

Greater London Employment Forum

Thursday 11 February 2015 at 11.30am approx (or on the rising of the sides)

London Councils 59½ Southwark Street London SE1 OAL

Employers' Side: Conference Suite, First Floor 10.45am

Union Side: Room 3, First Floor 10.45am

Contact Officer: Debbie Williams

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Agenda item

1.	APOLOGIES FOR ABSENCE	
2.	MINUTES OF THE LAST MEETING To agree the minutes of the meeting held on 9 July 2015	Attached
3.	MATTERS ARISING To consider any matters arising from the minutes of the last meeting.	
4.	GLPC JOB EVALUATION REFRESH UPDATE Regional Employers' Secretary (Selena Lansley)	Attached
5.	CHILDREN'S SOCIAL WORKER MEMORANDUM OF UNDERSTANDING Opportunity to ask any employer only relevant question to Nick Hollier (Bexley) and Andreas Ghosh (Lewisham)	Attached
6.	UPDATE ON EMPLOYMENT TRIBUNAL PRACTICES AND THE IMPACT ON THE WORLD OF WORK Regional Judge Hildebrand	
7.	ANY OTHER BUSINESS	
8.	DATE OF NEXT MEETING: Wednesday 29 June 2016 Party Group meetings: 10am Joint Meeting: 11.30am	

GREATER LONDON EMPLOYMENT FORUM – JOINT MEETING

Minutes of the Greater London Employment Forum Annual General Meeting held on 9 July 2015
at London Councils offices

ATTENDANCE

Employers

Cllr Colin Tandy	LB Bexley
Cllr Tim Stevens	LB Bromley
Cllr Alison Kelly	LB Camden
Cllr Simon Hall	LB Croydon
Cllr Doug Taylor (Chair)	LB Enfield
Cllr Katherine Dunne	LB Hounslow
Cllr Andy Hull	LB Islington
Cllr Adrian Garden	LB Lambeth
Cllr Kevin Bonavia	LB Lewisham
Cllr Mark Allison	LB Merton
Cllr Fiona Coley	LB Southwark
Cllr Richard Clifton	LB Sutton
Cllr Guy Senior	LB Wandsworth
Cllr Angela Harvey	City of Westminster

Union Side

April Ashley	UNISON
Sean Fox	UNISON
Sue Plain	UNISON
Kim Silver	UNISON
Simon Steptoe	UNISON
Vicky Easton	UNISON
Kevin Simmons	Unite
Vaughan West	GMB

In Attendance

Selena Lansley	London Councils
Debbie Williams	London Councils
Mehboob Khan	Political Advisor to the Labour Group, London Councils
Jade Appleton	Political Advisor to the Conservative Group, London Councils
Helen Chater	UNISON

1. Apologies for Absence

Apologies were received from Cllr Irma Freeborn (Barking & Dagenham), Cllr Theo Blackwell (Camden), Cllr Tony Newman and Cllr Toni Letts (Croydon), Cllr Yvonne Johnson (Ealing), Cllr Chris Kirby (Greenwich), Cllr Sophie Linden (Hackney), Cllr Jason Arthur (Haringey), Cllr Osman Dervish (Havering), Cllr Scott Seaman-Digby (Hillingdon), Cllr Joanna Gardner

(Kensington & Chelsea), Cllr Eric Humphrey (Kingston), Cllr Paul McGlone (Lambeth), Cllr Ken Clark (Newham), Esther Rey (UNISON), Helen Steel (UNISON), Kathy Smith (Unite), Dave Powell (GMB), Wendy Whittington (GMB), Peter Murphy (GMB).

2. Election of Chair and Vice-Chair for 2015-16

Cllr Doug Taylor (Enfield) was elected Chair of GLEF for 2015-16. Vaughan West (GMB) was elected Vice Chair.

3. Confirmation of GLEF Membership 2015-16

GLEF membership for 2015-16 was agreed.

