Act provides Local Responders with a common framework to make their own decisions in the light of local circumstances and priorities about what planning arrangements are appropriate in their areas.

6. The Act defines an "Emergency" in Part 1 of the Act as: an event or situation which threatens serious damage to human welfare in a place in the UK, the environment of a place in the UK, or war or terrorism which threatens serious damage to the security of the UK.

7. The Act requires Surrey County Council to deliver the duties of a Category One responder. These duties are,

    *   risk assessment;
    *   business continuity management (BCM);
    *   emergency planning; and
    *   maintain public awareness and arrangements to warn, inform and advise the public.
    *   co-operate with other Category One and Two responders

- share information with Category One and Two responders

A separate duty applies to local authorities alone:

- provision of business continuity advice and assistance to businesses and voluntary organisations

8. The SCC Emergency Management Team also works to ensure compliance to other areas of emergency planning which include,

- Health and Social Care Act 2012
- Notification of Installations Handling Hazardous Substance (NIHHS) Regulations 1982
- The Pipelines Safety Regulations 1996
- The Control of Major Accident Hazards (COMAH) Regulations 2015
- The Radiation (Emergency Preparedness & Public Information) Regulations (REPPIR) 2001
- Reservoir Act 1975
- The Flood and Water Management Act 2010

Current Very High Risks in Surrey

9. Approximately one third of the National risks have changed or have been newly created since the 2014 National Risk Assessment (NRA). In general terms this is for the following reasons,

- Changes in likelihood have been prompted by better understanding of the risk and more accurate information being available to inform assumptions on how frequently the Reasonable Worst Case Scenario will occur.
- New data modelling has been employed by some Government Departments, which has led to changes in expected severity of impacts, particularly for flooding-type risks.
- Where similar risks have been consolidated together, these have tended to result in a Reasonable Worst Case Scenario at the same likelihood as the more impactful risk within the merger.
- Expert challenge groups were used throughout the NRA development process and have prompted changes to some impact scores via greater input of scientific, evidence and expert judgement, particular regarding the psychological impact, fatalities and casualties.

10. The 2016 National Risk Register employs a revised economic impact methodology that has decreased the financial impacts of loss of tourism, but increased the momentary costs of fatalities and casualties in line with the cross - Government norms. To ensure that there is the ability to respond to local risks Surrey Local Resilience Forum partners work to deliver the National Resilience Capabilities Programme (NRCP) which aims to increase the capability of the United Kingdom to respond to and recover from civil emergencies. It does this by building capability to deal with the consequences that are common to most types of emergency, regardless of whether those emergencies are caused by accidents, natural hazards or man-made threats.

11. The Surrey Local Resilience Forum has assessed the following areas as VERY HIGH,

- Flooding
- Flu Pandemic
- Terrorism
- National failure of power supplies for 3-5 days
- Cold and Snow

12. **FLOODING** – Communities in Woking (11-05-2016) and Caterham (06-06-2016) suffered from flash flooding due to extreme rainfall. In all around 100 properties, 40 in Woking and 60 in Caterham, are known to have suffered from internal property flooding. During the early summer other periods of localised intense rainfall caused flooding to properties across the County. There have been debriefs undertaken for the Woking and Caterham incidents to capture the learning from the response to the incidents for inclusion in the Counties planning.

13. The risk of flooding remains relatively unchanged, with around 60,000 properties in Surrey at risk of a 1:100 (1% in a year) chance of fluvial flooding. There is a current Environment Agency led project underway to provide temporary flood defence to communities in Godalming, Guildford and in the Lower Thames being led by the Environment Agency. This work is a key priority for the Local Resilience Forum and one that will, on completion bring benefits to the communities in these areas.

14. The national scenario now concentrates on the river flooding in the South East with increased impacts relating to,

- Economic Impact
- Fatalities
- Casualties
- Psychological Impact

15. **FLU PANDEMIC** - Influenza pandemics are a natural phenomenon that have occurred from time to time for centuries – including 3 times during the 20th century. They present a real and daunting challenge to the economic and social wellbeing of any country, as well as a serious risk to the health of its population.

16. There are important differences between 'ordinary' seasonal flu and pandemic flu. These differences explain why we regard pandemic flu as such a high risk.

17. Pandemic influenza is one of the most severe natural challenges likely to affect the UK, but sensible and proportionate preparation and collective action is being taken by the Local Resilience Forum in line with Government and Department of Health advice to mitigate its effects.

18. The Department of Health is the lead department for planning for a human influenza pandemic. However, given the wide impacts of a pandemic all Local Resilience Forum partners are involved in planning to mitigate its impacts.

19. **TERRORISM – UK THREAT LEVELS** - The threat to the UK (England, Wales, Scotland and Northern Ireland) from international terrorism is SEVERE. This means an attack is highly likely.

20. The main efforts for the LRF are,

- Prepare for consequences of an attack on a crowded space, (i.e. public gatherings)
- Prepare for denial of services due to a cyber-attack affecting critical services
- Support to the work to Protect critical sites in the county

21. Following the attacks in the United Kingdom and Europe this work to prepare for such incidents will continue. Individual organisations are being asked to review security and resilience for their staff and sites and to understand the actions that would be taken should such an attack occur or the Joint Terrorism Analysis Centre (JTAC) increases the current National Threat Level to Critical, meaning that a terrorist attack is expected imminently.

22. **WIDESPREAD POWER OUTAGE** – This is a new risk previously grouped within the major industrial accidents risk category, the risk of widespread electricity failure has been reassessed in light of an enhanced understanding of the risk's impacts. As a result this is now assessed to be very high, and thus a priority risk. Although the UK has never before suffered a national loss of electricity, and this does not represent an increase in likelihood, the consequences of such an event would be significant.

23. A nationwide loss of electricity, for which the technical recovery process "Black Start" could take up to 5 days, would affect millions of consumers and critical services. If significant damage is caused to the transmission lines, it could be weeks before some parts of the network are fully recovered and power is restored.

24. A recent example of the impact of severe weather was between 22 and 28 December 2013 when two severe winter storms caused damage to the distribution overhead line network. Almost 1 million properties suffered disruption to electricity supplies in the UK. Though 876,000 customers were restored within 24 hours, 16,000 customers experienced disruption to supply in excess of 48 hours. Surrey residents were also impacted during this period in areas across the County with the most prolonged power outage in the Godalming area.

