

## Notice of Meeting

# People, Performance and Development Committee



**SURREY**  
COUNTY COUNCIL

**Date & time**  
**Friday, 27 October**  
**2017**  
at **2.00 pm**

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

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

**Chief Executive**  
Julie Fisher

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**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 CBE (Chairman), Mr John Furey (Vice-Chairman), Mr Ken Gulati, Mr Mel Few, Mr Nick Harrison and Mrs Hazel Watson

## AGENDA

### 1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

To receive any apologies for absence and substitutions.

### 2 MINUTES OF THE PREVIOUS MEETING [25 SEPTEMBER 2016]

(Pages 1  
- 8)

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 (*23 October 2017*).
2. The deadline for public questions is seven days before the meeting (*20 October 2017*).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

### 5 ACTION REVIEW

(Pages 9  
- 16)

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

### 6 FORWARD WORK PROGRAMME

(Pages  
17 - 22)

For Members to review and comment on upcoming items due for consideration by the People, Performance and Development Committee.

### 7 SURREY COUNTY COUNCIL PAY POLICY STATEMENT 2017 - 2018

(Pages  
23 - 44)

The People, Performance and Development Committee is invited to recommend the revised Pay Policy Statement for 2017/18 to the next meeting of Full Council on 5 December 2017 for publication on the Council's external website.

The People, Performance and Development Committee is the Council's remuneration Committee and so this report has been brought for consideration by Members in accordance with the Scheme of Delegation.

## **8 FAMILY LEAVE POLICIES**

(Pages  
45 - 78)

The People, Performance and Development Committee is asked to consider and approve changes to Surrey County Council's (SCC) Human Resources policies related to maternity, adoption, shared parental leave and associated matters. The Committee are further asked to endorse the proposal to consolidate family leave policies into a single document.

## **9 LEADERSHIP EXPECTATIONS GUIDE**

(Pages  
79 - 100)

To introduce the People Performance and Development Committee to Surrey County Council's new Leadership Expectations guide (Annex 1) which has been created to set the standards for leadership at Surrey.

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

## **10 STAFF ON THE MAXIMUM OF THE NON-SCHOOL SURREY PAY BANDS**

(Pages  
101 -  
104)

At its meeting on 14 June 2017, the People, Performance and Development Committee asked to receive a report detailing the number of to Surrey Pay non-school staff who are on the maximum of their pay band who will therefore not receive a pay increase in the 2017/18 annual pay review.

## **11 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**

## **12 ORGANISATIONAL CHANGE AND IMPACT**

(Pages  
105 -  
114)

At its meeting on 14 June 2017, the People, Performance and Development Committee asked to receive a report providing an overview of the staffing changes that have been made in the last financial year and those currently being planned or implemented. To show the proportion of staff experiencing change, including the number of redundancies, both voluntary and compulsory, and the steps taken to support staff members impacted by change.

**Confidential: Not for publication under Paragraph 3**

Information relating to the financial or business affairs of any particular person (including the authority holding that information)

**13 PAY POLICY EXCEPTIONS OCTOBER 2017**

(Pages  
115 -  
122)

The People, Performance and Development Committee 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.

**Confidential: Not for publication under Paragraph 1**

Information relating to any individual.

**14 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.

**Confidential: Not for publication under Paragraph 1**

Information relating to any individual.

**15 DATE OF NEXT MEETING**

The next meeting of People, Performance and Development Committee will be on 30 November 2017.

**Julie Fisher**  
**Acting Chief Executive**  
Published: Thursday, 19 October 2017

### **MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE**

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

*Thank you for your co-operation*

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**MINUTES** of the meeting of the **PEOPLE, PERFORMANCE AND DEVELOPMENT COMMITTEE** held at 2.00 pm on 25 September 2017 at Room G30, County Hall, Kingston upon Thames, KT1 2DN.

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

**Elected Members:**

\* Mr David Hodge CBE (Chairman)  
Mr John Furey (Vice-Chairman)  
Mr Ken Gulati  
Mr Mel Few  
Mr Nick Harrison  
Mrs Hazel Watson

\* = In Attendance

**Apologies:**

None

**In Attendance**

Ken Akers, Head of HR & OD  
Andrew Baird, Regulatory Committee Manager  
Julie Fisher, Deputy Chief Executive  
Sandie Hamilton, Learning & Development Manager  
Prodromos Mavridis, Senior Policy Adviser  
Tim Oliver, Cabinet Member for Property and Business Services  
Julie Smyth, HR Reward Manager

**65/17 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]**

There were none.

**66/17 MINUTES OF THE PREVIOUS MEETING: 25 JULY 2017 [Item 2]**

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

**67/17 DECLARATIONS OF INTEREST [Item 3]**

There were none.

**68/17 QUESTIONS AND PETITIONS [Item 4]**

The People, Performance and Development Committee (PPDC) considered a petition submitted by Mr Charles Lister concerning abolishing the post of Chief Executive and examining the need for anyone over £50,000 salary. The Committee's response to this petition is attached to these minutes as Annex 1.

The Chairman stated that Members of PPDC had held robust discussions at its meeting on 25 July 2017 about whether Surrey County Council (SCC) required a Chief Executive. He stressed that PPDC was a cross-party Committee and that Members had unanimously agreed the need for SCC to have a Chief Executive. The Committee highlighted that it was crucial to have an officer at the helm of the organisation with the insight and vision to steer SCC through the significant financial challenges that it faced. Members also drew attention to the role that the Chief Executive played in establishing vital strategic partnerships with particular referenced made to the leadership that David McNulty had demonstrated in helping to ensure that the Surrey Heartlands Devolution Agreement came to fruition.

#### **69/17 ACTION REVIEW [Item 5]**

##### **Declarations of interest:**

None

##### **Witnesses:**

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

##### **Key points from the discussion:**

- In reference to Actions A30/17 and A31/17, Members asked that the Committee receive a report outlining what actions to improve the support available for SCC staff to negotiate Surrey's housing market, particularly those in roles considered challenging to recruit to or were new staff relocating from outside the County. It was agreed that a report on this would be brought to the PPDC meeting and a provisional date was agreed to consider this at the Committee's meeting on 30 November.

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

1. A report to be brought to the PPDC meeting on 30 November outlining action taken by the Council in regard to actions A30/17 and A31/17.

##### **RESOLVED:**

The People, Performance and Development Committee monitored progress on the implementation of actions from previous meetings.

#### **70/17 FORWARD WORK PROGRAMME [Item 6]**

##### **Declarations of interest:**

None

##### **Witnesses:**



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

**Key points raised during the discussion:**

1. Members drew attention to an error in the summary for an item that the Committee is scheduled to consider at its meeting on 30 November 2017 and officers were asked to ensure that this was corrected.