Borough	Rep	Party
Barking & Dagenham	James Ogungbose	Lab
Barnet	Richard Cornelius	Con
Bexley	Colin Tandy	Con
Brent	Michael Pavey	Lab
Bromley	Tim Stevens J.P.	Con
Camden	Theo Blackwell	Lab
Croydon	Toni Letts	Lab
Ealing	Yvonne Johnson	Lab
Enfield	Doug Taylor	Lab
Greenwich	Chris Kirby	Lab
Hackney	Sophie Linden	Lab
Hammersmith & Fulham	Ben Coleman	Lab
Haringey	Jason Arthur	Lab
Harrow	Kiran Ramchandani	Lab
Havering	Osman Dervish	Con
Hillingdon	Scott Seaman-Digby	Con
Hounslow	Katherine Dunne	Lab
Islington	Andy Hull	Lab
Kensington & Chelsea	Joanna Gardner	Con
Kingston upon Thames	Eric Humphrey	Con
Lambeth	Paul McGlone	Lab
Lewisham	Kevin Bonavia	Lab
Merton	Mark Allison	Lab
Newham	Ken Clark	Lab
Redbridge	Kam Rai	Lab
Richmond upon Thames	David Marlow	Con
Southwark	Fiona Colley	Lab
Sutton	Richard Clifton	LD
Tower Hamlets	David Edgar	Lab
Waltham Forest	Peter Barnett	Lab
Wandsworth	Cllr Guy Senior	Con
Westminster	Angela Harvey	Con
City of London	Revd Stephen Decatur Haines MA Deputy	

UNISON

April Ashley
George Binette
Sean Fox
Bridget Galloway
Jennifer Kingaby
Mary Lancaster
Jackie Lewis
Faiza Lotfi
Simone McKoy
Sue Plain
Monica Powell
Esther Rey
Jon Rogers
Kim Silver
Helen Steel
Simon Steptoe
Vicky Easton
Helen Chater (in attendance)

UNITE

Gary Cummins
Danny Hoggan
Onay Kasab
Kath Smith
Susan Matthews
Jane Gosnell
Pam McGuffie
Mick Callanan

GMB

Dave Powell
Eileen Theaker
Jackie Nield
Wendy Whittington
Penny Robinson
Peter Murphy
Vaughan West

4. Minutes of the GLEF meeting held on 9 February 2015

The minutes of the joint meeting of the 9 February 2015 were agreed as a correct record.

The following were noted:

- Cllr Alison Kelly (Camden) was omitted from the attendance list for the 9 February 2015 meeting but did attend.
- Cllr Toni Letts (Croydon) is the representative for GLEF and not the deputy.

5. Matters Arising

Item 6 – Collective Investment Vehicle (CIV)

Vicky Easton (UNISON) requested an update on the following:

The trade union side understand that CIV have recently let a tender to Capita and asked why this had not been awarded in-house?

The Employers Secretary responded that the Operator Support Service procurement was for providers with expertise in investment management monitoring, third party due diligence including transfer agency monitoring, fund accounting monitoring, compliance and governance oversight and due diligence under AIFMD regulations. There is no “in-house” provider of these services.

Which boroughs have now joined CIV?

The Employers Secretary responded that CIV would not normally name boroughs in this way, but in the interests of being helpful, only Havering, Hillingdon and Bromley have not joined so far.

There were no further matters arising from the minutes of the 9 February 2015.

6. Care Act 2014 and Workforce Related Aspects

Phil Porter, in his role as ADASS National Workforce and Strategic Director for Adult Social Services, LB Brent, presented a summary of the regional work undertaken in supporting London boroughs in implementing the Care Act (2014). The key focus was on the workforce related aspects.

Overview

Social care comprises personal care and practical support for adults with physical disabilities, learning disabilities, or physical or mental illnesses, as well as support for their carers. Services aim to enhance adults' quality of life, delay and reduce the need for care, ensure positive care experiences, and safeguard adults from harm.

