



## Council Overview and Scrutiny Committee 29 January 2015

### Agency Staff Audit Action Plan Update

**Purpose of the report:** Scrutiny of [Services and Budgets]/[Performance Management]/[Policy Development and Review] *[delete as appropriate]*

*[Explanation (one or two sentences) of why the report is going to the Select Committee]*

#### Introduction

1. A review of the Agency Staff Contract was included as part of the 2014/15 Annual Audit Plan and was undertaken completed in September 2014. The audit and Management Acton Plan(MAP) were presented to Council Overview and Scrutiny Committee on 3 December 2014.
2. The audit concluded there were major control weakness requiring immediate implementation of recommendations and the MAP set out the steps and timeframes to address these. Committee asked to be kept informed of progress on delivery of the MAP and that officers should return to committee to explain any failures or changes in delivering the MAP.
3. There has been slippage in the delivery against two high priority actions, see extract of the relevant audit findings and recommendations and management actions at Annex A. This report provides an explanation of the slippage, the action taken to address this and provides an progress report against the MAP (see Annex B).

#### Review of management action plan

4. Recommendation 5.1.10 was to have the new MStar contract signed and operational. This was completed in August and the contract runs until August 2015. We have in place a procurement waiver for this contract extension which is valid until April 2015.
5. Recommendation 5.1.11 provides for:
  - improving the operation of the current MStar (master vendor) contract;
  - putting in place a contract and procurement waiver where we have formed direct supply relationship for locum social workers outside of the current MStar contract ('off contract vendors'); and
  - identifying options and a plan for future supply for agency workers when the current contractual arrangements end.
6. The initial focus of management action was to secure a procurement waiver where there was risk of legal challenges and where Member approval was needed in order that outstanding invoices could be paid. Priority was then

given to address supply problems for locum social workers because of the potential risk of service failure affecting vulnerable adults and children. Through a co-design process we have implemented new locum process with Adults Social Care and Children, Schools and Families which provides a common route for accessing locums via our MStar contract and direct supplier relationships. This has improved speed of supply, relationships between Manpower and CSF and given more time off the Childrens Recruitment Team to focus on permanent recruitment.

7. As a result of this work, we were late in completing analysis of previous work to identify future supply options which was due in October and we have not put in place a contract for our direct supplier relationships. It is now clear that the expectations set out in the MAP were not achievable, however, we continue to make good progress in both of these areas.
8. In terms of the contract for our direct supplier relationships we have implemented a single agency charge rate, common quality standards and developed a specification for service. The vendors will be signed up to a new contract in January.
9. Following review of work previously undertaken four options have been identified and high level appraisal complete:
  1. Set up trading company for agency recruitment;
  2. Set up joint Surrey /East Sussex framework;
  3. Call off established MSTAR2 framework;
  4. Hybrid solution.
10. A high level timeframe for procurement is as follows:
  - Jan detailed discussions with stakeholders;
  - Jan/Feb – options appraisal to decide model
  - Options 2-4:
    - March – complete spec,
    - Apr-June procurement,
    - July/Aug – mobilise;
  - Option 1:
    - Feb – August - business case and plan – engage partner and detailed research with successful trading companies,
    - Aug – extend existing arrangements.

### Recommendations

11. Committee is recommended to note that:
  - progress has been made in delivery of the MAP;
  - where deadlines have been missed this has been because of work on high risk issues has been prioritised; and
  - there are achievable plans in place to make sure that audit recommendations are implemented in reasonable and appropriate timeframes.

### Next steps

12. Officers should continue to report any slippage of failure to implement the MAP.

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**Sources/background papers:** Audit Report (A01080/2014/15-Agency Staff Contract 2014/15 and Management Action Plan