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

2. The Summary of the item on 'Policy Statement on Recording HR Meetings' to be considered at the PPDC meeting on 30 November to be corrected.

**RESOLVED:**

The People, Performance and Development Committee reviewed items that it is due to consider at future meetings.

**71/17 LEARNING AGREEMENT [Item 7]**

**Declarations of interest:**

None

**Witnesses:**

Ken Akers, Head of HR & OD  
 Sandie Hamilton, Learning & Development Manager

**Key points raised during the discussion:**

1. An introduction to the report was provided by the Learning & Development Manager who informed the Committee that there was a need to standardise learning agreements for staff across the Council to ensure a consistent policy on cost recovery for training courses paid for by SCC.
2. Members discussed whether provisions within the new Learning Agreement were sufficient for those who failed to pass exams or achieve qualifications on courses funded by the Council. The Head of HR & OD advised the Committee that there were reasonable grounds as to why a member of staff may fail to complete a training course and stressed that it was important for the Learning Agreement to acknowledge that these justifications existed.
3. Clarity was sought by Members on the number of staff that had taken up the new Learning Agreement and it was agreed that this information would be collated and circulated to the Committee.
4. PPDC was advised that the new Learning Agreement would be put in place from 1 October 2017 and Members asked that the recommendations be updated to reflect this start date.

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

1. Committee Members to receive a data on the number of staff who have committed to the Council's new Learning Agreement.

**RESOLVED:**

That the People, Performance and Development Committee approve the implementation of a revised Learning Agreement from 1 October 2017 for Surrey County Council staff undertaking a qualification that is paid for by the Council via Directorate devolved budgets

**72/17 EXCLUSION OF THE PUBLIC [Item 8]**

**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.

**73/17 PRESENTATION BY TRADE UNION REPRESENTATIVES [Item 9]****Declarations of Interest:**

None

**Witnesses:**

Andy Pattinson, UNISON  
Kala Rosser, UNISON

**Key points raised during the discussions:**

The Committee received a presentation from representatives of UNISON Trade Union regarding the Surrey Pay Annual Review following which Members asked a series of questions.

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

None

**RESOLVED:**

None

**74/17 SURREY PAY ANNUAL REVIEW 2017 TO 2018 [Item 10]****Declarations of interest:**

None

**Witnesses:**

Ken Akers, Head of HR & OD  
Julie Smyth, HR Reward Manager

**Key points raised during the discussions:**

The report was introduced by officers. 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 Committee agreed a number of actions which are recorded in the Part 2 minutes.

**RESOLVED:**

The Committee approved the recommendations set out in the confidential minutes.

**75/17 SENIOR MANAGEMENT ARRANGEMENTS [Item 11]**

**Declarations of interest:**

None

**Witnesses:**

Ken Akers, Head of HR & OD  
Julie Fisher, Deputy Chief Executive

**Key points raised during the discussions:**

The report was introduced by officers. 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 Committee agreed a number of actions which are recorded in the Part 2 minutes.

**RESOLVED:**

The Committee approved the recommendations set out in the confidential minutes.

**76/17 PAY POLICY EXCEPTIONS - SEPTEMBER 2017 [Item 12]**

**Declarations of interest:**

None

**Witnesses:**

Ken Akers, Head of HR & OD

**Key points raised during the discussions:**

The report was introduced by officers. 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 Committee agreed a number of actions which are recorded in the Part 2 minutes.

**RESOLVED:**

The Committee approved the recommendations set out in the confidential minutes.

**77/17 PUBLICITY OF PART 2 ITEMS [Item 13]**

It was agreed that the information in relation to Part 2 items discussed at the meeting would remain exempt.

**78/17 DATE OF NEXT MEETING [Item 14]**

The Committee noted that its next meeting would be held on 27 October 2017.

Meeting ended at: 5.00 pm

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**Chairman**

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People, Performance and Development Committee  
27 October 2017

**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 1**, 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 1).

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

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**ONGOING ACTIONS**

Number	Meeting Date	Item	Action	Action by whom	Action update
A29/17	25 July 2017	Human Resources Policy Update – Changes to annual Leave Accrual and Carry-Forward Arrangements	Policy to be updated to state that staff who have been on an extended period of sick leave to carry forward accrued annual leave up to a year following the period of absence. This can be extended for up to two years in exceptional circumstances with agreement from the Head of HR & OD and the relevant Strategic Director.	Senior HR Advisor	<p>A recent decision of the Employment Appeal Tribunal means that it will be necessary for the People, Performance and Development Committee to reconsider Surrey County Council’s Annual Leave Policy in order to adjust the annual leave/holiday pay entitlements of officers who work overtime/additional hours. A date will be found to add this item to the Committee’s forward plan. Officers would also like the Committee to have a further discussion on carry-forward arrangements for employees who have been prevented from taking leave because of sickness, as the legal position seems to indicate a firm obligation on the employer to arrange for that leave to be carried forward for at least 15 months. Detailed advice will be sought from the Legal Services department to inform Committee deliberations.</p> <p><b>(Updated: 15 August 2017)</b></p>
A30/17	25 July 2017	Key Worker Housing	Officers to investigate the full range of options to provide housing for staff taking up a role in a hard to recruit to position. This includes talking to other public sector organisations as well as institutions such universities.	Strategic Business Partner	<p>The SCC website now gives all candidates access to housing information (previously available on the Children’s Social Worker job pages only). Further work is planned to expand the information available to include the current relocation scheme offer (pending a review of the Scheme). Further work is also required to identify the appropriate public sector organisations we should be liaising with, in addition to the Boroughs and Districts, and the best approach to take with each.</p> <p>A report providing further detail will be brought to the PPDC meeting on 30 November 2017.</p> <p><b>(Updated: 05 October 2017)</b></p>

## People, Performance & Development Committee – ACTION TRACKING

### October 2017

A31/17	25 July 2017	Key Worker Housing	Officers to consider ways of improving the assistance it provides for staff required to relocate to take up a position at SCC and to present a report on the outcomes of this to a future meeting of PPDC.	Strategic Business Partner	<p>Work has been scheduled to review the current Relocation Assistance Scheme and to consider ways of improving it to best meet our needs.</p> <p>A report providing further detail will be brought to the PPDC meeting on 30 November 2017.</p> <p><b>(Updated: 05 October 2017)</b></p>
A39/17	25 September 2017	Surrey County Council New Learning Agreement	Committee Members to receive data on the number of staff who have taken up SCC's new Learning Agreement.	Learning & Development Manager	<p>This action has been forwarded to the relevant officer and is being progressed.</p> <p><b>(Updated: 27 September 2017)</b></p>