Publicly funded care makes up only a minority of the total value of care, and this proportion is decreasing. Most care and support is provided unpaid by family, friends and neighbours ('informal care'), while many adults pay for some or all of their formal care services. Local authorities provide a range of universal and preventative services, many of which are available without assessment of need. Local authorities commission most care from the private and voluntary sectors, with home care and care homes the most common services.

Legislative and other changes are increasing the role of adults' in shaping their own care and support, diversifying the types of care available and changing how adults access it. The Care Act aims to rationalise local authorities' obligations, to introduce new duties based on individual wellbeing and to mitigate pressures on self-funders and carers.

The Future Care Workforce¹ noted that the adult social care sector in England will need to add approximately 1 million workers by 2025 in response to population ageing and the implied increase in the numbers of people with disabilities. The workforce will also have to be increasingly diverse in order to deliver a more personalised service to those in need of care and support.

Social care workforce in London²

The London region has a large spread of different social care services, the majority of which are care homes without nursing (46%), with nursing (14%) and domiciliary care (40%). The majority (76%) of establishments in the London region are in the independent sector, local authorities make up only 8% of the establishments with the rest (15%) from other sectors.

The workforce in the London region includes 185,000 people working in 195,000 jobs (some workers have jobs with more than one employer). The majority of these jobs (76%) and workers (78%) are in the independent sector. Local authorities have a much smaller workforce with an estimated 11% of jobs and workers.

The private sector is by far the largest employer in the London region, employing over two thirds (or 110,000) of all adult social care workers. The voluntary sector employs a fifth of all workers (39,000) while the statutory (local authority) sector employs approximately 15,000 workers.

An estimated half (76,000) of all adult social care workers are employed in domiciliary care settings while a further 36% (or 58,000) are employed in residential care settings. The remaining 28,500 workers are employed in adult community care, adult day care and other care settings.

Almost three quarters of the workforce are estimated to be working in a direct-care providing role, this equates to over 120,000 workers, 98,000 of these being care workers. An estimated 15,000 are working in a managerial or supervisory role while 9,500 are working in a professional role (e.g. social workers 2,900 and registered nurses 5,700). Lastly, there are around 17,000 people working in an 'other' role which includes administrative staff and ancillary staff.

Workers in the main services in the London region are on a variety of contract types, the majority are on a zero hours contract (52,000). In terms of contract types by sector, the private sector care has the highest percentage of workers who are on zero hours contract (39%). The statutory local authority sector have the largest percentage of workers operating on flextime arrangements (30%) and the voluntary sector has the largest percentage who are on annualised hours contracts (36%).

Care Act (2014)

The Care Act (2014) received Royal Assent on 14 May 2014 and is the biggest change to adult social care law in over 60 years. The Act simplifies obligations on local authorities and introduces new social care duties based on individual wellbeing.

Most of the Act's changes took effect in April 2015. However, the major reforms to the way social care is funded, including the care cap and care account and new power to establish an appeals mechanism, will not come into operation until April 2016. The Act is built around people, it:

¹ [Franklin, B \(2014\)](#)

² [Skills for Care \(2015\)](#)

- Ensures that people's well-being, and the outcomes which matter to them, will be at the heart of every decision that is made;
- Puts carers on the same footing as those they care for;
- Creates a new focus on preventing and delaying needs for care and support, rather than only intervening at crisis point, and building on the strengths in the community;
- Embeds rights to choice, personalised care plans and personal budgets, and ensuring a range of high quality services are available locally.