## RELEVANT EXTRACTS OF AUDIT FINDINGS, RECOMMENDATIONS AND MANAGEMENT ACTION

1. The review set out that the local authority's agency staff contract is accessed by managers across the organisation with an overall cost £11.7m in 2013/14 (£12.7 in 2012/13). The commercial aspects of this contract are managed by Procurement whereas the more operational and day to day contract management is the responsibility of the Deputy Head of HR supported by two staff in HR, who help manage the contract on behalf of Services.
2. Further, Cabinet approved a new two-year contract with Manpower from 1 April 2013 under the MSTAR (Managed Service to Temporary Agency Resources) framework contract. The Cabinet report identified that some of the difficulties identified in previous audits with the operation and delivery of this contract were still problematic. A task group was set up to take forward some of the feedback from Services and develop future alternative options.
3. A new agency staff framework contract approved by Members in March 2013 was not actually signed and implemented at that time. SCC and Manpower, the lead supplier, instead continued to operate under the old contract. The new MSTAR framework contract was signed by Manpower in August 2014. Panel Vendors (other agencies providing Manpower with agency staff) may resist reduced agency rates being introduced in September 2014. The MSTAR contract is due to end in March 2015.
4. Further, options for the development of a radical alternative to the contract have not been progressed to the extent originally anticipated. Children Services, Adult Social Care and IMT each have a number of long term agency staff, some of whom have been with SCC for more than two years. Agency salaries and mark-ups that sometimes appear high present Services with a longer term opportunity to achieve financial savings.
5. Dissatisfaction with Manpower and the need to urgently address staffing concerns resulting from national shortages of Social Workers and high staff turnover in Childrens Services meant the Service began engaging agency staff directly from other agencies not on the framework contract. This development, which initially presented some risks, has now been implemented with adequate operational controls and has begun to deliver more timely agency recruitment. There is currently a proposal for the introduction of new flexibilities for Childrens Services so that they can access to other agencies not on the framework, if requests for agency staff are not fulfilled within agreed timescales.
6. These new and more flexible procurement arrangements should offer: more surety over the speed that vacancies are filled; improved compliance with Procurement Standing Orders; and reduce costs. Formalising the contractual basis for these new procurement arrangements for Childrens Services now needs to be finalised.

### Recommendations and management action plan

7. The following high priority recommendations were made and management actions identified to address these are shown below.
  - (i) Audit recommendation 5.1.10
 

SCC should ensure that that there are robust plans in place for a rapid implementation of the new MSTAR contract signed with Manpower in August

2014. These plans should include careful monitoring of the Panel Vendors' response to rate reductions and the new routes to market that procurement are establishing. **(High Priority)**

Management actions:

- Implementation plans have been agreed with Manpower on the MSTAR contract by August 2014
- Manpower has written to all Panel Vendors to confirm new rates under the new contract. Where exceptions happen, Manpower will gain confirmation from SCC on the appropriate course of action by September 2014
- The overall effectiveness of the MSTAR contract will be reviewed at quarterly supplier meetings on a quarterly until early 2015

(ii) Audit recommendation 5.1.11

Procurement, HR and other interested parties should continue to develop innovative options for an alternative to a framework contract solution to the recruitment of agency staff. In particular, further consideration should be given to the options for SCC to:

- (a) creating more specialist agency staff supply contracts where Services are able to take on the necessary overheads for contract management; and

Management actions:

- Identify and agree the problem areas through the Relationship Managers, Procurement and Manpower and Service Coordinators by October 2014;
- Utilise operations meetings and strategy meetings to identify the project team to resource this by December 2014.

- (b) consider cost effective and innovative options for the future supply of agency staff taking into account any potential for wider regional collaboration and/or opportunities to generate income. **(High Priority).**

Management actions:

- Consider bringing in an additional resource to manage the options analysis by mid October 2014;
- Have contract in place for directly sourced temporary CSF Social Workers by December 2014;
- Options and costs paper by March 2015.

## MANAGEMENT ACTION PLAN

<b>Directorate:</b>	Business Services
<b>Audit report:</b>	A01080/2014/15 - Agency Staff Contract
<b>Dated:</b>	31 July 2014

**PRIORITY RATINGS**

**Priority High (H)** - major control weakness requiring immediate implementation of recommendation

**Priority Medium (M)** - existing procedures have a negative impact on internal control or the efficient use of resources

**Priority Low (L)** - recommendation represents good practice but its implementation is not fundamental to internal control

I agree to the actions below and accept overall accountability for their timely completion. I will inform Internal Audit if timescales are likely to be missed.

Lead Responsible Officer (HOS) Ken Akers, HR Relationship Manager Date 9 January 2015

Para Ref	Recommendation	Priority Rating	Management Action Proposed	Timescale for Action	Update on Progress @ 9 <sup>th</sup> January 2015	Officer Responsible
5.1.10	SCC should ensure that that there are robust plans in place for a rapid implementation of the new MSTAR contract signed with Manpower in August 2014. These plans should include careful monitoring of the Panel Vendors' response to rate reductions and the new	High Priority	Implementation plans have been agreed with Manpower on the MSTAR contract.	August 2014	<b>ACTION COMPLETED</b> MSTAR contract was signed and in place from 1 <sup>st</sup> August 2014.. The new rates were applied from the 4 <sup>th</sup> September 2014.	Laura Langstaff

## MANAGEMENT ACTION PLAN

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	routes to market that procurement are establishing.		Manpower has written to all Panel Vendors to confirm new rates under the new contract. Where exceptions happen, Manpower will gain confirmation from SCC on the appropriate course of action	September 2014	<b>ACTION COMPLETED</b>	Ken Akers
			The overall effectiveness of the MSTAR contract will be reviewed at quarterly supplier meetings.	Quarterly until early 2015	<b>ACTION COMPLETED</b> Action is standing agenda item at supplier meetings.	Ken Akers
5.1.11	Procurement, HR and other interested parties should continue to develop innovative options for an alternative to a framework contract solution to the recruitment of agency staff.  In particular, further	High Priority	Identify and agree the problem areas through the Relationship Managers, Procurement and Manpower and Service Coordinators.	October 2014	<b>ACTION WORK IN PROGRESS</b> <ul style="list-style-type: none"> <li>East Sussex procurement lead identified.</li> <li>Analysis of agency spend and usage across both counties complete</li> <li>Potential consultancy identified and outline business case received for creation of trading company temp agency</li> </ul> Following review of work previously	Laura Langstaff, / Ken Akers / Caroline Budden

MANAGEMENT ACTION PLAN					
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	consideration should be given to the options for SCC to: (a) creating more specialist agency staff supply contracts where Services are able to take on the necessary overheads for contract management.				<p>undertaken four options have been identified and high level appraisal complete:</p> <ol style="list-style-type: none"> <li>Set up trading company for agency recruitment</li> <li>Set up joint Surrey /East Sussex framework</li> <li>Call off established MSTAR2 framework</li> <li>Hybrid Solution</li> </ol> <p>Approx timeframe for procurement as follows:  Jan detailed discussions with stakeholders  Jan/Feb – options appraisal to decide model</p> <p><b>Options 2-4 :</b>  March – complete spec  Apr-June procurement  July/Aug – mobilise</p> <p><b>Option 1:</b>  Feb – August - business case and plan – engage partner and detailed research with successful trading</p>	



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5.1.1.11	(b) consider cost effective and innovative options for the future supply of agency staff taking into account any potential for wider regional collaboration and/or opportunities to generate income	High Priority			companies Aug – extend existing arrangements Aug – Apr 16 – develop and implement	Laura Langstaff, / Ken Akers / Caroline Budden
			Utilise operations meetings and strategy meetings to identify the project team to resource this.	December 2014	Included as part of the above review.	
			Consider bringing in an additional resource to manage the options analysis.	Mid October 2014	<b>ACTION IN PROGRESS</b> Surrey CC and East Sussex CC will work together to jointly procure the supply of agency staff, work is already underway to define the requirements at a regional level. – <b>Lead appointed within East Sussex and discussions continue.</b>	
			Have contract in place for directly sourced temporary CSF Social Workers. (Amy / Keith)	December 2014	<b>ACTION IN PROGRESS</b> Currently working with an external legal company to draft suitable specific external staff supply contracts that is being funded internally. – <b>Developed and</b>	

# MANAGEMENT ACTION PLAN

Para Ref	Recommendation	Priority Rating	Management Action Proposed	Timescale for Action	Update on Progress @ 9 <sup>th</sup> January 2015	Officer Responsible
5.2.6	Childrens Services should produce aspirational targets for the phased replacement of some of the long term locums in Children Services with permanent staff, along with a set of measures designed over a period of time to stimulate such change.	Medium Priority			launched a new Social Worker locum process for Children's & Adults services which builds in the off-contract process. A service specification has been drafted to include with the supply contract to ensure expectations and requirements are met.	Amy Bailey / Caroline Budden
					Engaged legal expertise to draft new contract arrangements. Appointed new contract manager to lead to lead on all contracts	
			Options and costs paper	March 2015	<b>ACTION IN PROGRESS</b> Included as part of the above review.	
			Develop a strategic approach to workforce supply and retention which would deliver a sustained reduction in locums and achieve the right balance between flexible, employed and trainee skills.	October 2014 to outline strategic approach and aims	<b>ACTION COMPLETED</b> Regional conversations are taking place with thirteen Local Authorities (including Surrey) to move towards agreeing a Memorandum of Cooperation for Managing the demand and supply of Children's Social workers. This includes protocols around pay, recruitment, referencing and the standards of performance.  Since 2010, Children's Services and Human Resources have	

MANAGEMENT ACTION PLAN						
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					implemented a recruitment and retention strategy for social workers. A sum of £772k has been invested in establishing the 'social work academy' in North East Surrey for development and retention of newly qualified social workers. We have implemented the social work career grade; investing a further £1.8M in pay progression; accompanied by a clearly defined training programme for professional staff development. Alongside this, the Social Work Task Force has taken established more flexible locum recruitment and initiatives, such as the Locum Lunch, to transition locums to permanent staffing. HR & CSF are having ongoing discussions regarding the targets for locum to perm transfer.	

# MANAGEMENT ACTION PLAN

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			Project started with Service and HR.	Ongoing – to be reviewed regularly	<b>ACTION IN PROGRESS</b> A recruitment project is currently in progress with the following aims: - Improve the website and advertising to ensure we are promoting Surrey and the roles within Surrey effectively and in line with other competing organisations. Work has started on the front page of our recruitment site and now reflects a 'cleaner' look. Work is continuing to improve the language and 'feel' of the web pages. - Improve the recruitment process for both permanent and locum Social Workers to ensure it is personalised and responsive, without unnecessary delays.	
5.2.6	Childrens Services should produce aspirational targets for the phased replacement of some of the long term locums in Children Services with permanent staff, along with a set of measures designed over a period of time to stimulate such change.(cont'd)		Make sure that there are appropriate management arrangements in place for locum staff, including target setting, performance management and professional supervision.	March 2015 progress towards reduction in locum numbers began, and on-going monitoring established.	<b>ACTION COMPLETED</b> A policy has now been agreed and communicated detailing the commitment Surrey will make to its locum Social Workers to ensure they receive the basic training and development (including supervision) required to deliver the role. This recognises the key role locum Social Workers play in our workforce moving forward but does not detract from the need to move to a higher	Amy Bailey / Caroline Budden

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					proportion of permanent Social Workers.	
			Continue offering 'locum lunch' to target and communicate clear opportunities and to explain the approach of becoming permanent.	Next 'locum lunch' before Christmas 2014.	<b>ACTION IN PROGRESS</b> Proposed that next lunch be held in January 2015.	
			Introduce total reward benefit illustrations to allow cost comparison between locums and permanent staff.	By April 2015.	<b>ACTION COMPLETED</b> Planned total reward statements to demonstrate the financial equivalent of benefits such as annual leave, training and development, flexible benefits and pension schemes. Research is being carried out to support this scheme's cost and benefit.	
5.2.6	Childrens Services should produce aspirational targets for the phased replacement of some of		Improve the process for applying for and being selected for a permanent social worker using the	Ongoing – to be reviewed in October 2014.	<b>ACTION IN PROGRESS – UPDATE REQUIRED</b> <b>Due to OFSTED commitments the progress report on the employee experience strand will be in shared</b>	Amy Bailey / Caroline Budden

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	the long term locums in Children Services with permanent staff, along with a set of measures designed over a period of time to stimulate such change.(cont'd)		SCC website.		<p>with the project board in December 2014.</p> <p>Anyone applying for a Social Worker role can now apply by attaching their CV rather than by completing an application form. This is aimed at making the process faster and easier for potential applicants.</p> <p>The 'employee experience' is the first strand of the Recruitment Project., which is underway and being reported on 20<sup>th</sup> October. This will provide a full account of communication, process and stages which an applicant will have to go through before being offered a SW role within Surrey.</p>	
5.3.3	HR and Manpower should continue to work together to meet some of the specific concerns of Childrens Services on Manpower's performance, but particularly with regard to the quality and relevance of CV sent to managers and on the	Medium Priority	<p>Strengthen operational management of the contract.</p> <p>Managers to raise issues through the issue log and for issues log to be regularly reviewed and checked for</p>	<p>Already in place and will be monitored on ongoing basis</p> <p>To be reviewed at operational</p>	<p><b>ACTION COMPLETED &amp; MONITORING CONTINUES</b></p> <p>Operational management arrangements, the contract KPI's, ways of measurement and production of evidence are being reviewed. Ken Akers will be attending a sample of monthly meetings to understand how effectively issues are identified and addressed by Manpower and SCC leads.</p>	Ken Akers

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	functionality of Manpower's system which lead to so many requests for the cancellation of orders.		appropriateness of response.  Strengthen the process of feeding back to managers about expectations	meetings.	In future, Surrey CC Relationship Managers will contribute to strategic meetings with Manpower contract managers and panel vendor representatives. This will help to focus on issues of quality of locums; making sure providers understand our needs and our culture; and contributing to improved performance management.	
5.4.7	Where Childrens Services need further flexibility on procurement arrangements, they should ensure that they use the procedures within SCC Procurement Standing Orders to request such flexibility and also ensure that there is adequate planning and coordination with other departments on how changes are to be implemented	Medium Priority	CSF will comply with SCC procurement rules. Where there are emergencies with the risk of major service failure, CSF will follow emergency waiver procedures to ensure sufficient skills are sourced to manage service delivery risks at short notice.	December 2014	<b>ACTION COMPLETED</b> <b>A waiver application has been developed and approved for those appointments made off contract and is linked with the creation of the new contract for directly sourced locum social workers.</b>  Where Children's Services are unable to identify suitable locum staff within the existing contract; Procurement and HR will support them with flexible arrangements, whilst ensuring a robust process is in place that complies with SCC Standing Orders.	Caroline Budden / Amy Bailey/Keith Coleman

MANAGEMENT ACTION PLAN						
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5.5.5	Manpower should be asked to substantially reduce its mark-up on any hard to recruit staff that Children Services introduced to them.	Low Priority	Service to identify relevant staff and volumes.	December 2014	<b>ACTION IN PROGRESS</b> For discussion at January 2015 meeting	Ken Akers / Ian Banner/
			Procurement and HR to meet with Manpower to establish whether an alternative charging mechanism can be added to the existing procurement terms.	December 2014	<b>ACTION IN PROGRESS</b> For discussion at January 2015 meeting	Ken Akers / Keith Coleman
5.6.9	Where agency staff are working at more than one site, the management of their total working week should be the formal responsibility of Manpower and one nominated SCC Manager. Manpower's performance on ensuring that staff do not reasonably exceed a normal working week	Low Priority	ASC and CSF Service Coordinators are monitoring the hours on a monthly basis and liaising with managers and Manpower. If a person working at more than one site breaches the weekly limit, then we ask a manager to take a lead role in making sure there is no	Monthly from August 2014	<b>ACTION COMPLETED</b> Service Coordinators will be continuing to monitor this on a monthly basis. HR has reiterated the importance of this and further monitoring will take place at the quarterly operational meetings.	



## MANAGEMENT ACTION PLAN

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			repeat of this. Local manager to take the lead in making sure hours limits are managed.			
5.6.9	Where agency staff are working at more than one site, the management of their total working week should be the formal responsibility of Manpower and one nominated SCC Manager. Manpower's performance on ensuring that staff do not reasonably exceed a normal working week (continued)		Manpower also instructs all their workers not to work above 48 hours/week.  We will review the hours regularly at our operational/service coordinators meetings.  Establish if individuals are given the option to opt out of WTD and if so, where is this information held / shared.		<b>ACTIONS COMPLETED</b> Manpower will monitor all care workers that exceed 40 hours per week to ensure compliance  This is a standard agenda item at the quarterly operational management meeting with service coordinators.  All workers are given the option to opt out and this information is held on the individual's record available for audit if necessary.	Manpower  Ken Akers  Manpower
5.8.16	IMT should look at possible means of identifying possible IMT	Low Priority	Alternative options for resourcing flexible IMT capacity	New IMT Programme Manager not	<b>ACTION IN PROGRESS</b> Update: 26/11/2014: Programme Manager has been appointed and	Paul Brocklehurst

# MANAGEMENT ACTION PLAN

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	<p>self-employed contractors that it can then refer on to Manpower, who can then work for SCC or even its partners at a much reduced mark-up. This may mean adopting novel approaches such as:</p> <ul style="list-style-type: none"> <li>• offering a finder's fee to SCC IMT staff and existing agency staff;</li> <li>• using someone in IMT part time to act as a recruitment executive;</li> <li>• maintaining a joint register of potential agency staff with Surrey Partners, particularly the Boroughs and Districts.</li> </ul>		<p>with a range of skills needs to be discussed with HR, procurement and the IMT programme manager.</p> <p>The IMT programme manager will be the senior lead for recruitment. However a more junior member of staff may support them in this capacity.</p> <p>Maintaining records of trusted contractors and agency staff used by us and partners would be helpful.</p>	<p>likely to be appointed until end of September, with subsequent start date depending on notice, likely to start this work in January 2015.</p>	<p>is now in post – they are now reviewing these options and currently remain on course for Jan 15</p> <p>IMT's internal contracts team has actively been pursuing this with IMT hiring managers. There is currently an internal exercise which is almost complete where all contract resource data has been compiled and the contracts team in conjunction with Manpower and Procurement will explore possible options. It is anticipated that this will be completed by Jan 2015 and will be handed over to the new Programme Manager upon their start date with us.</p>	
5.8.17	IMT should ensure that it does not go off contract to secure	Medium Priority	IMT will comply with SCC procurement rules. Where there	Immediate.	<b>ACTION IN PROGRESS</b> - Update 26/11/2014: on-going	Paul Brocklehurst

## MANAGEMENT ACTION PLAN

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	agency staff in a way that breaches SCC procurement rules.		are emergencies with the risk of major IMT service/infrastructure failures, IMT will follow emergency waiver procedures to ensure sufficient skills are sourced to manage service delivery risks at short notice.  The IT Programme Manager will review contractor placements to ensure resourcing is forecasted and planned.		Procurement and IMT will work together to ensure that the contracting model is appropriate on a case by case basis.  Procurement will provide flexibility to ensure no breaches occur.  IMT hiring managers have been reminded that they are not allowed to deviate from SCC procurement regulations in regard to the procurement of contract resources. Further scrutiny has been added by the SLT reviewing contract resources as per 5.8.21 at each of its weekly meetings and final ownership will be passed to the IMT programme manager upon commencement of their employment with SCC.	
5.8.18	IMT Management and Procurement should give further consideration to the basis of the agency supplier mark-ups being paid on	Low Priority	Agreed.	Quarterly meetings	<b>ACTION IN PROGRESS</b> <b>Update 26/11/2014: On-going</b>  Procurement and IMT will work together to ensure that the contracting model is appropriate on a case by case basis.	Paul Brocklehurst / Keith Coleman/ HR

MANAGEMENT ACTION PLAN						
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	Manpower agency staff, and where mark ups could be negotiated down further based on the value and duration of the booking.					
5.8.19	IMT management should give further, wide ranging consideration to where IMT support and specialist work typically provided from IMT contractors could be aggregated and put out to tender on a flexible basis.	Low Priority	The new IMT programme manager in conjunction with IMT SMT will be responsible for identifying projects in the pipeline that could be resourced as a tendered project rather than through individual contractors whilst still ensuring best value. However the reality of the labour market for IMT contractors may mean this is not always an attractive approach to individuals with the	New IMT programme manager not likely to be appointed until end of September, with subsequent start date depending on notice, likely to start this work in January 2015. In the interim to be considered by IMT SMT.	<b>ACTION COMPLETED</b> Update 26/11/2014: Programme manager is now in post and as picking this up as part of her duties.  To commence in conjunction with IMT programme manager.	Paul Brocklehurst

## MANAGEMENT ACTION PLAN

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5.8.20	IMT and Procurement to give further consideration as to the suitability of the MSTAR contract for IMT needs and whether alternative contractual arrangements would provide a better solution.	Low Priority	Options appraisal above will considering the needs of the services  Alternative options for resourcing flexible IMT capacity with a range of skills needs to be discussed with Procurement and the IMT Programme Manager	31 March 2015	<b>ACTION IN PROGRESS</b> <b>Update 26/11/2014: On-going</b> Head of Service aware of actions.  Contract Management team will review progress against the MAP in line with target timescales.  HR & Procurement to support where necessary.	Paul Brocklehurst / Keith Coleman
5.8.21	The need for all IMT agency roles and the associated cost (and separately the agency mark-up) should be reviewed by the IMT Senior Management Team every three months.	Medium Priority	Agreed - for SMT agenda supported by regular reporting from manpower/HR	To start September 2014	<b>ACTION IN PROGRESS</b> <b>Update 26/11/2014: On-going as per the report prepared for Julie Fisher.</b> Contract resources identified in the report are currently being released as per the dates provided. Since the last update three contractors have been released from service in the technical teams.	Paul Brocklehurst

MANAGEMENT ACTION PLAN						
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					Commenced from September 2014. A baseline report of all existing IMT contractors has been prepared and will be reviewed quarterly.	
5.9.6	HR should raise for discussion, whether there is a need and a means by which the target for the percentage of agencies that pass Safeguarding inspections conducted by Manpower is increased.	Medium Priority	Agreed. HR will raise with Manpower at next strategic meeting in Autumn	End November 2014	<b>ACTION COMPLETED</b> Item raised with Manpower and agreed. The target for safeguarding inspection will be 100 per cent compliance.	Ken Akers / Monika Mullaney
5.9.12	Further consideration should be given to means of improving the percentage of orders filled for ASC and Childrens Services bookings.	Medium Priority	We will seek clarity around how the data is achieved so that we are satisfied that the reported rate of fulfilled orders is accurate. Where we are dissatisfied by the fill rate we will consider the options available to us prepared in the	Ongoing and will be monitored at the Operational/Service Coordinators meeting	<b>ACTION COMPLETED</b> <b>Reviewed on an ongoing basis</b> The method of recording and showing compliance with key performance indicators will be reviewed with senior Manpower leads to provide reassurance about reporting and identify action areas.	Manpower and HR Operational team / Service Managers

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Para Ref	Recommendation	Priority Rating	Management Action Proposed	Timescale for Action	Update on Progress @ 9 <sup>th</sup> January 2015	Officer Responsible
5.9.13	Improvements in the recording of the reasons for cancelled bookings should be sought so that Manpower and SCC practice can be considered and improved where necessary.	Low Priority	<p>Manpower delivery team has been instructed not to choose the “cancelled” category even if the manager does not state the reason for cancellation.</p> <p>There will also be a separate category used for the orders which are cancelled by MP so it is clear which ones are cancelled by MP and which ones by our managers.</p>	From middle of August 2014, and then ongoing.	<b>ACTION COMPLETED</b> Improvements have been established and implemented. This is now being monitored on a monthly basis with clearer explanations for cancellations provided.	Ken Akers
5.9.14	Services should look to further develop their long-stop contingency arrangements for out of hours orders. This may involve giving greater consideration to the requirements of the service when	Low Priority	We will review roster patterns and review the practice of leave approval.	31 March 2015	<b>ACTION AWAITING UPDATE FROM SERVICE</b>  This has been a significant issue in function delivery for ASC and a workforce planning discussion is arranged with Service Delivery to address this, which will include arrangements for permanent and	Phillipa Alisiroglu / Ken Akers

MANAGEMENT ACTION PLAN						
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Para Ref	Recommendation	Priority Rating	Management Action Proposed	Timescale for Action	Update on Progress @ 9 <sup>th</sup> January 2015	Officer Responsible
	considering leave requests around bank holidays.				locum staff.	
5.9.15	HR should continue to monitor which managers are failing to manually authorise timesheets for agency staff and consider what escalation to Service management is appropriate.	Medium Priority	Agreed. We have been doing this together with Service Coordinators and the figures are decreasing.	Ongoing until the figures reach below 10% on regular basis.	<b>ACTION COMPLETED</b> This is a standing item on quarterly meetings with service coordinators.  Coordinators are monitoring this and a reduction has been seen. Currently seeing a 15% auto approval rate compared to spend.	Ken Akers
5.9.18	The monitoring arrangements for the new MSTAR contract and other routes to market need to be supported with effective measurements of the value for money being achieved.	Medium Priority	Discuss the new KPIs at the next Quarterly Strategy meeting with MP in October.	End November 2014	<b>ACTION IN PROGRESS</b> KPI's reviewed internally and discussed with Manpower. To be agreed at January meeting	Ken Akers / Keith Coleman