COMPLETED ACTIONS

Number	Meeting Date	Item	Recommendation / Action	Action by whom	Action update
A23/17	14 June 2017	Surrey Pay Review 2017 to 2018	The Committee to be provided with the number of people in each service across the Council who are at the top of their pay band including details on how long individual members of staff (anonymised) have been at the top of their pay band.	Head of HR & OD	A report on the number of staff members at the top of their pay band within each Service has been included as part of the agenda for the PPDC meeting on 27 October 2017.  (Updated: 05 October 2017)
A38/17	25 September 2017	Forward Work Programme	Summary of item on 'Policy Statement on Recording HR Meetings' to be amended	Democratic Services Officer	The summary provided on the forward plan has been updated to reflect the true purpose of the item. (Updated: 05 October 2017)

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People, Performance and Development Committee  
27 October 2017

**Forward Work Programme**

**Purpose of the report:**

For Members to review and comment on upcoming items due for consideration by the People, Performance and Development Committee.

**Introduction:**

A Forward Plan recording agenda items for consideration at future People, Performance and Development Committee meetings is attached as **Annex 1**, and Members are asked to review the items listed on the Forward Plan.

**Recommendations:**

That the People, Performance and Development Committee review items that it is due to consider at future meetings (Annex 1).

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

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## People Performance and Development Committee Forward Work Programme – October 2017

30 November 2017

<b>Item title</b>	<b>Monthly Pay Policy Exceptions November 2017 (Part 2)</b>
<b>Report author</b>	Oonagh Dixon, Reward Advisor Ken Akers, Head of HR & OD
<b>Item Summary</b>	For PPDC to decide on senior pay (grades S13 or above) that fall outside of the published pay policy.

<b>Item title</b>	<b>Review of Senior Management Arrangements for the Environment &amp; Infrastructure Directorate</b>
<b>Report author</b>	Ken Akers, Head of HR & OD
<b>Item Summary</b>	To update the Committee on the senior management arrangements for the Environment and Infrastructure Directorate following changes made to the senior management structure within the Directorate.

<b>Item title</b>	<b>Grievance Policy</b>
<b>Report author</b>	Prodromos Mavridis, Snr HR Advisor – Policy and Engagement
<b>Item Summary</b>	For the Committee to approve changes to HR policies.

<b>Item title</b>	<b>Embedding the Behaviours Framework Update</b>
<b>Report author</b>	Lavern Dinah, Strategic OPD Manager
<b>Item Summary</b>	To update the Committee on action that has been taken to embed the Behaviours Framework

<b>Item title</b>	<b>HR Strategy</b>
<b>Report author</b>	Hannah Dwight, HR Business Services & Programmes Manager
<b>Item Summary</b>	For the Committee to review and approve SCC's HR Strategy.

<b>Item title</b>	<b>Honorarium for Children Social Workers</b>
<b>Report author</b>	Gill Kearney, Strategic Business Partners
<b>Item Summary</b>	May not go

<b>Item title</b>	<b>Scrutiny Review Group</b>
<b>Report author</b>	Hannah Dwight, HR Business Services & Programmes Manager
<b>Item Summary</b>	

<b>Item title</b>	<b>Policy Statement on Recording HR Meetings</b>
<b>Report author</b>	Prodromos Mavridis, Senior HR Advisor (Policy)
<b>Item Summary</b>	As part of discussions in the Strategic Risk Network [officer] Group meetings, the CEO has asked the Head of HR and OD to consider preparing a formal policy statement on audio recording for meetings that take place as part of HR procedures, typically around matters such as sickness, grievance, and discipline. Members have asked officers in the HR and OD Service to compose a report to outline potential approaches to the issue and contextualise it in terms of legislation and management practice, with a view to informing Committee deliberations on the policy position.

<b>Item title</b>	<b>Update on Support available to find Suitable Housing</b>
<b>Report author</b>	Gill Kearney, Strategic Business Partner
<b>Item Summary</b>	For the Committee to receive a report outlining what actions have been taken to improve support available for SCC staff in negotiating Surrey's housing market, particularly those in roles considered challenging to recruit to or were new staff relocating from outside the County.

### 29 January 2018

<b>Item title</b>	<b>Pay Policy Exceptions January 2018 (Part 2)</b>
<b>Report author</b>	Ken Akers, Head of HR & OD
<b>Item Summary</b>	For PPDC to decide on senior pay (grades S13 or above) that fall outside of the published pay policy.

<b>Item title</b>	<b>Termination of Employment Policy</b>
<b>Report author</b>	Prodromos Mavridis, Snr HR Advisor – Policy and Engagement
<b>Item Summary</b>	To approve revisions to the Council's Termination of Employment Policy

### 8 March 2018

<b>Item title</b>	<b>Pay Policy Exceptions March 2018 (Part 2)</b>
<b>Report author</b>	Ken Akers, Head of HR & OD
<b>Item Summary</b>	For PPDC to decide on senior pay (grades S13 or above) that fall outside of the published pay policy.

<b>Item title</b>	Staff Survey Results
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<b>Report author</b>	Amy Bailey, Employee Engagement Lead
<b>Item Summary</b>	To provide the Committee with details and analysis of the results of the staff survey. This will include details of how SCC is capturing and progressing innovative staff ideas.

### 26 April 2018

<b>Item title</b>	<b>Pay Policy Exceptions April 2018 (Part 2)</b>
<b>Report author</b>	Ken Akers, Head of HR & OD
<b>Item Summary</b>	For PPDC to decide on senior pay (grades S13 or above) that fall outside of the published pay policy.

### 14 June 2018

<b>Item title</b>	<b>Pay Policy Exceptions June 2018 (Part 2)</b>
<b>Report author</b>	Ken Akers, Head of HR & OD
<b>Item Summary</b>	For PPDC to decide on senior pay (grades S13 or above) that fall outside of the published pay policy.

<b>Item title</b>	<b>Appraisal Completion Update</b>
<b>Report author</b>	Ken Akers, Head of HR & OD Lavern Dinah, Acting Strategic OPD Manager
<b>Item Summary</b>	To update the Committee on the number of appraisals that have been completed to date so far for the year 2017/18.

### 25 July 2018

<b>Item title</b>	<b>Pay Policy Exceptions Analysis (2017/18) Q4 and Full Year</b>
<b>Report author</b>	Rahul Singh, Senior MI Specialist Ken Akers, Head of HR & OD
<b>Item Summary</b>	To review analysis of Pay Policy Exceptions agreed for Quarter 4 and for the full year 2017/18.