The Act makes care and support clearer and fairer, it:

- Extends financial support to those who need it most, and protects everyone from catastrophic care costs through a cap on the care costs that people will incur;
- Ensures that people do not have to sell their homes in their lifetime to pay for residential care, by providing for a new universal deferred payments scheme;
- Provides for a single national threshold for eligibility to care and support;
- Supports people with information, advice and advocacy to understand their rights and responsibilities, access care when they need it, and plan for their future needs;
- Gives new guarantees to ensure continuity of care when people move between areas, to remove the fear that people will be left without the care they need;
- Ensures markets are developed to meet individuals' needs;
- Includes new protections to ensure that no one goes without care if their provider fails, regardless of who pays for their care.

The most significant areas of concern include:

- Unknown demand from carers and the associated costs;
- Unknown demand from self funders and potential impact of market equalisation;
- Staffing capacity to meet increased demand;
- Legal challenges – there is a concern about a potential increase in legal challenges as people test the Care Act legal framework.

Although not directly related to the Care Act, local authorities are facing £300 - £500k additional costs following the 'Cheshire West' judgement concerning the living arrangements of three mentally incapacitated individuals. It decided that all three were subject to a deprivation of their liberty. This judgment is important because it clarified the law around Deprivation of Liberty Safeguards (DoLS) and introduced an 'acid test' to work out whether or not a deprivation of someone's liberty is taking place.

Work undertaken regionally to support the workforce in implementing the Care Act

LondonADASS supported local authorities preparation for implementing April 2015 changes through a workforce development fund. All London local authorities bid for the monies and were successful. Local authorities reported that the monies helped significantly in supporting them to deliver Care Act training in a short period of time. The monies helped local authorities to communicate and engage with staff (from all disciplines / areas) and provided local authorities with assurance that staff were equipped to perform their roles in accordance with the requirements of the Care Act. This reduced the risk of legal challenge and helped ensure that clients benefit from the provisions of the Care Act.

Legal training – LondonADASS ran two legal training events (repeated due to demand) that were sponsored by the national Programme Management Office. A total of 170 attended over the two events, mainly local authority lawyers. Excellent feedback was received from attendees and the work is now taken forward by the regional Care Act lawyers group.

Development of commissioning staff - Estimated 700 staff across London, development need identified by the commissioning network, and being tackled through the national work and close working with the London commissioning network.

LondonADASS has continued to work with regional colleagues to agree an architecture for delivering the workforce agenda through a series of networks. Our main goal over the next weeks is to agree a pan-London workforce plan.

Future challenges and next steps

London Living Wage (LLW) and UNISON Ethical Care Charter: These are issues that are important for a number of boroughs, and LondonADASS is interested to identify the evidence base for these two areas specifically in relation to improving outcomes and managing overall costs (in other words, you may pay a little more per hour, but your system wide costs go down).

The national ADASS Workforce Development Network is holding a priorities setting workshop on 3rd July 2015. A wide range of participants including service users, providers, local authority representatives and care staff have been invited to help inform the work of the network. The output of this work will then be used to shape the pan-London workforce plan.

We have continued to use the results from the national stocktakes to inform how best to add value regionally. Phil Porter (London ADASS workforce lead) acts as the fulcrum for overseeing the picture in London in relation to implementation, identification of risks and sharing good practice.

The union side raised concerns around the Care Certificate as this is self-accredited and some people are being asked to pay for the accreditation themselves.

The certificate has been developed with a set of minimum standards for induction training before care and support workers are allowed to work unsupervised. People need to be properly inducted to a job not just put through a tick-box exercise.

The union side made colleagues aware of UNISON's "Save Care Now Campaign" - <http://www.savecarenow.org.uk/> - to raise the voices of homecare workers and improve the homecare sector.

UNISON are calling on councils to sign UNISON's Ethical Care Charter, a set of commitments that together ensure the health, safety and the dignity of the UK's most vulnerable people.

Cllr Doug Taylor (Chair) thanked Phil Porter for an excellent presentation. Cllr Angela Harvey (Westminster) also thanked Phil and asked that colleagues have an update at a future GLEF meeting in either February or July 2016.

