

## Notice of Meeting

# People, Performance and Development Committee



**SURREY**  
COUNTY COUNCIL

**Date & time**  
**Thursday, 27**  
**October 2016**  
**at 10.00 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

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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**

To receive any apologies for absence and substitutions.

### **2 MINUTES OF THE PREVIOUS MEETING [26 SEPTEMBER 2016]**

(Pages 1  
- 12)

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 (21 October 2016).
2. The deadline for public questions is seven days before the meeting (20 October 2016).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

### **5 ACTION REVIEW**

(Pages  
13 - 18)

To review the Committee's Actions Tracker.

### **6 APPRAISAL UPDATE REPORT 2015/16**

(Pages  
19 - 24)

To detail the findings from the management review requested by the People, Performance and Development Committee on the distribution of appraisal ratings detailing the rationale of services whose individual combined total of the performance levels 'exceeds expectations' and 'outstanding' was 10 per cent or greater; and to provide a definition for the three new performance levels 'exceptional' 'successful' and 'needs improvement'.

### **7 PROPOSAL TO INTRODUCE A PROFESSIONAL DEVELOPMENT PROGRAMME WITHIN THE ENVIRONMENT AND INFRASTRUCTURE**

(Pages  
25 - 50)

## **DIRECTORATE**

To seek endorsement from the People, Performance and Development Committee to introduce a Professional Development Programme within the Environment & Infrastructure Directorate that provides set pay progression for candidates undertaking specific professional training schemes.

The report sets out pay and reward packages offered by those organisations competing with Surrey County Council for engineers and other specialist E&I officers. Following this, it outlines how introducing a Professional Development Programme will benefit E&I; the details of the proposed scheme, including costs, as well as providing information on other similar schemes that exist within the Council.

### **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 PAY POLICY EXCEPTIONS OCTOBER 2016**

(Pages  
51 - 58)

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 and recommendations on pay that fall outside the published Pay Policy and amendments to existing Surrey Pay policies.

This report includes a range of pay exceptions and staff related decisions that require the Committee's decision.

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

### **10 PUBLICITY OF PART 2 ITEMS**

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

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

### **11 DATE OF NEXT MEETING**

The next meeting of People, Performance and Development Committee will be on 24 November 2016..

**David McNulty**  
**Chief Executive**

Published: Wednesday, 19 October 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 2.00 pm on 26 September 2016 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 Peter Martin (Vice-Chairman, in the Chair)  
Mr Ken Gulati  
Ms Denise Le Gal  
Mrs Hazel Watson

**Apologies:**

Mr David Hodge  
Mr Nick Harrison

**In Attendance**

Ken Akers, Head of HR & OD

**81/16 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]**

Apologies were received from Mr Nick Harrison and Mr David Hodge

Mr Ernest Mallett acted as a substitute for Nick Harrison

Mrs Helyn Clack acted as a substitute for David Hodge

**82/16 MINUTES OF THE PREVIOUS MEETING [Item 2]**

The minutes from the meetings on 15 July 2016 and 25 August 2016 were agreed as true records of those meetings.

**83/16 DECLARATIONS OF INTEREST [Item 3]**

There were none.

**84/16 QUESTIONS AND PETITIONS [Item 4]**

There were none.

**85/16 ACTION REVIEW [Item 5]**

**Declarations of interests:**

None

**Witnesses:**

Ken Akers, Head of HR & OD  
Andrew Baird, Regulatory Committee Manager

**Key points raised during the discussion:**

1. The results from the outcome of the voicemail mystery shopping exercise, recorded on the actions tracker as A17/16, were tabled at the meeting and have been attached to these minutes as Annex 1. Members requested that the Head of Customer Services be invited to attend the People, Performance and Development Committee (PPDC) meeting on 27 October to discuss the results with the Committee.
2. In relation to Action A40/16, the Committee received an update on discussions which the Deputy Leader of the Council and the Leader of the Residents' Association/Independent Group had held with the Chief Finance Officer regarding her vision for the role of the Integrated Director of Finance for the Orbis Partnership. Members were informed that the discussions had been positive and that they were happy with the responses which had been given by the Chief Finance Officer.

**Actions/ further information to be provided:**

None

**RESOLVED:** To;

Note the Actions Tracker.

**86/16 APPRAISAL UPDATE 2015/16 [Item 6]****Declarations of interests:**

None

**Witnesses:**

Ken Akers, Head of HR & OD

**Key points raised during the discussions:**

1. The Committee received an introduction to the report by the Head of HR & OD who informed Members that appraisals had been completed for all staff members who were to receive performance related pay as part of the new Pay & Reward Strategy. It was further stated that a final deadline of 31 October 2016 had been set for the completion of all staff appraisals. Members highlighted that there were a number of services that still had a significant proportion of appraisals still outstanding and cast doubt on whether it would be possible for these all to be completed by 31 October. The Committee asked that the Chief Executive provide a comment on outstanding appraisals and steps that could be taken to ensure that appraisal completion dates were met in future years.
2. Members were concerned by discrepancies in the distribution of appraisal performance ratings across different services within the Council. A number of services recorded appraisal ratings that were outside the distribution guidelines with some services recording high numbers of ratings that were either 'Exceeds Expectations' or 'Outstanding' while other services had no staff which were deemed to

'require improvement'. PPDC was informed that certain services simply had a disproportionate number of high-performing individuals but were given assurances that the message had been communicated to service heads that the guideline distribution for appraisal ratings should be adhered to where possible.

3. The Committee congratulated the Head of HR & OD for the work that he had done in delivering an appraisal completion rate of 100% for staff members who had been moved onto performance related pay as part of the revised Pay and Reward offer. This was a particularly significant accomplishment given that the deadline for appraisal completion had been brought forward from previous years.

**Actions/ further information to be provided:**

1. The Committee requested that the Chief Executive comment on this services that still had appraisals outstanding as of 26 September 2016

**RESOLVED:**

The People, Performance and Development Committee noted that:

- i. by 23 August 2016 **100 per cent** of staff included in performance related pay have completed appraisals.
- ii. of the 845 staff not included in performance related pay:
  - a. 503 were due to complete by 30 June, 90 per cent achieved this; and
  - b. 342 are due to complete by 31 October.
- iii. The overall performance levels fall broadly in line with the Council's guided distribution of 5 per cent 'improvement needed', 90 per cent 'successful' and 5 per cent 'exceptional'; and
- iv. the Management Review on performance level distribution detailing the rationale of services whose combined total of the performance levels 'exceeds expectations' and 'outstanding' was 10 per cent or greater will be submitted for information in October along with a further update on appraisal completion.

**87/16 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 Part 1 of Schedule 12A of the Act.

**88/16 APPRENTICESHIP REFORMS [Item 8]**

**Declarations of interests:**

None

**Witnesses:**

Ken Akers, Head of HR & OD

**Key points raised during the discussions:**

The Head of HR & OD 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:**

None

**RESOLVED:**

The Committee did not approve the recommendations set out in the confidential.

**89/16 PAY POLICY EXCEPTIONS SEPTEMBER 2016 [Item 9]**

**Declarations of interests:**

None

**Witnesses:**

Ken Akers, Head of HR & OD

**Key points raised during the discussions:**

The Head of HR & OD 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:**

None

**RESOLVED:**

The Committee approved the recommendations set out in the confidential.

**90/16 DATE OF NEXT MEETING [Item 10]**

The Committee noted that its next meeting would be held on 27 October 2016.

Meeting ended at: 3.05 pm

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**Chairman**



**Is voicemail active?**

Row Labels	Yes	Redirect to help desk	No	Sample size
Adult Social Care and Public Health	92%	0%	8%	12
Business Operations	63%	38%	0%	8
Childrens, Schools and Families	100%	0%	0%	10
Communications	100%	0%	0%	5
Community Partnerships Team	80%	0%	20%	5
Cultural Services	80%	0%	20%	10
Finance	90%	0%	10%	11
Highways	91%	0%	9%	10
HR & Org Dev	60%	0%	40%	10
Information Management and Technology	100%	0%	0%	4
Legal and Democratic Services	100%	0%	0%	12
Procurement and Commissioning	100%	0%	0%	6
Property	100%	0%	0%	6
Schools and Learning	83%	0%	17%	4
Trading Standards	100%	0%	0%	6
<b>Grand Total</b>	<b>89%</b>	<b>3%</b>	<b>8%</b>	<b>119</b>

**Is voicemail up to date?**

<b>Row Labels</b>	<b>Yes</b>	<b>Redirect to help desk</b>	<b>Unknown</b>	<b>Expired message</b>	<b>No voicemail</b>	<b>Sample size</b>
Adult Social Care and Public Health	50%	0%	33%	8%	8%	12
Business Operations	0%	38%	50%	13%	0%	8
Childrens, Schools and Families	50%	0%	50%	0%	0%	10
Communications	10%	0%	90%	0%	0%	5
Community Partnerships Team	60%	0%	20%	0%	20%	5
Cultural Services	20%	0%	60%	0%	20%	10
Finance	0%	0%	90%	0%	10%	11
Highways	27%	0%	64%	0%	9%	10
HR & Org Dev	50%	0%	10%	0%	40%	10
Information Management and Technology	0%	0%	100%	0%	0%	4
Legal and Democratic Services	0%	0%	75%	25%	0%	12
Procurement and Commissioning	8%	0%	83%	8%	0%	6
Property	0%	0%	100%	0%	0%	6
Schools and Learning	83%	0%	0%	0%	17%	4
Trading Standards	50%	0%	50%	0%	0%	6
<b>Grand Total</b>	<b>25%</b>	<b>3%</b>	<b>61%</b>	<b>3%</b>	<b>8%</b>	<b>119</b>

**Does voicemail indicate 'in office' or 'on leave'?**

<b>Row Labels</b>	<b>Yes</b>	<b>Redirect to help desk</b>	<b>No</b>	<b>No voicemail</b>	<b>Sample size</b>
Adult Social Care and Public Health	25%	0%	67%	8%	12
Business Operations	13%	38%	50%	0%	8
Childrens, Schools and Families	17%	0%	83%	0%	10
Communications	10%	0%	90%	0%	5
Community Partnerships Team	20%	0%	60%	20%	5
Cultural Services	0%	0%	80%	20%	10
Finance	10%	0%	80%	10%	11
Highways	9%	0%	82%	9%	10
HR & Org Dev	0%	0%	60%	40%	10
Information Management and Technology	0%	0%	100%	0%	4
Legal and Democratic Services	25%	0%	75%	0%	12
Procurement and Commissioning	8%	0%	92%	0%	6
Property	0%	0%	100%	0%	6
Schools and Learning	50%	0%	33%	17%	4
Trading Standards	0%	0%	100%	0%	6
<b>Grand Total</b>	<b>12%</b>	<b>3%</b>	<b>77%</b>	<b>8%</b>	<b>119</b>

**If stated on leave, is alternate contact provided?**

(actual numbers have been used opposed to % as sample size is lower due to low number of 'on leave' messages)

Row Labels	Yes	No	n/a	No voicemail
Adult Social Care and Public Health	1	1	9	1
Business Operations	1	3	4	
Childrens, Schools and Families	2		4	
Communications	2	1	7	
Community Partnerships Team	1		3	1
Cultural Services			4	1
Finance	1		8	1
Highways	1	1	8	1
HR & Org Dev			6	4
Information Management and Technology			10	
Legal and Democratic Services		1	3	
Procurement and Commissioning	1	6	5	
Property			6	
Schools and Learning	1		4	1
Trading Standards			4	
<b>Grand Total</b>	<b>11</b>	<b>13</b>	<b>85</b>	<b>10</b>

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People, Performance and Development Committee  
27 October 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).

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**Report contact:** Andrew Baird, Regulatory Committee Manager

**Contact details:** 020 8541 7609, [andrew.baird@surreycc.gov.uk](mailto:andrew.baird@surreycc.gov.uk)

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**ACTIONS**

Number	Meeting Date	Item	Recommendation / Action	Action by whom	Action update
A17/16	5 April	Improving Resident Experience: Update on Telephone and Voicemail Policy	Results of the voicemail mystery shopper exercise to be circulated to PPDC Members.	Head of Customer Services	The Voicemail mystery shopping exercise has been completed and the Head of Customer Services has been invited to attend the PPDC meeting on 27 October to discuss the outcomes of the exercise.  <b>(Updated: 3 October 2016)</b>
A31/16	30 June	Appraisal Update 2015/16	The Head of Surrey Fire and Rescue Service and the Head of Youth Services to explain why these services were unable to complete 100% of appraisals within the specified deadline.	Chief Executive	The relevant Heads of Service have been contacted by the Chief Executive and have been asked to provide a response regarding their appraisal completion rate.  The Chief Executive will collate his response to PPDC on this with Action A41/16.  <b>(Updated: 12 October 2016)</b>
A32/16	30 June	Appraisal Update 2015/16	PPDC recommends a management review of the distribution of appraisal ratings across the three categories. A report should be brought back to PPDC detailing the outcomes of the management review including a clear definition of what constitutes exceptional performance	Head of HR & OD	This information has been commissioned and will be put into a report for the PPDC meeting in October.  <b>(Updated: 12 August 2016)</b>

People, Performance & Development Committee – ACTION TRACKING September 2016

Annex A

A36/16	30 June	Surrey County Council Behaviours Framework Launch and Plan for Embedding into the Organisation	The Cabinet Member for Business Services and Resident Experience to ask the Member Development group to consider how the Behaviours Framework can be used to improve customer service delivery among County Councillors.	Democratic Services Lead Manager	A Cabinet Informal briefing has been scheduled for 18 October and an all Member Seminar will be set up following this briefing, to share the behaviours with Members and discuss how they can be used to improve customer service.  <b>(Updated: 15 September 2016)</b>
A41/16	26 September 2016	Appraisal Update 2015/16	The Committee requested that the Chief Executive comment on this services that still had appraisals outstanding as of 26 September 2016	Chief Executive	The Chief Executive has been asked to provide a comment to the Committee on outstanding appraisals and the steps which can be taken to ensure that all appraisals are completed by services within the stipulated deadline.  The Chief Executive will collate his response to PPDC on this with Action A31/16.  <b>(Updated: 12 October 2016)</b>
A42/16	26 September 2016	Apprenticeship Reforms	The Head of HR & OD to provide the Committee with the number of full time equivalent (FTE) employees there are at Surrey County Council.	Head of HR & OD	This information has been requested from the Head of HR & OD and will be circulated to the Committee once it has been received.  <b>(Updated: 3 October 2016)</b>
A43/16	26 September 2016	Apprenticeship Reforms	Members requested that a follow up report on the Apprenticeship Reforms be considered by PPDC detailing what flexibilities there are within the scheme and whether the funding can be used for general staff training and development.	Regulatory Committee Manager/ Head of HR & OD	A date for the follow up report to be brought to the Committee will be agreed with the Head of HR & OD and added to the PPDC forward plan once it has been agreed.  <b>(Updated:3 October 2016)</b>

**COMPLETED**

Number	Meeting Date	Item	Recommendation / Action	Action by whom	Action update
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People, Performance and Development Committee  
27 October 2016

**APPRAISAL UPDATE: PERFORMANCE LEVELS  
2015/16**

**Purpose of the report:** Performance Management

To provide the findings from the management review, requested by the People, Performance and Development Committee, on performance level distribution detailing the rationale of services whose individual combined total of the performance levels 'exceeds expectations' and 'outstanding' was 10 per cent or greater; and to provide a definition for the three new performance levels 'exceptional' 'successful' and 'needs improvement'.

**Recommendation:**

It is recommended the People, Performance and Development Committee notes that:

- i. The services whose individual combined total of the performance levels 'exceeds expectations' and 'outstanding' was 10 per cent or greater provided their rationale to their directors for discussion at the Chief Executive's Direct Reports (CEDR) meeting in September.
- ii. CEDR accepted the rationale and recommended actions to be embedded in each service to raise the standard of performance of those achieving 'exceptional' and ensure consistency across the organisation. CEDR request that:
  - a. Their definition of 'exceptional' 'successful' and 'improvement needed' be used across the organisation.
  - b. Every service creates standards that are in line with the three point performance scale and recommended target of five per cent of employees achieving 'exceptional'.
  - c. Services work with their teams to ensure a common understanding of the level of performance expected within the organisation.
  - d. A process is adopted that cross references objectives set for staff so they have equitable expectations and clear standards that can be compared in a straight forward way at moderation.

- e. For HR&OD to embed these actions within organisational policies and guidance.

### **Introduction:**

1. The performance appraisal process provides the central mechanism for formal staff management and is evidence of active management within the organisation.
2. Based on the existing five point scale, services were asked to consider the proportion of people being awarded the top two levels 'exceeds expectations' and 'outstanding' and to aim for approximately five per cent of employees following a service level moderation process.
3. Following the People, Performance and Development Committee on the 30 June 2016, Members requested a management review on performance level distribution detailing the rationale of services whose combined total of the performance levels 'exceeds expectations' and 'outstanding' was 10 per cent or greater.
4. As set out in the recommendations, this report provides information on the following:
  - a. The findings from the management review into performance level distribution including actions to embed consistency across the organisation.
  - b. A definition for each level in the new three point scale: 'exceptional' 'successful' and 'needs improvement'

### **Findings from the management review into performance level distribution**

5. Contributors to the review:
  - a. Community Partnership and Safety.
  - b. Customer Services.
  - c. IMT.
  - d. Public Health.
  - e. Mental Health.
  - f. Strategy and Performance.
6. The focus of the Management Review is on the performance level distribution, with rationale, for services whose individual combined total of the performance levels 'exceeds expectations' and 'outstanding' was 10 per cent or greater.
7. All services represented have described their rationale for ensuring the fair allocation of performance levels through following the precedent set from previous years using the five point scale and making use of a robust moderation process. Some included additional scrutiny on those achieving the higher levels. Each service considers themselves high



performing which contributed to a high number of people achieving the top two performance levels.

8. **Precedent of the five point scale:** All services moderated their appraisal levels according to the 2015/16 five point scale and used existing criteria for identifying 'exceeds expectations' and 'outstanding' which were set based on previous years. Services identified a number of reasons for their higher ratings:
  - a. Recruiting and maintaining high performing people.
  - b. Adopting good use of service planning and corporate strategy to set direction.
  - c. Good performance management maintained through regular one to ones and appraisal.
  - d. Undertaking work that saved the organisation money, contributed to high profile pieces of work, maintained financial stability, reputation or other additional value.
  - e. Significant personal effort.
  - f. Consistently performing above their pay grade.
  - g. Individuals role modelling the behaviour framework as evident through 360 feedback.
  
9. **Using robust moderation:** All services made use of the moderation process and felt it was robust in ensuring fairness and equity across the service including reducing the number of 'exceeds expectations' awarded during the scrutiny of the moderation discussion.
  
10. **What will happen differently next time:** As moderation is still a new process, services recognised there were a number of lessons to apply to next year's approach. Heads of service will:
  - a. Put in place service standards that are in line with the three point performance scale and recommended target of five per cent of employees achieving 'exceptional'.
  - b. Work with teams to ensure a common understanding of the level of performance expected within the organisation.
  - c. Ensure there is a process that cross references objectives set for staff so they have equitable expectations and clear standards that can be compared in a straight forward way at moderation.
  - d. Fully understanding early on when individuals are likely to achieve the highest level and be prepared for greater challenge in the moderation process. Hold moderation earlier so there is still time to have additional conversations if necessary.
  
11. The heads of service feel that with the adoption of the three point scale and setting new standards at the beginning of the year will bring their distribution of performance levels more in line with the organisation's expectations. CEDR acknowledged this, agreeing that the final

performance levels awarded after moderation were deemed fair and equitable based on the evidence provided against the five point scale.

12. In addition to the recommendations above (paragraph 12) CEDR request that their definition for each of the new performance levels be used across the organisation and for HR to embed all action into organisation policies and guidance.

<b>Definition for each of the new performance levels</b>
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15. The People Performance and Development Committee requested that a definition of each of the performance levels is provided as part of the management review. CEDR discussed and agreed the following:
16. Each year, individuals will set objectives through conversations with their line manager for the year ahead. These will be set within the context of the service's plan and managers will work to ensure a consistent standard is set across the team. In setting targets and standards, individuals and managers will be encouraged to consider the following three elements accepted as part of the pay and reward strategy:
  - a. Role modelling the behaviours
  - b. Delivering outcomes to a high standard
  - c. Getting consistent, positive 360 feedback.
17. There are three performance ratings within the new appraisal process – 'exceptional', 'successful', and 'improvement needed'.
18. Those meeting the objectives agreed and standards set will be deemed to be **successful**. It is anticipated that the majority of staff will be in this category, completing high quality work, delivering consistently to residents and role modelling the behaviours of Surrey County Council.
19. There will be instances where an individual has gone above and beyond the standards set and be deemed to be **exceptional**. By definition, this will be rare and should be used to recognise the small number (less than 5% of the team) who have really excelled in a particular year. Those achieving this rating will not only have achieved their objectives and consistently delivered results of exceptional quality but also be seen to have a positive impact on others within the team or organisation.
20. The final category, **improvement needed**, will be given where an individual is not able to demonstrate they have met the requirements of the job role they are employed to perform. This will be in cases where objectives are not being met and/or quality of work is seen to be below expectations. Alternatively, or in addition, there may be evidence of failure to meet the standards of behaviour required by the behaviour framework, leading to repeated poor feedback from colleagues and/or customers. If an individual falls within this category, it is important that support is put in place to help them meet the standards expected, as set out in SCC policies.

- 21. The Council has invested in the High Performance Development Programme to ensure it has leaders who can grow teams. High-performance teams have a shared commitment to quality and results - they focus on achieving the highest standards and the best outcome, and are aligned behind achieving this goal. To remain high performing, teams must constantly be looking to improve and raise the bar so if an individual is exceptional one year, expectations and standards will increase the next year to continue to drive performance and therefore it is unlikely an individual will routinely achieve this higher rating year-on-year.

**Conclusions:**

- 22. The organisation has agreed a number of actions to embed high quality application of the pay and reward strategy appraisal and moderation processes with the intention of maintaining equity and fairness, and continuously improving the high standard of performance expected by SCC employees.

**Financial and value for money implications**

- 23. An embedded culture of performance management that has clear expectations of success and fair moderation processes is an essential part of ensuring proper control of the pay bill.

**Equalities and Diversity Implications**

- 24. Annual appraisals are an essential way in which the Council ensures its values and behaviours are embedded across the organisation as standard. Maintaining clear and common expectations will ensure fair and objective application of the pay and reward strategy. This is a way of ensuring a culture which is supportive of all cultures and difference.

**Risk Management Implications**

- 25. Appraisals are an essential element of a health and safety management culture.

**Next steps**

- 26. HR will embed these actions as part of the implementation of the Pay and Reward Strategy including the introduction of a performance management and appraisal policy and guidance.
- 27. HR will develop, with CEDR, an evaluation process to measure the effectiveness of these actions.

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**Sources/background papers:**

None

People, Performance and Development Committee  
27 October 2016

**Proposal to introduce a Professional Development Programme  
within the Environment & Infrastructure Directorate**

**Purpose of the report:**

To seek endorsement from the People, Performance and Development Committee to introduce a Professional Development Programme within the Environment & Infrastructure Directorate that provides set pay progression for candidates undertaking specific professional training schemes.

**RECOMMENDATIONS**

It is recommended that the People, Performance and Development Committee approves the introduction of a Professional Development Programme within the Environment and Infrastructure Directorate (E&I) that provides set pay progression for candidates undertaking specific professional training schemes.

**REASONS FOR RECOMMENDATIONS**

Vacancies in key specialist positions within the Environment & Infrastructure Directorate have highlighted challenges around the recruitment and retention of staff within the Directorate. The introduction of a Professional Development Programme would make Surrey County Council a more attractive employer in the competitive market for recruiting to engineering roles and other specialist posts.

**DETAILS**

**Introduction**

1. Within the Environment and Infrastructure (E&I) Directorate there is a recruitment and retention issue with currently 96 vacancies across E&I Groups and Services (excluding Surrey Fire & Rescue Service) which equates to 16% of the workforce. This is particularly evident across specialist professional roles such as engineering and planning posts with the majority of vacancies being across the S7 to S9 grade range (Annex B).
2. There is also an aspiration to create a younger workforce within the service to support succession planning by attracting and developing both new recruits and existing staff to cover E&I's numerous and varied specialist roles. 66% of the E&I workforce are over the age of 40 and in the Environment Service only 9% are under 30 (Annex B).

<b>Environment &amp; Infrastructure Vacancies May 2016 (E&amp;I)</b>				
<b>Group/SERVICE</b>	<b>POSTS</b>	<b>PEOPLE</b>	<b>VACANCIES</b>	<b>% VACANT POSTS</b>
Local Highway Services	144	133	11	8%
Ntwk & Asset Mgmt	141	117	24	17%
Works Delivery	92	64	28	30%
HWYS & TRNSPT	377	314	63	17%
Planning & Dvlpmnt	78	60	18	23%
ENVIRONMENT	162	147	15	9%
<b>E&amp;I TOTAL *</b>	<b>617</b>	<b>521</b>	<b>96</b>	<b>16%</b>

\*Total does not include E&I Strategic or Asst Directors, the Superfast Broadband or Emergency Planning Teams (no vacancies), or the Fire & Rescue Service

3. Most of the 60+ vacancies in the Highways & Transport Service (HTS) are part of the capital works programme and have high recharge targets. Being unable to fill these roles not only puts service delivery and programme deadlines at risk but also creates a pressure on salary budgets which are set on the assumption of income targets being met. For example, based on 2015/16 figures, an S9 post with a 70% capital recharge target results in a monthly deficit of £278 whilst remaining vacant.
4. A recruitment and retention strategy is currently in place to help support E&I, and one of the proposals is to create a Professional Development Programme (PDP) or trainee scheme, initially within HTS (engineering) and the Planning & Development Group.
5. A PDP / trainee scheme will provide opportunities to attract and retain the right people and establish an accomplished, capable and qualified workforce to meet service demands and help support succession planning.

## Background

6. 73 people resigned from E&I in the last financial year (April 2015 to March 2016) which equates to a 12% turnover of staff across the Directorate. The Works Delivery Group in HTS has suffered the biggest impact with staff turnover of 27%. Both the Network and Asset Management Group and the Planning and Development Group have each lost 17% of their workforce.
7. Details of the posts vacated in the latter groups over the last 18 months are provided in the tables below including the reasons why staff chose to leave E&I and where they now work. (29% of leavers joined TfL). Another table shows that more than half of those who resigned from E&I over the last five years have left due to the lack of career prospects/pay progression on offer. (Annex C, in Part 2)

8. E&I are failing to attract suitable candidates due to the lack of career progression opportunities on offer and Surrey County Council (SCC) are also losing experienced and knowledgeable professional staff as a direct consequence, this is costly in both monetary and reputation terms.
9. With rates starting at £50 per hour for graduate engineers with two years' experience, increasing to £120 per hour for professionally qualified and experienced specialist Senior Structural Engineers and Civil Engineering Project Managers, the necessity of relying on agency staff and contractors to cover these specialist roles is clearly not cost effective for SCC.
10. The lack of fully qualified senior structural engineering staff and reliance on contractors in HTS also means high consultancy fees are incurred when statutory sign offs are required for highway and bridge construction works. This is a function the Council could and should be fulfilling as the Highway Authority for Surrey.
11. There is a clear case to not only attract and keep professional staff such as engineers 'in house', but to also 'grow our own' through career paths that reward commitment and progression. This would not only greatly reduce costs, but also boost staff morale by demonstrating the Council's commitment to investing in both new and existing staff.

## Competitors

12. As stated above (8), 29% of leavers over the last 18 months have joined TfL due to the fact that the enviable opportunities that they offer as well as strong pay and benefits including 30 days annual leave, two free Oyster cards and interest-free loans to buy annual tickets - including for those on student placements. (Annex D)
13. A number of staff have left E&I to work for other local authorities. For example, the Sustainable Transport team have recently lost a junior and very able member of staff who was offered a permanent position at Hounslow Borough Council which included a structured two year development programme.
14. A Professional Development Programme would also help enable E&I to compete with organisations that offer similar pay and conditions to Surrey but are located in more affordable areas. Working for local authorities outside the London area is an attractive proposition due to house prices and rents being much lower and can also often result in a less time consuming and costly commute. [11% of E&I 'leavers' over the last five years stated relocation/accommodation/post near home as their reason for leaving – see Annex C(iii)]
15. SCC's proximity to London and the associated high demands on its extensive highway network together with the large volume of applications for major building projects being received has resulted in E&I experiencing an increasingly high demand for transport, planning and engineering professionals - more so than other local authorities.



16. E&I also have to compete with several major transport and engineering consultancy firms that are based in the London and Surrey area. This includes WSP Parsons Brinckerhoff, Odyssey Markides, Atkins and Mouchel who all offer higher salaries and/or significant regular overtime, substantial bonuses, a more modern working environment, up-to-date facilities and equipment as well as various national and international career development opportunities. (Annex D).
17. Demand is high across both private and public sectors for engineering and planning professionals. A four-year Highways England spatial planning contract has recently been awarded to Mouchel (in partnership with Atkins) and with other consultancies winning similar prestigious contracts action is required to help attract and retain staff members needed by E&I in these fields of expertise.
18. The current severe skills shortage across these professional sectors presents a huge challenge for E&I in meeting key aims and achieving corporate objectives, having a flexible development programme in place would help to attract, develop and retain talent to meet the demands on SCC's services.
19. Information on Southampton Solent University's web site regarding their engineering HNC course includes the following statement: 'It is estimated that there is an annual shortfall of 81,000 professional engineers in the UK alone'. This critical skills gap is thought to be affecting the UK's ability to stay competitive, implying that demand for engineering professionals is likely to increase'.
20. The difficulties being faced in recruiting transport and planning staff was also highlighted by Buckinghamshire County Council in a recent TransportXtra.com article:-Staff recruitment a struggle, says Bucks: "There is a national shortage of transport and planning professionals. This has been a challenging area for TEE (Transport, Economy and Environmental departments) to recruit to critical high-level posts due to various factors, including not being able to compete with the salaries of private consultancy. This has left TEE in a difficult position, especially when facing integral planning needed for growth infrastructure."

### **Aim and Overview**

21. The aim of providing PDP schemes is to attract high calibre school leavers and graduate level candidates as well as helping improve staff retention by supporting internal career development for the existing workforce who will also have the opportunity to apply for the schemes. There will be approximately 20 to 25 trainees across E&I. The scheme also links in to the principles of the Pay and Reward Strategy implemented across SCC as it provides career development opportunities along with a robust training and development offer thereby helping to attract and retain staff.
22. Schools, colleges and universities will be advised of the opportunities offered by SCC and schemes will be promoted at recruitment fairs and advertised in



various media including relevant professional publications and web sites. E&I staff will be advised when positions for the various schemes within the programme become available and details will be published on Surrey's jobs pages.

23. Candidates will enter a PDP scheme at a level/stage appropriate to their qualifications, knowledge and experience and will be appointed at the relevant salary point. The rate of grade/salary progression will vary according to the particular scheme and the ability of the candidate.
24. The achievement of set criteria for professional development and progression will be assessed and signed off by a nominated manager. Mentoring support will be provided by experienced colleagues and progression regularly monitored through one-to-one meetings.
25. SCC is currently liaising with Guildford College to negotiate favourable terms and to establish whether there is an opportunity to help each other by SCC providing work experience placements for full time engineering students.

### **Principles and Details of the Proposed Schemes**

26. Schemes will be between one and four years in duration depending on the relevant grade span and the candidate's achievements and knowledge at entry level. Candidates will be supported to work towards gaining the qualifications and experience that will enable them to progress through the various stages of a scheme and, ultimately, reach the standard required for the particular role. The launch date for the programme will be from the 1 January 2017.
27. Some schemes will be offered on a day release basis with progression dependent on candidates passing relevant modules; others will require candidates to produce reports to substantiate their knowledge and experience in performing the different aspects required of the role. Evidence of progress will be signed off by a suitably qualified senior officer and may also be assessed by a professional body.
28. In some cases, candidates will be 'rotated' across different teams and/or groups relevant to their course modules and they may also be based with one of SCC's partner organisations. (See S7 to S9 Engineering PDP in Annex A). This will arm them with the knowledge and experience to take on a variety of roles that specialise in aspects such as design, maintenance, traffic and parking engineering, or in planning development, transport planning and/or transport modelling.
29. Positions in the scheme will be identified by adding PDP prefix to post titles which will be removed on successful completion of the programme when candidates will formally occupy the post at the starting salary of the relevant grade and undertake the duties/accountabilities in the role profile.
30. The programme will include various schemes covering different grade spans and timescales. The tables in Annex A outline entry level requirements, the

stages of progression, and the development and/or qualifications candidates will be working towards to fulfil the roles under the PDP schemes.

31. Existing initiatives that provide entry pathways into the planning profession include apprentice posts in partnership with Chichester College for school leavers studying for a level 3 Planning Technician qualification, a planning intern position as part of a sandwich course for planning degree students and also summer work experience placement opportunities. PDP schemes will complement these initiatives in helping to attract high calibre school leavers and graduates who will then have the incentive of potentially continuing their career development within SCC.

## Cost and Funding

32. Positions will be offered on a permanent basis and existing vacant posts at the higher grade of each PDP scheme will accommodate candidates who will be appointed at entry level grade releasing budget to cover associated costs. Finance have agreed this in principle with the proviso that there must be sufficient capacity in the overall total budget for the cost centre, team or group. (See 36)
33. It will not be necessary to create new posts for the scheme, nor will additional budget be required. The posts will be part of a team's existing staffing establishment and salary, training, professional membership and travel costs will fall well within allocated budgets.
34. On successful completion of the first stage of a scheme (nominally anticipated to be reached after one year), candidates meeting the agreed benchmarking criteria will progress to the midpoint of the pay band, in accordance with the career pay model for E&I and will then continue to receive training and development within their role to help them succeed in reaching the next grade at stage 2, then the midpoint of the grade at stage 3, and ultimately, on successful completion of stage 4, be appointed at the starting salary of the highest grade in the particular scheme. (i.e. commence at PS7 and progress to the starting point of PS9).
35. For example, utilising an existing S9 post for a PS7 to PS9 training programme would provide a budget of £45,976 pa. Candidates would commence at the bottom of the PS7 pay scale at a cost of £29,809 (£24,697 plus on-costs) 'releasing' a surplus of £16k+ which will cover training /qualification costs throughout the scheme.
36. On successful completion of the programme, the candidate would progress to the starting point of the PS9 pay scale as a permanent employee, with salary costs still remaining within budget (approx £2,275 less than the budget allocated for an PS9 post).
37. The table below demonstrates the balance of salary budget that would be available throughout a PS7 to PS9 PDP scheme. It should be noted that for

roles within teams delivering capital projects an increasing percentage of salary costs would be rechargeable as the candidate progresses and takes on more responsibility which will further contribute in reducing any impact on budgets.

<b>S9 SALARY BUDGET</b>	Start of S7 plus on costs ENTRY LEVEL	S7 midpoint plus on costs STAGE 1	Start of S8 plus on costs STAGE2	S8 midpoint plus on costs STAGE 3	Start of S9 plus on costs COMPLETION
<b>45,976</b>	29,809	32,142	34,474	39,041	43,608
<b>Balance:</b>	<b>16,167</b>	<b>13,824</b>	<b>11,502</b>	<b>6,935</b>	<b>2,368</b>

38. Costs will vary from scheme to scheme but will be a fraction of budget capacity. The advertising of each scheme will require approval from E&I DMT and validation from Finance on a case by case basis, with business cases being submitted via E&I's SRF process (Staffing Request Form).

39. The schemes E&I wish to offer under the proposed PDP will require candidates to become a member of a relevant professional body by examination and/or professional review which will afford them access to free training. Annual membership fees range from £65 for initial registration, up to £300-400 pa at more senior stages. It is proposed that these costs will be met by E&I for PDP scheme candidates along with exam fees, training course charges and travel expenses. Membership of the following is required for professional roles in Highways, Transport and Planning:

- Engineering Technician (Eng Tech) ICE\*/CIHT\*/IStructE\*/IHIE\*
- Incorporated Engineer (I Eng) ICE\*/CIHT\*/IHIE \*
- Chartered Engineer(C Eng) ICE\*/CIHT\*/IStructE \*
- MRTPI Chartered Town Planner (Member of the Royal Town Planning Institute)
- MCILT (Member of the Chartered Institute of Logistics and Transport)
- MRICS Chartered Quantity Surveyor (Member of the Royal Institution of Chartered Surveyors)
- Transport Planning Professional (TPP)

\*ICE - Institute of Civil Engineers, \*CIHT - Chartered Institution of Highways & Transportation, \*IStructE -Institution of Structural Engineers, \*IHIE - Institute of Highway Engineers.

**Career Pay Model**

40. The proposed scheme fits with the current career pay model approach and is an example of a practical application of this model and will include an entitlement to a non-consolidated payment for outstanding performance. Similar trainee scheme have been adopted within the Procurement Team which has been successful in attracting and retaining talent within the organisation. Candidates on a fixed term contract follow a two year programme incorporating the CIPS Advanced Certification in Procurement and Supply Operations and the CIPs Diploma in Procurement and Supply. Progression from PS7 to PS8 at

the end of year one and then from PS8 to PS9 after year two requires passing the relevant modules and achievement of defined competencies and skills.

41. Under the National Graduate Development Programme (NGDP), graduates are recruited across SCC at grade PS7 on a two-year programme of work and study. After one year, candidates demonstrating substantial progress towards meeting the NGDP capabilities (and meeting their appraisal objectives and behaviours) progress to PS8 whilst those who do not do so remain at PS7.
42. The wording provided by the Chief Executive for the leaflet promoting Surrey's NGDP scheme echoes the sentiments behind E&I's proposed Professional Development Programme: 'We know that the next ten years are likely to be the toughest ever faced by local government. We also know that our people are central to meeting the challenges that Surrey County Council will encounter. To meet our ambitious plans for the future we want to attract, retain and develop the brightest talent in the country. Surrey County Council has a proud history of recruiting bright graduates, fast-tracking them into pivotal roles, and equipping them with the range of skills and experience needed to become the leaders of the future. We look forward to you working with us to provide you with a springboard into a long and successful career in local government.'
43. The learning agreement and clawback arrangements (should anyone leave the scheme either before or within two years of completion) are currently being developed and subject to further discussion. The final arrangements will be brought to a future meeting of the PPDC.

## Conclusions

### **Risk Management Implications**

44. The proposals in this paper aim to attract and retain key skills and expertise within E&I. There is a risk that E&I will continue to hold high vacancies across the Services placing pressure on remaining staff if the recruitment and retention of staff is not addressed, consequently impacting on the delivery of key objectives and incurring unnecessary excessive costs for Surrey County Council.

### **Financial and value for money implications**

45. The proposed 'grow our own' PDP schemes will greatly help negate the cost of high agency and consultancy fees currently being incurred to cover specialist roles, and in many cases also assist in meeting capital recharge/income targets and so be much more cost effective for E&I and SCC.

### **Equalities and Diversity Implications**

46. An objective justification can be made for introducing E&I's new PDP schemes and is based on business needs and costs savings, and is not expected to

have any adverse implications on equality and diversity grounds. Although aimed primarily at college leavers and graduates, the scheme will consider applicants who may not possess the requisite qualifications will be considered should they have relevant work experience and/or show potential to succeed.

47. If successful and funds permit, we would like to extend PDP schemes across E&I for positions in the Countryside, Waste, Travel & Transport and Place & Sustainability Groups, and also for cross-cutting business, project and programme roles.

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**Annexes:**

Annex A - E&I Professional Development Programme (PDP) Scheme Details

Annex B – Age Range Data and Post Grade Analysis

Annex C – Why People have left E&I and where they work now (Part 2 Annex)

Annex D – What SCC's Competitors offer

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## (i) E&amp;I Professional Development Programme (PDP) Scheme A and B details (of schemes A to G)

## Scheme A : 4 year PS3 - PS5

## Assistant Project Technician / Planning Technical Support Assistant

Stage/ Year	Entry Level Requirements	PS3 to PS5	Engineering GCSEs/A Levels/BTEC	Planning GCSEs/A Levels/BTEC	Transport Development Planning (TDP)
Entry	4 or more GCSEs D - G and/or BTEC Level 1 in 4 relevant subjects	Start of PS3	Undertake BTEC Level 2 course in construction / civil engineering and/or maths/physics GCSEs	PS3 to PS4 PDP scheme n/a for Planning	PS3 to PS5 PDP scheme n/a for TDP
End of S/Y 1	Above plus relevant experience/ knowledge and required progress achieved	Midpoint PS3			
End of S/Y 2	GCSEs at grades A* to C in 4 relevant subjects or BTEC Level 2 in construction/ engineering	Start of PS4	Undertake BTEC Level 3 course in construction / civil engineering and/or maths/physics A Level	BTEC Level 3 Diploma in Town Planning Technical Support	
End of S/Y 3	Above plus relevant experience/ knowledge and required progress achieved	Midpoint PS4			
End of S/Y 4	Role on successful completion	Start of PS5	Assistant Project Technician	Planning Technical Support Assistant	

## Scheme B: 5 year PS5 - PS7 (midpoint)

## Project Technician / Planning Technician / Assistant TDP Officer

Stage/ Year	Entry Level Requirements	PS5 to PS7	Engineering Degree/HNC/HND	Planning Degree	Degree hosted by Transport Development Planning (TDP)
Entry	Relevant A levels/ONC/ BTEC Level 3	Start of PS5	5 YEAR part time Civil Engineering degree course	5 YEAR part time RTPI accredited degree course	5 YEAR part time degree course in Town Planning, Civil Engineering or Transportation Planning
End of S/Y 1	Above plus relevant experience/ knowledge and required progress achieved on completion of stage/year 1	Midpoint PS5			
End of S/Y 2	*Non-relevant BSc degree or relevant A- levels/ National Diploma (HND) /Certificate (HNC) plus related experience	Start of PS6			
End of S/Y 3	Above plus relevant experience/ knowledge and required progress achieved on completion of stage/year 3	Midpoint PS6			
End of S/Y 4	Above plus relevant experience/ knowledge and required progress achieved on completion of stage/year 4	Start of PS7			
End of S/Y 5	On successful completion of relevant degree course	Midpoint PS7			



## (ii) E&amp;I Professional Development Programme Scheme C to F details (of A to G)

## Scheme C: 4 year PS5 - PS7

## Project Technician

Stage/ Year	Entry Level Requirements	PS5 to PS7	Professional Engineering Technician Qualification
Entry	Relevant A levels/ONC/ BTEC Level 3	Start of PS5	2 year PS5 to PS6 day release Civil Engineering HNC course (Guildford College)
End of S/Y 1	Successful completion of 1 <sup>st</sup> year HNC course	Midpoint PS5	
End of S/Y 2	On successful completion of HNC &/or entry level to commence Eng Tech	Start of PS6	
End of S/Y 3	Successful completion of 1 <sup>st</sup> year Eng Tech programme	Midpoint PS6	2 year PS6 to PS7 Engineering Technician training programme (Eng Tech)
End of S/Y 4	Qualify as Registered Engineer	Start of PS7	

**Scheme D: 4 year PS7 - PS9 TDP Officer**

Stage/ Year	S7 to S9	Transport Development Planning (TDP)
Entry	Start of PS7	Progress over approx 2 years dependent upon acquiring relevant experience, knowledge a skills, and undertaking training to reach benchmarking criteria as described in Learning Agreement and Personal Development Plan
End of S/Y 1	Midpoint PS7	
End of S/Y 2	Start of PS8	
End of S/Y 3	Midpoint PS8	
End of S/Y 4	Start of PS9	Transport Development Planning (TDP) Officer post/role profile

**Scheme E: 2 year PS7 (start to top) Assistant Planner/Assistant Trnpt Dvlpmt Planning Officer**

Stage/ Year	Entry Level Requirements	PS7	Planning / TDP
Entry	Relevant BEng/BSc degree or equivalent qualification, or in non-relevant subject with 1 / 2 years related work experience	Start of PS7	2 year part time Masters degree in Town Planning or Transportation Planning or other RTPI/TPS recognised Masters degree
End of S/Y 1		Midpoint PS7	
End of S/Y 2	On attaining Masters degree	Top of PS7	

**Scheme F: 3 year PS7 - PS8 (midpoint) Assistant Engineer/Assistant Transport Planner**

Stage/ Year	Entry Level Requirements	PS7 to PS8	Hwys & Trnspt TDP (Civil)
Entry	Relevant BEng/BSc degree or equivalent qualification, or in non-relevant subject with 1 to 2 years related work experience	Start of PS7	3 year part time Masters degree in Civil or Construction Engineering
End of S/Y 1		Midpoint PS7	
End of S/Y 2		Start of PS8	
End of S/Y 3	On attaining Engineering Masters degree	Midpoint PS8	

## (iii) E&amp;I Professional Development Programme (PDP) Scheme G details (of schemes A to G)

## Scheme G: 3 year PS8 - PS9 (midpoint)

## Project Engineer / Design Engineer/ Transport Planner / Planning Officer

Stage/ Year	Engineering Entry Level Requirements	S8 to S9	Professional Incorporated Engineer Qualification	Chartered RTPI /TPS Planner / Transport Planner	Transport Development Planning (TDP)
Entry Level	MEng <u>OR</u> BEng / Eng.Tech / BSc/HNC/HND with proven knowledge and experience Grade/salary increments according to individual progress	Start of PS8	3 year Professional Institute Incorporated Engineer Training Programme - working across different H&T teams and partner organisations	Masters graduates (RTPI or TPS recognised degree with minimum of 1 yr experience qualify to undertake 2 - 3 yr programme to achieve full chartered RTPI/TPS status	Professional/Chartered PS8 to PS9 PDP scheme n/a for TDP
End of S/Y 1		Midpoint PS8			
End of S/Y 2		Start of PS9			
End of S/Y 3	On successful completion	Midpoint PS9	Incorporated Engineer (I Eng)	Chartered Planner/ Chartered Transport Planner	n/a

## Age Range Data and Post Grade Analysis

### B (i) - E&I age range data

Age Range	P&D	Env't	H&T	E&I	SCC
under 30	22%	9%	17%	11%	13%
30-39	22%	20%	20%	23%	21%
40-49	15%	22%	22%	33%	27%
50-59	28%	35%	25%	24%	28%
60+	13%	14%	16%	9%	11%

### B (ii) - E&I vacant post grade analysis

Environment & Infrastructure Vacancies by Grade May 2016 (E&I)									
Group/SERVICE	APPRENTICE	S5 & S6	S7	S8	S9	S10	S11	S12+	TOTAL
Local Highway Services	1	2	3	3	2				11
Ntwk & Asset Mgmt	1	2	7	5	6	1	2		24
Works Delivery	1		6	2	10	4	5		28
<b>HWYS &amp; TRNSPT</b>	<b>3</b>	<b>4</b>	<b>16</b>	<b>10</b>	<b>18</b>	<b>5</b>	<b>7</b>		<b>63</b>
Planning & Dvlpmnt		3	3	6	4	1	1		18
<b>ENVIRONMENT</b>	<b>2</b>		<b>4</b>	<b>5</b>	<b>3</b>	<b>1</b>			<b>15</b>
<b>E&amp;I TOTAL VACANCIES</b>	<b>5</b>	<b>7</b>	<b>23</b>	<b>21</b>	<b>25</b>	<b>7</b>	<b>8</b>		<b>96</b>
<b>% of VACANCIES</b>	<b>5%</b>	<b>7%</b>	<b>72%</b>			<b>7%</b>			
E&I POSTS by GRADE	11	46	378			124	58	617	
% of POSTS at GRADE	2%	7.50%	61%			20%	9%		
<b>% of POSTS VACANT</b>	<b>45%</b>	<b>15%</b>	<b>18%</b>			<b>12%</b>			<b>16%</b>

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## What SCC's competitors offer

### Transport for London (TfL)

TfL has a very impressive web-site which provides an abundance of information for applicants including details of the recruitment process, with tips and advice.

#### **Apprenticeships offer:**

- The chance to represent TfL at events to attract new apprentices, or act as a STEM (Science, Technology, Engineering and Mathematics) ambassador in schools
- Technical training to meet the needs of placements and keep up with industry standards
- Soft-skill development training including presentation skills, report writing & personal impact
- Support to progress to professional membership including IET, ICE, RICS, CIPS, CIMA, CIPD
- The opportunity to study for a degree in a TfL business-related subject on completion of your apprenticeship

#### **Graduate Scheme:**

(Includes civil engineering, quantity surveying, road space management, transport planning, town planning, environmental and project management)

- Salary - £26,000
- 30 days holiday, plus public holidays
- Free Oyster card for you and someone living at the same address as you (which can be used across the entire network)
- Interest-free loan for an annual National Rail season ticket
- 75% reimbursement against the cost of an annual National Rail season ticket (paid over 10 equal payments throughout the year)
- Final salary pension scheme
- A range of exclusive discounts (e.g. retail, travel)
- Private medical benefit

### Highways England:

Highways England recruits graduates into a 3-year programme each year to develop talented people. Placements are available in different parts of the agency, with work and training packages varying according to the post advertised. Apprentices are interviewed for promotion in the final year of the scheme.

For instance, Highways England are currently offering a salary of £17,500pa for a one year placement in their Manchester Office, for Civil Engineering undergraduates currently enrolled on a full-time civil engineering degree course. Benefits include:

- Defined benefit career average pension scheme
- Flexible working:
- right to request term-time/part time/compressed hours/job sharing
- right to request career breaks (up to 5 years)
- time off for dependants
- Salary sacrifice for childcare vouchers
- 60% reimbursement of holiday play scheme costs

- Interest-free loans for season tickets or bicycles
- Health and wellbeing initiatives
- Reimbursement of professional membership fees, where the membership to a professional body is beneficial to your role

### **Mouchel Consulting**

Mouchel Consulting is a member of the 5% Club which is a campaign focused on creating a drive behind the recruitment of apprentices and graduates into the UK workforce. By joining the club they are committed to ensuring that within the next five years, 5% of their UK workforce are apprentices, graduates or sponsored students on structured programmes. Benefits /opportunities available to Mouchel Consulting employees include:

- Shopping discounts including Vauxhall and RAC
- Health and lifestyle benefits
- Access to mentoring from key people across Mouchel (apprentices)
- Invites to networking events for apprentices to meet and share knowledge
- Services are delivered across the world in the UK, Republic of Ireland, Kingdom of Saudi Arabia, Kuwait, United Arab Emirates and Australia. Offices are based in each of these countries which provide hubs for their 2,500 employees and their delivery partners. Mouchel Consulting are in the top 10% of project management practitioners in the UK, and were recently awarded a four year Highways England spatial planning contract in partnership with Atkins. In June 2015 Mouchel Consulting became part of the Kier Group.

### **Atkins**

Atkins is one of the world's most respected design, engineering and project management consultancies, that offer access to a vast number of opportunities both here and abroad.

**Apprentices** take part in an accredited day or block release training programme are as paid, full time, permanent members of a team, with access to the following benefits:

- Competitive salary and flexible benefits package
- Salary review every April
- Gym discounts
- Chance to take part in active sports in some of the offices (basketball, football, tennis and even organised camping trips)
- Bike 4 work – use a new bike to travel to work
- Season ticket loan – apply for a loan to cover travel costs
- 25 days holiday, plus public holiday

**Graduates** receive a competitive salary and a 'settling-in payment' of £2,500 on joining Atkins, and a bonus of £2,500 once Chartered status or an equivalent stage in professional development is achieved. Benefits available to graduates include:

- Sports, charitable and social events
- 25 days holiday, plus public holidays
- Option to buy an extra 15 days - or sell up to 5
- Volunteer leave scheme
- Pension plan
- Employee assistance programme
- Optional private healthcare cover
- Share incentive plan
- Season ticket loan
- Bike4work scheme

- Health club and leisure discounts

### **Network Rail**

Network rail offer a wide range of schemes aimed at students, graduates and school leavers across both commercial and technical areas.

#### **Advanced Apprenticeships:**

- £8,618 salary on joining, plus £1,150 on successful completion of the first year
- £12,055pa in the second year, and £14,364pa in the third
- 20 week residential stay at Network Rail's Training Centre (Midlands) in the first year (paid accommodation, three meals daily, work clothing and personal safety equipment)
- Leave is set for first year apprentices, with travel costs paid to travel home for planned long weekends, Christmas and Easter holidays
- 28 days holiday, plus public holidays.
- 75% discount on season tickets (maximum of £2,250)
- Interest free season ticket loan (maximum of £5,000)
- NRDC or CARE pension scheme
- Discounted train travel to and from work
- Inner London allowance of £2,400 pa and outer London allowance of £1,390 pa

#### **Graduates:**

- £26,500 annual starting salary plus regional allowances
- **£2000 welcome bonus**
- 28 days holiday, plus public holidays
- 75% discount on season tickets (maximum £2,250)
- Interest free season ticket loan (maximum £5,000)
- Up to five paid volunteer leave days

#### **Placements:**

- £17,000 (pro-rata) plus regional allowances (where applicable)
- 28 days holiday, plus public holidays
- 75% discount on season tickets (maximum £2,250)
- Interest free season ticket loan (maximum £5,000)
- Up to five paid volunteer leave days

### **Odyssey Markides**

This engineering consultancy is seeking Infrastructure Engineers and experienced Transport Planners at all levels to join infrastructure teams based in their London (Waterloo) and Basingstoke Offices. They offer excellent opportunities for 'experienced and motivated individuals' to develop their career by working from the concept through to the construction stage on various UK based schemes, ranging from small residential developments to large mixed use Local Development Framework programmes. It states on their website careers page that although they may not be advertising suitable vacancies, they are always interested to hear from professional engineers, and asks for CVs to be submitted.

#### **Apprenticeship programme**

The Principal Transport Planner at Odyssey Markides is part of the Transport Planning Technician Consortium, which in conjunction with the Chartered Institution of Highways and Transportation and the Transport Planning Society, is currently working towards the creation of an apprenticeship programme for transport planning. The apprenticeship standard has now been accepted and published by the Government

**WYG (White Young Green)**

Their website says a lot about what they want from the applicants but very little information about what they offer. Apart from the generic benefits there are no specifics of what is being offered in relation to the graduate, apprentice or undergraduate placement schemes.

WYG promote and encourage continuous professional development at all stages of careers. This includes supporting a wide range of people working towards qualifications of numerous professional bodies, reflecting the breadth and depth of their work. Subscription membership of one professional body is paid for, and support provided to help progression to chartered status.

- Contributory pension scheme
- 25 days holiday, plus bank holidays
- Flexible working
- Health benefits e.g. private medical cover; dental insurance
- Cycle to work scheme
- Retail vouchers

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