25. The Local Resilience Forum partners recently reviewed the impact of this new risk. The outcome highlighted eight key areas where further partnership work was deemed to be required, the eight areas are,

- Telecommunication
- Warning and informing the public
- Energy Supply, including the impact on gas and petroleum Supplies
- Food and Water
- Transport
- Impact on Health and Social Care
- Businesses and Business Continuity
- Local Authority and Voluntary agencies provision to communities and residents Emergency services and the Military

26. **Cold and Snow** – Natural Hazard (H18) – The scenario for this risk relates to a period of 7 days of snow and mean temperatures below -3°C leading to a significant impact on communities across a large area. The risk was previously assessed as HIGH, but as a result of further analysis the economic impact and the increase in fatalities caused mean the national risk has been raised from **HIGH** to **VERY HIGH.**
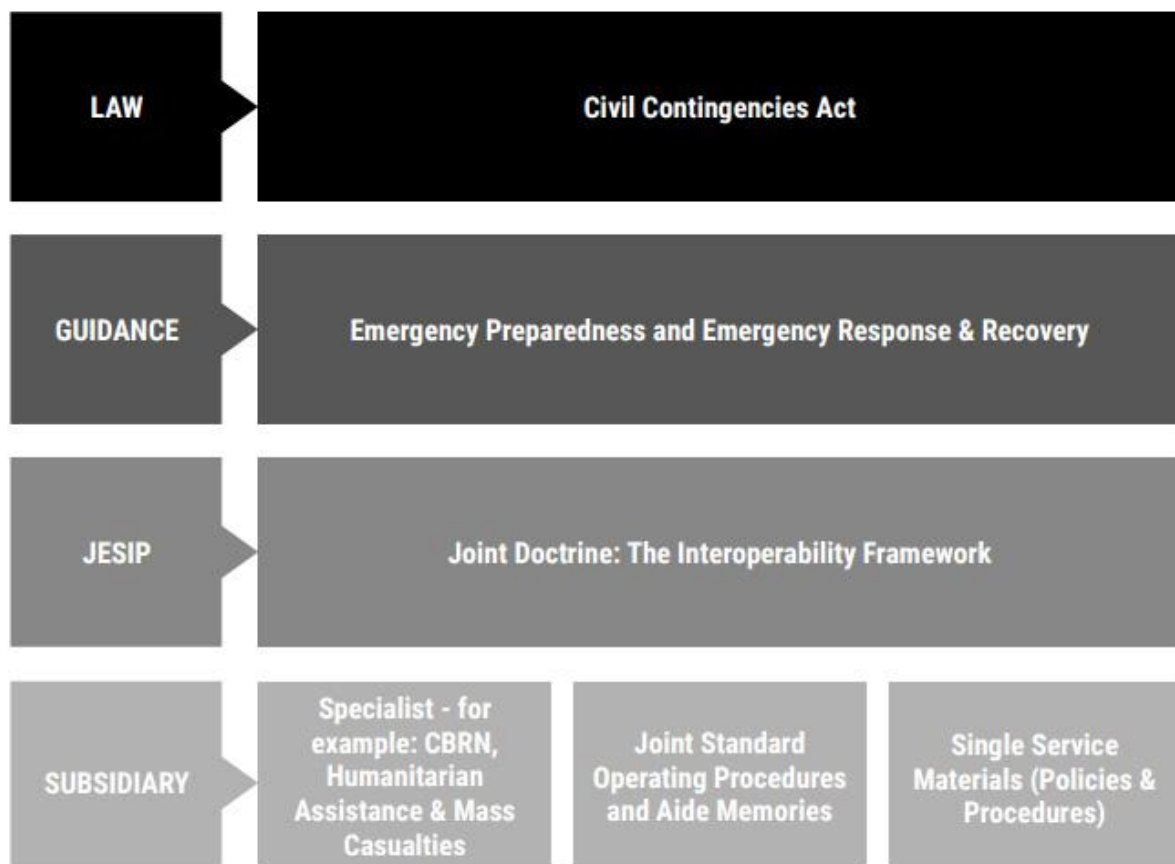
27. In line with the wider threats Surrey County Council is continually reviewing our own operations in line with changing threat and risk environment. Risks assessed either Medium or Low on the national risk register that are being progressed within Surrey County Council are:

- Risk of Cyber Crime/Terrorism
- Protection of Surrey County Council buildings

28. **Cyber Crime/Terrorism** - There has been a significant rise in global and local Cyber based attacks on organisations in all sectors. Internationally, cyber-attacks have impacted all types of organisations from government services to large technology companies. These attacks are increasing in sophistication both in terms of technology and social based insertion methods. Surrey County Council's external technology stack is dependent on vendors ensuring that their products are up to date against the methods employed by internet based threats. Furthermore, aside from the technical risks - social engineering based insertion methods (such as legitimate looking emails which trigger viral payloads) are becoming harder to identify and filter. In a technology enabled organisation, cyber resilience cannot be assured however Surrey County Council seeks to mitigate the risk through a number of controls.

29. The IT & Digital service has invested in technology specifically to help monitor network activity and identify some security threats based on the behaviour of systems and devices on the network. In addition to this, anti-viral and protective measures are applied across all computer and smart-mobile devices, either through anti-malware software or through technical security policies applied to the device. These measures were implemented to accommodate the council's desire to implement technology to support mobile and flexible working, and relax internet restrictions. Regular system patching schedules have also been implemented to ensure security updates are made to the council business and infrastructure systems. This requires systems to be taken off-line to apply security patches. This can affect service operations but it is essential to combat the sophistication of today's malware attacks (e.g. the WannaCry attack which resulted in a widely reported impact on the NHS). Updated controls related to cyber-security have been submitted to the council's Leadership Risk Register, under Organisational Resilience and are due for consideration.

30. **Protection of Surrey County Council Buildings** – Prior to the recent move to CRITICAL, Surrey County Property and the Emergency Management Team undertook a survey of the main building with officers from the South East Counter Terrorism Unit as a means to understand the vulnerabilities and measures required to improve security.

31. Seen as a useful exercise, the outcomes of the report have been acted on with changes and improvements to the buildings that have included:

- Review of Security Policies in line with the learning from the Counter Terrorism Security Advisors
- CCTV upgrades at County Hall to improve image quality
- Greater control of entry and exit points at buildings
- Renewed focus on wearing of staff ID Cards

32. Training provided to officers from the Property and Emergency Management Teams on the specific issues of terrorist threat to SCC buildings.

Planning for Emergencies in Surrey – Role of the Local Resilience Forum

33. Part 1 of the Civil Contingencies Act 2004 ("the Act") establishes a consistent level of civil protection activity across the UK. Greater consistency is sought too in the way the function is carried out between the local Category 1 and 2 responders as partners covered by the Act and in different parts of the country.

34. The Act provides a basic framework defining what tasks should be performed and how cooperation should be conducted. The Government does not consider that it is necessary to radically change the way things were done prior to civil protection being placed on a statutory basis. It aims to consolidate and strengthen what exists.

35. In Surrey, the principal mechanism for multi-agency cooperation under the Act is the Surrey Local Resilience Forum (SLRF), based on each police area. The forum is a process whereby the organisations on which the duty fall co-operate with each other. The Surrey Local Resilience Forum does not have a separate legal personality; it does not have powers to direct its members.

