

Notice of Meeting

People, Performance and Development Committee



Date & time
Friday, 6 March
2015
at **10.00 am**

Place
Committee Room C,
County Hall, Kingston
upon Thames, Surrey
KT1 2DN

Contact
Cheryl Hardman
Room 122, County Hall
Tel 020 8541 9075

Chief Executive
David McNulty

cherylh@surreycc.gov.uk

If you would like a copy of this agenda or the attached papers in another format, eg large print or braille, or another language please either call 020 8541 9068, write to Democratic Services, Room 122, County Hall, Penrhyn Road, Kingston upon Thames, Surrey KT1 2DN, Minicom 020 8541 8914, fax 020 8541 9009, or email cherylh@surreycc.gov.uk.

This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Cheryl Hardman on 020 8541 9075.

Members

Mr David Hodge (Chairman), Mr Peter Martin (Vice-Chairman), Ms Denise Le Gal, Mr Stuart Selleck, Mr Richard Walsh and Mrs Hazel Watson

Ex Officio:

Mr David Munro (Chairman of the County Council) and Mrs Sally Ann B Marks (Vice Chairman of the County Council)

AGENDA

1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

2 MINUTES OF THE PREVIOUS MEETING: 27 JANUARY 2015

(Pages 1
- 4)

To agree the minutes as a true record of the meeting.

3 DECLARATIONS OF INTEREST

To receive any declarations of disclosable pecuniary interests from Members in respect of any item to be considered at the meeting.

Notes:

- In line with the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012, declarations may relate to the interest of the member, or the member's spouse or civil partner, or a person with whom the member is living as husband or wife, or a person with whom the member is living as if they were civil partners and the member is aware they have the interest.
- Members need only disclose interests not currently listed on the Register of Disclosable Pecuniary Interests.
- Members must notify the Monitoring Officer of any interests disclosed at the meeting so they may be added to the Register.
- Members are reminded that they must not participate in any item where they have a disclosable pecuniary interest.

4 QUESTIONS AND PETITIONS

To receive any questions or petitions.

Notes:

1. The deadline for Member's questions is 12.00pm four working days before the meeting (*2 March 2015*).
2. The deadline for public questions is seven days before the meeting (*27 February 2015*).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

5 ACTION REVIEW

(Pages 5
- 8)

An action review table is attached, detailing actions from previous meetings. The Committee is asked to review progress on the items listed.

6 EMPLOYEE ENGAGEMENT CAMPAIGN

(Pages 9
- 26)

To update the Committee on a new employee engagement campaign due to launch in March.

7 SURREY PAY POLICY STATEMENT 2015-2016

(Pages
27 - 36)

The committee is invited to recommend to Full Council the attached Pay Policy Statement for 2015 for publication on the Council's external website.

8 EXCLUSION OF THE PUBLIC

Recommendation: That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information under the relevant paragraphs of Part 1 of Schedule 12A of the Act.

**PART TWO
IN PRIVATE**

9 SENIOR PAY POLICY EXCEPTIONS REPORT MARCH 2015

(Pages
37 - 52)

The People, Performance and Development Committee (PPDC) acts as the council's Remuneration Committee under delegated powers, in accordance with the constitution of the County Council. The purpose of this paper is to highlight decisions taken / recommendations on Pay that fall outside the published Pay Policy.

Confidential: Not for publication under Paragraph 1
Information relating to any individual.

10 PUBLICITY FOR PART TWO ITEMS

To consider whether the items considered under Part 2 of the agenda should be made available to the Press and the public.

11 DATE OF NEXT MEETING

The next meeting of People, Performance and Development Committee will be on 2 April 2015.

**David McNulty
Chief Executive**

Published: Thursday, 26 February 2015

MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE

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It is requested that if you are not using your mobile device for any of the activities outlined above, it be switched off or placed in silent mode during the meeting to prevent interruptions and interference with PA and Induction Loop systems.

Thank you for your co-operation

MINUTES of the meeting of the **PEOPLE, PERFORMANCE AND DEVELOPMENT COMMITTEE** held at 10.00 am on 27 January 2015 at Committee Room C, County Hall, Kingston upon Thames, Surrey KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting.

Elected Members:

Mr David Hodge (Chairman)
Mr Peter Martin (Vice-Chairman)
Ms Denise Le Gal
Mr Stuart Selleck
Mr Richard Walsh
Mrs Hazel Watson

In Attendance

Ken Akers, Strategic Relationship Manager
Cheryl Hardman, Regulatory Committee Manager
Carmel Millar, Director of People and Development

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

There were no apologies for absence.

2/15 MINUTES OF THE PREVIOUS MEETING: 18 DECEMBER 2014 [Item 2]

The Minutes were approved as an accurate record of the meeting.

3/15 DECLARATIONS OF INTEREST [Item 3]

There were none.

4/15 QUESTIONS AND PETITIONS [Item 4]

There were none.

5/15 ACTION REVIEW [Item 5]**Declarations of Interest:**

None.

Witnesses:

Carmel Millar, Director of People and Development
Ken Akers, Strategic Relationship Manager

Key points raised during the discussion:

1. In relation to Action A23/13 (employee volunteering), the committee was informed that the meeting on 26 February 2015 has been postponed to 6 March 2015.
2. In relation to A11/14 (telephone policy), the Director of People and Development assured the committee that she would shortly be able to share an outline of an updated telephone policy.
3. In relation to A19/14 (sleeping in payments), the Strategic Relationship Manager confirmed that a draft was ready for review by the Chairman.