7. Update on National Pay Negotiations 2016/17

Sue Plain reported that the unions understood that the pay roadshows have slipped from August to September 2015. The Employers Secretary responded that London was the last scheduled roadshow on 2 October 2015.

8. Update on London Living Wage (LLW)

Vicky Easton (UNISON) stated that it was the unions understanding that RB Kingston had recently agreed to pay the LLW.

9. GLPC Job Evaluation Scheme

Selena Lansley (Employers Side Secretary) informed colleagues on behalf of the joint secretaries that this was an information item.

The GLPC Job Evaluation Scheme is a product that was developed in 2000 in the main to support implementation of single status in response to the needs around addressing any potential equal pay risks. The scheme is accompanied by a code of good practice and a framework procedure to inform local arrangements.

The Joint Secretaries recently agreed that a light touch of the scheme's conventions be updated in terms of language.

In summary:

- Face validity of the scheme as some of the examples and the language is no longer common practice. The scheme is 15 years old.
- The London Agreement states that the scheme will be maintained and reviewed by GLPC.

It was agreed that an update would be provided at the GLEF meeting scheduled for 12 February 2016.

10. Any Other Business

Vaughan West (Vice-Chair) enquired whether following yesterday's emergency budget any analysis had been undertaken on funding for London local government?

The Employers Secretary responded that no analysis had been seen as yet.

Vaughan West (Vice-Chair) informed colleagues that this was the last meeting for Kevin Simmons (Unite). Cllr Doug Taylor (Chair) gave thanks for all the support and hard word Kevin has given the committee over the years and wished him well for the future.

There was no further business.

The meeting was concluded at 12.38pm

11. Date of Next Meeting

Thursday 11 February 2016

Party Group meetings: 10am

Employers Side meeting: 10.45am

Joint Meeting: 11.30am

Venue: London Councils offices

Future Meeting Date(s)

Wednesday 29 June 2016

Party Group meetings: 10am

Employers Side meeting: 10.45am

Joint Meeting: 11.30am

Greater London Employment Forum

GLPC Job Evaluation Refresh Update

Item: 4

Report by: Selena Lansley **Job title:** Regional Employers' Secretary
Date: 11 February 2016
Contact Officer: Selena Lansley
Telephone: 020 7934 9963 **Email:** selena.lansley@londoncouncils.gov.uk

GLPC Job Evaluation Scheme refresh

Last year all three Union Side GLPC Joint Secretaries agreed that a “light touch” refresh of the GLPC Job Evaluation scheme should be undertaken in partnership with London Councils. The scheme is widely used in London and across the UK.

The Review aims to modernise the support materials used with the Greater London Provincial Council (GLPC) Job Evaluation (JE) Scheme and bring forward recommendations for minor amendments to the guidance within the scheme where appropriate. The Review is being undertaken in consultation with regional trade union representatives with a view to issuing joint advice on JE.

The redraft aims to recognise changes in the ways of work since the Scheme was introduced – for example project work, flatter management structures, mixed economy provision, flexible working, and commissioning such as Public Health. The job profiles for training will allow greater choice and have been amended to include project management, facilities management, and housing/neighbourhood management. Some minor changes to the introductory pages of certain factors will be made as the world of work has developed since 2000.

It is intended that the 2016 refreshed Scheme materials will be launched following the notification of GLPC scheduled for the 17 March 2016. Subject to further feedback, the intention is to launch the new materials on the London Councils website as well as writing individually to all existing GLPC licence holder clients. London Councils will roll out the changes by training the associate trainers to support consistency of training taking place after 1 April 2016.

Greater London Employment Forum

Memorandum of Co-operation in relation to Children's Social Work

Item: 5

Report by:	Nick Hollier/ Andreas Ghosh	Job title:	Deputy Director HR and Corporate Support Bexley/ Head of HR Lewisham
Date:	11 February 2016		
Contact Officer:	Nick Hollier		
Telephone:	020 3045 4091	Email:	Nick.hollier@bexley.gov.uk

Purpose: This report provides a summary of the collaborative work being undertaken between London boroughs to respond to longstanding workforce issues in relation to the children's social work workforce

The report provides a summary of progress so far and planned next steps.