36. The Surrey Local Resilience Forum (SLRF) is not a legal entity, nor does it have powers to direct its members. Nevertheless, the Civil Contingencies Act (2004) and the Regulations provide that responders, through the Forum, have a collective responsibility to plan, prepare and communicate in a multi-agency environment.

37. As with all LRFs, the Surrey Local Resilience Forum mirrors the operational response arrangements for the strategic coordinating group structure, and allows those responsible for the response to emergencies to discuss arrangements and establish relationships in the preparation of the emergency arrangements. It matches, in the anticipation, prevention and planning phases, the strategic coordinating group usually established by the police during the response and recovery phases of an emergency.

38. The purpose of the LRF process is to ensure effective delivery of those duties under the Act that need to be developed in a multi-agency environment.

39. The structure for managing the local multi-agency response to emergencies is based on the Civil Contingencies Act (2004). The act is supported by two sets of guidance: Emergency Preparedness and Emergency Response and Recovery (ERR).

40. Emergency Preparedness deals with the pre-emergency (planning) phase. Emergency Response and Recovery (ERR) describes the multi-agency framework for responding to, and recovering from, emergencies in the UK and is the key document followed by the Surrey Local Resilience Forum to establish the multi-agency response arrangements.

41. Details of the operation and co-ordination of emergency response are outlined in the Cabinet Office Concept of Operations and the relevant chapters of Emergency Response and Recovery.

42. The Joint Emergency Services Interoperability Programme (JESIP) was established in 2012 to address the recommendations and findings from a number of major incident reports. This work has been under taken nationally and adopted locally by the Surrey Local Resilience Forum to improve the coordinated response to emergencies and complements Emergency Response and Recovery (ERR) by focusing on the interoperability of the emergency services and other responder agencies in the response to an incident.

43. Separate publications set out specialist ways of working that will apply in specific circumstances, such as chemical, biological, radiological and nuclear (CBRNe) incidents or marauding terrorist firearms attacks (MTFA).

44. Figure 1. Legislation and Guidance Documents for Emergency Planning

LAW	Civil Contingencies Act		
GUIDANCE	Emergency Preparedness and Emergency Response & Recovery		
JESIP	Joint Doctrine: The Interoperability Framework		
SUBSIDIARY	Specialist - for example: CBRN, Humanitarian Assistance & Mass Casualties	Joint Standard Operating Procedures and Aide Memories	Single Service Materials (Policies & Procedures)

45. The Surrey Local Resilience Forum works to ensure that there are the appropriate plans and resources in place to support the National Resilience Capabilities Programme (NRCP). This Programme aims to increase the capability of the United Kingdom to respond to and recover from civil emergencies. It does this by building capability to deal with the consequences that are common to most types of emergency, regardless of whether those emergencies are caused by accidents, natural hazards or man-made threats.

46. Capability to respond to emergencies encompasses a number of interdependent and interrelated factors including appropriate numbers and types of personnel, the right types of equipment and supplies, relevant and sufficient training and exercising, clear plans etc.

47. The purpose of the programme is to identify, challenge and monitor the current levels of capability in each of the areas covered by the workstreams. The information gathered on how much capability each workstream has delivered is then used to provide assurance to ministers on how ready the UK is to respond to civil emergencies.

48. The Surrey Local Resilience Forum runs a programme of training and exercising events to support their programme. The main partnership exercises that are planned where Members may wish to attend are:

   - 2 October 2017 – Briefing to Surrey Local Resilience Forum Strategic Officers and Tactical Advisors
   - 8 December 2017 - Partnership exercise for a national 'Move to Critical'
   - 4 and 5 May 2018 – Exercise Comet, Tactical Command Level Exercise

49. The development of the capabilities at a local level require the support for all partners within the partnership. To ensure that each capability is monitored a lead partner has been identified for each of the capabilities. These are:

- Evacuation and Shelter – Surrey County Council
- Chemical, Biological, Radiological and Nuclear – Surrey Fire and Rescue
- Infectious Disease (Human) – Public Health England
- Infectious Disease (Animal) – Surrey County Council
- Mass Fatalities – Surrey County Council
- Mass Casualties – NHS England
- Flooding – Surrey County Council
- Site Clearance – Surrey County Council
- Surrey Major Incident Protocol – Surrey County Council
- Transport – Surrey Police
- Warning & Informing – Surrey Police
- Resilient Telecommunications – Surrey Police
- Humanitarian Assistance – Surrey County Council
- Community & Corporate Resilience – Surrey County Council

Responding to Emergencies in Surrey

50. As with all areas of the United Kingdom, Emergency responders in Surrey adopt three levels of command and control when responding to incidents. The level does not convey seniority or rank but the level of command an individual has at the incident. The figure below shows the generic tiers of command and basic responsibilities for the different levels of command.

STRATEGIC	Strategic Co-ordinating Group	Sets strategic direction Co-ordinates responders Prioritises resources
TACTICAL	Tactical Co-ordinating Group	Interprets strategic direction Develops tactical plan Co-ordinates activities and assets
OPERATIONAL	Responder agencies	Executes tactical plan Commands single-service response Co-ordinates actions

Strategic Command

51. In Surrey the Strategic Command Group will be based at Police Headquarters and is made up by the strategic commanders from each agency with overall authority on behalf of their agency for the given incident. They are responsible for the resources of their own agency and for formulating their single agency strategy for the incident.

52. Surrey County Council has a 24 hour on-call duty director who will provide the role on declaration of a major incident. Following a review of this arrangement, a second support Director from the Extended Leadership Team will be on call to provide support for protracted incidents.

53. At the earliest opportunity, the strategic co-ordinating group (SCG) will determine or confirm a specific response strategy and record a strategy statement.

54. To minimise the consequences of the developing incident as far as is reasonably practicable, the command structures are activated and put into place as quickly as possible, but it is acknowledged this is likely to take some time. Therefore the first responders and commanders at a scene will identify and implement the initial tactics, whilst also communicating the need for support.

Tactical Command

55. In the initial stages of an incident, first responders are responsible for tactics. Once the scale and nature of the incident is known, emergency services will appoint officers to act as tactical commanders for their organisation. Other responder agencies will also appoint individuals to act as tactical commanders or co-ordinators on behalf of their organisations where relevant.

56. Communication and co-ordination between commanders is critical. Tactical commanders will be located at a mutually agreed location where they can maintain effective joint command of the operation. This includes effective joint working with other

services, and other factors such as access to communications systems. To support this a number of Fire Stations have been identified to provide this facility.

57. Where circumstances hinder co-location of commanders (of any level) then communications arrangements will be implemented, through the use of other means (i.e. Teleconferencing).

58. The Tactical Coordination Group is likely to be in place before the strategic level and is also likely to be the first senior officer taking command of the incident. In the early stages of an incident, the tactical commander is likely to set priorities before the strategic commander has set a strategy.