Actions/Further information to be provided:

The action tracker will be updated to reflect the points raised during the discussion.

RESOLVED:

To note the tracker.

Committee next steps:

None.

6/15 APPRAISAL COMPLETION UPDATE REPORT FOR 2013/14 [Item 6]**Declarations of Interest:**

None.

Witnesses:

Carmel Millar, Director of People and Development
Ken Akers, Strategic Relationship Manager
PJ Wilkinson, Assistant Director for Schools and Learning

Key points raised during the discussion:

1. The Director of People and Development introduced the item and highlighted the progress made by libraries and Adult Social Care.
2. The Assistant Director for Schools and Learning was in attendance to respond with regard to the lower levels of eligible appraisal completion in his service. He highlighted the difficulties that his managers had experienced in uploading appraisals to the IT system but accepted that other services had used the same system. He accepted that this should have been more of a priority and that next year the service would ensure that all eligible appraisals are completed in good time. The top two tiers of management had all received appraisals.
3. Members queried if Surrey was behind in its use of digital appraisals and asked if moving in this direction would put additional pressure on IT resources. The Director of People and Development clarified that options were being researched and would only be pursued if it made the system easier to use.
4. Members expressed compliments on the progress made by Adult Social Care over the past year.
5. The Chairman asked that the Assistant Director for Schools and Learning pass a message to his management team that the committee expected the 100% eligible appraisals target to be met and requested a specific update on the Schools and Learning service at its May meeting.

Actions/Further information to be provided:

None.

RESOLVED:

- a) To note progress to date;
- b) To receive a further progress report in May 2015;
- c) That the progress report specifically addresses the situation in the Schools and Learning Service (**Action Review ref: A1/15**).

Committee next steps:

None.

7/15 EXCLUSION OF THE PUBLIC [Item 7]

RESOLVED: That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information under paragraph 1 of Part 1 of Schedule 12A of the Act.

THE FOLLOWING ITEMS OF BUSINESS WERE CONSIDERED IN PRIVATE BY THE COMMITTEE. HOWEVER, THE INFORMATION SETOUT BELOW IS NOT CONFIDENTIAL.

8/15 SENIOR PAY POLICY EXCEPTIONS REPORT JANUARY 2015 [Item 8]**Declarations of Interest:**

None.

Witnesses:

Carmel Millar, Director of People and Development
Ken Akers, Strategic Relationship Manager

Sarah Gooding, Operations Development Manager (for the Youth Support Service part of the report).

Key points raised during the discussion:

1. The Strategic Relationship Manager introduced the item and the Operations Development Manager introduced the section on the Youth Support Service. The committee asked a number of questions which were answered by the officers present, before moving to the recommendations.

Actions/Further information to be provided:

None.

RESOLVED:

1. For staff within the Youth Support Service who are not required to hold a social worker qualification it was APPROVED that:
 - i. They are assimilated onto Surrey Pay grades (proposed S8 and S9) with pay protection with effect from 1 January 2015.
 - ii. As an exception to the current published Reward Policy the time period for pay protection is extended from one year to two years in recognition of the length of time this payment has been in place and current recruitment difficulties.
2. For Consultant Practitioners who are required to hold a social worker qualification it was APPROVED that:
 - i. The legacy social work supplement and existing salary is consolidated into their current salary banding of Surrey Pay grade 10 with effect from 1 January 2015. There will be no further change required for these roles.
3. The third recommendation in the confidential report was APPROVED subject to a further review within a year.

Committee next steps:

None.

9/15 PUBLICITY FOR PART TWO ITEMS [Item 9]

RESOLVED: That the items considered under Part Two of the agenda should remain confidential and not be made available to the press and public.

10/15 DATE OF NEXT MEETING [Item 10]

The date of the next meeting was noted.

Meeting ended at: 11.00 am

Chairman



**People, Performance and Development Committee
6 March 2015**

ACTION REVIEW

PURPOSE OF REPORT:

For Members to consider and comment on the Committee's actions tracker.

INTRODUCTION:

An actions tracker recording actions and recommendations from previous meetings is attached as **Annex A**, and the Committee is asked to review progress on the items listed.

RECOMMENDATION:

The Committee is asked to monitor progress on the implementation of actions from previous meetings (Annex A).

REPORT CONTACT: Cheryl Hardman, Regulatory Committee Manager
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cherylh@surreycc.gov.uk

Sources/background papers: None

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People, Performance & Development Committee – ACTION TRACKING

