

Notice of Meeting

People, Performance and Development Committee



SURREY
COUNTY COUNCIL

Date & time
Friday, 29 January
2016
at 9.00 am

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

Contact
Andrew Baird
Room 122, County Hall
Tel 020 8541 7609

Chief Executive
David McNulty

andrew.baird@surreycc.gov.uk



We're on Twitter:
@SCCdemocracy

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This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Andrew Baird on 020 8541 7609.

Members

Mr David Hodge (Chairman), Mr Peter Martin (Vice-Chairman), Mr Ken Gulati, Mr Nick Harrison, Ms Denise Le Gal and Mrs Hazel Watson

Ex Officio:

Mrs Sally Ann B Marks (Chairman of the County Council) and Mr Nick Skellett CBE (Vice-Chairman of the County Council)

AGENDA

1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

2 MINUTES OF THE PREVIOUS MEETING: 27 NOVEMBER 2015

(Pages 1
- 6)

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 (*25 January 2016*).
2. The deadline for public questions is seven days before the meeting (*22 January 2016*).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

5 ACTION REVIEW

(Pages 7
- 12)

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

6 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.

- 7 PAY AND REWARDS STRATEGY REVIEW BUSINESS CASE** (Pages 13 - 60)
- This report sets out for agreement by the People, Performance and Development Committee, the business case and proposals of the for the Pay and Reward Strategy review to be taken forward for formal consultation with staff.
- Exempt: Not for publication under Paragraph 1**
Information relating to any individual.
- 8 SENIOR PAY POLICY EXCEPTIONS REPORT JANUARY 2016** (Pages 61 - 74)
- 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.
- Exempt: Not for publication under Paragraph 1**
Information relating to any individual.
- 9 OUTCOME OF CHIEF EXECUTIVE'S APPRAISAL PANEL - 23 NOVEMBER 2015** (Pages 75 - 78)
- To inform the People, Performance and Development Committee of the outcome of the Chief Executive's appraisal which took place on 23 November 2015.
- 10 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.
- 11 OUTCOME OF THE CHIEF EXECUTIVE'S APPRAISAL PANEL - 23 NOVEMBER 2015** (Pages 79 - 102)
- This is a Part 2 Annex relating to item 8.
- Exempt: Not for publication under Paragraph 1**
Information relating to any individual.
- 12 APPOINTMENT OF AN INDIVIDUAL MEMBER OF THE LOCAL PENSION BOARD** (Pages 103 - 108)
- This report sets out the proposed further appointment of an individual member of the Local Pension Board for approval by the People, Performance and Development Committee.
- The Local Pension Board is a requirement under section 5 of the Public Service Pensions Act 2013, and Regulation 106 of the Local Government Pension Scheme Regulations 2013.

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| 13 | CORPORATE 'REFER A FRIEND INCENTIVE' SCHEME | (Pages
109 -
112) |
| | To seek endorsement from the People, Performance and Development Committee to implement material changes to the 'Refer a Friend' incentive scheme that was presented to the Committee on 29 September 2015. | |
| 14 | REVIEWED AND ENHANCED HEALTH AND SAFETY POLICY | (Pages
113 -
126) |
| | To provide the People, Performance and Development Committee with the recommended changes to the Health and Safety Policy Statement Policy in line with audit recommendations by the Royal Society of Prevention of Accidents (RoSPA) in 2015. | |
| 15 | PAY POLICY STATEMENT 2015 - 2016 | (Pages
127 -
136) |
| | This report set out for the Committee's approval additions to the Council's Pay Policy Statement 2015-16. | |
| 16 | DATE OF NEXT MEETING | |
| | The next meeting of People, Performance and Development Committee will be on 25 February 2016. | |

David McNulty
Chief Executive

Published: Thursday, 21 January 2016

MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE

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Thank you for your co-operation

MINUTES of the meeting of the **PEOPLE, PERFORMANCE AND DEVELOPMENT COMMITTEE** held at 10.00 am on 27 November 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)
Mr Ken Gulati
Mr Nick Harrison
Mrs Hazel Watson
Mr Mel Few

Apologies:

Ms Denise Le Gal

In Attendance

Ken Akers, Strategic HR Relationship Manager

96/15 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

There were no apologies for absence.

97/15 MINUTES OF THE PREVIOUS MEETING: 29 OCTOBER 2015 [Item 2]

The minutes were agreed as a true record of the meeting.

98/15 DECLARATIONS OF INTEREST [Item 3]

There were none.

99/15 QUESTIONS AND PETITIONS [Item 4]

There were none.

100/15 ACTION REVIEW [Item 5]**Declarations of interest:**

None

Witnesses:

Ken Akers, Strategic HR Relationship Manager

Key points raised during the discussion:

1. It was agreed that where possible dates would be added to the action tracker to keep the Committee informed of when actions had been completed or were expected to be completed.
2. In relation to action A16/15, Members requested that the Regulatory Committee Manager follow up with the Strategic Lead for School Commissioning to find out when information on the increased number of late school application submissions in 2015/16 would be made available to the Committee.
3. The Strategic HR Relationship Manager updated Members on action A22/15, it was highlighted that Surrey County Council (SCC) members of staff should receive an appraisal in line with Council policy even if they work under NHS managers. The Committee was informed, however, that NHS managers in the Mental Health Team had experienced complications accessing the SCC's portal in order to register completed appraisals and it was anticipated that the actual number of appraisals completed within the team would be significantly higher than the final recorded figure of 15.75%.

Actions/ further information to be provided:

- i. Where possible, dates when actions are completed or expected to be completed will be added to the actions tracker.
- ii. The Regulatory Committee Manager is asked to follow up with the Strategic Lead for School Commissioning to find out when information on the increased number of late school application submissions in 2015/16 will be made available to the People, Performance and Development Committee.

RESOLVED:

To note the tracker.

101/15 RESHAPING LEADERSHIP ROLES [Item 6]**Declarations of interest:**

None

Witnesses:

Ken Akers, Strategic HR Relationship Manager

Key points raised during the discussion:

1. The Strategic HR Relationship Manager introduced the report, informing members that the Chief Executive continued to take the necessary steps to reshape the Corporate Leadership Team of Surrey County Council (SCC) and ensure that the organisation has an effective and efficient senior management structure.
2. Discussion took place among the Committee regarding the report's final recommendation. It was highlighted that this was primarily related to succession planning by ensuring that SCC identified and trained staff who demonstrated the potential to be future chief officers. The importance of having a strong pool of internal candidates for senior management positions was stressed. Members were told that eight managers throughout the organisation had been identified as having the potential to be future strategic directors or heads of service and that the Chief Executive was mentoring these individuals to ensure that they were given the right opportunities to help them fulfil this potential. Three of those managers identified had been removed from their substantive roles and installed as roving heads of service reporting directly into the Chief Executive as part of their future development.
3. The Committee highlighted the challenges which existed around succession planning in the modern job market due to an increased tendency for people to move between employers than was the norm previously. Consequently, the Committee discussed the possibility that some of those identified as potential future senior managers might take the skills and experiences learned at SCC to other organisations. It was stressed that while there was the possibility that some of the eight officers might leave SCC, there was a need to ensure that those who demonstrated the ability to be future senior managers of SCC were given the opportunities and training to help them realise this potential.
4. Members agreed that having development schemes of this kind sent a positive message to staff by demonstrating the opportunities that SCC provided its employees. The Committee was informed that there were plans to extend this scheme further in order to identify and foster talent throughout the organisation.
5. With reference to the first recommendation, the Chairman of the People, Performance and Development Committee (PPDC) provided Members with an overview of the reasons why the Committee was being asked to approve the creation of a Deputy Chief Executive

(DCX) post. Not only was it important to ensure that there was an officer who possessed skills and experience necessary to temporarily step into the role of Chief Executive should this be required but it is also a way of developing a long term successor to the current Chief Executive.