Recommendations: Members are asked to note the report

Introduction

1. For many years, London boroughs have experienced difficulties in recruiting and retaining qualified staff to roles in children's social work. It is estimated that of around 1300 roles, at least 20% or 260 were occupied by agency social workers. It is estimated that the supply of workers will not meet demand until 2022.
2. London boroughs have responded to these recruitment and retention difficulties by increasing their pay and remuneration for permanent staff, often adding supplements and market premia, so as to compete with each other.
3. Agency pay rates have also increased quickly as a result of keen competition between boroughs for scarce staffing resources and agency staff have increasingly adopted a limited company vehicle, encouraged by the agency providers, to gain a perceived advantage in relation to the amount of tax paid. This has led to a position where most boroughs report that staff are leaving permanent roles to take up agency assignments.
4. Considerable pressure has been created on borough's budgets by the costs associated with the children's workforce, whether it will be increasing remuneration for permanent staff, meeting the cost of agency workers or recruitment advertising to attract staff.
5. The Chief Executives London Committee ("CELC") identified the children's social work professional workforce as one of the three top risks to boroughs and commissioned the Heads of HR Network, supported by London Councils, to develop proposals to address this risk.

The Memorandum of Co-operation

6. Following discussion at the Heads of HR Network and CELC, a Memorandum of Cooperation was drafted and the support of boroughs sought (specifically from the key stakeholders (Chief Executives, Directors of Children's Services and HR leads. Currently 28 boroughs have signed the Memorandum (Hackney, Haringey, Hillingdon and Redbridge have not). A copy of the Memorandum is attached at Appendix 1.

7. The Memorandum is not a legally binding agreement but a statement of intent of the collaborating boroughs to address key workforce issues relating to children's social work professionals. The main themes are:

- **Agency staff**

Working with agency suppliers to develop mechanisms to ensure that rates and charges for supplying agency staff appropriately reflect the skills and experience of workers and the remuneration of permanent staff;

Improving the quality of the agency staff pool by better referencing, pre-engagement checking and identification of poor performance and development needs;

- **Permanent staff**

Working in co-operation to avoid competitive increases in pay and benefits that create an inflationary pressure;

Developing broadly comparable pay rates across the region for permanent staff to minimise the impact of pay as an incentive to move between boroughs whilst recognising the importance of local factors;

Refraining from proactive headhunting of staff (whether temporary or permanent) directly or through third parties from other boroughs who are party to this Memorandum;

Participating in surveys and data gathering by providing a timely, accurate and comprehensive response to requests so that accurate and reliable information is available as to the workforce in London and as the basis for pay decisions;

- **Improving the supply of high quality permanent staff**

Contributing to the training and development of newly qualified and more experienced workers in order to ensure that all boroughs contribute to the future pipeline of qualified staff;

Working to ensure the effective implementation of Employers Standards to improve

the retention of social workers both in permanent employment and children's social work practice.

8. The Memorandum is similar in content and purpose to collaborative agreements in place or developing in the East of England, West Midlands, South East and other parts of England.