ACTIONS

Number	Meeting Date	Item	Recommendation / Action	Action by whom	Action update
A11/14	21 July 2014	Review of the “Working Together” Workshops and Future Plans	Officers to bring a report on telephone policy and minimising the use of voicemail to committee in Autumn 2014.	Head of Customer Services and Head of Customer and Communities Directorate Support	<p>On 27 November, the Chairman requested that a report be brought to the meeting on 18 December 2014. However, following the meeting the Chairman agreed to postpone the report pending further discussions at senior officer level.</p> <p>The action to minimise the use of voicemail and make it easier for customer to contact us will be built into the plan to improve Resident Experience. The plan to improve Resident Experience focuses on delivering the commitments made in our new Customer Promise and is to be reviewed by Communities Select Committee on 19 March 15 and then Cabinet in April / May (TBC). PPDC may like to consider this as an agenda item.</p>
A19/14	18 December 2014	Reward Strategy Review 2014-18	Officers to draft a letter to the LGA requesting support in changing legislation to mitigate the risks arising from the new ‘sleeping in payments’ case law.	Director of People and Development	Officers are revising the letter following amendments requested by the Leader.
A1/15	27 January 2015	Appraisal Completion Update Report for 2013/14	Officers to provide a further progress report in May 2015 and that the progress report specifically addresses the situation in the Schools and Learning Service.	Director of People and Development	Scheduled for 12 May 2015

People, Performance & Development Committee – ACTION TRACKING

COMPLETED

Number	Meeting Date	Item	Recommendation / Action	Action by whom	Action update
A23/13	21 Oct 2013	Action Review	A further report on employee volunteering scheme to be scheduled.	Deputy Head of HR&OD	<p>An update was circulated by email on 28 October 2014.</p> <p>Further to this, following discussions across the organisation it has been agreed that a more strategic approach to volunteering is required to embed volunteering into the way in which the council operates and support the local community and the residents we serve. The intention is that this more strategic approach will allow the organisation to deliver more benefit to the community and aim to do this on a larger scale. It will also provide clarity and direction to staff and improve the co-ordination of existing arrangements in order to align with and support delivery of the corporate priorities and help support communities to help themselves.</p>



People, Performance and Development Committee
6th March, 2015.

Employee Engagement Campaign

Purpose of the report:

To update the Committee on a new employee engagement campaign due to launch in March.

This report is being brought to People, Performance and Development Committee to seek endorsement and support for the campaign.

Recommendations:

It is recommended that:

1. The Committee give its endorsement and support to the campaign as set out in this report.
2. Officers report back to the committee later in the year with an update on the campaign.

Introduction:

3. **Better Connected – Benefits to Residents** - The primary aim of this engagement strategy is to ensure we can deliver on the Resident Experience aim within the Corporate Strategy so that residents feel they get a good service from the council's staff.
4. **Better Connected – Benefits to Staff** - We also want to ensure that every employee, in every workplace across Surrey, can benefit from what Surrey has to offer and to ensure everyone has a voice in shaping Surrey's Future.
5. **Better Connected – Benefits to Members** – the strategy will also aim to improve engagement between officers and Members which will in turn have a positive impact on customer service and the resident experience.

6. Our relationship with our staff directly affects resident satisfaction. Employee engagement, therefore, is not only the *right* thing to do but it is *essential* to improving the resident experience. Research shows that employee engagement is key to developing a committed, positive workforce and a high performing and customer focused organisation. Research from ACAS (The Arbitration, Conciliation & Advisory Service) and CIPD (Chartered Institute of Personnel Development) supports that committed employees take less time off, are happier and perform better than employees who are disengaged. Also, highly engaged employees are twice as likely to be top performers and they have 20% fewer days off work. Organisations with highly engaged employees experience 26% higher productivity, lower turnover and greater ability to attract top talent (Bloomberg Report, May 2009)
7. The Council's culture and performance has improved over the last five years and this was noted in the Peer Review of 2013. During this period, there has been a significant investment in developing values-based leadership . The coaching and the High Performance Development programmes have enabled leaders to model the values and behaviours of the organisation whilst empowering individuals through helping them find their own solutions. This engagement and branding strategy is an integral part of this culture change approach as set out in the People Strategy.
8. Mark Irons is leading on the work to engage people around how we become a more customer focused organisation and deliver the commitments made in our new Customer Promise. This work supports the Corporate Strategy's goal of improving Resident Experience. It is key to engage hearts and minds around this vision as everyone has a role in making things better for their customers and residents. Again, it is imperative we have better engagement and connectivity to front line and remote staff in particular so that no one misses out.

The Campaign

9. There will be a consistent look and feel to the campaign and it will focus on the products, interventions, services and day to day workspace improvements which impact on how staff feel about working for Surrey County Council i.e. the things that influence advocacy. At the same time we will be mindful to address comments from previous surveys and listening events such as the Better Place to Work Programme undertaken in 2014.
10. A range of approaches will be used to communicate e.g. a series of videos to support managers and leaders with this engagement, workshops, engagement events and branding. To deliver this, we will make best use of the new digital facilities which will be available as a result of the new digital platform, to better connect with all of our staff. We will also work with members to design ways to improve engagement between Members and officers.

11. The campaign will bring together all the products, benefits and services available which make Surrey a good place to work, such as My benefits, training and development, apprenticeships, awards, appraisal, fairness champions, restorative HR practice, mediation, coaching, Better Place to Work improvements and health and wellbeing initiatives such as free health checks and stop smoking campaigns etc as set out in **The Surrey Way, Appendix 1**.
12. The Surrey Way defines what we stand for as an organisation, how we are with each other and what we do, to ensure our residents receive excellent services. This represents a significant investment over the last five years in improving the council's performance and the residents' experience, by investing in staff and members. The Surrey Way also sets out the expectations we have of our staff, our managers and the way we engage with our customers and residents.
13. In the last staff survey 41 % of our staff said they were proud to work for Surrey. As an organisation we want to improve on this and help all of our staff to feel pride in the work they do for Surrey's residents. The aim of this campaign is to engage our people across the whole organisation and in turn increase our advocacy rate to 55% by 2016 and 71 % by 2018. In turn this will have a positive impact on our organisational performance and resident satisfaction.