6. The Committee was concerned with the wide remit of the DCX role and questioned whether the scope of the position was appropriate for just one person especially given that it encompassed the statutory responsibilities of the Strategic Director of Children, Schools and Families. The same view was also expressed in relation to the Strategic Director of Adult Social Care and Public Health that had also been recently created and which Members suggested could be too broad a position for one person. It was further indicated that there appeared to be an element of some senior roles being tailored around individuals which it was felt was not conducive to a sustainable management structure on account of the challenges associated with finding those with the right set of skills and experience to effectively manage the wide-ranging remit of these roles.
7. The main priority of the DCX role, the Committee was informed, was to discharge their responsibilities as the Strategic Director of Children, Schools and Families to ensure that the Directorate operated effectively. The Chief Executive's view was that the person to lead the Children, Schools and Families Directorate didn't necessarily need to be an expert in this area and that it was more important to appoint someone with the capacity to lead and manage it effectively. It was highlighted that the improvements made in Children's Services since the publication of the Ofsted report suggested that the Chief Executive's had been correct in his view on the most effective management arrangements for the Directorate. Indeed this had been recognised by Ofsted who had stipulated that they were happy with the progress made in delivering improvements in Children's Services.
8. With respect to the Orbis Joint Partnership, it was highlighted that the DCX would retain strategic oversight of Orbis but that the day to day management and maintenance of the partnership would be delegated to their direct reports.
9. The Committee discussed the importance of having a strong team around the DCX to support them in overseeing the breadth of responsibilities that the role encompassed. Members agreed that the Chief Executive would be asked to attend PPDC twice yearly to update the Committee on the success of the management arrangements for the Children, Schools and Families Directorate to ensure it is being led effectively.

Actions/further information to be provided:

The Chief Executive to be asked to attend the People, Performance and Development Committee every six months to update Members on the success of the management arrangements for the Children, Schools and Families Directorate (**Action Ref: A28/15**).

RESOLVED:

To;

- i. Endorse the proposal to create a new permanent post of Deputy Chief Executive and Strategic Director of Children's Services.
- ii. Convene a meeting of the People, Performance & Development Committee on a date to be agreed which will interview Julie Fisher for the role of Deputy Chief Executive to include the statutory Director of Children's Services.
- iii. Note the reduction in posts, cost savings and redistribution of responsibilities which have streamlined senior management arrangements.
- iv. Note that the outcomes of the Local Test of Assurance will be reported to this Committee.
- v. Approve the conversion of three senior roles into "roving" Heads of Service roles, in order to (a) reduce the employment law risk due to the temporary nature of the current contractual arrangements for three senior officers, as set out in the report and (b) strengthen the senior leadership succession and retention strategy for the Council.

102/15 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 the relevant paragraphs of Schedule 12A of the Act.

103/15 SENIOR PAY POLICY EXCEPTIONS REPORT NOVEMBER 2015 [Item 8]**Declarations of interest:**

None

Witnesses:

Ken Akers, Strategic HR Relationship Manager

Key points raised during the discussion:

- i. The Strategic HR Relationship Manager introduced the report. The Committee asked a number of questions which were responded to by the officers present, before moving to recommendations.

Actions/ further information to be provided

The actions arising from this report are laid out in the Part 2 minutes.

RESOLVED:

The Committee approved the recommendations set out in the confidential report, these recommendations are highlighted in the Part 2 minutes.

104/15 PAY POLICY STATEMENT 2015-16 [Item 9]**Declarations of interest:**

None

Witnesses:

Ken Akers, Strategic HR Relationship Manager

Key points raised during the discussion:

- i. The Strategic HR Relationship Manager introduced the report. The Committee asked a number of questions which were responded to by the officers present, before moving to recommendations.

Actions/ further information to be provided

The actions arising from this report are laid out in the Part 2 minutes.

RESOLVED:

The Committee approved the recommendations set out in the confidential report, these recommendations are highlighted in the Part 2 minutes.

105/15 DATE OF NEXT MEETING [Item 10]

The Committee noted that the date of its next meeting was 29 January 2016.

Meeting ended at: 11.00am

Chairman



People, Performance and Development Committee
29 January 2016

Action Review

Purpose of the 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.

Recommendations:

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

Report contact: Andrew Baird, Regulatory Committee Manager

Contact details: 020 8541 7609, andrew.baird@surreycc.gov.uk

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ACTIONS

Number	Meeting Date	Item	Recommendation / Action	Action by whom	Action update
A16/15	29 September 2015	Ensuring our Services are accessible and responsive: Telephone and voicemail policy	The Head of Customer Services and Head of Customer and Communities Directorate Support to provide the Committee with further information on why so many school applications were submitted after the deadline.	Head of Customer Services	The trend in missing school applications is currently being explored and further information will be sent to the Committee ahead of the PPDC meeting on 29 January. (updated on 26 January 2016)
A29/15	27 November 2015	Reshaping Leadership Roles	Confirmation to be provided on the back fill cost related to the leadership structure changes	Strategic HR Relationship Manager	The Strategic HR Relationship Manager is in the process of collating this information and will circulate to the Committee once it has been completed. (update from 26 January 2016),

COMPLETED

Number	Meeting Date	Item	Recommendation / Action	Action by whom	Action update
A2/15	6 March 2015	Action Review	Reinforce the Think Resident Think Councillor message with officers and Members.	Director of People and Development/ Democratic Services Lead Manager	Discussions held with the Leader and intention is to put together a training plan for officers aimed at reinforcing the Think Resident, Think Councillor approach. The training plan will run up to the next elections in 2017.
A5/15	2 April 2015	Declarations of Interest	Officers review the training offer for all Members on interests.	Director of People and Development/Director of Legal and Democratic Services	<p>Two training sessions for Members have been scheduled to roll out guidance</p> <p>The possibility of creating an e-learning facility is also being considered.</p> <p>Information about Member training sessions will be circulated to Members in the week commencing 23 November.</p> <p>One training session took place in December with a further session scheduled for February.</p>