59. Frontline Surrey Council Service have 24 hour rotas in place to ensure that there is the correct managerial level of officer available to support the Tactical Command level with expertise and resource based on the needs of the response.

OPERATIONAL

60. Operational commanders will be working with colleagues from other responder agencies. This will most likely be at, or close to, the scene of the incident.

61. They will control and deploy the resources of their respective service within a functional or geographical area, and will implement the tactical plan as directed by the tactical commander.

Recent Incidents in 2017

62. The summer of 2017 has seen a number of incidents both in the United Kingdom and Europe. These have included,

- Barcelona terror attack: 17 August 2017
- Finsbury Park terror attack: June 19 2017
- Grenfell Tower Fire: June 14 2017
- London Bridge terror attack: June 3 2017
- UK government has raised the threat level to CRITICAL: May 23 2017
- Manchester terror attack: May 22 2017
- Paris shooting: April 20 2017
- Stockholm Truck attack: April 7 2017
- Westminster car and knife attack: March 22 2017
- Louvre knife attack: February 3 2017

63. During this period there have also been a number of incidents of bomb threats made to schools across the UK including schools in Surrey. This has been a particular concern given the intent of terrorists to cause harm to children and young people in their recent attacks and the move to less sophisticated attack methods that are more readily available.

64. In dealing with these incidents colleagues in London have been under prolonged and sustained demand on their resources. The SCC Emergency Management Team along with officers from Sussex and Kent emergency planning teams have provided support to the command centre overseeing the response to the Grenfell incident as part of pre-existing mutual aid arrangements.

Conclusions:

65.   The medium to long term impact of the recent incidents is still being assessed nationally, with the expectation that there will be some significant changes to the current local response and recovery requirements. It is expected that there will need to be changes to local response plans to support these changes in an environment of increasing threat and risk at a time where there are less resources amongst partner organisations.

Recommendations:

66.   The Corporate Services Select Committee is asked to note and discuss the contents of the report and consider the appropriate timescale for future reporting.

Current Work and Immediate Next steps:

67.   The UK incidents noted above are still under review and investigation, and as such, official reports into the incidents have not yet been completed. The initial feedback has been that the following areas should be reviewed by Category One Responders through the Local Resilience Forums,

- Organizations Business Continuity Plans
  - Specific Plans Capability Plans
  - Mass Casualty Plans
  - Mass Fatality Plans
- Welfare Support to Victims
- Mutual Aid Arrangements with other agencies

68.   In addition to this the Surrey Local Resilience Forum has requested that there is an assurance process in place across partners to ensure that arrangements are in place to support a protracted incident on the scale experienced in London during the summer.

69.   The Emergency Management Team has worked with Surrey County Council Property and HR services to implement the arrangements required within the Council for a move to Critical. These arrangements were used for the first time on the 23 May 2017 with the national move in the threat state to Critical due to a suspected imminent attack somewhere in the UK. The Local Resilience Forum will be reviewing and testing these plans with an exercise before the end of 2017.

70.   The SE7 Group has requested a review of the mutual aid arrangements across the SE7 Group to understand the current situation, this work will commence on the 8 September 2017.

71.   The Emergency Management Team has been working with the South East Counter Terrorism Unit to establish a means for schools to protect themselves against terrorist threats. Advice has been given to head teachers on their responsibilities upon receiving a threat, to prevent unnecessary evacuations from school sites. Emergency Management Team officers have now had the required training to undertake site assessments for the Dynamic Lock Down of school sites and other locations with the aim of establishing a programme to deliver this advice to Surrey schools in response to requests from Head Teachers.

Medium Term Next Steps

72. Work to support and establish Community Resilience Groups in the context of personal and business resilience has been underway for some time and will continue. Resilience to emergencies and disasters is about individuals and communities being aware of risks and planning and preparing for them to minimize the impact and disruption.

73. The aim of promoting Community resilience is to empowering individuals, businesses and community groups to:

- take collective action to both increase their own resilience and that of others
- come together to identify and support vulnerable individuals
- take responsibility for the promotion of individual and business resilience

74. The Emergency Management Team will also be progressing other work relating to,

- Working with Clinical Commission Groups to progress emergency planning and business continuity arrangements
- Maintaining the Business Continuity Arrangements for Surrey County and Surrey Fire and Rescue
- Major Sporting events on the Highway and Public Events
- Support to national planning for the Royal Household
- Public Protest for Oil Exploration and other Environmental concerns

75. Continue to the work to ensure greater collaboration with Sussex Local Resilience Forum to support the lead force model in place between Surrey and Sussex Police.

Report contact:

Ian Good – Head of Emergency Management, Surrey County Council

Contact details:

ian.good@surreycc.gov.uk
0208 5419160/07968 834593

Sources/background papers:

Local authorities' preparedness for civil emergencies - A good practice guide - October 2014, SOLACE and Department for Communities and Local Government

A councillor's guide to civil emergencies – May 2016, Local Government Association

Annex One - Surrey Local Resilience Forum Membership

Category One Responders

Category 1 responders are known as core responders - they include the usual "blue-light" emergency services as well as others:
- Surrey Police, (including the British Transport Police)
- Surrey Fire and Rescue Service
- South East Coast Ambulance Service
- Surrey County Council
- Borough and Districts
- Primary Care Trusts, Acute Trusts, Foundation Trusts, Health Protection Agency
- Environment Agency

Category 2 responders

Category 2 responders are key co-operating responders that act in support of the Category 1 responders. Category 2 responders are mostly utility companies and transport organizations:

- Electricity distributors and transmitters
- Gas distributors
- Water and sewerage undertakers
- Telephone service providers (fixed and mobile)
- Network Rail
- Train Operating Companies (passenger and freight)
- Highways England
- Airport operators
- Health and Safety Executive
- Clinical Commissioning Groups (Included as CAT 2 in 2012)

Other responders
- Voluntary Sector, (Red Cross, St John, Salvation Army, WRVS, RSPCA, Raynet).
- Army
- Royal Air Force

Annex 2 - RESPONDING TO EMERGENCIES
THE UK CENTRAL GOVERNMENT RESPONSE
CONCEPT OF OPERATIONS

The local responders are the basic building block of the response to any emergency in the UK. Emergencies (or major incidents) are routinely handled by the emergency services and other local responders without the need for any significant central government involvement. Such emergencies may include major road crashes, localised flooding and many industrial accidents. The police will normally take the lead in co-ordinating the local response where a crime has been committed, or if there is a threat to public safety. The local multi-agency response is co-ordinated through a Strategic Co-ordinating Group (SCG) located in the Strategic Co-ordination Centre (SCC). The chair of the group, whether a police lead or led by the Local Authority Chief Executive, is known as the Strategic Coordinating Group Chair (This may colloquially be referred to by some responders as a 'Gold Commander'. Whereas this applies in a single agency response, in a multi-agency response it might be that the Police Gold Commander is also the SCG Chair, but in the role of SCG chair s/he is exercising a co-ordination function, not a command function).