The Line Manager Role

14. One of the most important ways we can better engage with all our people is through inspirational leaders and managers. When people are happy and feel well supported at work, they give excellent, dedicated service to **our residents**. Staff told us about the things they valued at work and the things which needed to change. As a result, we have provided the tools and services needed to bring about changes and improvement.
15. It has been identified internally in staff surveys and temperature checks that the relationship with one's manager is a highly important factor in employee advocacy to the organisation (this is also supported in ACAS and CIPD research). It was also identified that this is often the area of the organisation where the engagement cascade of information gets blocked.
 - a. A series of workshops will be run with 100 of our managers, a large proportion being our more remotely located managers, to help them experience and learn the benefits of good engagement with their staff and some tips on how to successfully engage.
 - b. The workshop will include a train the trainer module to support a cascade approach to training, to build networks for up to a thousand managers based in localities. This is so that they can be better connected, share good practice and share with each other how they are feeling particularly in these challenging times of constant change. This follows the approach at the senior level where the Chief Executive is building the senior leadership networks.

16. Appendix 2 sets out a strategy to help managers become Better Connected, Better Supported and Better Leaders. There is particular emphasis in this strategy in focusing first on supporting those managers who lead front line and/or remote working teams. This work complements the coaching and the High Performance Development Programme which each manager is required to undertake.

How will we know if this has been successful?

17. We will measure success of the campaign through the employee survey to be run in September 2015.
18. We expect an increase in the number of people saying they are proud of the work they do for Surrey's residents - increase advocacy rate from 41% to 55% by 2016 and 71 % by 2018.
19. Resident's satisfaction with Surrey's staff to improve from 66% to 70% by 2018.

Conclusions:

20. A more engaged workforce is a higher performing and happier workforce with direct benefits for improved resident experience. We need to better connect with all of our workforce and in particular, more remote workers.
21. The County Council has invested significantly in its workforce over the last five years in particular, and this strategy is aimed at ensuring all employees can take advantage of what is on offer.
22. Managers are pivotal to achieving better engagement with our workforce and we need to inspire and support managers around this key aspect of their roles.
23. This Engagement Strategy is a response to the above and is ultimately aimed at improved resident satisfaction and staff advocacy.

Financial and Value for Money Implications

24. There will be an employee engagement event which we have commissioned an external company to facilitate. Other materials will be developed by our internal team. The costs of this initiative will be found within the existing training budget.
25. It is anticipated that this strategy will contribute to efficiency and increased productivity as an expected outcome is expected to be more confident and resilient staff who take less days off work for stress.

Equalities and Diversity Implications

26. The majority of the staff who have no log-ins and/or those who work more remotely, for example reablement workers, are part-time female employees. It is imperative that Surrey takes these steps in order that female staff are not disadvantaged through inadequate engagement and connectivity.

Risk Management Implications

27. This strategy is part of the mitigating actions listed in the Leadership Risk Register – reference L9 i.e. Staff Resilience to change and demand pressure.

Next steps:

28. Engage in an organisation-wide information campaign about this new strategy and approach via the engagement activities set out in the body of the report.



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Appendix 1

THE SURREY WAY – Proud of the work we do for our residents

What do we mean by the Surrey Way?

This is:

- What we stand for
- How we treat each other and
- What we do around here to ensure our residents receive excellent services

What makes up the Surrey Way and how do we communicate and demonstrate these things:

- **What we stand for** – *Our Values*
- **Our Strategy** – *new Corporate Strategy*
- **Our Customer Promise** - *Our commitment to delivering excellent service*
- **How our teams work as One Team** – *Team Talks, Team meetings, Team Away Days*
- **How we help people develop and grow** – *My Learning*
- **How we help our staff stay safe, healthy and well** – *Extensive well-being support, EAP, Fairness Champions, Health Checks, Campaigns, Flexible Working & Time to Change, Health & Safety Management System*
- **How we make workspaces better for our staff** – *Better Place to Work Project*
- **How we recognise & reward our people** – *My Benefits, Pay Strategy*
- **How we support young people to make a great start in life** - *Apprenticeships, Graduate Programme, Work Experience, Traineeships, Internships*
- **How our staff give something back** – *Volunteering*
- **How our staff help our Looked After Young People** – *Sponsorship Scheme, Traineeships*
- **How we lead** – *the Behaviours*
- **How our people engage with each other** – *the Engagement Strategy*
- **How our Members & Officers work together as One Team** – *Working Together Programme*
- **How we help our Leaders** - *Coaching, HPDP, Engagement Strategy*
- **How we improve our performance** – *Appraisal*
- **How we help people resolve differences** – *Restorative Approach, Mediation, Coaching Pool*
- **How we attract & recruit people who align with our values** – *Recruitment Strategy, recruitment video*
- **Our Journey** – *the video*

These aren't just "things we do"; this is how we are

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Appendix 2

***BETTER CONNECTED,
BETTER SUPPORTED,
BETTER LEADERS....***

Making Surrey a Better Place to Work

Making Surrey a better place to work

We want to make Surrey a better place to work for everyone, in every workplace across Surrey.

How can we ensure this?

Through inspiring leaders and managers. When our people are happy and feel well supported at work, they give excellent, dedicated service to **our residents**. Our staff told us about the things they valued at work and the things which needed to change. **We listened**. As a result, we have made many changes and improvements through the **Better Place to Work Programme**. Staff also talked about their manager and how this impacted on them at work. **We will take these steps to ensure all our managers can meet the Surrey standard, as follows:**

Connect People	Inspire our Managers to Inspire others	Support Managers & Members	Manage Performance
<ul style="list-style-type: none"> Celebrate and recognise improvements in our culture at Surrey and continue with our efforts to make Surrey a Better Place to Work – for Everyone, Everywhere. Better connect with all our employees through technology. 	<ul style="list-style-type: none"> The Art of Engagement Train & support 100 “buddy” managers to in turn train & support 1,000 colleagues in localities in the art of great engagement. Define what an Inspiring, high performance manager looks like Re-define the relationship our people have with the organisation 	<ul style="list-style-type: none"> Management Development – 1,500 managers to have completed the High Performance Development Programme Coaching Programme – 500 managers to have completed the coaching programme; member programme commenced February Working Together Programme – Bringing together members & officers to work collaboratively in the residents’ interests 	<ul style="list-style-type: none"> Ensure that we are delivering what we need to deliver Define Performance levels – 360 to apply universally to all plus other data such as sickness levels in their teams, how many people work flexibly etc. Link to movement within grade

How will we measure the success of this strategy?

- Working Flexibly** – 200 more teams working flexibly
- Employee benefits** - 500 more employees signed up & using My Benefits

- **Appraisals** – everyone to have an appraisal
- **MyLearning** – 1,000 more colleagues using My Learning regularly
- **Personal Career Development Plans** – 1,000 more people to have a clear career plan in place
- **Volunteering** – 1,000 more colleagues volunteering
- **Personal Development Training** – 2,000 colleagues to have completed a personal development programme
- **Coaching/Career Coaching** – 250 people to have coaching support from the coaching pool
- **Employee Assistance Programme** – increase usage by 100 people per annum
- **Apprenticeships, work experience** – 1,000 teams supporting a young person or disabled person into work
- **Restorative Practice** – more people choosing informal, restorative solutions to managing problems at work
- **Health Checks** – 500 more people to have had a workplace health check

Members

Supporting members with their development and ensuring members and officers are better connected to each other and better engaged is an important part of this strategy. We will work closely with members and the Head of Democratic Services to develop this strand of the strategy.

****“My Line Manager”****

So much of life at work is affected and impacted by who our line manager is and the culture they lead; about how well they live the values at work and role model the right behaviours. You shared your stories about great managers – see xxx below and about those managers who you said could improve to help build an even better team. How your manager acts at work can often make the difference between you feeling you have done a good job today or feeling pressured and unproductive.

We have listened to feedback. We are celebrating and recognising good management and want to make sure great practice is shared amongst managers by managers. We will help our managers with the tools and skills and confidence to be the best they can be.

We have some amazing line managers and there are many wonderful stories from our own staff about their own line manager:

- My line manager encouraged and supported me to do a social care degree and now I am in a career I never dreamt I could possibly do
- I was having problems with a controlling line manager. I went to my senior manager; she listened to me and a solution was found.
- I was made redundant and got a new job in my current team. I have totally gained my confidence back through the encouragement and support from my new line manager.

There are some of the things staff have fed back about their experience in their local teams where there is some way still to go -

- More trust needed – Say “We got it wrong and take Responsibility”
- Managers should value and make time for appraisal
- Managers should hold one to ones to communicate with us
- There’s a blame culture in my team
- Other teams get to work flexibly but we’re not allowed
- I see other teams being taken out for a Christmas “thank you meal” and we have to make the time up”
- My manager never says well done or thank you
- We are never told what’s going on – we find things out on the grape vine
- My manager’s a bully and nothing ever gets done about it.
- My manager micro-manages us – he doesn’t trust us to get on with things. Every little decision has to go up the line – it takes forever.
- She’s a great coach but she needs to manage the performance of those who don’t respond to coaching
- I never see my senior manager
- Give us the time and permission to access training and development

Making Surrey a Better Place to Work

Issues affecting our staff	Actions in response	We can all do this
Why can't I have the right IT kit so I can do my reports anywhere I am working	Roll out of 4,500 new lap tops and technology to support home working while maintaining security standards	Get advice on how to work flexibly, remotely and from home here
I could cut down on my travel if I could do some work from a local office or from home	Introduced smarter working into teams to help support better	Get advice on Surrey workplaces and facilities here and think about agreeing a team charter that sets out how your team will work together
I am struggling to make ends meet after 5 years of no increments	Although the funding situation for local government remains very challenging we have introduced MyBenefits and a review of Pay, Reward & Recognition is underway	Get discounts on everything from childcare and mobile phones to food shopping and holidays from here

<p>I don't get any personal development training</p> <p>Surrey wide training is not accessible due to location</p> <p>Teas and Coffees should be provided at training venues</p>	<ul style="list-style-type: none"> Invested in the STARS Training & Development programme for staff and managers and now My Learning, where more and more learning is shifting to non-classroom type training available on-line to everyone in any location Made appraisals simpler and monitor completions to make sure that everyone should have one One to one training is now made available for staff who can't access mainstream training 	<ul style="list-style-type: none"> Access training when and where you want via my learning extra See what training and events are available to you and book yourself on via the My Learning tab on the S net Portal Ensure you have an appraisal with your manager at least once a year to talk about your personal development
<p>I don't want "just a job", I want a career. What are you doing to help people who want to progress with their ambitions?</p>	<p>Introduced MyCareer to help people identify the skills they have and how they might move across different roles within the Council</p>	<p>Access my career advice and book a one to one career coaching session on the events calendar</p>
<ul style="list-style-type: none"> My manager's a bully and nothing ever gets done about it. My manager micro-manages us – he doesn't trust us to get on with things. Every little decision has to go up the line – it takes forever. Why do they let people get away with bad performance? Why isn't any action taken? It puts an extra burden on us. 	<p>Invested in:</p> <ul style="list-style-type: none"> Coaching Programme – 1,500 people been through it High Performance Development Programme – 1,500 manager to go through it over three years Introduced better ways of resolving conflict see: HR Restorative Approach Employee Assistance Programme – a 24 hour confidential helpline, offering counselling, legal and financial advice 	<p>Understand the Council's values and behaviours and give feedback to others when you see they are not being adhered to.</p> <p>Find a coach or learn how to become a coach here to help improve your own and others performance</p> <p>Learn about the High Performance Development Programme and how we are investing in the skills of our leaders and managers</p>

	<ul style="list-style-type: none"> • Fairness Champions – a wide network of over 70 staff, in 30 locations. • Coaching Pool – 30 internal Coaches in pool - available to all staff • Team of 30 trained mediators • NLP* “bite-size” training - available to all staff • Training in “Responding in resourceful ways ” – available to all staff 	<p>Call employee assistance on 0800 243 458 and find out how they can help you and your family</p> <p>Seek help if you feel you are being treated unfairly and see if mediation might help</p>
<ul style="list-style-type: none"> • Induction is poor here – I was left adrift on my first day • It took me ten weeks to get a log in! 	<p>The On-boarding process was totally re-vamped and continues to be improved</p> <p>Adult Social Care services have introduced a comprehensive and systematic new induction programme</p> <p>First Day Makers has been introduced at County Hall and will be rolled out to other buildings in 2015. This makes sure that new starters get their essential kit and log-ins on the first day</p>	<p>Access advice on what should happen during your induction</p> <p>Remember what it is like to be “new” in such a large organisation, help new starters to have a good experience of joining Surrey</p>
<p>My workloads are stressing me out – nobody listens; nothing is done.</p> <p>We want to be more supported when under</p>	<ul style="list-style-type: none"> • Team Workplace Health checks – jointly delivered with the trade unions, over 100 facilitated one day workshops, 	<ul style="list-style-type: none"> • Look at the advice on wellbeing and think about doing an individual or team wellbeing check.

<p>stress or when mental wellbeing is poor.</p>	<p>with Children`s Services and ASC Personal Care and Support Teams.</p> <ul style="list-style-type: none"> • “Stay Healthy – Stay Well” Campaign - SCC workplace wellbeing campaign including : NHS Health Checks (x400+), Smoking Cessation, Walk To Work, Swimming promotion, Yoga, Yogarobics. • Support for Emotional & Mental Wellbeing – management masterclasses, delivered by OH and EAP – up to 300 managers. • Support for Stress in Teams one day management workshops. • Time to Change National Employer Health Check – research, survey (x3962 staff), interviews (14) and report. 	<ul style="list-style-type: none"> • You can also complete a questionnaire that identifies how resilient you are and suggests practical steps you could make • Book a free healthcheck if you are over 40 via the events page
<p>The costs of childcare are astronomical – can’t you help with this?</p>	<p>Introduced Child Care Vouchers to help working parents reduce the cost of childcare</p>	<p>See how they work here</p>
<p>I’ve never had an appraisal in the 7 years I have been here</p>	<p>Training, campaigns, simpler appraisals introduced and strong on-going drive from the top to reach 100% appraisals</p>	<p>Ask to have an appraisal with your manager at least once a year to talk about your personal development, you are entitled to it</p>

Why can't our team have an apprentice?	<p>300 young people have been through our SCC apprenticeship programme since 2009.</p> <p>Coming soon: Higher Apprenticeships</p>	Contact the recruitment team if you are interested in having an apprentice in your team perhaps start by having someone on work experience
I want to give something back to the local community?	Introduced an employee volunteering scheme to support volunteering in Surrey	Arrange for up to two days volunteering leave per year either individually or as part of a team

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People, Performance and Development Committee
6 March 2015

Surrey Pay Policy Statement 2015 - 2016

Purpose of the report:

The committee is invited to recommend to Full Council the attached Pay Policy Statement for 2015 for publication on the Council's external website.

This report is being brought to People, Performance and Development Committee as the Council's Remuneration Committee in accordance with the Scheme of Delegation.

1 Recommendations:

The Committee is requested to recommend publication of the attached Pay Policy Statement to the meeting of the full council on the 17 March 2015. This Pay Policy Statement would then be published on Surrey County Council's external website, with effect from 1 April 2015. The salary levels referred to in the statement include implementation of the latest pay settlement proposals with effect from 1 April 2015.

2 Introduction:

2.1 To comply with Section 40 of the Localism Act 2011 all local Authorities are required to publish a Pay Policy Statement, approved by a meeting of the full Council, with effect from 1 April each year. The Act requires that the Statement should then be updated and approved by the full Council on an annual basis.

2.2 The main points that must be covered include:-

- The remuneration of Chief Officers.
- The responsibilities of the Council's Remuneration Committee (the People, Performance and Development Committee) for determining the terms on which Chief Officers are employed.
- The Council's current policies on Equal Pay, Redundancy and Severance, and Reward.
- The ratio between the remuneration of the highest and lowest paid employees, together with an explanation as to how job evaluation is used to determine appropriate levels of reward.

2.3 A copy of the proposed Statement is appended (**Annexe 1**) for reference.

3 Publication of the Pay Policy Statement

3.1 The Statement has been drafted to reflect the requirements of the Local Government Transparency Code 2014 and the guidance published by the Department for Communities and Local Government on Openness and Accountability in Local Pay 2012, to comply with Section 40 of the Localism Act 2011. Account has also been taken of the final report and the recommendations made in the Hutton Review of Fair Pay in the Public Sector 2011.

It is proposed that the Statement will include "clickable" hyperlinks to:-

- (i) Documents already published on the website:-
- Councillors and Committees (which sets out the role of the PPDC as the Council's Remuneration Committee).
 - Statement of Accounts.
 - Working for Surrey (which summaries the Council's Employment Policies).
- (ii) Additional documents to be reviewed and updated via the external website with effect from 1 April 2015:-
- Equal Pay Statement
 - Early Retirement and Severance Policy
 - Reward Policy

4 Next Steps

- 4.1 For PPDC to recommend publication of the attached Pay Policy Statement to the meeting of the full council on the 17 March 2015.
- 4.2 For the Pay Policy Statement to be published on the council's web pages with effect from April 2015.

5 Financial and value for money implications
The Section 151 Officer confirms that the Surrey Pay annual pay settlement has been allowed for in the budget.

6 Equalities and Diversity Implications
There are no equality and diversity implications.

7 Risk Management Implications
None.

Report contact: Carmel Millar, Director of People & Development

Contact details: 020 8541 9824

Sources/background papers: None

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SURREY COUNTY COUNCIL PAY POLICY STATEMENT 2015 - 2016

This Pay Policy Statement, which was approved by a meeting of the full County Council on 17 March 2015, is published to comply with the requirements of Section 40 of the Localism Act, 2011.

[Governance](#) [[Link to Councillors and Committees](#)]

The People, Performance and Development Committee (PPDC) acts as the County Council's Remuneration Committee under delegated powers, in accordance with the constitution of the County Council. All Surrey Pay and terms and conditions are determined by the PPDC, including the remuneration of Senior Officers and specific appointments to posts with salaries of £100,000 or more.

[Salary Transparency](#) [[Links to Salary Transparency](#)]

The County Council is committed to being at the forefront of openness and transparency to demonstrate to its residents and local taxpayers that it delivers value for money. As part of the national and local government transparency agenda, it already publishes information on its external website detailing Surrey Pay ranges, expenditure over £500 and contracts with a value of £50,000 or more.

To continue that progress and in line with the Local Government Transparency Code 2014, the Council has published details of salaries paid to senior staff on-line, with effect from 31 March 2012. This information is updated on an annual basis and covers senior positions with annual salaries of £50,000 and above.

[Chief Officers' Remuneration](#) [[Link to Statement of Accounts](#)]

Chief Officers are on all-inclusive single status Surrey Pay contracts i.e. there are no variable pay salaries or bonuses paid. The council has not provided any grade related benefits in kind, such as Annual Leave, Private Medical Insurance or Lease Cars since 2007. Chief Officers receive the same allowances as other members of staff and access to the same voluntary benefits scheme, while any expenditure on business travel is reimbursed at the same rates for all grades.

The Chief Executive is on a contract which is like Chief Officers i.e. he is on an all-inclusive single status Surrey Pay contract and there is no variable pay or bonuses made. He is however paid a specific additional allowance for duties carried out in support of the Lord Lieutenant of the County.

For details of the remuneration paid to all members of the Council Leadership Team, in a particular financial year, please refer to the council's annual Statement of Accounts. In the case of the report for 2013/2014 this can be found under Note 27 and Note 28, between pages 62 and 64.

7 Surrey Pay Salary Ratios

The minimum Surrey Pay rate paid on grade S1/2 is currently set at £8.01 per hour as at 1 April 2015, this compares with the statutory National Minimum Wage of £6.50 per hour and the “UK Living Wage”, of £7.85 per hour, which is advocated by the Living Wage Foundation.

Based on salaries to be paid with effect from 1 April 2015 it is estimated that the council will have the following ratios, between the lowest and highest paid staff on Surrey Pay, for the 2015 / 2016 financial year.

Surrey Pay Salary Ratios 2015 – 2016		
Salary	Amount per annum £'s	Ratio to the highest salary
Highest Basic Salary	211,900	n/a
Median Basic Salary	24,340	8.72:1
Lowest Basic Salary	15,039	14.10:1

Notes:

- (i) The ratios have been calculated in accordance with guidance published in The Code of Recommended Practice for Local Authorities on Data Transparency 2011 and in light of recommendations contained in the Hutton Review of Fair Pay in the Public Sector 2011.
- (ii) The median is defined as the mid-point of the total number of staff employed.

[Surrey Pay](#) [[Link to Reward Policy](#)]

The council’s reward strategy is based on the local negotiation of “single status” Surrey Pay terms and conditions of service. This means that the majority of staff are on consistent terms and conditions of service, except for teachers and fire fighters who are on national terms and conditions. Pay including terms and conditions are reviewed annually, with any changes agreed by the PPDC normally made with effect from 1 April. The council recognises two trades unions, the GMB and UNISON, for the purposes of negotiating Surrey Pay.

- (i) [Equal Pay](#) [[Link to Equal Pay Statement](#)]

The council is committed to ensuring that its employment policies and practices comply with the requirements of the Equal Pay Act 1970. This includes the application of a robust job evaluation process to ensure that all staff will receive equal pay for work of equal value.

(ii) Grading Structure

The allocation of Surrey Pay grades to jobs is determined by (HAY) job evaluation, or in accordance with a career guide scheme related to (HAY) job evaluation. The Surrey Pay grading structure covers all jobs from Cleaners and Catering Assistants on the lowest grade to Chief Officers, including the Chief Executive, on the highest grades. Please see appended table that shows the salary ranges agreed by PPDC for the 2015 / 2016 financial year.

The differentials between these grades and jobs have been established objectively by application of a HAY based job evaluation scheme. For example the job of a cleaner is evaluated at the bottom because the level of skill, knowledge, problem solving and accountability are low compared with jobs at the top level. Conversely, Chief Officers are at the top of the pay scales because the level of skills, knowledge, problem solving and accountability are considerably greater than those at the bottom of the pay scales.

Newly appointed, or promoted, staff are normally appointed to the minimum salary on a grade unless a robust business case has been approved to start them at a higher salary within the grade range.

(iii) Market Supplements

Managers may make a business case for a market supplement to be paid above the maximum for the particular grade if it proves exceptionally difficult to recruit at the rate advertised. Such supplements must be approved and reviewed on a regular basis by either the PPDC, in the case of Chief Officers, or by the Director of People & Development under delegated powers.

(iv) Pay Progression Arrangements

Before April 2010 the majority of staff were on “incremental” Surrey Pay grades, S1/2 – S7, or their equivalent. Personal pay progression within grade is normally dependent upon “added value” in terms of duties, responsibilities and job performance following an annual appraisal.

Middle Pay Grades and Senior Pay Zones (S8 – CEX) contracts currently provide for an annual review of contribution. These reviews normally determine any subsequent personal progression through these pay zones subject to personal headroom being available.

Note: The “normal” arrangements for determining pay progression were suspended with effect from 1 April 2010. The suspension is part of the council’s current pay restraint package that will be reviewed by the end of the 2015 / 2016 financial year.

(v) Recognition Awards

There are **no** provisions under standard Surrey Pay contracts for council employees to be awarded performance related bonuses. However the Recognition Award Scheme provides a

Last updated: 19 February 2015

mechanism through which managers can recognise exceptional achievement by an individual or team, subject to approval by the appropriate Head of Service.

[Early Retirement and Severance Terms](#) [Link to Early Retirement & Severance Policy]

The council's terms for granting redundancy or severance, including access to benefits under the Local Government and Teachers' Pension Schemes, are the same for all staff on Surrey Pay contracts including Chief Officers and also for Teachers working in maintained schools across Surrey. The approval process to be followed when payments are to be funded by the Council is explained in the Policy, see link above.

In cases of redundancy, an employee will not be entitled to a redundancy payment or a severance payment if, before leaving the council, they accept an offer of employment with another local authority or associated employer contained in the Redundancy Payments (Modification) Order 1999 and commence the new employment within four weeks of their last day of service as the employment would be deemed to be continuous.

Further Details

Specific details may be accessed via the links indicated above, or by clicking on the buttons that are included on the landing page.

Surrey Pay Main Grades & Pay Ranges: 2015 / 2016

£'s

Job Evaluation Scores		Grades	Salary Ranges	
			Minimum	Maximum
0	119	S 1/2	15,039	15,699
120	142	S 3	15,156	17,145
143	165	S 4	16,407	19,194
166	194	S 5	18,228	21,261
195	231	S 6	20,424	23,435
232	313	S 7	23,340	27,539
314	437	S 8	26,798	31,856
438	477	S 9	33,569	38,312
478	518	S 10	38,015	42,992
519	611	S 11	42,503	47,615
612	660	S 12	47,273	55,298

Senior Managers & Directors' Grades and Pay Ranges: 2015 / 2016

£'s

Job Evaluation Scores		Grades	Salary Ranges	
			Minimum	Maximum
661	734	13	55,485	66,644
735	880	14 A	61,592	77,297
881	1055	14 B & 15 B	76,383	90,469
1056	1260	15 C	87,991	104,267
1261	1312	15 D	101,721	120,578
1358	1450	16 E	116,734	141,151
1451	1688	16 F	127,718	152,243
1689	2000	16 G	149,686	178,861
2001	2328	CEX	209,984	232,683

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