A22/15	29 October 2015	Appraisal completion for appraisals carried out in 2015.	The Committee has requested clarification on those staff who are eligible for appraisal by SCC in instances where they are part of an integrated service delivery team with the NHS.	Strategic Organisational Development Manager	<p>Information on this was provided to the Committee at its meeting on 27 November 2015. The following was highlighted to the Committee and have been recorded in the minutes for this meeting.</p> <p>Surrey County Council (SCC) members of staff should receive an appraisal in line with Council policy even if they work under NHS managers. NHS managers in the Mental Health Team, however, experienced complications accessing SCC's portal in order to register completed appraisals and it is anticipated that the actual number of appraisals completed within the team would be significantly higher than the final figure of 15.75% that had been recorded.</p> <p>An update was provided to the Committee on the actual number of appraisals completed on 17 December 2015.</p>
A23/15	29 October 2015	Appraisal completion for appraisals carried out in 2015.	It was agreed that further information would be provided to the Committee on IMT's comparatively low appraisal completion rate.	Strategic Organisational Development Manager	<p>the primary source of delay in getting appraisal completed for 29 September deadline was that a number of managers did not press the submit button in SAP to finalise the process and register the appraisal as completed.</p> <p>There was some confusion in relation to line management between departments where a member of staff has changed roles during the year.</p> <p>Both of these problems have now been resolved.</p>

People, Performance & Development Committee – ACTION TRACKING

26/01/2016

A24/15	29 October 2015	Appraisal completion for appraisals carried out in 2015.	The Chairman indicated that he would send a letter to the Chief Executive congratulating directors and heads of service on achieving such a high appraisal completion rate.	Regulatory Committee Manager/ Executive Assistant to the Leader	The letter was sent to the Chief Executive on 30 November 2015.
A27/15	27 November 2015	Action Review	Regulatory Committee Manager to follow up with the Strategic Lead for School Commissioning about updating PPDC on the trend in parents missing the schools applications deadline.	Regulatory Committee Manager	The Strategic Lead for School Commissioning was asked to provide an update on when this information would become available (30 November 2015).
A28/15	27 November 2015	Reshaping Leadership Roles	Members requested that the Chief Executive to be asked to attend PPDC every six months to update the Committee on the Children's Schools and Families management structure and how this is functioning	Regulatory Committee Manager	The Chief Executive's has agreed to attend the PPDC meetings arranged for 11 May 2016 and 27 October 2016 to update the Committee on the Children's Schools and Families management arrangements. Items on an update on the management arrangements for CSF have been added to the forward work programme for the specified meeting dates.
A31/15	27 November	Pay Policy Statement 2015-2016	Confirm whether the chief executive is entitled to receive payment as the county's returning officer and include this in the draft pay policy statement.	Strategic HR Relationship Manager	These were added to the Pay Policy Statement which was signed off at the Full Council meeting at its meeting on Tuesday 8 December
A32/15	27 November 2015	Pay Policy Exceptions	Clarification was sought on the rules and basis for honorarium payments	Strategic HR Relationship Manager	A document detailing the rules and basis for awarding honoraria payments was circulated to the Committee on 30 November 2015.

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of the Local Government Act 1972.

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People, Performance and Development Committee
29 January 2016

Outcome of Chief Executive's Appraisal Panel – 23 November 2015

Purpose of the report:

To inform the People, Performance and Development Committee of the outcome of the Chief Executive's Appraisal which took place on 23 November 2015.

Recommendations:

That the People, Performance and Development Committee note that the outcome of the Chief Executive's 2015 appraisal was a rating of 'Outstanding'.

Introduction:

1. The Appraisal process consists of:
 - A comprehensive Feedback Exercise.
 - a Personal Statement Report
 - background Supporting Documents
 - the Appraisal Panel

2. The full panel hearing took place on 23 November.

Feedback exercise:

3. A comprehensive feedback exercise was conducted whereby elected members, partners and direct reports to the Chief Executives were asked to provide feedback on performance and qualities. The 360 Feedback is a Part 2 document (item This included the following:

Members

- Leader of the Council – **David Hodge**
- Deputy Leader of the Council – **Peter Martin**
- Leader of the Liberal Democrats – **Hazel Watson**

- Chairman – Council Overview Board – **David Munro**
- Chairman of the Council – **Sally Marks**
- Cabinet Members: **Linda Kemeny, Mel Few, Denise Le Gal & John Fury**

Surrey Chief Executives/Chief Constable:

- **Ray Morgan** – Woking Borough Council
- **Lynne Owens** – Chief Constable
- **Frances Rutter** – Epsom & Ewell Borough Council

Selection of Surrey Senior Colleagues:

- **Chief Executive's Team:** Dave Sargeant, Julie Fisher, Trevor Pugh, Ann Charlton

Chief Executive's Personal Statement:

4. The Appraisal process allows for the appraisee to provide a background personal statement reflecting on achievements and behaviours, this was provided by the Chief Executive and is a Part 2 document (Item).

Supporting Documents:

5. The Appraisal process took into account the following supporting information:
 - The last two Chief Executive six Monthly Reports; and
 - the LGA Peer Review 2013 for Surrey County Council – Executive Summary.

The Appraisal Panel and Outcome:

6. The Panel consisted of the following Members plus two external advisers:
 - County Councillor, David Hodge, Leader of the Council
 - County Councillor, Peter Martin, Deputy Leader of the Council
 - County Councillor Nick Harrison, Minority Group Leader - Resident's Association
 - Bob Pickles, Head of Corporate & Government Affairs, Canon UK & Ireland - External Advisor
 - Mark Lloyd, CEO of the Local Government Association - External Advisor
7. At the Appraisal Hearing the Chief Executive highlighted successes and issues from the past year in support of his Personal Statement. Each member of the panel plus the two advisors questioned the Chief Executive on his performance. The Panel were unanimous in their assessment that the Chief Executive's Appraisal Rating should be recorded as **Outstanding**. The notes from the Appraisal Panel are Part 2 (Item

Conclusions:

- 8. A thorough and comprehensive Appraisal process for the Chief Executive has been carried out. The Chief Executive of the Local Government Association who attended the Panel as one of two external advisors, commented to the Leader and Panel members that the process followed by Surrey County Council was the best he had seen in local government.
- 9. A unanimous outcome was arrived at that the Chief Executive’s performance was rated as **Outstanding**.

Financial and value for money implications

- 10. Having a rigorous, strategic and values driven Chief Executive at the top of the organisation has ensured the Council has a strategic approach to managing its financial challenges.

Equalities and Diversity Implications

- 11. The organisation continues to make progress towards an inclusive, non-hierarchical and values driven culture and this is strongly led and role modelled from the top by the Chief Executive.

Risk Management Implications

- 12. Having a rigorous, strategic and values driven leader at the top of the organisation is an essential element of good organisational risk management.

Next steps:

- 13. A further appraisal review will be completed in March 2017 of the 2016-17 appraisal objectives.

Report contact: Ken Akers – Strategic HR Relationship Manager

Contact details: Tel: 07792511083 Email: ken.akers@surreycc.gov.uk]

Annexes:

- Annex 1 – Chief Executive 360 Degree Appraisal Report (Part 2) – Item
- Annex 2 – Chief Executive’s Personal Statement (Part 2) – Item
- Annex 3 - Notes of the Chief Executive’s Appraisal Meeting – 23 November, 2015 (Part 2) – Item

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People, Performance and Development Committee
29 January 2016

Appointment of an individual member of the Local Pension Board

Purpose of the report:

This report sets out the proposed further appointment of an individual member of the Local Pension Board for approval by the People, Performance and Development Committee.

The Local Pension Board is a requirement under section 5 of the Public Service Pensions Act 2013, and Regulation 106 of the Local Government Pension Scheme Regulations 2013.