The principle of subsidiarity emphasises the importance of local decision making supported, where necessary, by co-ordination at a higher level. In order to aid planning, further understanding, and provide guidance to responders and central government planners on when they might expect central government involvement in responding to an incident, three broad types (or levels) of emergency have been identified which are likely to require direct central government engagement in addition to those emergencies described in paragraph 1.7 above which are solely managed locally. These are:

Significant emergency (Level 1) has a wider focus and requires central government involvement or support, primarily from a lead government department or a devolved administration, alongside the work of the emergency services, local authorities and other organisations. There is however no actual or potential requirement for fast, inter-departmental/agency, decision making which might necessitate the activation of the collective central government response, although in a few cases there may be value in using the COBR complex to facilitate the briefing of senior officials and ministers on the emergency and its management. Examples of emergencies on this scale include most severe weather-related problems. In addition, most consular emergencies overseas fall into this category with the FCO providing advice and support to those affected alongside the authorities in the country affected.

Serious emergency (Level 2) is one which has, or threatens, a wide and/or prolonged impact requiring sustained central government co-ordination and support from a number of departments and agencies, usually including the regional tier in England and where appropriate, the devolved administrations. The central government response to such an emergency would be co-ordinated from the Cabinet Office Briefing Rooms (COBR), under the leadership of the lead government department. Examples of an emergency at this level could be a terrorist attack, widespread urban flooding, widespread and prolonged loss of essential services, a

serious outbreak of animal disease, or a major emergency overseas with a significant effect on UK nationals or interests.

Catastrophic emergency (Level 3) is one which has an exceptionally high and potentially widespread impact and requires immediate central government direction and support, such as a major natural disaster, or a Chernobyl-scale industrial accident. Characteristics might include a top-down response in circumstances where the local response had been overwhelmed, or the use of emergency powers were required to direct the response or requisition assets and resources. The Prime Minister would lead the national response.
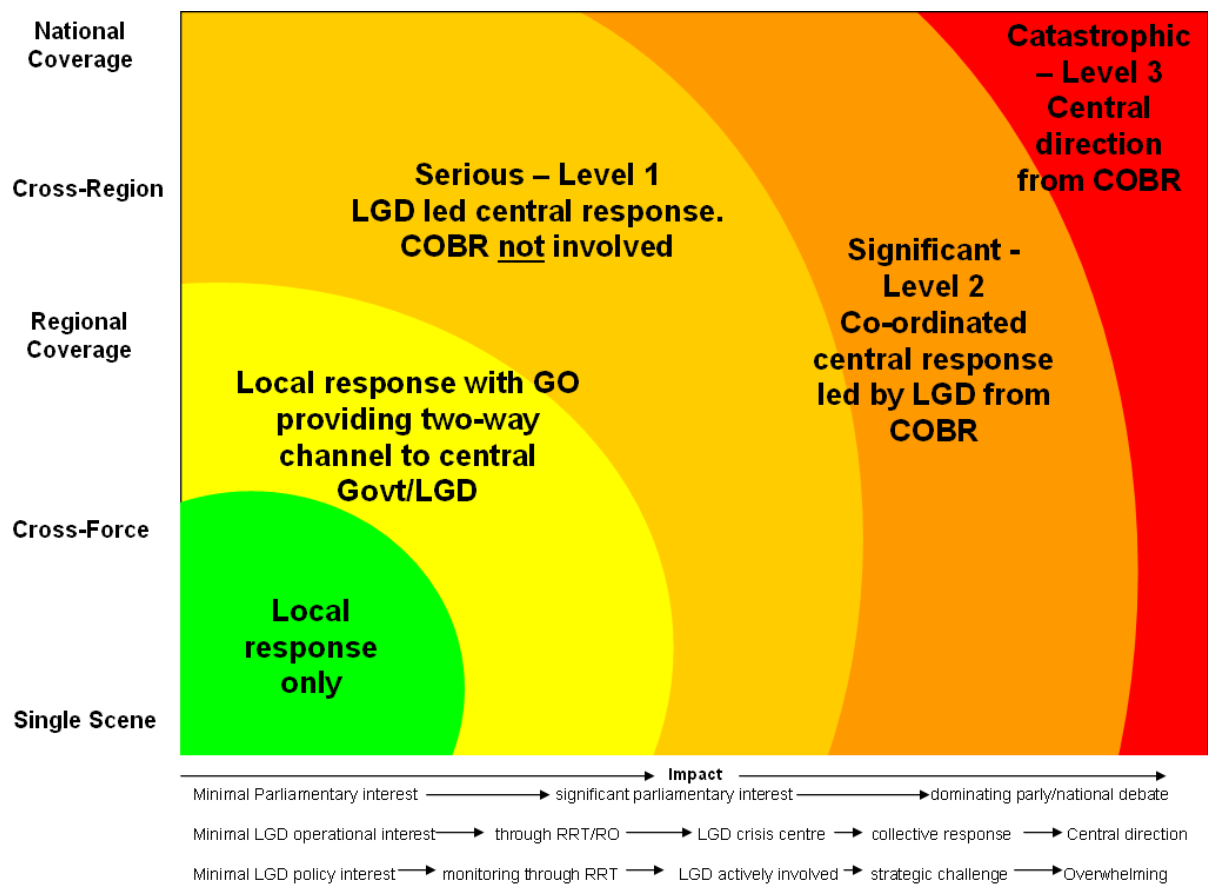
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Corporate Services Select Committee

Wednesday 4 October 2017

Agency Staffing Update

Purpose of report: Scrutiny of Services and Budgets

The report provides the committee with information on the current contract arrangements, the developments and improvements that have been made since the last report and provides them with monitoring information and data analysis of agency spend and tenure for the previous financial quarter.

Introduction

1. In December 2016, the previous Council Overview Board (COB) were presented with a report on the progress of improvements to the council's agency worker arrangements.

2. The newly created Corporate Services Select Committee are continuing the scrutiny of these arrangements and this report provides a structure for future reporting.

Contract and policy arrangements

3. In 2016 the council entered into a four year contract with Adecco, a Managed Service Provider (MSP) for the provision of agency workers. As an MSP, Adecco act as an agency able to directly fill specific positions, and as an intermediary with access to a supply chain of other agencies. This arrangement enables the council to benefit from centralised management of our temporary workers, centralised reporting and robust and consistent management of the audit and safeguarding of all temporary workers.

4. The council's contract with Adecco is part of the Managed Services for Temporary Agency Resources (MSTAR) framework, set up and managed by the Eastern Shires Procurement Office (ESPO), a public sector owned professional buying organisation jointly owned by six member local authorities.