Steps taken so far

9. The implementation of the Memorandum is being delivered by a project team drawn from HR staff across a number of boroughs, with the Chief Executive of Camden acting as programme sponsor.
10. Initial workshops had identified issues around agency staff as the most pressing to be addressed. Detailed surveys of the workforce and pay rates have been undertaken and results collated to allow the appropriate rate for a cap on agency pay rates to be suggested and agreed following consultation with the key stakeholders including Directors of Children's and agency providers.
11. An agency rate cap (or more accurately rates for each level of role), which applies to all new agency placements and for existing staff on extension of any engagement, came into force with effect from 1st January. It is intended that the impact of the cap will be regularly reviewed and the cap gradually reduced to bring agency pay rates back into line with permanent pay rates.
12. A standard template for references and end of assignment feedback has also been implemented with effect from 1st January. It is anticipated that this will lead to an improvement in the quality of staff, allow staff needing development to be identified and supported to improve their practice and preventing poor staff gaining assignments in successive authorities.
13. Recent meetings with agency providers have confirmed that these actions are being widely implemented, without any identified adverse impact on the availability of agency staff to fill roles.
14. The implementation of the rate cap and reference template will be carefully monitored over the next few months to ensure that they effectively deliver their intended objectives.

Next Steps

15. The following steps are envisaged for the coming months:

- The exploration of whether the process for references can be put on an electronic platform to save time and expense for all parties;
- Further enhancement of the data available to support effective workforce planning;
- The development of a protocol by which boroughs will avoid escalating permanent pay rates through unnecessary competition;
- The development of plans for collaboration between boroughs to improve the supply of staff in the children's workforce by supporting and developing social workers;
- Further work with partnerships in other areas.

Summary

16. The Memorandum of Co-operation has the support of nearly all of the London boroughs and is intended to address long standing issues in the Children's Workforce.

MEMORANDUM OF CO-OPERATION BETWEEN LONDON BOROUGHS

Working together to improve the workforce of Children's Social Work Professionals

1. Introduction

For many years London boroughs have faced challenges related to the workforce of Children's Social Work Professionals. In particular, recruitment and retention of social workers has resulted in competitive behaviours between boroughs that have increased costs without addressing the key underlying issues by delivering an improved supply of skilled and experienced permanent staff. This approach has led to a plethora of incentives and payments to attract staff and a tendency to increase pay to maintain a competitive position with competing authorities.

Shortages in suitable staff have led to dependence on expensive agency staff with consequential impact on budgets and the quality of the workforce.

The requirement for permanent staff to achieve improvements in service delivery to our most vulnerable residents, particularly in the event of adverse outcomes to regulatory inspections, exacerbates the position.

London boroughs have recognised that a more collaborative and forward-thinking approach is required to address the issue inherent in the workforce, combining both short-term actions with a commitment to a more strategic approach.

This Memorandum of Co-operation is intended to provide a framework for collaboration between boroughs to address the key issues. The signatories to this Memorandum have committed to work with other boroughs in accordance with the terms set out.

2. Scope

This Memorandum covers the Children's Social Work Professional Workforce for both permanent and temporary/agency staff.

3. Effective Date

The effective date of this Memorandum is 1st April 2015.

Where particular provisions of the Memorandum require further development or phasing, the Programme Team will determine an appropriate timescale and implementation plan, in consultation with signatories.

4. Governance

The Programme Team (comprising a Chief Executive, a Director of Children's Services and Heads of HR) will develop an implementation programme, timetable and monitoring framework to give effect to the terms of this Memorandum.

Directors of Children's Services in each borough will be responsible and accountable for ensuring that their service managers, HR and other support services and agency suppliers implement in a timely manner the terms of the Memorandum and their respective elements of the implementation plan.

The Chief Executives' London Committee will oversee and monitor the Memorandum and receive regular updates from the Programme Team. The Chief Executives' London Committee will nominate a sponsor to champion and support the Programme.

5. Memorandum of Co-operation

The parties ("the Boroughs") to this Memorandum agree that they will abide by the terms and spirit of this Memorandum in relation to the Children's Social Work Professional Workforce for both permanent and temporary/agency staff. They will include reference to this Memorandum and its terms in recruitment material, contracts and other documents and as far as is possible require third party providers to comply with its terms.

The Boroughs agree that they will promote the Memorandum with partner agencies, providers and neighbouring authorities who are not signatories.