Recommendations:

It is recommended that the proposed appointment of an individual member of the Local Pension Board (Annex 1) is approved.

Introduction:

1. Under the provisions of section 5 of the Public Service Pensions Act 2013 (“the 2013 Act”) and regulation 106 of the Local Government Pension Scheme (LGPS) Regulations 2013 (as amended) (“the Regulations”) each LGPS Administering Authority must establish a new Local Pension Board for the purposes of assisting the Administering Authority in all aspects of governance and administration of the LGPS, including funding and investments.
2. The Local Pension Board is constituted separately to the Surrey Pension Fund Committee which has delegated authority to carry out pensions functions for the Council as the Administering Authority.

3. On 17 March 2015, the Council established the Local Pension Board, and delegated the appointment of members of the Local Pension Board to the People, Performance and Development Committee (PPDC). An appointment panel of officers and Members was established to oversee the recruitment process and produce recommendations for the PPDC.
4. On 17 July 2015 the PPDC appointed the required eight employer and member representatives of the Local Pension Board. One member of the Local Pension Board has since resigned, leaving a vacancy.
5. This report sets out the recommendation of the appointment panel of an individual to fill the current vacancy and asks the PPDC to approve this proposed appointment to the Local Pension Board.
6. The role of the Local Pension Board, the constitution of its membership and the roles and responsibilities of the Board members are set out in the Local Pension Board terms of reference. It is expected that each Local Pension Board member so appointed will serve for the life of the current Surrey County Council, which will continue until spring 2017. Appointments can be extended for further periods subject to re-nomination.

Financial and value for money implications

7. The cost of provision of democratic support to the Board will be contained within existing resources, and therefore will not be an additional cost to the Council. Any additional expenses will be borne by the administration cost centre of the Pension Fund and must be approved by the Director of Finance.

Equalities and Diversity Implications

8. The establishment of the Board is a statutory requirement. There are no specific equality implications arising from these appointments.

Risk Management Implications

9. All risk related issues related to the appointment of Board members are managed within the Board's terms of reference, as agreed by Council on 17 March 2015 and amended by the Pension Fund Committee on 18 September 2015.

Next steps:

The next public meeting of the Local Pension Board will be organised prior to the end of March 2016, following the appointment of the new Board member.

Report contact: Neil Mason, Senior Advisor (Pension Fund and Treasury)

Contact details: Tel: 020 8213 2739 Email: neil.mason@surreycc.gov.uk

Annexes:

Annex 1 – Recommendation to the People, Performance and Development Committee for the appointment of an individual member of the Local Pension Board

Sources/background papers:

Public Service Pensions Act, 2013

Local Government Pension Scheme (LGPS) Regulations, 2013

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THE SURREY LOCAL PENSION BOARD

RECOMMENDATION TO THE PEOPLE, PERFORMANCE & DEVELOPMENT COMMITTEE FOR THE APPOINTMENT OF AN INDIVIDUAL MEMBER OF THE LOCAL PENSION BOARD



1. **Appointment of Local Pension Board members**

- 1.1 Appointment of Local Pension Board members is carried out by the People, Performance and Development Committee following recommendations from the Appointment/Termination panel.
- 1.2 The Appointment/Termination panel overseeing the process consist of the following representatives of the Administering Authority:
- The Chairman of the Pension Fund Committee;
 - The Director of Finance (or her nominee);
 - The Strategic Finance Manager – Pension fund and treasury;
 - The Director of Legal & Democratic Services (or her nominee).
- 1.3 The requirement is to appoint employer representatives as follows:
- 2 x Surrey County Councillors;
 - 2 x representatives to come from nominations from other employers (e.g. District, Borough and Parish Councils, Academies, Police and other scheduled, designated or admitted body employers in the Surrey Pension Fund).
- 1.4 The requirement is to appoint member representatives as follows:
- 1 x GMB nominated representative;
 - 1 x Unison nominated representative;
 - 2 x other member representatives.
- 1.5 Any independent representatives will be directly appointed by the Appointment Panel through an open and transparent process.
- #### 2. **Appointment of the Chairman and Vice Chairman of the Local Pension Board**
- 2.1 Appointment of the Chairman and Vice Chairman of the Local Pension Board is be carried out by the People, Performance and Development Committee on the recommendation of the Appointment/Termination panel.

3. The Constitution of the current Local Pension Board

3.1 The current Employer representatives are:

- 2 x Surrey County Councillors:
 - Cllr Nick Harrison
 - Cllr John Orrick
- 2 x representatives to come from nominations from other employers (e.g. District, Borough and Parish Councils, Academies, Police and other scheduled, designated or admitted body employers in the Surrey Pension Fund):
 - Paul Bundy (Surrey Police)
 - Claire Morris (Guildford Borough Council)

3.2 The current member representatives of the Local Pension Board are:

- 1 x GMB nominated representative:
 - Position vacant
- 1 x Unison nominated representative:
 - Tony Geer
- 2 x other member representatives:
 - David Stewart
 - Trevor Willington

3.3 The requirement for independent representatives of the Local Pension Board is regularly reviewed by the newly formed Local Pension Board. There are no appointments at this stage.

3.4 The current Chairman of the Local Pension Board is:

- Cllr Nick Harrison

3.5 The current Vice Chairman of the Local Pension Board is:

- Cllr John Orrick

3.6 The Appointment panel makes the following recommendation for the vacant member representative of the Local Pension Board to the People, Performance and Development Committee:

- 1 x GMB nominated representative:
 - Tina Hood



People, Performance and Development Committee
29 January 2016

Corporate 'Refer a Friend' incentive scheme

Purpose of the report:

To seek endorsement from the People, Performance and Development Committee to implement material changes to the 'Refer a Friend' incentive scheme that was presented to the Committee on 29 September 2015.

Recommendations:

It is recommended that the People, Performance and Development Committee endorses and supports the proposed changes to key elements of the scheme; specifically:

- i. A one off payment of £1000 as the financial incentive of the scheme;
- ii. the scheme excludes any member of staff directly involved in the recruitment process; and
- iii. the 'refer a friend' scheme is incorporated into key worker concept agreed by PPDC in July 2015.

Introduction:

1. In September 2015 the People, Performance and Development Committee (PPDC) endorsed the implementation of the 'Refer a Friend' incentive scheme as one strand of the Council's drive to improve recruitment to qualified social care roles on the basis that it extended to both Adult and Children's services. The report set out key conditions for the scheme.
2. In July 2015 PPDC agreed that where the Council was experiencing difficulties in recruiting 'key workers' then additional attraction and retention payments could be offered subject to evidence of a business case. The Committee agreed that key worker status would be applied to

social workers and occupational therapists in Adult Social Care (ASC) and to social workers in Children's Services.

3. Further work undertaken by the ASC and Children's services has identified that a small number of key conditions initially proposed in the scheme would benefit from revision.

Proposed revisions:

4. Following feedback from ASC, Children's and HR colleagues, it was agreed that in order for the scheme to have most impact the amount and timeliness of the financial incentive was paramount. Generally, the feedback from staff indicated that a delayed payment (after six months and one year) was not sufficient incentive. Staff felt that the delay showed a sense of 'mistrust' about their referral.
5. In addition, it was recognised that two of the key conditions of the scheme required refinement.
6. The initial key conditions and the proposed revisions are outlined in the table below.

Key Condition as outlined in September 2015 report	Proposed Revision
a) Financial incentive made over 2 instalments: £500 after the successful completion of the probation period and £500 after a year's service	£1000 to be paid on appointment (after first day of work)
b) People making a referral must be a Surrey County Council Staff member; excluding agency staff	People making a referral must be a Surrey County Council Staff member. Agency staff, HR staff or anybody directly involved in the recruitment process is excluded
c) The posts referred to must be qualified Social Work or Occupational Therapy roles within Adult Social Care	The posts referred to must satisfy the business case for key worker and thereby also be entitled to special attraction and retention payments; thereby incorporate Social Workers in Children's Services.

6. The reasons for the proposed changes are:

Revision a) - A one off payment of £1000 on appointment

7. One significant payment is a far greater incentive for people to engage with the scheme. In addition, it demonstrates confidence in the staff member's referral and judgement; fostering a greater sense of commitment to the organisation.

8. It is in line with the payments Surrey County Council (SCC) currently makes to employment agencies upon appointment.
9. It preserves the duty of confidentiality in relation to the newly appointed person, avoiding the referrer being aware of the outcome of the new member of staff's probation period.
10. It is more cost effective to have one payroll transaction both in terms of the transaction itself and the officer resource required across Council departments.

Revision b) - The scheme excludes any member of staff directly involved in the recruitment process

11. This creates a credible and transparent process around the scheme, ensuring that there is no opportunity for a conflict of interest to be created through the recruitment process.

Revision c) – Incorporating key worker status

12. This extends the scheme to include Children's Services, making it available to any other Council where there are recruitment and retention difficulties and a business case exists to award key worker status.

Conclusions:

13. The majority of the scheme and its intention remains the same. However, the proposed amendments will help to make sure the scheme is as effective as possible.

Financial and value for money implications

14. As outlined in the previous report, the scheme has the potential to make savings in the recruitment process when compared to filling vacancies via employment agencies and employing locum staff. Any staff recruited through the scheme staff will provide savings in terms of reduced locum and agency costs.
15. Offering the financial incentive as one lump sum will attract more people to the scheme and provide the most efficient use of officer time.

Equalities and Diversity Implications

16. At this point no adverse impacts have been identified. This scheme will follow established recruitment policy and process.

Risk Management Implications

17. Providing a one off lump sum payment may increase the risk that members of staff are recruited, the incentive paid and then the member of staff leaves within a short period. However, data shows that in Adult Social Care qualified roles only around 7% of people leave within the first

six months of their employment. To limit the risk of the scheme being abused, the number of people leaving these roles will be monitored against the 7% baseline. Should the percentage increase action will be taken to review the scheme.

18. These refinements to the key conditions will help to improve the robustness of the process; particularly providing transparency in relation to the exclusion of people involved in the recruitment process.

Next steps:

19. Pending the decision of the Committee next steps would include:

- finalise the key conditions of the scheme
- Implement scheme as of 1 February 2016

Report contact: Sonya Sellar – Area Director, Mid Surrey, Adult Social Care

Contact details: Tel. 01372 832310, Email: Sonya.sellar@surreycc.gov.uk

Annexes

None

Sources/background papers:

- 29 September 2015, People, Performance and Development Committee Report 'Social Worker and Occupational Therapist Refer a Friend Incentive Scheme'
- 17 July 2015, People, Performance and Development Committee Report 'Arrangements to address recruitment and retention problems'



People, Performance and Development Committee
29 January 2016

Reviewed and Enhanced Health & Safety Policy

Purpose of the report: Health & Safety Audit Recommendation

To provide the People, Performance and Development Committee (PPDC) with the recommended changes to the Health, Welfare and Safety Policy Statement in line with audit recommendations made by the Royal Society for the Prevention of Accidents (RoSPA) in 2015.

Recommendations:

1. It is recommended that the People, Performance and Development Committee agree to the changes to the Health, Welfare and Safety Policy Statement which set out responsibilities for staff at all levels of the organisation.

Introduction:

1. Surrey County Council's (SCC) health and safety management system was audited by Royal Society for the Prevention of Accidents (RoSPA) in September 2014. As a result of the audit, it was recommended that the Health and Safety Policy Statement be reviewed and enhanced to clarify and better reflect the commitment of staff at all levels in the organisation.

Changes to Corporate Policy Statement

2. The policy has been updated to reflect the commitment at all levels in the organisation. The revised Health, Welfare and Safety Policy Statement with changes identified is attached as **Annex 1**. The changes to the policy are minimal and provide further clarity as to the nature of the Council's commitment to health and safety and the responsibilities for elected members and staff at different levels of the organisation. These include:
 - Clarifying the strategic ownership and reporting of health and safety issues;

- clarifying the responsibilities of all staff at different levels of the organisation, including the role of policy makers, planners and implementers in line with guidance;
- introducing clear accountabilities for staff who support health and safety implementation and development at a local level; and
- reflecting our corporate focus on well-being within this key policy.

Conclusions:

3. The policy will reflect the commitment of staff at levels in the organisation and to ensure that health and safety is reported in our annual report.

Financial and value for money implications

4. It is vital that we have clear responsibilities for health and safety policy, planning and implementation to prevent financial loss due to accident or lack of care.

Equalities and Diversity Implications

5. There are no specific equality implications arising from this policy. Health and safety guidance and support is provided to all staff as part of their induction and on-going training.

Risk Management Implications

6. The revisions to the policy provide clarity in the responsibilities of staff which are essential to ensure there is appropriate management of risks.

Next steps:

7. The following actions will be taken following agreement of the policy:
 - The safety manual will be updated;
 - training updated to reflect responsibilities;
 - posters will be prepared for display in officer that will confirm our commitment to health and safety.

Report contact: Ken Akers, Strategic HR Manager – HR-OD

Contact details: Tel: 07792511083 Email: ken.akers@surreycc.gov.uk]

www.surreycc.gov.uk



Making Surrey a better place

Health, ~~safety~~ Safety and ~~welfare~~ Welfare

Policy Statement _____
January 2016

April

Corporate health, safety and welfare policy statement
Health & Safety Policy Statement

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As Chief Executive and Leader of Surrey County Council, we value the health, safety and welfare of Surrey County Council employees and recognise that good the promotion of health, safety and welfare is integral a benefit to our organisational and business performance everyone affected by reducing injuries and ill health, protecting the environment and reducing unnecessary losses and liabilities.

Successful implementation the Council's undertakings, including service users, contractors and members of this policy will enhance our overall business performance and annual targets in health and safety performance will be set at departmental and local level. the community.

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WeThe Council will adopt and promote safe working practices and high standards. The most effective approach to preventing occupational ill health, injury and loss is by systematic identification and control of risk. We will continue Consequently, the Council seeks to strive to continuously improve our health and safety performance in reducing and controlling the risks we face in the provision of the services to the community.

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We have a comprehensive wellbeing offer that includes occupational health, employee assistance, health initiatives and a commitment to preventing violence, assaults and threats in the workplace.

We recogniseThe Council recognises and will meet both its common law and statutory health and safety duties. WeThe Council will provide, as far as is reasonably practicable, a safe and healthy environment for all our staff and all persons affected by our undertaking. This will be based on providing safe environments for learning, leisure and care work, safe places of work, safe systems of work, safe equipment and materials for use at work and competent individuals who are competent.

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The key resource in our organisation is our workforce and to achieve a successful safety culture we need the active participation of all employees. We recognise that accidents, incidents and occupational ill health result from a variety of circumstances and these are not necessarily the fault of individual employees. Every employee will be given the information, instruction, supervision and training to enable them to safely perform their role.

We will ensure that adequate financial and nonfinancial resources are provided to support this policy.

WeThe Council will maintain an appropriate health and safety management system and organisational structure to ensure adequate health and safety for all people affected by its operations. The Council has adopted as the model for its health and safety management system the HSE's "Managing for Successful Health and Safety Management" (HSG65) and will measure its health and safety management system against this model. The Council will monitor and review the effectiveness of this system; in response to significant change, if monitoring or reporting indicates that acceptable standards are not being achieved, or periodically, if review has not been triggered by change or feedback.

Details of our health and safety performance will be included in our annual report.

The Strategic Director for Environment and Infrastructure has designated day to day responsibility for health and safety, including advising on performance and improvement. Directors, service heads, and managers and supervisors will make sure~~Directors, Service Heads, Managers and Supervisors will ensure~~ health and safety matters are an integral part of all activities and health and safety is given due consideration with other service commitments.

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Competent persons will be appointed to assist in fully meeting our statutory duties.


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~~We~~~~The Council~~ will endeavour to consult on significant health and safety issues with the workforce in good time to enable staff to express their views on health and safety issues.

All staff must actively support the ~~council's~~~~Council's~~ efforts by working with due regard to the safety of themselves and others. ~~We expect~~~~The Council expects~~ and ~~encourage~~~~encourages~~ similar support from contractors, partners and volunteers and co-operation from clients and other visitors who use its facilities or visit premises.

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This policy statement will be reviewed at least annually and revised as necessary in light of legislative or organisational changes.



David McNulty
Chief Executive
Surrey County Council

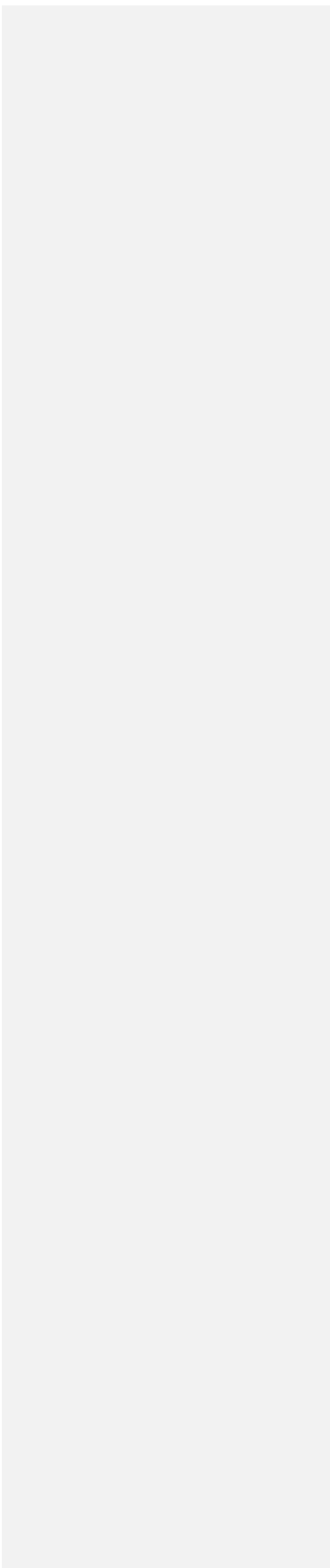


David Hodge
Leader
Surrey County Council

Dated: 1 January 2016

Dated: 1 January 2016

|



Organisation of (people and responsibilities)

The following are the principal responsibilities for health and safety in Surrey County Council (SCC) are set out below. These responsibilities are determined according to level of accountability and responsibility within the organisation according to the following definitions:

- Policy makers; include elected members, Chief Executive and direct reports, including strategic directors;
- Planners; include heads of service; and
- Implementers; include line managers and supervisors.

As members of the Cabinet, the portfolio holder for health and safety H&S and other elected members shall:

- We will ensure that suitable resources and strategic direction are available to discharge SCC's health and safety responsibilities;
- We will monitor, via reports, the overall performance of SCC's health and safety management system; and
- We will promote a positive health and safety culture in SCC.

As The Chief Executive I shall:

- Take overall responsibility for health and safety across SCC and lead in setting corporate policy and direction.

The Chief Executive and direct reports (CEDR) shall:

- Designate a Strategic Director and a Network Leadership Group responsible for health and safety strategic leadership; reporting performance and continual improvement;
- Approve the general policy statement which forms part of SCC health and safety policy document;
- Establish strategies to implement policy and integrate these into the general activities of SCC;
- Specify a structure for implementing policy and supporting plans;
- Agree plans for improvement and reviewing progress to develop the organisation and the policy;
- Authorise new or revised procedures;
- Ensure that health and safety performance is regularly reviewed; and
- Take responsibility for co-ordinating health and safety arrangements to ensure a One Council approach.
- Drive the implementation of the health and safety policy.

Each Strategic Director shall:

- Be accountable for ensuring that their Services comply with corporate health and safety policy; and
- Establish any additional local policies, management organisation and procedures necessary to ensure safe service delivery.

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Each Head of Service shall:

- Implement the SCC's Council's health and safety policy in accordance with Corporate Governance procedures; ~~and~~
- Appoint competent staff to lead on health and safety matters within their directorate;:-
- Participate in SCC's the Council's Health and Safety Operations Team network;:-
- Ensure the participation and involvement of all employees working for SCC;
- Obtaining and co-ordinating specialist advice necessary for the effective planning and implementation of policy;
- Keep up to date with changes in health and safety legislation, standards and good practice relevant to SCC;
- Establish management arrangements, risk control systems and workplace precautions together with associated procedures;
- Ensure that health and safety objectives are an integral part of SCC business plan; and
- Ensure the participation of employees in the planning process.

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Line managers and supervisors shall:

- Implement corporate and departmental Health and Safety policies, standards and procedures as applicable in their area of responsibility;
- Ensure the provision or the necessary physical and human resources and information for those carrying out the work;
- Ensure periodic feedback to senior management on performance including successes and failure;
- Be accountable for arranging for their staff to be given the information, instruction and training they need to undertake work safely and supervise them to ensure they act on it;
- Ensure that all work related hazards are identified and suitable and sufficient risk assessments are undertaken;
- Ensure timely feedback to senior management on deficiencies in plans, standards, procedures and systems; and
- Report and investigate incidents as required through OSHENS.

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The Senior Health and Safety Manager and Health and Safety Manager shall:

- Provide expert advice to the Chief Executive and Direct Reports (CEDR); Corporate Leadership Team and Senior Managers and act as the "competent person" as set out in the Management of Health and Safety at Work Regulations 1999;:-
- Maintain SCC's the Council's Health and Safety Policy and ensure that the Policy and revisions are made to it are made available to all staff;:-
- Prepare and publish SCC's the Council's health and safety corporate codes of practice and guidance;:-
- Advise on promoting a positive health and safety culture to secure the effective implementation of the policy;

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- Advise on the planning for health and safety including the setting of objectives and deciding priorities;
- Advise on identifying hazards, assessing risks and identifying suitable means of control;
- Maintain adequate information systems on the relevant law;
- Maintain adequate information systems on safety management practice;
- Assist in the establishment of risk control standards;
- Maintain the procedures for recording, reporting, investigation and analysis of accidents, incidents and the cases of ill health (OSHENS);

- Monitor the corporate training programme and advise on adequate provision for the development of health and safety management and skills;
- Ensure that adequate arrangements are made for consultation with staff, including representatives and unions;
- Liaise with nominated health and safety coordinators from Services;
- Undertake performance measurement in health and safety;
- Raise matters of serious Health and Safety concern with the nominated Strategic Director and the Chief Executive and Direct Reports; Corporate Leadership Team
- Represent the Chief Executive regarding health and safety inspections and investigations by enforcement agencies;
- Liaise with enforcement agencies and other lead bodies to enable best practice in health and safety management;
- The Senior Health and Safety Manager and Health and Safety Manager has the delegated authority to suspend activities and service where there is imminent risk of serious injury or ill health to staff or others; and;
- Audit the health Managers and safety management system.

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Health and safety leads & Safety Leads Supervisors shall:

- Implement corporate and departmental Health and Safety policies, standards and procedures as applicable in their area of responsibility;
- Promote a positive health and safety culture to secure the effective implementation of the policy;
- Identify hazards, assess risks and identify suitable means of control;
- Implement plans and monitor control measures employing active and reactive techniques;
- Ensure periodic feedback to senior management on performance including successes and failures;
- ~~Be accountable for arranging for their staff to be given the information, instruction and training they need to undertake work safely and supervise them to ensure they act on it.~~
- Ensure that all work related hazards are identified and suitable and sufficient risk assessments are undertaken;
- ~~Report and investigate incidents as required through OSHENS.~~
- Report and investigate incidents as required through OSHENS;
- Establish professional relationships at all levels in the Council and outside organisations (HSE, Trade Associations); and
- Promote and lead on employee wellbeing.

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Health and Safety Co-ordinators shall:

- Liaise with managers on all aspects of health and safety;
- Ensure effective communications across the service on health and safety issues;

- Develop service level policy and procedures as applicable;
- Monitor incidents to promote prevention measures; and
- Provide escalation route from operational teams to relevant specialists and the SCC Health and Safety Operations Team.

Employees shall:

- Take reasonable care for the health and safety of themselves, and of others who may be affected by their actions, or failure to act;
- Co-operate with the employer or any other person, to enable them to perform and comply with any duties or requirements imposed upon them;
- Remedy any unsafe situation within their competence or report such to their Manager or Supervisor in the first instance, who will ensure that appropriate action is taken;
- Notify their employer of any short comings in protective measures;
- Not misuse or interfere with anything that is provided for health and safety; and;
- Use machinery, equipment, substances and any safety device according to their training or instruction and in compliance with the law.

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Staff safety representatives ~~Safety Representatives~~

- SCC encourages full and effective joint consultation with trades unions on all matters of Health and Safety. Unions are encouraged to appoint safety representatives in workplaces and will support them in carrying out their duties within the framework of the Safety Representatives' and Safety Committees' Regulations 1977.

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An annual report will be produced by the Corporate Health and Safety Team. This will summarise the RoSPA audit action plan and review of the accident/injury/incident reported and recommend any actions for improving performance.

Service Health and Safety Policies are available for:

- School:
- Schools — Children's Services and Safeguarding;
- Services for Young People;
- Adult Social Care; and
- Fire and Rescue Service.

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People, Performance and Development Committee
29 January 2016

Pay Policy Statement 2015-16

Purpose of the report:

This report sets out for the Committee's approval additions to the Council's Pay Policy Statement 2015-16.

Recommendations:

1. To note and agree the additions to the Pay Policy Statement 2015-16 (policy statement) (attached) including:
 - i. the entitlement for the Chief Executive to receive payment as the County's Returning Officer during elections, and
 - ii. a statement that makes clear that the Surrey Pay arrangements apply to support staff working in schools.

Introduction:

2. To comply with Section 40 of the Localism Act 2011, all local authorities are required to agree and publish an annual Pay Policy Statement. The Council's current pay policy statement was approved by Council on 17 March 2015 and is published on the Council's website. Pay policy statements may be amended during the course of the financial year to reflect changes or developments in an authority's pay policy.
3. The People, Performance and Development Committee (PPDC) agreed revisions to the Pay Policy Statement in November 2015 and requested additions which made clear the policy statement applies to support staff employed in maintained schools and that the Chief Executive is entitled to receive allowances as the County's Returning Officer. The policy statement was approved by Council in December 2015 who also agreed that PPDC should make these additions.

County Returning Officer allowances

4. The Chief Executive is entitled to payment of allowances as defined by District or Borough Councils for the role of the County's Returning Officer. These allowances are subject to agreement by each District or Borough Council. It is understood that the Chief Executive chooses not to claim payment of these allowances.

Surrey Pay arrangements for support staff in schools

5. Support staff employed in maintained schools by Surrey are employees of the Council. The governance arrangements for employment of staff in schools are set out in the School Standards and Framework Act 1998 and in the School Staffing (England) Regulations 2009. These differ from the governance arrangements which apply to other staff employed by the Council. It is appropriate to include clarity on the governance that applies within the policy statement.
6. The regulations give powers to governing bodies and allow them to delegate some appointments to the head teacher and give the Council rights to provide advice on selection processes. With regard to community schools, Regulation 17 says that, where the governing body identifies a support staff post to be filled, it should recommend a person to the Council for appointment and provide it with details including grade and remuneration. In most circumstances the Council is then obliged to make the recommended appointment, however, there is a disputes procedure regarding salaries, which states:

'If, within a period of seven days after receiving the job specification, the authority makes written representations to the governing body relating to the grade or remuneration to be paid, the governing body must:

- (a) consider those representations; and
- (b) where it decides not to change the grade or remuneration to be paid, notify the authority in writing of its reasons.'

Refresh of pay policy statement

7. The Pay Policy Statement 2015-16 has been amended to include these additions and is included for PPDC's information and approval as Annex 1 to this report.

Financial and value for money implications

8. The Council's Pay Policy statement sets out the approach to pay and terms and conditions which is provided for within the Council's Medium Term Financial Plan (MTFP). There are no additional cost implications that result from these changes.

Equalities and Diversity Implications

9. There are no equality and diversity implications resulting from these recommendations.

Risk Management Implications

10. These recommendations provide mitigation of the risk of losing key staff from the organisation and provides improved clarity for public scrutiny of the Council's pay policy.

Contact: Ken Akers, Strategic HR Relationship Manager, HR&OD.

Contact details: Tel: 07792 511083 Email: ken.akers@surreycc.gov.uk

Annexes:

Annex 1 – Surrey County Council Pay Policy Statement 2015- 2016

Background Papers: None

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SURREY COUNTY COUNCIL PAY POLICY STATEMENT 2015-16

This Pay Policy Statement (the statement) applies to employees of Surrey County Council (the council). The statement includes information relating to the terms and conditions are determined locally by the council and are referred to as 'Surrey Pay' **that apply to most employees and includes support staff employed in maintained schools.**

The statement does not include details of the terms and conditions of council employees that have:

- (i) retained terms and conditions following a transfer under Transfer of Undertakings and Protection of Employment Regulations; or
- (ii) terms and conditions determined on a national basis by independent organisations or arrangements; these include:
 - Fire fighters; whose pay and conditions are set are determined by National Joint Committee for Local Authorities Fire and Rescue Service.
 - Teachers; whose terms and conditions are determined by the Department for Education.
 - Educational psychologists; whose terms and conditions are determined by the Soulbury Committee.
 - Adult education workers; whose terms and conditions are determined by and the Adult Education, National Joint Council (NJC).
 - Youth and community workers whose terms and conditions are determined by the Joint Negotiating Committee (JNC).

The statement was approved by a meeting of the full County Council on 8 December 2015, is published to comply with the requirements of Section 40 of the Localism Act, 2011.

Governance

The People, Performance and Development Committee (PPD Committee) acts as the Remuneration Committee under delegated powers, in accordance with the council's Constitution. The council's pay, terms and conditions are determined by the PPD Committee and are set out in detail in the councils employment policies and contracts of employment. PPD Committee also decides the appointment and remuneration of Chief Officers.

Any exceptional application of Surrey Pay, terms and conditions of employment (referred to as 'pay exceptions') are decided by PPD Committee on consideration of a business case prepared by officers. PDC considers business cases for pay exceptions for senior staff (grade S13 and above) at its regular meetings.

In order to facilitate effective management, PPD Committee delegates approval for decisions on pay exceptions for lower grades (grade S12 and below) to the Director of People and Development and the relevant Head of Service. All pay exceptions are recorded and reported to PPD Committee on a quarterly basis for monitoring purposes.

Last updated: 17 November 2015

Where, in order to secure new staff, it is necessary to expedite decisions on exceptional starting salaries for senior grades (S13 and above), then a business case is prepared for the Director of People & Development for challenge, review and decision in consultation with the Leader on behalf of PPD Committee, and this decision is reported to the next PPD Committee for information.

In maintained schools where the Governing Body identifies a support staff post to be filled, it should recommend a person to the council for appointment and provide details including grade and remuneration. If, within a period of seven days after receiving the job specification, the council makes written representations to the Governing Body relating to the grade or remuneration to be paid, the governing body must:

- (a) consider those representations; and**
- (b) where it decides not to change the grade or remuneration to be paid, notify the council in writing of its reasons.**

The Governing Body takes responsibility for implementation of Surrey Pay and pay changes within a school.

Salary transparency

The council is committed to openness and transparency to demonstrate to residents and local taxpayers that it delivers value for money. As part of this commitment, 'Surrey Pay' ranges; all expenditure items over £500 and contracts with a value of £50,000 or more are published on the public website.

In line with the Code of Recommended Practice for Local Authorities on Data Transparency 2011, the council publishes details of remuneration of senior staff on its public website. This information is updated on a regular basis and covers all positions with remuneration in the range £50,000 to £54,999 and then by pay bands of £5,000 thereafter.

Chief officers' remuneration

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 no different than chief officers i.e. an all-inclusive single status Surrey Pay contract and there is no variable pay or bonuses made. The Chief Executive is paid a specific additional allowance for duties carried out in support of the Lord Lieutenant of the County. **As the County Returning Officer, the Chief Executive is entitled to receive payment of allowances determined by each District and Borough Council for performance of this duty.**

Details of the remuneration paid to the officers of the Council Leadership Team are published in the council's Annual Statement of Accounts which is available on the public website.

Surrey Pay

The council’s reward strategy is based on the local determination 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. Pay and including terms and conditions are reviewed annually and changes are agreed by the PPD Committee normally made with effect from 1 April. The council recognises two trades unions, the GMB and UNISON, for the purposes of negotiating Surrey Pay.

Surrey Pay salary ratios

The minimum Surrey Pay entry level is £15,039 on grade S1/2 which equates to £8.01 per hour as at 1 April 2015. Estimates of the ratios between the lowest and highest paid staff on Surrey Pay, based on existing salaries as at April 2015, for the 2015 to 2016 financial year are set out in **Table 1**.

Surrey Pay Salary Ratios 2015-16		
Salary	Amount per annum £’s	Ratio to the highest salary
Highest Basic Salary	211,900	n/a
Median Basic Salary	24,040	8.81:1
Lowest Basic Salary	15,039	14.09:1

Table 1: Surrey Pay salary ratios 2015-16

Notes:

- (i) The ratios have been calculated in accordance with guidance published in The Code 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.

Equal pay

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.

- (i) Pay bands and grading structure

Surrey Pay bands are allocated to the grading structure of jobs which is determined by (HAY) job evaluation, or in accordance with Children’s Social Worker Career Scheme that is also aligned to the grading structure. The Surrey grading structure and pay bands covers all jobs, including the Chief Executive. Please see **Table 2** that shows the Surrey Pay bands and **Table 3** that shows Career Children’s Social Worker Career Scheme pay bands for the 2015-16 financial year.

The differentials between these grades of jobs have been established objectively by application of a HAY based job evaluation scheme which is 'equality proofed' and widely used by employing organisations.

(ii) Starting salaries

Newly appointed, or promoted, staff are appointed to the minimum salary on a grade. A pay exception may be agreed by PPD Committee to start them at a higher salary within the grade range on the basis of a robust business case.

(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 PPD Committee, in the case of Chief Officers, or by the Director of People and Development under delegated powers.

(iv) Pay progression arrangements

Before April 2010 the majority of staff were on "incremental" Surrey Pay bands associated with grades S1 to 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 bands and senior pay zones associated with grades S8 to the Chief Executive (S8 to CEX) will be considered for pay progression based on an annual review of contribution. These reviews normally determine any subsequent personal progression through these pay zones subject to 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 2015-16 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 mechanism through which managers can recognise exceptional achievement by an individual or team, subject to approval by the appropriate Head of Service in conjunction with the Director of People and Development for all grades up to S12. For senior officers on (grades S13 and above) PPD Committee approval is required.

Early retirement and severance terms

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 policy explains the approval process to be followed when payments are to be funded by the Council.

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.

Employee benefits

The council makes available to all staff a range of options to purchase service through salary sacrifice and access to purchase discount savings.

Further information

Job evaluation score		Grades	Pay ban 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
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

Table 2: Surrey Pay grades and pay band ranges

Level	Grade	Salary	PCF Equivalent
ASYE Social Worker	S8	£27,550	ASYE Social Worker
Social Worker	S9	£28,550	Social Worker
		£31,050	
		£33,550	
		£36,050	
Senior Social Worker	S10	£36,051	Experienced Social Worker
		£38,425	
		£40,775	
		£43,150	
Team Manager - or - Consultant Senior Practitioner	S11	£43,151	Social Work Manager - or - Advanced Social Work Practitioner
		£44,550	
		£45,950	
		£47,272	
Team Manager	S12	£47,273	Strategic Social Work Manager
		£49,950	
		£52,625	
		£55,298	

Table 3: Children's social worker career grade and pay bands 2015-16