<b>Item title</b>	<b>Pay Policy Exceptions July 2018 (Part 2)</b>
<b>Report author</b>	Ken Akers, Head of HR & OD
<b>Item Summary</b>	For PPDC to decide on senior pay (grades S13 or above) that fall outside of the published pay policy.

### 24 September 2018

<b>Item title</b>	<b>Pay Policy Exceptions September 2018 (Part 2)</b>
<b>Report author</b>	Ken Akers, Head of HR & OD
<b>Item Summary</b>	For PPDC to decide on senior pay (grades S13 or above) that fall outside of the published pay policy.

**7 November 2018**

<b>Item title</b>	<b>Pay Policy Exceptions November 2018 (Part 2)</b>
<b>Report author</b>	Ken Akers, Head of HR & OD
<b>Item Summary</b>	For PPDC to decide on senior pay (grades S13 or above) that fall outside of the published pay policy.

**13 December 2018**

<b>Item title</b>	<b>Pay Policy Exceptions December 2018 (Part 2)</b>
<b>Report author</b>	Ken Akers, Head of HR & OD
<b>Item Summary</b>	For PPDC to decide on senior pay (grades S13 or above) that fall outside of the published pay policy.



People, Performance and Development Committee  
27 October 2017

## Surrey Pay Policy Statement 2017 - 2018

### **Purpose of the report:**

The People, Performance and Development Committee is invited to recommend the revised Pay Policy Statement for 2017/18 to the next meeting of Full Council on 5 December 2017 for publication on the Council's external website.

The People, Performance and Development Committee is the Council's remuneration Committee and so this report has been brought for consideration by Members in accordance with the Scheme of Delegation.

### **Recommendations:**

The People, Performance and Development Committee are asked to recommend publication of the Pay Policy Statement (Annex 1) to the next Surrey County Council Full Council meeting on 5 December 2017.

### **Introduction:**

1. To comply with Section 38(1) of the Localism Act 2011 and related guidance under Section 40 provided by the Secretary of State, all local authorities are required to publish a Pay Policy Statement, approved through decision by Full Council with effective from 1 April each year. The Act also requires that the Statement is updated to reflect any changes during the pay year and approved by Full Council.
2. The main points that must be covered include:
  - The remuneration of chief officers;

- the responsibilities of Surrey County Council's (SCC) remuneration committee (the People, Performance and Development Committee) for determining the terms on which chief officers are employed.
  - the Council's current policies on equal pay, redundancy and severance, and reward; and
  - the ratio between the remuneration of the highest and lowest paid employees, together with an explanation as to how job evaluation is used to determine appropriate levels of reward.
3. For the following groups of staff the 2017 annual pay reviews are ongoing, the pay policy statement will be updated to reflect any changes on conclusion of these reviews and an amended pay policy statement will be brought to a future PPDC meeting.
- Schools based Surrey Pay staff
  - Surrey Arts Music Tutors
  - Surrey Adult Learning Tutors
4. A copy of the proposed Statement is attached as annex 1 for reference. Please note that this statement has been written as though it has already been agreed by Full Council.

#### **Publication of the Pay Policy Statement**

5. The Statement has been drafted to reflect the requirements of the Local Government Transparency Code 2014 as well as guidance published by the Department for Communities and Local Government on Openness and Accountability in Local Pay 2012, to comply with Section 40 of the Localism Act 2011. Account has also been taken of the final report and the recommendations made in the Hutton Review of Fair Pay in the Public Sector 2011.
6. Ordinarily, the Pay Policy Statement would be published and updated in April each year. However, due to the protracted Surrey Pay negotiations this pay policy statement has been developed following the decision taken at the September PPDC meeting to impose the 2017 settlement for non-schools Surrey Pay staff as it has not been possible to reach a collective agreement with GMB and Unison this year.
7. It is proposed that the Statement will include "clickable" hyperlinks to:-
- (i) Documents already published on the website:-
- Councillors and committees (which sets out the role of the PPDC as the Council's remuneration committee); and
  - Statement of Accounts
- (ii) Additional documents available via the external website including:-
- Equal Pay Statement;

- Early Retirement and Severance Policy; and
- Reward Policy (to be updated).

8. If approved by Full Council, this Pay Policy Statement will then be published on Surrey County Council's external website.

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**Report contact:** Julie Smyth, HR Reward Manager

**Contact details:** 020 8541 8554

**Annexes:** Annex 1 – Surrey County Council Pay Policy Statement 2017 - 2018

**Sources/background papers:** None

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**SURREY COUNTY COUNCIL**  
**PAY POLICY STATEMENT**  
**1 July 2017 – 30 June 2018**

## Introduction

This Pay Policy Statement was approved by a meeting of the full County Council on 5 December 2017 and is effective from 1 April 2017. It is published to comply with the requirements of Section 38(1) of the Localism Act, 2011 and related guidance under Section 40 provided by the Secretary of State.

This statement includes information relating to the terms and conditions that are determined locally by the council and are referred to as 'Surrey Pay'. The Council's reward strategy is based on the local negotiation of Surrey Pay terms and conditions of service. Pay, including terms and conditions, are reviewed annually with any changes agreed by People, Performance and Development Committee, (PPDC). The Council recognises two trade unions, the GMB and UNISON, for the purposes of negotiating Surrey Pay and collective bargaining.

This 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
- Youth and community workers whose terms and conditions are determined by the Joint Negotiating Committee (JNC).

## Surrey Pay Reward Strategy

In July 2016 the council implemented a new Reward Strategy for non-schools based Surrey Pay staff.

The pay year for non-school's based Surrey Pay staff runs from the 1 July each year. The reward strategy;

- aligns pay bands with '*Public and Not for Profit Sector Organisations in the South East of England*';
- replaces the annual pay award with a market adjustment;
- introduces performance related pay progression based on an annual appraisal;
- aims to remove overlaps between pay grades;

- works towards delivering even pay ranges for all pay bands;
- provides flexibility in pay through the introduction of job families linked to market pay; and
- has defined pay models;
  - a) Career Pay Model
  - b) Job Family Pay Model
  - c) Leadership Pay Model

There are interim pay arrangement in place for the following staff groups:

- School's based Surrey Pay support staff, effective from 1 April each year, and;
- Tutors within Surrey Arts and Community Learning and Skills, effective from 1 September each year.

In addition, a number of 'other' locally agreed pay arrangements continued.

This policy statement will set out the pay arrangements for non-schools based Surrey Pay staff and 'other' pay groups separately.

This Pay Policy Statement will be updated annually.

### **Further Details**

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

### **Governance**

The People, Performance and Development Committee (PPDC) acts as the County Council's Remuneration Committee under delegated powers in accordance with the Constitution of the County Council. All Surrey Pay and terms and conditions are determined by PPDC including the remuneration of chief officers.