6. Management of Agency staffing

The Boroughs agree that they will:

- 6.1. Work collaboratively and with agency suppliers to develop mechanisms to ensure that rates and charges for supplying agency staff appropriately reflect the skills and experience of workers and the remuneration of permanent staff;
- 6.2. Work collaboratively and with agency suppliers to establish appropriate procurement frameworks and contractual arrangements that deliver a sustainable balance between the interests of boroughs and agencies;
- 6.3. Ensure that agencies providing staff are required to comply with an agreed standard for the completion of pre-employment checks and referencing of workers;
- 6.4. Ensure that references provided for agency staff are objective, complete and accurate and provide all the information set out on the template agreed by the Boroughs to ensure that workers of low quality or in need of development are identified;
- 6.5. Ensure that agencies receive appropriate and complete feedback about the capabilities and performance of workers during and at the end of placements so that agencies can provide any development required or cease or suspend placing the worker as appropriate;
- 6.6. Include appropriate provisions in future contracts to allow the appropriate sharing with other boroughs of information about rates and charge;
- 6.7. Develop a policy between the Boroughs to refrain from retaining as agency workers staff who are leaving permanent employment with the Boroughs for a designated period ;
- 6.8. Investigate options for establishing a bank of suitably skilled and experienced social work professionals employed directly by the Boroughs;
- 6.9. Ensure that all agencies and agency workers are made aware of the Memorandum of Co-operation and that the preferred option for boroughs is to employ permanent staff.

7. Management of permanent staffing

The Boroughs agree that they will:

- 7.1. Work in co-operation to avoid competitive increases in pay and benefits that create an inflationary pressure by developing broadly comparable pay rates across the region for permanent staff to minimise the impact of pay as an incentive to move between boroughs whilst recognising the importance of local factors;
- 7.2. Participate in surveys and data gathering by providing a timely, accurate and comprehensive response to requests so that accurate and reliable information is available as to the workforce in London and as the basis for pay decisions;
- 7.3. Refrain from proactive headhunting of staff (whether temporary or permanent) directly or through third parties from other boroughs who are party to this Memorandum;
- 7.4. Ensure that agencies providing permanent staff are required to comply with an agreed standard for the completion of pre-employment checks and referencing of workers;
- 7.5. Ensure that references provided for permanent staff are objective, complete and accurate and provide all the information set out on the agreed template to ensure that workers of poor quality or in need of development are identified;
- 7.6. Work together to promote positive images of children's social work and to promote careers in social care through press, social and other media and advertising.

8. Improving the supply of high quality permanent staff

The Boroughs agree that they will:

- 8.1. Commit to take a minimum % each year of their children's social work professional workforce as newly qualified social workers in their Assessed and Supported Year of Employment or as trainees on other schemes (e.g. Frontline) in order to ensure that all boroughs contribute to the future pipeline of qualified staff;
- 8.2. Contribute to the development of a London-wide trainee rate for NQSW's undertaking ASYE to encourage and facilitate more staff being offered positions;
- 8.3. Contribute to the development of sub-regional and London-wide approaches to supporting ASYE and other professional development to ensure consistent pathways and share costs;
- 8.4. Participate in surveys and data gathering by providing a timely, accurate and comprehensive response to requests so that accurate and reliable information is available as to turnover and reasons for turnover in the workforce in London to assist the Boroughs to improve their retention of staff;
- 8.5. Contribute to the development of sub-regional and London-wide approaches to supporting staff under the Employers Standard including participating in audits of practice, sharing good practice and resources.

9. Review and extension of this Memorandum

The effectiveness of this Memorandum will be reviewed every 12 months and a report made to CELC. That Review will include consideration of whether adoption of the Memorandum should be recommended to Directors of Adult Social Services.

We, the undersigned, support and commit to the terms of this Memorandum of Co-operation dated 1st April 2015

Signed:
Name:
Director of Children's Services
Borough:

Signed:
Name:
Chief Executive
Borough:

Signed:
Name:
Head of HR
Borough: