



Essex County Council

Corporate Policy and Scrutiny

10:30	Tuesday, 27 November 2018	Committee Room 1 County Hall, Chelmsford, CM1 1QH
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For information about the meeting please ask for:

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		Pages
1	Membership, Apologies and Declarations To be reported by the Member Enquiries Manager.	5 - 5
2	Minutes of previous meeting To note and approve the minutes of the meeting held on Tuesday 30 October 2018.	6 - 10
3	Questions from the Public A period of up to 15 minutes will be allowed for members of the public to ask questions or make representations on any item on the agenda for this meeting. On arrival, and before the start of the meeting, please register with the Committee Officer.	
4	Commercial Property Investment Update The committee to receive an up to date position on Essex County Council's Commercial Property Investment fund.	11 - 14
5	Essex Pay Implementation Update Committee to receive an update on the implementation of Essex Pay following the initial briefing in May 2018.	15 - 26

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| 6 | <p>Brexit - how it will impact Essex County Council
 Due to the fast pace of current Brexit related developments, a verbal presentation will now be provided to the committee.</p> | |
| 7 | <p>ECC Resourcing Contract - response to Task and Finish Group Recommendations
 Committee to receive the written response to the recommendations put forward by the Task and Finish Group in May 2018.</p> | 27 - 29 |
| 8 | <p>Joint Task and Finish Group Update: Ringway Jacobs Contract
 Committee to receive an update following the initial forming of a joint Task and Finish group with the Place Services and Economic Growth Committee.</p> | |
| 9 | <p>Work Programme - November 2018
 To note the current position as regards the committee's work programme.</p> | 30 - 32 |
| 10 | <p>Date of Next Meeting
 To note that the next meeting of the Corporate Policy and Scrutiny Committee is scheduled for Tuesday 29 January 2019, commencing at 10:30am.</p> | |
| 11 | <p>Urgent Business
 To consider any matter which in the opinion of the Chairman should be considered in public by reason of special circumstances (to be specified) as a matter of urgency.</p> | |

Exempt Items

(During consideration of these items the meeting is not likely to be open to the press and public)

To consider whether the press and public should be excluded from the meeting during consideration of an agenda item on the grounds that it involves the likely disclosure of exempt information as specified in Part I of Schedule 12A of the Local Government Act 1972 or it being confidential for the purposes of Section 100A(2) of that Act.

In each case, Members are asked to decide whether, in all the circumstances, the public interest in maintaining the exemption (and discussing the matter in private) outweighs the public interest in disclosing the information.

12 Urgent Exempt Business

To consider in private any other matter which in the opinion of the Chairman should be considered by reason of special circumstances (to be specified) as a matter of urgency.

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Should you wish to record the meeting, please contact the officer shown on the agenda front page

Committee: Corporate Policy and Scrutiny Committee

Enquiries to: Richard Buttress, Member Enquiries Manager

Membership, Apologies, Substitutions and Declarations of Interest

Recommendations:

To note

1. Membership as shown below
2. Apologies and substitutions
3. Declarations of interest to be made by Members in accordance with the Members' Code of Conduct

Membership

(Quorum 4)

Councillor M Mackrory (Chairman)
Councillor I Henderson (Vice-Chairman)
Councillor V Metcalfe (Vice-Chair)
Councillor J Abbott
Councillor J Beavis
Councillor M Buckley
Councillor M Garnett
Councillor M Hardware
Councillor J Moran
Councillor R Pratt
Councillor W Schmitt
Councillor A Sheldon
Councillor M Steptoe
Councillor A Turrell

Apologies

Councillor Buckley – substituted by Cllr Aldridge
Councillor Schmitt – substituted by Cllr Grundy

Minutes of the meeting of the Corporate Policy and Scrutiny Committee, held in Committee Room 1 County Hall, Chelmsford, CM1 1QH on Tuesday 31 October 2018

Present

Cllr M Mackrory (Chairman)	Cllr W Schmitt
Cllr V Metcalfe (Vice-Chair)	Cllr L Scordis
Cllr J Beavis	Cllr A Sheldon
Cllr J Moran	Cllr M Steptoe
Cllr R Pratt	Cllr A Turrell

Apologies

Cllr J Abbot	Cllr M Hardware
Cllr M Garnett	Cllr I Henderson

Richard Buttress, Member Enquiries Manager was in support of the meeting.

1. Membership, apologies and declarations

Apologies were received from Cllr's Abbott, Garnett, Hardware and Henderson.

Cllr J Aldridge acted as a substitute for Cllr M Garnett.

Cllr L Scordis acted as a substitute for Cllr I Henderson.

No declarations of interest were received.

2. Minutes of previous meeting

The minutes of the meeting held on Tuesday 25 September 2018 were agreed as an accurate record and signed by the Chairman.

3. Questions from the public

There were no questions from the public.

4. 2018/19 Financial Overview as at the Half Year Stage

Cllr Mackrory welcomed Nicole Wood, Director for Finance and Procurement and Tina French, Head of Strategic Finance and Insight to the meeting.

Nicole introduced the item, providing the headlines in terms the current financial position:

- Forecasting a moderate overspend of £238,000 (0.3% of overall budget)
- Reasons include changes to prices in Adult Social Care
- Improvements in bus lane income
- Improvements in Adults income

Forecasted overspend of £238,000 is assumed on the basis that the emergency contingency is spent. This is dependent on winter conditions and pressures in adult social care but should this not be spent, underspend could increase to £4.2m.

The net position on services is £2m and one of the elements that feed into this is Essex Pay.

Savings planned in corporate development and technology as they have been assessed undeliverable.

There is £6.6m built into areas where it is felt there is a high risk of non-delivery of savings.

The contingency fund has not always been used each year. It is for unexpected in year revenue expenditure such as where there has been a fire in a school or severe winter conditions etc. It is appropriate to have in order to meet budget pressures.

The virement reflects that the delivery of Essex Social Care Academy for both Adults and Children's has now been consolidated into one role in the Children and Families portfolio, this virement of £42,000, from the Adults portfolio therefore reflects the funding of 50% of the Head of Essex Social Care Academy post.

The withdrawal of £8m for redundancy costs arising from the organisation redesign equates to the equivalent of 176 FTE staff. Some of the organisation redesign changes relate to changes in delivery of services.

The net opportunities of £14.1m relate to savings that are not reflected in the forecast due to their risk profile and funding is drawn down for projects as and when required.

39% of capital programme has been spent so far. There is a weighting towards the second part of the year.

Total bad debt provision is £18m. Between £700k and £1.3m per annum is written off against an income budget of £89m for adult social care. At any one point, there could be up to 11,000 debtors relating to adult social care.

There has been a recurrence of non-delivery of services in Technology Services over the last few years. There has been a significant redesign of technology services and there is no line of sight on how savings will be delivered. A business case is being put together at the moment.

In terms of the reported no further spend on BDUK Superfast Broadband Programme in 2018/19, a detailed response has been provided below:

The original business case for Phase 4 (a and b) was agreed in August/September 2017 assumed various different funding sources such as contributions from local District and Borough councils and associated match funding from Department for Digital, Culture, Media and Sport (DCMS), a new Local Full Fibre Network (LFFN) grant from DCMS and a new DEFRA grant.

Unfortunately we didn't secure as many local district/borough contributions as we were hoping for and when the terms and conditions of the LFFN grant were released they were incompatible with the Superfast rollout programme so sadly we were unable to apply for that in the end. This means that the original £29m budget that had been approved has to be reduced down to match the funding that we have been able to secure i.e. a grant from DEFRA and a contribution from Thurrock with associated match funding from DCMS. Given where we are in the 18/19 financial year, if we go out to procurement now it's unlikely that we'll have contractor(s) in place in time for delivery to begin this financial year, therefore we decided to remove the 2018/19 Phase 4b budget from the programme and we'll address the future year budget requirement through the 2019/20 budget setting process.

With regard to the Colchester Basic Need, a detailed response has been provided below:

The over spend of £3.5m on Paxman Avenue Secondary School is effectively funded by slippage in a number of other basic need schemes. The most significant relate to Uttlesford Secondary basic need (£1m), Colchester Secondary Expansion (£1m), Clacton County High School (£600,000), and Merrylands Primary School Expansion (£400,000).

5. Pre-scrutiny Budget

Nicole and Tina remained for this agenda item and introduced their presentation to the committee:

Single largest income stream is through grants, which the council does not have much influence over. Where it does have influence is over council tax and business rates.

Significant sum of money is received from fees and charges - £130m.

The Capital Programme incurs significant cost on revenue. Decisions made on capital programme will have a lifetime effect on revenue. Some of the programme is financed through grants and £49m is obtained through borrowing.

When the budget is set in February 2019, there was not a balanced budget to set the budget for 2020 and beyond. Funding gaps are a product of income measured and expenditure. There have been cuts in the revenue support grant.

National living wage is single biggest feature of the council's inflation - £15m per annum.

Essex Pay had a moderate impact on the funding gap.

There will be a 1% adult social precept for 2019/20 but does not directly relate to increases in Council Tax as this is a political decision.

Grant is received from the government when changes are made the business rates relief to offset the figure.

Discretionary rate relief has always been fairly funded. More information will be received on 6 December 2018 and a briefing will be given to the committee once the outcome is known.

The committee were informed of the headlines following the Chancellor's autumn budget statement which included:

- £420m for potholes
- High Street fund

One area unlikely to benefit ECC is money received for children's social care - £84m over 5 years, nationally.

Have put in a bid to be a pilot for business rate retention for 2019/20 – could mean a growth for all Essex partners of between £30m - £50m. It is worth noting this is one off money and not recurrent. Vast majority will be invested in one-off schemes. Decision will be made on 6 December 2018.

ECC want central government to understand the pressures in relation to the Fair Funding Review.

Baseline growth on business rates is 1%. Redistribution mechanism is the key to incentivising growth which at the moment is unknown.

A visual was provided on how the budget is set (page 47 of the agenda).

There is an Organisation Strategy and Essex Vision that goes beyond the next 3 years of budget. It is very hard to plan when you do not know what the funding settlement is for the next year.

6. Task and Finish Group: ECC's Resourcing Contract

Cllr Mackrory welcomed Natalie Quickenden, Resourcing Strategy Lead and Graeme Lennon, Head of People Operations to the meeting.

Over the last 7 months, they have been receiving a number of responses and recommendations from key stakeholders, including those put forward by the Corporate Policy and Scrutiny Committee. This was the reason for the delay in providing a response to these recommendations.

A formal written response will be provided in time for the next committee meeting in November 2018, which will be for noting by the committee members.

The committee were informed of a change in the relevant Cabinet Member who will be approving these responses – it is no longer Cllr Louise McKinlay, Cabinet Member for Resources and is now Cllr Susan Barker, Cabinet Member for Customer and Corporate.

In summary, all of the recommendations put forward by the Task and Finish Group have been accepted.

7. Your Voice Focus Groups 2018 Summary Report

Cllr Mackrory welcomed Craig Tubbs, Employee Experience Lead to the meeting.

Following the verbal update provided at the October meeting, the written report supporting this update was received by the committee.

The practicality of forming a Focus Group to review and assist with the implementation of the actions from the Your Voice Survey will be pursued and an update provided at a later date.

8. Work Programme – October 2018

The updated work programme was noted.

9. Date of next meeting

To note that the next meeting of the Corporate Policy and Scrutiny Committee will be held on Tuesday 27 November 2018 and will commence at 10:30am.

10. Urgent Business

No urgent business was received.

11. Urgent Exempt Business

No urgent exempt business was received.

The meeting closed at 1:05pm.

Chairman

Report title: Commercial Property Investment Update	
Report to: Corporate Policy and Scrutiny Committee	
Report author: Nicole Wood, Director, Finance and Procurement	
Date: 27 November 2018	For: Discussion
Enquiries to: Rob Manning, Head of Finance – Commercial Email: robert.manning@essex.gov.uk	
County Divisions affected: All Essex	

1. Purpose of Report

This report will outline the progress to date of the Commercial Property fund since its inauguration in October 2017 and its adherence to the criteria set out in the cabinet paper.

2. Recommendations

Note the progress of the fund

3. Summary of the funds history

- 3.1. In July 2017 Cabinet approved the creation of a £50m fund for Essex County Council (the Council) to purchase Commercial Property, working in partnership with the specialist advisors Lambert Smith Hampton Investment Management and the investment criteria was reviewed by Scrutiny Committee in October 2017.
- 3.2. The portfolio would target prime established assets of value between £3m to £15m, on an initial property programme targeted at around £50m, with the aim to grow this over time, depending on the success of the fund and the market situation.
- 3.3. Investment decisions would be taken on commercial grounds only based on advice from external professionals. This is similar to the existing Essex Pension Fund property portfolio.
- 3.4. Whilst Essex properties will be considered, the purpose of the fund is explicitly only for return on investment. Over 95% of property transactions are not within Essex and therefore, it is probable that investments will be in non-Essex properties. It should also be noted that commercial property investment in Essex carries with it a greater impact in the event of business failure. In this scenario, both rental and business rates income would be at risk if the business failed.

4. Progress to date:

- 4.1. The Council have invested c. £34m to date from the initial £50m fund approved by Cabinet in July 2017, purchasing an office block in Watford (November 2017), a retail park in Keighley (March 2018), Yorkshire and an industrial site in Guildford (July 2018). All purchases have followed the strict investment guidelines put in place in the original fund through a risk based approach in partnership with Lambert Smith Hampton Investment Management advisors (LSHIM).
- 4.2. The original target yield of the programme (and each site) was within the tolerance of 5% to 7% as set out in the initial fund, which has subsequently been updated to a tolerance of 4.5% to 7% due to changing market conditions (Decision: FP/194/07/18 20th July 2018). The current portfolio is returning a yield of 5.7%.
- 4.3. Current Net income to the MTRS in 2018/19 from these purchased properties is **£1,045,466** (or which 50% is placed in the Commercial Property reserve), this is net of interest costs of borrowing. New accounting guidelines have been introduced from 2018/19, which have changed the approach to our ability to borrow for property. The original strategy had assumed the programme would be funded by borrowing from PWLB which is currently under review.
- 4.4. The investments follow the evidence around appropriate yield, risk, capital price – it is agnostic to place, although a geographic spread around the country mitigates against the risk of any one place suffering an economic downturn.
- 4.5. It was proposed to acquire only UK commercial property across different sectors as shown below:
- 4.6.

Portfolio split	Current Portfolio (based upon £50m)	Current Portfolio (based upon £100m)	Target (Average) %
Office	23%	12%	33%
Retail	31%	15%	33%
Industrial	14%	7%	28%
Alternative	0%	0%	8%
Total	68%	34%	100%

4.7. The fund so far has considered in detail twelve properties since October 2017 scrutiny, the table below shows how these twelve have progressed:

	Not suitable / Off Market	Bid placed, but owner decided not to sell	Currently being considered	Purchased	Withdrawn	Total
Office	-	-	-	1	-	1
Retail	1	1	-	1	-	3
Alternative	2	-	-	-	1	3
Industrial	2	1	1	1	-	5
Total Sites Considered	5	2	1	3	1	12

5. Future Plans

5.1. £26m of the original £50m fund remains available for further investment opportunities.

5.2. The council has received advice from an independent advisor (Hymans Robertson) not to expand the commercial property programme at this current time due to the current market conditions including the unknown impact of BREXIT. This decision will be reviewed further in the summer 2019/20 along with the portfolio split to assess whether the approach needs to be altered.

6. List of Background papers

Decision: FP/855/06/17

I approve the above recommendations set out above for the reasons set out in the report.	Date
Councillor Louise McKinlay, Cabinet Member for Resources	

In consultation with:

Role	Date
Executive Director for Corporate and Customer Services (S151 Officer)	
Margaret Lee	
Monitoring Officer	
Paul Turner	

Essex Pay Corporate Scrutiny Committee

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Essex County Council

Agenda

- A reminder of what we are doing with pay, and why
- How employees are being moved to Essex Pay
- Update on how many employee are now on Essex Pay
- What employees are paid when they move to Essex Pay
- Challenges/learning from deployment
- Emerging changes to pay/future proofing

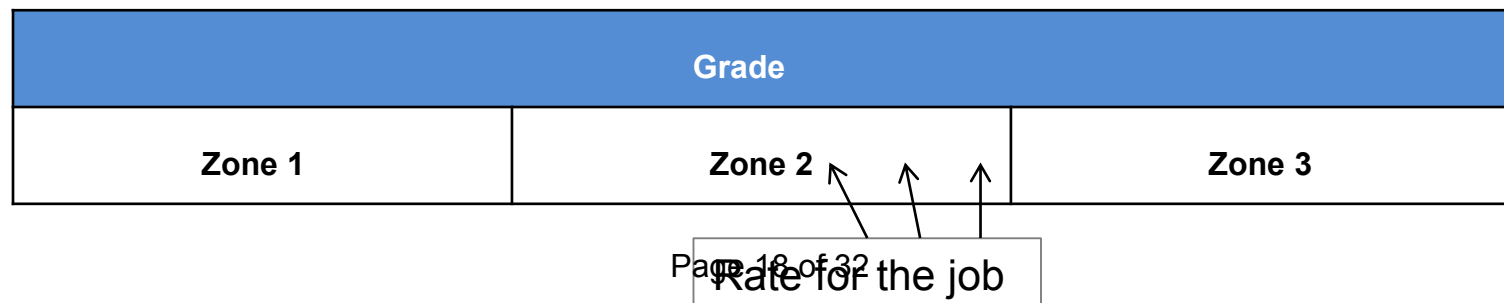
A reminder of what we are doing and why

- We are making a £3.36 million investment in pay to put us in a strong position to achieve our future ambitions and be able to attract and retain the best employees in local government
- The new approach addresses employee feedback around inconsistencies in rates of pay and unclear levels of accountability, and will ensure our pay is transparent, consistent, fair and equitable
- We have 2 sets of pay ranges in Essex Pay – Main Pay Ranges and Social Care Pay Ranges

A reminder of what we are doing and why

Main Pay Ranges

- These consist of 8 grades
- Each grade is split into three pay zones
- Each role has a 'rate for the job' which is determined through 3 factors and in most cases fall within Zone 2 of the pay grade
 - a) Hay job evaluation
 - b) Market benchmarking
 - c) Our knowledge around sector and market intelligence, including scarcity of roles
- Zone 1 is primarily for those developing in the role
- Zone 3 is used either for exceptional candidates, or for those roles where the above factors indicate the rate for the job is in this zone



A reminder of what we are doing and why

Social Care Pay Ranges

- These consist of 7 grades
- These grades have no zones, instead the grades have 'pay points' which are linked to competency progression
- Progression is linked to the professional competency frameworks and the Social Care Pay Guidance

Grade					
Minimum	Pay point1	Pay point 2	Pay point 3	Pay point 4	Maximum

Other changes alongside pay and grading:

- Changes to overtime from 1 April 2019
- New core hours: Monday to Friday 7am–8pm; Saturday 8am–5pm
- 4% flat rate allowance consolidated into base salary

How current employees will move onto Essex Pay

Employees transition to Essex Pay during 2018/19, in one of these 4 ways:

1. Employees who have been through an organisation design consultation prior to 6 March 2018 have been given the opportunity to 'opt in'
2. Employees who have been through an organisation design consultation post 6 March or will be in an organisation design consultation this financial year are appointed into roles in the new structure on Essex Pay
3. Employees who have not been through and are not due to be in an organisation design consultation during 2018 will be consulted with separately on Essex Pay and given the opportunity to 'opt in'
4. Employees who apply for a new role will be appointed on Essex Pay with immediate effect, all advertised roles will be on the new pay arrangements

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How many employees are on Essex Pay?

55% of employees in scope are already on Essex Pay

Employees Transferred to Essex Pay

Through re design	1752
On existing role profile	1202
New starters	525
Total	3362

Employees still to transfer to Essex Pay

Not opted in	152
To move over as part of OD	2513
Total	2665

Employee pay on moving to Essex Pay

If employees are appointed to a role through a selection process, they will receive a salary in zone 1 or up to the rate of the job in zone 2, dependant on their skills, experience and qualifications.

If employees move onto Essex Pay in any other way, they will continue to receive their existing salary, *unless* that salary is below the bottom of the new grade. In these circumstances, the employee's salary will move to the bottom of Zone 1. This is where the £3.36m investment in being used.

If an employee's salary is above the determined rate for the job, full salary protection applies for a minimum of 18 months.

Mid-year pay allocation – The Corporate Leadership Team have agreed that those moving to Essex Pay whose current salary is more than 6% below the 'rate for the job' will move to a new salary of 6% below RFJ from October 2018. This applies to employees in Main Pay Ranges, who have/will transfer to Essex Pay on current roles or who have been job matched during OD. It will not apply to employees who have been selected to a role where progression to RFJ is based on a development plan. Separate arrangements are being made for those on Social Care Pay Ranges.

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Deployment Highlights

- ✓ Overall there has been a 96% acceptance of Essex Pay for the 3362 contracts that have been offered
- ✓ 6 employees are currently under notice of dismissal and re engagement out of the 1202 contracts issued in the first phase and only 2 of these employees have submitted an appeal
- ✓ Opt in levels for the current phase is currently above 90% overall with a formal 45 day consultation period running until the New Year during which those employees can choose to opt in
- ✓ Of those who have transferred onto Essex Pay so far, one-third have received a pay rise (including those who have taken on a new role)
- ✓ Of those who have transferred across on same/similar roles, the majority of the pay rises have been to those in front-line service delivery roles, including social care practitioners, with an average pay rise of c.£2,000

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Challenges and Learning

As with any large change project there has been challenges and learning along the way:

- Complicated deployment due to phased approach of implementation
- Changes to original deployment plan due to evolving service needs changing how and when employees transfer
- Frustrations about new employees being recruited at the rate for the job vs employees moving to rate for the job over 3 years
- Transparency in pay has highlighted previous disparity in pay bands 1-9 pay which has caused some concern from employees and the strength of feeling is increased by having to wait to get to the rate for the job

Nevertheless a phased approach has meant we have been able to continually learn and adapt our deployment e.g.

- ✓ Automation and issuing change of contract letters rather than full contracts enabling quicker opt in during later phases of deployment
- ✓ More specific and tailored communications leading to quicker opt in and fewer questions raised

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Emerging Changes to pay/future proofing

- Essex Pay with its emphasis on positioning zone 2 and specific rates for the job in line with market rates enables Essex to maintain a competitive pay structure to attract and retain a highly-skilled workforce
- This is particularly important in the context of Essex's proximity to London, range of services and the region's low level of unemployment
- Nevertheless there continues to be pressure on pay levels:
 - Pay settlements are currently typically (both public sector and other sectors) typically in the range 2%-3% and current wage inflation (measured by ONS) is currently 2.7% in public sector and 3.1% UK overall
 - The government's National Living Wage is increasing by 4.8% with effect from next April (and this will be taken into account in the forthcoming annual pay review process because this forms the minimum pay level for grade J)
 - Korn Ferry have advised a paybill increase of 2.0% - 2.5% for ECC for 2019/20

Emerging Changes to pay/future proofing

- Essex Pay also places a strong emphasis on pay equality by the use of zoning in the main pay grades and pay steps linked to competency in the social care pay grades
 - A full Equal Pay Audit and an update of the Gender Pay Gap report are both due to be carried out by April next year
 - Analysis on a grade-by-grade basis (for those that have transferred to Essex Pay to date) indicates Essex Pay is achieving greater pay parity)
 - For those currently on Essex Pay the average difference between male and female pay at each grade is in the range +4% to -3% (compared to a range +5% to -4.5% before Essex Pay roll-out and forecast to be in the range +1.6% to -0.8% by 2021)

Report title: Response to Essex County Council's Resourcing Contract Task and Finish Group recommendations	
Report to: Corporate Policy and Scrutiny Committee	
Report authors: Graeme Lennon, Head of People Operations and Natalie Quickenden, Resourcing Strategy Lead	
Date: 27 November 2018	For: Information
Enquiries to: Graeme Lennon - email: graeme.lennon@essex.gov.uk	

Response to Essex County Council's Resourcing Contract Task and Finish Group recommendations

Endorsed by: Pam Parkes, Director, Organisation Development & People (ODP)

Approved by: Cllr Susan Barker, Cabinet Member for Customer and Corporate

Purpose

This document provides a response to the recommendations made in the Corporate Policy and Scrutiny Committee's Task and Finish Group review report dated May 2018.

Background and Recommendations

The Scrutiny Committee established a Task and Finish Group at its meeting in February 2018. The aim was to provide constructive suggestions and feedback as to how any new resourcing contract could look, particularly around KPI's and the wording used in the contract. The summary of recommendations is as follows:

1. That an executive summary (aims and ambitions) is written at the beginning of this new contract, and others that ECC procure, that clearly sets out the 'aims of the contract'.
2. That new bidders (contract dependent) are asked to join ECC's Integration Engine through an Application Programming Interface (API). This will ensure that the I.T infrastructure of both the bidder and ECC will be compatible from the very beginning of the contract.
3. That the new KPI's set are more value linked to the aims of the contract and consideration given to taking some parts of the contract back in house to make it more cost effective.
4. The length of contract should be no more than three years. This will reflect the pace of change in Local Government, ever-changing Technology and also Brexit.
5. The 'draft' contract is presented to the Corporate Policy and Scrutiny Committee when complete to allow Members to carry out a review.

6. That the specification set out during the procurement process makes it clear to companies what they are bidding for.

Response

The Officers received the recommendations and have been carefully considering these as the options for future services were identified and assessed in preparation for the cabinet decision; the decision is expected to be taken at the meeting scheduled on 22 November 2018. The current contract with Capita expires in September 2019.

Aims and Objectives

Any procurement activity, including any mini-competition undertaken to procure services through an existing OJEU compliant framework, will include an executive summary with clear aims and objectives in the specification. This will also be translated into contract(s) between suppliers and ECC; and will also be reflected in key performance indicator measures.

Technology

All potential suppliers will be expected to provide technology solutions which support application programming interfaces (APIs) with ECC's resourcing related systems. Through market engagement we have established that this is now an industry standard requirement and should not restrict interest from potential suitable suppliers.

Demonstrating Value

Key performance indicators and service level agreements which reflect the aims and objectives of future services will demonstrate value for money and action necessary to achieve efficiencies through continuous improvement activity. KPIs are likely to continue to include time to hire, as well as the quality of hires and customer/candidate feedback.

Contract Duration

The duration of any contracts entered into will achieve a balance between return on investment – for both ECC and any future supplier(s) and the ability to adapt to changes in resource demand as well as political, economic, social, technological, legal and environmental challenges and opportunities. To achieve this balance it will be recommended that any contract entered into is for a minimum of two years with the option to extend for a further two +1 years.

Draft Contract(s)

The timescales for procurement and drafting of the contract(s) between ECC and supplier(s) are likely to be challenging allowing for an adequate transition period before June 2019; however draft(s) will be shared with the Corporate Policy and Scrutiny Committee for review.

Tender specification

Specifications will make it clear to potential suppliers what they are bidding for.

Updates

The Scrutiny Committee will be provided with regular updates on the progress of the preparation and implementation of the new services; including the specific recommendations above and how these are being addressed.

CORPORATE POLICY AND SCRUTINY COMMITTEE

WORK PROGRAMME 2018/19 – (ADOPTED BY SEPTEMBER 2018 COMMITTEE MEETING)

Approach to topic selection – where can the committee conduct reviews quickly, influence change and make a difference to the residents of Essex

Date/Timing	Issue/Topics	Focus/other comments	Approach	RAG
November 2018	Brexit	How Brexit will impact Essex County Council	Presentation by Chief Executive	
November 2018	Essex Pay Implementation	Update on the rollout of Essex Pay	Presentation by relevant Director	
November 2018	Commercial Property Investment Portfolio	To receive a detailed update on ECC's property investment programme	Presentation by relevant Director/Cabinet Member	
November 2018	ECC Resourcing Contract – response to Task and Finish Group recommendations	To receive the written response to the recommendations put forward in May 2018	Presentation by relevant Cabinet Member	
December 2018/January 2019	Procurement – renewal of Ringway Jacobs contract	Joint committee work with Place Services and Economic Growth Committee	To be determined	
January 2019	Reserves	To receive a detailed update on ECC's financial reserves	Presentation by relevant Director/Cabinet Member	
January/February 2019	Business Rates Retention	Learn more about Local Government funding distribution and any future piloting of national plans	Dependent on national plans and any local pilot areas.	
May/June 2019	Budget Out-turn	Regular half-yearly updates after Cabinet	i) To be half-yearly ii) Cabinet Member and/or relevant officer to present iii) To identify any	

			particular issues for further 'dive' on an ongoing basis	
October 2019	Budget Out-turn	Regular half-yearly updates after Cabinet	i) To be half-yearly ii) Cabinet Member and/or relevant officer to present iii) To identify any particular issues for further 'dive' on an ongoing basis	
Topics suggested to be pursued				
TBC	Property portfolio	Value of ECC Estate and disposal strategy	To be determined	
TBC	Customer Contact Centres	To be determined	To be determined	
TBC	Essex Legal Services – update on external service charging	To be determined	To be determined	
TBC	ECC Organisation Redesign/Transformation update	To be determined	To be determined	
TBC	Overall strategic direction	To be determined	To be determined	
TBC	I.T – update on 'Azure' system	To be determined	To be determined	
TBC	Emerging organisation strategies	To be determined	To be determined	
TBC	Delivery assurance of savings	To be determined	To be determined	
TBC	Emerging Savings	Opportunity for the committee to conduct proactive scrutiny work	To be determined	
TBC	Social Care Providers	Review ECC's process of dealing with providers	To be determined	

		who are in a difficult financial position – possible Task and Finish Group		
TBC	Fair Funding Review	Three key areas: i) Tax burden in London and unitary authorities ii) Disposable income iii) Projectory	To be determined	