Any exceptional application of Surrey Pay, terms and conditions of employment (referred to as 'pay exceptions') are decided by PPDC on consideration of a business case prepared by officers. PPDC considers business cases for pay exceptions for senior staff (grade PS13 and above) at its regular meetings.

In order to facilitate effective management, PPDC delegates approval for decisions on pay exceptions for lower grades (grade PS12 and below) to the Head of HR & Organisational Development and the relevant Head of Service. All pay exceptions are recorded and reported to PPDC on an annual basis for monitoring purposes.

Where, in order to secure new staff, it is necessary to expedite decisions on exceptional starting salaries for senior grades (PS13 and above), then a business case is prepared for the Head of HR & Organisational Development for challenge, review and decision in consultation with the Leader of the Council on behalf of PPDC and this decision is reported to the next PPDC for information.

## Salary Transparency

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

To continue that progress, and in line with the Local Government Transparency Code 2014, the Council has published details of salaries paid to senior staff on its website since 31 March 2016. This information is updated on an annual basis and covers senior positions with annual salaries of £50,000 and above.

## Chief Officers' Remuneration

Chief Officers are appointed at a spot salary which provides a competitive market salary for the individual role within the appropriate pay band range.

Annual salary reviews for chief officers will take into account any generally agreed market adjustments to senior management pay rates (if any) as determined by PPDC. A decision to award a market adjustment to individual base pay will be subject to achieving a minimum performance rating of 'Successful'.

If an employee receives an 'Exceptional' performance rating then they will receive an additional monthly non-consolidated payment which recognises that their performance has exceeded standards.

For 2017/18 there will be no market adjustment and no increase to pay band minima and maxima for all leadership grades PS16-CEX. A non-consolidated performance payment of 1% will be awarded to eligible staff.

Like other chief officers, the Chief Executive is on a Surrey pay contract. There is a specific additional allowance for duties carried out in support of the Lord Lieutenant of the County. For details of the remuneration paid to all members of the Council Leadership Team in a particular financial year please refer to the Council's Annual Statement of Accounts.

## Employee Benefits

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, any expenditure on business travel is also reimbursed at the same rates for all grades.

## Surrey Pay Salary Ratios

The minimum Surrey Pay rate paid on grade PS1/2 is currently set at £8.46 per hour as at 1 July 2017, this compares with the statutory National Living Wage of £7.50 per hour for those aged 25 years and over (October 2016) and the “UK Living Wage”, of £8.45 per hour for those living outside London, which is advocated by the Living Wage Foundation (October 2016).

Based on salaries paid with effect from 1 July 2017 it is estimated that the Council will have the following ratios, between the lowest and highest paid staff on Surrey Pay for the 2017/2018 financial year.

Surrey Pay Salary Ratios July 2017 – June 2018		
Salary	Amount per annum £'s	Ratio to the highest salary
Highest Basic Salary	232,683	n/a
Median Basic Salary	22,872	10:1
Lowest Basic Salary	15,874	15:1

### Notes:

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

## 1 Schools Based Surrey Pay Staff

### Pay Progression Arrangements

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

Middle pay grades and senior pay zones (S8 – 14B) contracts currently provide for an annual review of contribution. These reviews normally determine any subsequent personal progression through these pay zones subject to personal headroom being available.

The pay year for school’s based Surrey Pay staff commences on 1 April each year, see table 1.

With effect from 1 April 2016 a one per cent pay award was applied to school’s Surrey Pay points, with the following exceptions;

- the minimum pay point for grade S9 was lowered to £32,839
- the minimum pay point for grade S10 was increased to £38,313
- There was no increase to the minimum pay point for grade S13
- There was no increase to the pay band maxima for grades S9, S10, S13, 14A, and 14B.
- The one per cent pay award was applied automatically to all pensionable salaries, except for staff on the maximum pay points of grades S9, S10, S13, 14A and 14B.

With effect from 1 April 2016 all staff with ‘personal headroom’ within grades received a one per cent personal pay progression increase in their pensionable salaries.

The pay arrangements effective from 1 April 2017 are subject to an ongoing review.

### Recognition Awards

There are **no** provisions under standard Surrey Pay schools 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.

## 2 Non-School's Based Surrey Pay Staff

### Pay Progression Arrangements

For the majority of non-schools based Surrey Pay staff the Council operates performance related pay progression; market based pay, a grading structure framework based on job families, underpinned by Hay job evaluation with three pay models to support different skills supply and development.

The pay year for this group will commence from 1 July each year, this pay arrangement will enable the Council to:

- support career development, map career paths;
- achieve greater flexibility in pay;
- identify groups of employees that can be linked to market pay rates, and
- provide rewards based on personal contribution and behaviours.

Surrey Pay non-schools comprises of 12 pay bands PS1/2-PS13 and seven pay bands for senior managers PS14 Chief Executive (CEX).

Pay progression has been linked to the Council's performance management process which assesses 'what' has been achieved and 'how' it was achieved, giving an overall annual rating linked to pay.

The Performance Related Surrey Pay scheme provides the opportunity for an additional non-consolidated lump sum payment on achieving a performance rating of 'Exceptional'.

### Job Family Pay Model

The job family pay model comprises 14 pay bands, PS1/2 to PS15. The job family pay band structure comprises 14 'baseline' salary ranges with no defined incremental points and employees are appointed at a spot salary. Any salaries for new starters above the bottom pay point are subject to approval.

Where the job family pay model applies pay progression is normally accelerated at the lower end of the pay band. This means staff whose pay falls in pay zone one would normally receive a higher value progression increase than those in pay zone two. This reflects the higher potential for increased contribution and skills gain within pay zone one and to enable people to move quickly to higher market rates.

From 1 July 2017, the following percentage changes in pay have been applied to eligible staff in the job family pay model, see table 2.

- pay zone 1 and 2, pay progression: 1%;
- non-consolidated payments: 1%;
- no market adjustment
- no increase to pay band maxima for PS7 and above except PS12 and PS12SC.

Appointments and promotions that commence between 1 April and 30 June each year will be made on the Surrey Pay rates applicable at that point in time and will fall outside the appraisal year being assessed. Individual salaries will then move in-line with changes to the pay bands (if any) due on 1 July.

### **Career Pay Model**

The Career Pay Model may be applied to any roles where there is a suitable business case for adopting this Pay Model, this should include evidence of recruitment and retention difficulties as well as stating the necessity to grow talent. This is then approved by elected members. It is expected that the Career Pay Model will be used mostly where there is a need for a professional qualification.