5. Through the MSTAR framework, the council are able to benefit from an agreement that sets out the requirements, expectations, costs and key performance indicators associated with a master vendor arrangement.

6. Within Orbis, East Sussex and Surrey county councils both draw down from the MSTAR framework. The contracts are managed separately and supported by very close working between the two councils. Brighton & Hove City Council have recently entered into an agreement with a different provider for the provision of their temporary workers.

7. The use of agency workers is supported by the Short Term resourcing policy which was approved by the People, Performance and Development Committee in March 2017. It

confirms management responsibility to ensure that temporary or short term resourcing needs are met in a cost effective and efficient manner.

8. The policy confirms that all agency workers should be supplied via Adecco, the council's master vendor and that agency workers should primarily be used as a short term solution to provide cover for unplanned or emergency staffing shortages. It reminds managers that long term usage of agency workers is actively discouraged and that this is monitored by HR.

9. Service usage of the Adecco contract is monitored and reviewed regularly to ensure the performance and delivery of the contract is optimised.

10. Temporary workers that are engaged outside of the Adecco contract, are subject to an approval process. A business case is submitted from the service, which demonstrates that the service have made every effort to engage a worker through the Adecco contract. If they can demonstrate this and they have not been able to recruit a temporary worker through Adecco, a business case will be evaluated and approved or rejected by the Head of HR&OD. HR are working with Adecco to ensure a robust supply chain can fulfil all requirements of Surrey County Council.

11. Contractors are required to have sign off by the Head of HR&OD, in the same way that temporary workers are. The hiring manager is required to submit a business case to HR for the Head of HR&OD

Managing Social Worker Locum pay and arrangements

12. Children, Schools and Families (CSF) have signed a collective agreement with 19 local authorities in the South East of England, 'The Memorandum of Cooperation' (MoC). This agreement was signed in April 2016 and sets out guidelines which govern the way in which locums can move within the 19 local authorities, key guidelines;

    - It caps pay rates, to reduce competition between local authorities,

    - Restricts permanent workers from working as a locum for six months,

    - Ensures references are shared between the local authorities and supplying agencies.

13. Adult Social Care (ASC) signed to a Memorandum of Cooperation in May 2017 this has the same guidelines as the Children's Memorandum. Both Memorandums are found in the appendices.

14. The MoC in both directorates enables us to manage the risk of recycling unsuitable locums, learning from our neighbouring local authorities. It also avoids local authorities competing with one another, in terms of rates of pay. The MoC sets out guidelines which restrict permanent workers from becoming locum workers within a defined time period. This supports the retention of our permanent staff, as it makes transitioning to a locum way of working less attractive.

Service developments and improvements

15. A set of strategic objectives were collectively agreed between East Sussex and Surrey County Councils when the Temporary agency contract was being tendered in 2015. These were created from our knowledge of managing a master vend contract for six

years. The objectives are used to monitor the contracts strategic performance quarterly. They provide a golden thread between the councils and Adecco. These objectives are:

i. **Workforce development** - prepare for any change in demands, by having a talent pool local to all locations.

ii. **Access to talent** - Ensuring our supply chain is resilient and can respond to a change in demand.

iii. **Quality and reliability** - streamlining processes between ESCC and SCC – to promote partnership working.

iv. **Customer service** - Clear lines of accountability and ownership of all aspects of contract management.

v. **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.

vi. **Cost management and saving** - Continuing downwards pressure on support costs and mark up rates to achieve the most cost effective solution without compromise to quality of service.

Workforce planning and organisational development

16. Work is underway to support services to further reduce their reliance on temporary workers. Workforce data scorecards are being developed to review and explore the appropriate levels of workforce composition for services in relation to the permanent, bank and casual and agency workforce. This work will also facilitate further exploration of alternative resourcing models where appropriate.

17. Children's, Schools and Families (CSF) set up a 'Social Work Academy' in 2012. The Academy provides a paid year of support for newly qualified social workers in their Assessed and Supported Year of Employment (ASYE). At the end of this year, those who are successful will be offered a permanent post as a Social Worker. The academy has grown from an intake of 10 in 2012 to an intake of 40 for 2016. This year there are 40 academy posts available.

18. Both CSF and ASC identified the need to convert locums (in qualified Social Work and Occupation Therapist posts) in to permanent employees. They delivered 'Conversion Conversations', which are workshops to inform locums of the benefits of working for Surrey and a time for them to ask questions about being a Surrey employee. CSF had their first workshop in March 2016, and ASC in September 2016. Since the Conversion Conversations started there have been conversions of 13 locums in CSF and 9 in ASC.

19. All locum social workers have a minimum set of training requirements prior to their assignment starting. During their assignment they are provided with additional training to meet any statutory or mandatory requirements.

Implementing changes to off payroll working in the public sector – IR35

20. In April 2017, the government introduced regulations over the way in which temporary workers in the public sector pay tax. These regulations are designed to make sure that temporary workers who are carrying out work that would otherwise be filled by directly employed staff are paying tax at the same rate as directly employed staff.

21. A tool was developed by HMRC to assess the way a work assignment is organised and managed. Workers operating in the same way as an employee would be assessed as 'in scope of the regulations. Workers operating in the same way as a genuine contractor or consultant would be assessed as 'out of scope' and exempt from the regulations. Local authorities were given responsibility to identify a workers' status using these tools, and if they did not, they were vulnerable to the HMRC action.

22. As a result of the implementation of IR35, we expect to see an improvement in the national return and address anomalies amongst temporary workers, where some act as limited companies as a means of paying lower tax rates. A risk was identified that temporary workers could leave the public sector and move to private organisations for higher pay rates, to compensate for the higher rate of tax, if they were not paying it correctly. To date this has not proved to be a risk for Surrey County Council. We have not increased rates of pay in Surrey and maintained our agreement in our respective Memorandums of Co-operations in social care. We have seen an increase in locum social workers converting to permanent staff since April 2017.

23. We have used this change as an opportunity to address a range of issues relating to contractual compliance and off contract working. All off contract workers and suppliers have been identified and assessed. Processes have been improved and implemented so that all off contract temporary workers require approval of the Head of HR&OD and Procurement. Off contract suppliers are being incorporated into the Adecco contract and unauthorised suppliers, or those who refuse to work to our terms and conditions, have been blocked on the payments systems. These measures not only ensure we are compliant with HMRC requirements, but also ensure contractual compliance leading to cost effectiveness and improved monitoring of agency working.

24. Work was completed to identify and assess all individuals and agencies operating in this way for the council. The outcomes are detailed below:

    24.1.   In April 2017 there were 214 workers through Adecco, 6 of these were assessed as out of scope of IR35. Whilst these assessments were being carried out, 7 locum social workers in Adult Social Care and 12 locum social workers in Children's, Schools and Families converted onto permanent employment contracts.