The Career Pay Model shows staff how their pay will increase as they grow their experience and skills. Each grade level will have defined pay points which employees can earn as their skills and experience grow.

The existing Career Pay Model applies to occupational therapists and social workers in both Adult Social Care and Children's Services and social care practitioners in Adult Social Care. This Career Pay Model consists of four fixed salary points at each grade level.

From 1 July 2017, the following percentage changes in pay apply to eligible staff in the Career Pay Model, see table 3:

- Progression based on defined pay points;
- non-consolidated performance payment: 1%; and
- no increase to pay band maximum for PS9SC, PS10SC and PS11SC

Pay for employees appointed after the end of the appraisal year, but before the start of the new pay year (i.e. 1 April – 30 June), who are on track with their probation will have their pay moved in line with the market adjustment applied to their pay point, if any, to ensure that their salary does not fall behind the market rate.

### **Leadership Pay Model**

The leadership pay model applies to managers on grades PS16 and above. Appointments are made at a spot salary which provides a competitive market salary for the individual role within the appropriate pay band range.

From 1 July 2017 the following applies to eligible staff in the leadership pay model:

- no market adjustment
- non-consolidated performance payment: 1%; and
- no increase to pay band minima or maxima

### 3 Other Locally Determined Pay Groups

In addition to the main schools and non-schools Surrey Pay staff groups there are a small number of staff outside the Surrey Pay main pay arrangements and whose annual pay settlement is determined locally, these groups include;

- former Buckinghamshire County Council Trading Standards staff on contribution based pay;
- apprentices and interns;
- Surrey County Council staff on Regional Surrey Pay.

#### **Former Buckinghamshire County Council Trading Standards staff on Contribution Based Pay**

The Council is required to review the Contribution Based Pay (CBP) scheme annually and determine what increase, if any, should take effect from 1 July each year. The review consists of two elements:

- i pay range uplift; and
- ii Contribution Based Pay percentage (the additional award for an exceeding or outstanding contribution).

From 1 July 2017 the following pay arrangements apply, see tables 4 and 5;

- for an “exceeding” performance rating the CBP increase was based on 35% of the difference between the top two pay points, and
- for an “outstanding” performance rating the CBP increase was based on 70% of the difference between the top two pay points.

#### **Apprentices and Interns**

The council has a standalone apprenticeship grade that is separate from Surrey Pay main grades. This enables apprenticeship pay grades to be applied across all services including those that have a different pay structure.

From 1 April 2017 there is no change to the main rates of pay for apprentices and interns, however, the second year apprentice rate has been increased to £14,078.34 per annum for apprentices aged 25 years and above, see table 6.

#### **Regional Surrey Pay**

In February 2013 PPDC agreed that a Regional Surrey Pay Band should be established for Surrey County Council staff based in East Sussex. The pay arrangements reflect the local wage market and provide for a performance related progression (PRP) arrangement.

From 1 April 2017 the value of the PRP payment was based on the Council’s job family pay model:

- one percent for both, the entry pay level (lower pay band);
- one percent for the established pay level (upper pay band) see table below.
- no adjustment to the minima and maxima of the pay bands
- see table 7.



### 2017-18 Regional Surrey Pay Arrangements

Pay Zone	Appraisal Rating		
	Developing	Successful	Exceptional
Entry	0	1%	1% plus an honorarium
Established	0	1%	1% plus an honorarium

Full migration to the SCC pay model and new regional pay bands including any changes to terms and conditions of employment will be considered as part of the next phase of the Pay and Reward review.

### Tutors Surrey Arts and Tutors Community Learning and Skills

Tutors within Surrey Arts and Community Learning and Skills are paid a spot salary. Rates of pay are reviewed on an annual basis and are effective from September each year.

For September 2016 a one per cent pay award was applied to the annual pay rate, see tables 8 and 9.

The pay arrangements effective from 1 September 2017 are subject to an ongoing review.

### Political Assistants

SCC employs political assistants on Surrey Pay contracts to support political groups. These assistants work directly for the political groups rather than as mainstream officers within the officer structure of the Council. These are unique posts and have a set maximum salary determined by The Local Government (Assistants for Political Groups) (Remuneration) (England) Order 2006. The maximum salary applicable from 1 April 2017 has not changed since 2006 and is £34,986.

## 4 Orbis Pay Strategy

Surrey County Council (SCC) East Sussex County Council (ESCC) and Brighton and Hove City Council (BHCC) have created a new business services partnership arrangement, known as Orbis. The agreed governance structure is a joint committee, however, it should be noted that the Joint Committee is not a legal entity separate from its constituent authorities. It cannot enter into a contract, own land or employ staff in its own right.

PPDC agreed a pay strategy to be applied for staff working as part of Orbis comprising a 'blended' approach to pay, based on the following three principles:

- i **Identification of 'true partnership' roles** – these are roles that are contractually required to operate in and across more than one council. They need to have a physical presence in more than one headquarter location in order to create the necessary professional networks and to gain business intelligence and insight.

As Orbis becomes increasingly integrated, it will be necessary for many roles to undertake work for more than one council. Unless individual positions require a physical presence in more than one, however, they will not be deemed as meeting the criteria for being a 'true partnership' role.

- ii **Identification of salary** – once identified as a 'true partnership' role the time spent at each council will be determined although the presumption is for a 50/25/25 split as to do otherwise will move the role away from being a 'true partnership' one.

To preserve the integrity of the separate pay and grading structures, the salary package is created as 50% of the respective SCC grade plus 25% of the respective ESCC and BHCC grades. So that partnership roles have just one employer, a secondment arrangement is then applied to the position. For example, an ESCC employee seconded to SCC for half their time on the appropriate SCC grade/salary, with ESCC remaining as the substantive employer.

There will be no salary detriment for an SCC employee where undertaking a 'true partnership' role. Likewise, in support of the Council's recruitment and retention strategies, the principle of no detriment applies where an individual is applying for or being considered for a post on a promotional basis.

- iii **Identification of market position** – once the blended salary has been determined, consideration can then be given to the market position and, where appropriate, subject to the necessary approvals, a market supplement can be paid. All councils have in place policies and procedures for the paying of market supplements.

## 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 receive equal pay for work of equal value.

### i **Grading Structure**

The allocation of Surrey Pay grades to jobs is determined by (HAY) job evaluation or in accordance with a job family underpinned by (HAY) job evaluation. The Surrey Pay grading structure covers all jobs from cleaners and catering assistants on the lowest grade to chief officers, including the Chief Executive, on the highest grades.

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

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

ii **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 PPDC, in the case of chief officers, or by the Head of HR & Organisational Development under delegated powers.

**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 as well as for teachers working in maintained schools across Surrey. The approval process to be followed when payments are to be funded by the Council is explained in the Policy, see link above.

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

Table 1: Schools – Surrey Pay Bands from 1 April 2016

Surrey Pay Grade	2016 Min Pay Point	2016 Max Pay Point
S1/2	£ 15,189	£ 15,856
S3	£ 15,308	£ 17,316
S4	£ 16,571	£ 19,386
S5	£ 18,410	£ 21,474
S6	£ 20,628	£ 23,669
S7	£ 23,573	£ 27,814
S8	£ 27,066	£ 32,175
S9	£ 32,839	£ 38,312
S10	£ 38,313	£ 42,992
S11	£ 42,928	£ 48,091
S12	£ 47,746	£ 55,851
S13	£ 55,485	£ 66,644
14A	£ 62,208	£ 77,297
14B	£ 77,147	£ 90,469
<b>Key</b>		Frozen Maximum

## Pay Bands non-school's based Surrey Pay staff

Table 2: Job Family Surrey Pay Bands – 1 July 2017

Job Family Pay Bands - 1 July 2017					
Job Family	Pay Model	Grade Name	Minimum Pay Point	Pay Break Point	Maximum Pay Point
			Pay Zone 1	Pay Zone 2	
(1) Business Functions (2) Public Engagement (3) Regulation & Technical (4) Operational Services (5) Personal Care & Support	Job Family Pay Model	PS1/2	£15,874	£16,149	£16,333
		PS3	£16,334	£17,253	£17,866
		PS4	£17,896	£18,965	£19,677
		PS5	£19,678	£20,949	£21,796
		PS6	£21,797	£23,907	£25,313
		PS7	£25,314	£27,280	£28,590
		PS8	£29,020	£31,311	£32,838
		PS9	£33,332	£36,320	£38,312
		PS10	£38,888	£41,350	£42,992
		PS11	£43,638	£46,492	£48,395
		PS12	£50,903	£54,118	£56,261
		PS13	£57,494	£62,984	£66,644
		PS14	£65,025	£72,388	£77,297
		PS15	£79,389	£86,037	£90,469
Leadership Job family	Leadership Pay Model	PS16	£90,470	Not Applicable	£112,161
		PS17	£112,162		£134,594
		PS18	£134,595		£161,514
		PS19	£161,515		£178,861
		CEX	£209,984		£232,683

Table 3: Career Surrey Pay Bands – 1 July 2017

## Social Workers &amp; Occupational Therapists in Adult Social Care and Children's Services

Career Pay Bands - 1 July 2017				
Job Family	Pay Model	Grade Name	Pay Point	Salary
Social	Career	PS8SC		£30,929

**Annex 1**

Wellbeing	Pay Model	<b>PS9SC</b>	Point 1	£33,332
			Point 2	£34,332
			Point 3	£35,832
			Point 4	£38,312
		<b>PS10SC</b>	Point 1	£39,270
			Point 2	£40,270
			Point 3	£41,770
			Point 4	£43,150
		<b>PS11SC</b>	Point 1	£44,229
			Point 2	£45,729
			Point 3	£47,229
			Point 4	£48,395
		<b>PS12SC</b>	Point 1	£50,903
			Point 2	£52,903
			Point 3	£54,903
			Point 4	£56,261

**Table 4: Former Bucks Trading Standards Pay Grades 1 July 2017**

Grade	Entry Point		Competent Point		Advanced Point	
R1A CBP	£	13,207	£	13,934	£	14,660
R1B CBP	£	16,276	£	17,171	£	18,066
R2 CBP	£	19,053	£	20,102	£	21,149
R3 CBP	£	20,957	£	22,110	£	23,262
R4 CBP	£	22,853	£	24,110	£	25,367
R5 CBP	£	25,275	£	26,665	£	28,055
R6 CBP	£	28,468	£	30,034	£	31,599
R7 CBP	£	32,501	£	34,289	£	36,076
R8 CBP	£	37,151	£	39,194	£	41,237
R9 CBP	£	42,552	£	44,892	£	47,232
R10 CBP	£	48,977	£	51,671	£	54,364
R11 CBP	£	55,414	£	58,462	£	61,509
R12 CBP	£	61,391	£	64,767	£	68,143

**Table 5: Former Bucks Former Trading Standards Staff CBP Award 1 July 2017**

Pay Band Points		Difference	Award for Exceeding	Award for Outstanding
Competent	Advanced			
£ 26,665	£ 28,055	£ 1,390	£ 486	£ 972
£ 30,034	£ 31,599	£ 1,565	£ 548	£ 1,096
£ 58,462	£ 61,509	£ 3,047	£ 1,066	£ 2,132



**Table 6: Apprenticeship and Internship Pay Bands – 1 April 2017**

Apprenticeship	Level	Annual Salary
Intermediate and Advanced	Level 2 and Level 3 (Year 1)	£11,117.60
	Level 2 and Level 3 (Year 2)	£12,670.65
Higher	Level 4	£14,443.00
	Level 5	£15,522.69
	Level 6	£16,311.50
Internship		£16,311.50

**Note:** There is a new second year rate linked to the National Living Wage of £14,078.34 per annum for apprentices aged 25 years and above with effect from 1 April 2017, payable from the date of their 25<sup>th</sup> birthday.

**Table 7: Regional Surrey Pay Bands – 1 April 2017**

Grade	Title	Minimum	Midpoint	Maximum
5/6	Administrator	£15,250	£18,250	£21,250
7	Senior Administrator	£19,250	£22,250	£25,250
8	Hub Leader	£23,250	£26,250	£29,250
9/10	Team Leader or Manager	£27,250	£30,250	£33,250
11	Manager	£31,250	£34,250	£37,250
12/13	Senior Manager	£36,250	£39,250	£42,250

**Table 8: Surrey Arts Music Tutors Pay Rates – 1 September 2016**

<b>Annualised Hours Contracts Salary (Sep 16 - Aug 17) including 1% cost of living increase</b>	<b>Annual Salary</b>	<b>Hourly Pay Rates (for ad hoc claims)</b>
Trainee	£17,804.28	£18.26
Pt. 1	£22,875.49	£23.46
Pt. 2	£24,069.31	£24.69
Pt. 3	£25,164.15	£25.81
Pt. 4	£26,654.91	£27.34
Pt. 5	£28,445.64	£29.18
Pt. 6	£31,429.18	£32.24

**Note:** The pay arrangements effective from 1 September 2017 are subject to an ongoing review.

**Table 8: Surrey Adult Learning Tutors Pay Rates - 1 September 2016**

<b>Role and Period of Service</b>	<b>Annual Rate</b>	<b>Hourly Rate</b>
Tutors Non-accredited programme Under 5 years' Service	£22,493	£23.07
Tutors Non-accredited programme Over 5 years' Service	£22,893	£23.48
Tutor Observers / Accredited Tutors Under 5 years' Service	£26,988	£27.68
Tutor Observers / Accredited Tutors Over 5 years' Service	£27,465	£28.17

**Note:** The pay arrangements effective from 1 September 2017 are subject to an ongoing review.

People, Performance and Development Committee  
27 October 2017

### Family leave policies

#### Purpose of the report:

The People, Performance and Development Committee is asked to consider and endorse changes to the Human Resources policies of Surrey County Council related to maternity, adoption, shared parental leave and associated matters, and their consolidation into a single policy document.