    24.2.   Consultants and contractors were identified by Procurement for assessment. 181 were identified in total, of these, 174 were out of scope of IR35 and it was appropriate for them to continue being paid as contractors. These were mainly Barristers and Therapists who fall under 'highly skilled' and do not need to work through an agency such as Adecco. The 7 remaining consultants were in scope, of which 3 joined Adecco and 4 consented to their tax deductions being managed by the council.

25. Following the completion of this work, payments raised or invoices submitted for payment for individuals who do not have a verified IR35 assessment are blocked by the Buying Solutions team and escalated to HR for investigation. This ensures that no payments are made to workers without proper consideration of their IR35 tax status and that the council is fully compliant with IR35 regulations.

Managing off contract expenditure

26. All temporary workers should be engaged through the contracted framework, however it is recognised that there may be circumstances where the supply chain are unable to meet a critical service need. Prior to IR35, HR were not sighted on the level of off-

contract usage within services. This has been addressed through the introduction of a new business case process which requires Head of HR approval, and where appropriate Procurement approval, to engage an agency not part of the contracted supply chain.

27. To optimise the ability of the Adecco supply chain to meet the council's needs, where a business case is agreed by the Head of HR, it is subject to the agency engaging with Adecco and the HR Contract Manager to join the supply chain.

28. Requests for payments to an off contract agency which are not supported by an approved business case are blocked for payment pending investigation by HR. While the Head of HR will not give retrospective approval, where a service has committed to the use of an agency and the work has been carried, the invoice has to be paid.

Contract monitoring

Current spend

a.   Year on year trend

29. In 2016/17 the councils total spend on staffing was £288.81m, of this, £14.45m is spent on agency workers, which accounts for 5% of the total staffing spend. HR and Procurement continue to work together across the Orbis partnership to improve the council's agency worker arrangements.

30. Table 2 (below) shows the total spend on our master vendor since April 2013, when we first worked through the MSTAR framework. The financial year 2015/16 includes spend on Manpower until 31 January 2015 and spend on Adecco from 1 February 2015 to the end of the financial year.

Table 2 - Master vendor spend data by year (£M)

Year	2013/14	2014/15	2015/16	2016/17
Master vendor	Manpower	Manpower	Manpower Adecco	Adecco
Total	10.88	10.66	12.57	12.77

Note
   i.   Contracted agency spend data taken from Procurement based on paid invoices.
   ii.   The spend on agency workers has increased in the last two years, This is due to better reporting through Adecco and the use of codes in SAP. In addition a number of previously off contract agencies are now on boarded on to the Adecco supply chain.
   iii.   Some of this spend in the last two years is due to more temporary workers being used due to an uncertainty of funding and organisational change.

b.   Directorate analysis for 2016-17

31. Table 3 shows all spend coded as agency on SAP (excluding schools) compared to spend on the permanent workforce and employees paid as bank & casual organised by directorate for the financial year 2016/17.

Table 3 – Total workforce spend for 2016/17

	Employed staff (£M)		(£M)	
	Permanent	Bank & Casual	Total agency (Adecco and non-Adecco)	Total
Adult Social Care	57.27	1.83	2.99	62.09
Business Services	3.90	0.10	0.40	4.40
Chief Executives Office	4.72	3.16	0.14	8.02
Children's, Schools and Families	108.16	4.66	8.71	121.53
Customer and Communities	8.39	0.07	0.47	8.93
Environment and Infrastructure	22.68	0.48	0.41	23.57
Legal and Democratic Services	21.80	1.50	0.10	23.40
Orbis	35.53	0.11	1.23	36.87
Total	262.45	11.91	14.45	288.81

Note

i. Spend data provided by Finance based on how costs are assigned to expenditure codes for the workforce.

ii. The total agency spend in 2016/17 is increased by £1.68m from Table 2 (£12.77m) to Table 3 (£14.45m). The increase in attributed to Table 3 including off contract spend. The data in the tables are from different sources, Table 2 is from Procurement's vendor management system, as it is regarding a vendor spend only. Table 3 is from Finance as it is service level and includes off contract spend. There will always be a difference in these figures as we pay retrospectively, so there will be costs that don't appear in the procurement report as they were paid out in 2017/18, but would have been accrued back into the previous year if the work was actually carried out in 2016/17.

iii. Children's, Schools and Families continue to be the highest user of temporary workers. These workers are mainly in social care. The increase in the last year has been due to the Multi Agency Safeguarding Hub (MASH) being under resourced when it was introduced in October 2016. A number of agency workers were recruited through Adecco and continue to be, while the structure of the MASH is evaluated.

iv. Adult Social Care have reduced their use of agency workers over the last two years due to the closure of homes and the reduction in locum social workers, and as a result of the pay and reward consultation in 2016. Spend is still high due to the national shortage of Social Workers and Occupational Therapists.

v. Orbis includes all roles in Orbis which may be located at either Surrey County Council or East Sussex County Council. Half of the total Orbis spend is from Procurement who are finding it hard to recruit to permanent roles. This is due to the high demand for procurement professionals in private organisations offering competitive remuneration.

c.   First quarter analysis 2017-18

32. Table 4 shows all spend coded as agency on SAP (excluding schools) compared to spend on the permanent workforce and employees paid as bank & casual organised by directorate for Q1 of the financial year 2017/18.

33. Table 4 – Total workforce spend for Q1 2017/18

	Employed staff (£M)		(£M)	
	Permanent	Bank & Casual	Total agency (Adecco and non-Adecco)	Total
Adult Social Care	14.1	0.41	0.54	15.05
Business Services	0.9	0.019	0.1	1.02
Chief Executives Office	1.08	0.00	0.00	1.08
Children's, Schools and Families	26.52	1.11	1.87	29.50
Customer and Communities	1.26	0.00	0.04	1.30
Environment and Infrastructure	12.01	0.51	0.24	12.76
Legal and Democratic Services	5.5	0.40	0.04	5.94
Orbis	7.29	1.23	0.23	8.75
Total	69.16	3.68	3.06	75.40

Note
     i.   Spend data provided by Finance.
     ii.   If expenditure continues as above, the total annual spend will reduce compared to 2016/17 figures. It is difficult, however, to identify trends at this point in time.

Contractual compliance

34. Table 5 provides the number of agency workers outside of the Adecco contract, by category and the number which have been approved by the Head of HR&OD.

Directorate	Shift worker	Executive appointment	Hard to fill	Number of business cases approved	Number of business cases not approved
Children's, Schools and Families	11	4	2	12	5
Environment and Infrastructure	-	-	1 (now moved on to Adecco contract)	1	0

35. HR will continue to monitor off contract usage and work with services to minimise and manage the need for services to go to off contract agencies. We will do this by improving our supply chain through Adecco and working with off contract agencies to bring them on to the contract.

Agency worker tenure

36. Table 6 shows the tenure of all workers engaged through in each directorate.

Table 6

Directorate	Months				
	0-12	13-24	25-36	37-48	49-60
Adult Social Care	18	5	-	-	-
Business Services	16	3	1	-	-
Chief Executives Office	1	-	-	-	-
Children's Schools and Families	83	20	7	5	2
Customer and Communities	5	1	-	-	-
Environment and Infrastructure	8	6	1	-	-
Total	131	35	9	5	2

Note
  i.   Tenure detailed in Annex 1.
  ii.   The data in Table 6 is from Beeline, Adecco's online management system. Manpower data was fed into Beeline to accurately report on tenure.
  iii. Shift work for manual workers in commercial services and care workers in residential care homes in ASC and CSF is organised against a single assignment regardless of where and how often the individual work. They therefore can accumulate long tenure however will not work for periods of time and as such, this data is not included in the tenure report.

37. The workers in ASC with tenure over 12 months are in qualified Social Worker positions and Mental Health services. This reflects the high demand and shortage of suitable candidates in this area.

38. Experienced social workers in Children's services are still high in demand and there is, as identified previously, a national shortage. This is why there is still 34 locums with a tenure of over 12 months. HR and the directorate are working hard to convert locums to permanent appointments. To support the reduction in locum social workers, the social work academy continues to provide the directorate with newly qualified staff who are provided with experience which embeds into their working practice over time.

39. Work is underway with services with long tenure workers to examine the effectiveness of these arrangements. In many cases this has resulted in workers moving onto employment contracts with the council. However, the total number of workers with tenure over 12 months has remained consistent as a number of new agencies have joined the supply chain who were previously off contract. Work continues with these services as new suppliers are on boarded to identify and address the appropriateness of any long tenure arrangements.

40. All strategic objectives are monitored and continue to remain the focus of the contract. The main areas for focus at present are:

   i.   Access to talent:

Managing and reducing off contract activity

41. Work will continue to manage the controls put in place to maximise the use of the Adecco framework and reduce the amount of unauthorised off contract activity. This requires close working with services to help them to improve local workforce planning and good supply chain management.

42. Residential care homes account for a high proportion of off contract activity. To build their resilience, work is being scoped to look at different approaches to workforce planning and how they match resources to demand of services, and bring off contract suppliers on board. The aim of which is to improve their use of the Adecco framework and reduce the situations where managers have no option but to use off contract suppliers.

Building the supply chain

43. In specialist areas such as Educational Psychologists and new areas such as Speech and Language Therapists, we are developing the supply chain through Adecco. This will maximise the ability of the contracted frameworks to meet service need and reduce the need to use an off contract agency.

   ii.   Quality and reliability:

Up front audits

44. Adecco currently sample audit temporary workers to check their compliance against our audit and vetting criteria. If one of these samples were found to not comply, all agency workers through the supplier would be audited. From October 2017 Adecco will audit every worker before they start an assignment with us.

Conclusions

45. The proportion of spend against our overall staffing costs is low. In order to maintain a flexible workforce and meet the needs of our residents and service users we are always going to need access to workers on a temporary basis. Whilst the council is committed to reducing agency spend we recognise that to maintain compliance with statutory requirements and to respond to unplanned situations the use of agency workers is required.

46. We continue to exert downwards pressures on agency spend working in partnership with Adecco and services to review, scrutinise and manage our agency usage. Since the last report, attention has focussed on identifying, promoting and managing contractual compliance in relation to temporary workers. It is anticipated that this will require sustained input to embed the new business case process and to support managers to comply.

Recommendations

47. Officers ask that the Committee:

- notes and comments on current spend, contractual compliance and agency tenure data;
- endorses the steps taken to optimise contract performance and improve contractual management;
- considers and comments on future areas of focus; and
- Agrees to receive an update and monitoring report in six months' time.

Next steps

48. Schedule an item on the committee's forward plan for the bi-annual monitoring report to be presented.

Report contact:
Ken Akers, Head of HR&OD, Human Resources and Organisational Development
Hannah Dwight, HR Programmes and business support Manager, Human Resources and Organisational Development
Indiana Pearce, HR Contract Manager, Human Resources and Organisational Development

Contact details:
0208 541 8614 ken.akers@surreycc.gov.uk
0208 541 8956 hannah.dwight@surreycc.gov.uk
0208 213 2763 indiana.pearce@surreycc.gov.uk

Sources/background papers: None

Annex 1 – Tenure report, agency workers with over 13 months service.

Service	Months worked	Job Title
CSF Services for Children	68	Social Worker - CP & Court Proceedings Team
CSF Services for Children	53	Social Worker - Assessment Team
CSF Services for Children	47	Social Worker - CP & Court Proceedings Team
CSF Services for Children	43	Social Worker - Assessment Team
BUS Improvement & Digital Innovation	39	IMT Senior Technician (PC Support), Mobile Engineer
CSF Services for Children	36	Senior Social Worker - CP & Court Proceddings
CSF Services for Children	35	Team Manager
CSF Services for Children	35	Social Worker - CP & Court Proceedings Team
CSF Services for Children	31	Team Manager
CSF Services for Children	29	Social Worker - Assessment Team
CSF Services for Children	28	Specialist / Advanced Social Worker
Customer and Communities	28	Lawyer
CSF Services for Children	27	Social Worker - Assessment Team
EI Highways & Transport	25	EAI- Design Engineer
BUS Information Management & Technology	24	Business Analyst
BUS Information Management & Technology	23	Business Analyst
EI Highways & Transport	23	EAI- Design Engineer
CSF Services for Children	22	Social Worker - CP & Court Proceedings Team
EI Highways & Transport	22	EAI- Design Engineer
ASC Commissioning & Operations	19	Senior Social Worker
CSF Schools & Learning	19	Social Worker - CP & Court Proceedings Team
CSF Services for Children	19	Social Worker - Assessment Team
CSF Services for Children	19	Social Worker - Assessment Team
CSF Services for Children	19	Social Worker - Assessment Team
CSF Services for Children	18	Social Worker
CSF Services for Children	18	Social Worker - Looked After Children Team
CSF Services for Children	18	Team Manager
ASC SABP Integrated Mental Health Service	16	Mental Health Social Worker
CSF Services for Children	16	Social Worker - Assessment Team
EI Highways & Transport	16	EAI- Design Engineer
EI Highways & Transport	16	EAI- Design Engineer
ASC Commissioning & Operations	15	Social Worker
CSF Schools & Learning	15	Service Support Assistant
CSF Schools & Learning	15	Social Worker - CP & Court Proceedings Team
ASC SABP Integrated Mental Health Service	14	Mental Health Social Worker
CSF Services for Children	14	Social Worker - Looked After Children Team
CSF Services for Children	14	Social Worker - CP & Court Proceedings Team

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