#### Recommendations:

It is recommended that the People, Performance and Development Committee

- i. agrees to the proposed change to the Council's policy with regards to maternity, adoption, paternity, parental/shared parental leave:
- ii. The proposed change concerns the consolidation of the 'returner's payment' for new mothers/adopters into the Council's Occupational Maternity/Adoption Pay.
- iii. notes that the revised policy incorporates a provision to allow term-time only employees to be paid for the equivalent of contractual annual leave accrued during maternity/adoption leave. This is a practice that has been adopted in 2016 following the receipt of relevant legal advice.

#### Introduction:

1. A recent review of the family leave policies identified the need for amendments to the current document to update the document to reflect legislative change and amendments needed in the light of case law, in addition to simplifying the provisions and reducing duplication between policies.
2. A change to the timing of occupational maternity and adoption pay is being proposed in order to reduce the cash-flow impact of maternity or adoption leave on officers. This is a cost-neutral proposal which reflects the approach taken by other local authorities, including East Sussex County Council.

### Key Issues and Amendments:

3. Legal requirements and Council policy on maternity, adoption, and shared parental leave share a common philosophy, and a number of similar or identical provisions. Furthermore, those provisions form a key part of the Council's employment offer in the areas of diversity, inclusion, and work-life balance.
4. The proposed draft policy amalgamates and consolidates a number of provisions clarifying the Council's position on issues such as maternity and parental leave. A comprehensive glossary has also been added to the policy in order to provide the reader with more context and detailed definitions, which also reaffirm the Council's commitment to equality, diversity and inclusion (e.g. by clarifying that the provisions relating to domestic partners apply regardless of the gender of an employee or that of their partner).
5. Officers in the HR and OD Service had been asked by PPDC in 2016 to explore the possibility of changing the timing of Occupational Maternity Pay by consolidating the returner's payment [a sum equivalent to 50% of eight weeks' pay, which the Council currently pays six months after the employee's return to work] into it. The revised policy contains this modification, which will provide new mothers [and adopters] with access to occupational maternity [or adoption] pay during their maternity [or adoption] leave.
6. Additionally, the proposed change described in the previous paragraph would align Surrey County Council provisions with those at East Sussex County Council, providing scope for HR synergies and an element of harmonisation of employment terms within the Orbis partnership.
7. The policy has also been modified to reflect current Council practice on payments in respect of annual leave to term-time-only employees who take maternity or adoption leave. This approach was adopted in 2016, following legal advice which identified a requirement for such payments to be made to officers who work to term-time contracts. Term-time-only contracts typically involve the employee being required to work for 39 weeks every year, and do not come with a 'traditional' annual leave entitlement- the employee's annual salary is paid in 12 equal instalments and includes an element of holiday pay.

### Financial and value for money implications:

8. It is expected that the proposed amendments to the Policy will not result in any discernible financial impact to the Authority. The change of timing to the payment of Occupational Maternity/Adoption Pay may cause some minor additional costs in respect of payments made to officers whose posts are made redundant shortly after their return from maternity or adoption leave.

**Equality and Diversity implications:**

9. The proposed policy change is not expected to result in any substantial changes to the way in which the Council manages equality and diversity in employment. However, it is hoped that the adoption of a comprehensive policy as a single point of reference for parenthood-related issues would encourage employees to consider options such as shared parental leave.

**Risk Management implications:**

- 10. The change in timing of Occupational Maternity/Adoption Pay may result in some employees having to repay a portion of it to the Council after the termination of their employment, and a proportion of that debt may not be straightforward for the Council to recover in a cost-effective manner.
- 11. The Policy and Reward Board has decided against proposing changes to the Council’s arrangements on shared parental leave at this stage. Members may wish to note that a recent legal case (Ali v Capita) has created a non-binding precedent that may result in a need for shared parental pay to mirror provisions for Occupational Maternity Pay. Officers within the HR and OD Service are monitoring legal developments and will alert the Committee of any further policy changes that may be required in the future.

**Next Steps:**

Develop relevant guidance (e.g. pre-maternity/adoption discussion checklist, tables on what happens in a redundancy situation to reflect changes to returner’s payment) and publish the policy on s-net.

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**Sources/background papers:**

The proposed changes have been developed through consultation between officers within the Council’s HR service, and with reference to information sourced from HR policies in Orbis partner organisations.

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# Family Leave Policy

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### Introduction

This document sets out the entitlements for County Council employees with regard to maternity, paternity, surrogacy, adoption, shared parental leave and pay and unpaid parental leave.

### Scope

This policy applies to all employees of Surrey County Council except employees in locally managed education establishments, who have their policies and procedures determined by their governors or by national terms and conditions, and uniformed Surrey Fire & Rescue employees who follow standard operating procedures and national terms and conditions.





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### Summary of statutory thresholds, pay and leave entitlements

Statutory thresholds	
Lower Earnings Limit (LEL)	You need to earn this amount before tax to qualify for any of the statutory payments. See the <a href="#">direct gov website for the current amount</a>
Average Weekly Earnings (AWE)	Calculated on the total payments made during an 8 week qualifying period.
Maternity Leave	
Statutory Maternity Leave (SML)	Up to 52 weeks
Maternity Pay	
Length of Service	Entitlement
Less than 26 weeks' service by the end of the 15th week before the Expected Week of Childbirth (EWC).	<p><b>No entitlement to Statutory Maternity Pay (SMP).</b> Possible entitlement to Maternity Allowance (SMA) paid by Job Centre Plus.</p> <p><b>Occupational Maternity Pay</b></p> <p>2 weeks OMP (which equates to full pay less SMP) to be paid as a lump sum payment after you have returned to work for a 12-week period following maternity leave.</p>
At least 26 weeks' service by the end of the 15th week before the EWC, but less than one year's service at the beginning of the 11th week before the EWC.	<p><b>Statutory Maternity Pay</b></p> <p>Higher rate of SMP = 90% of basic salary payable for 6 weeks.</p> <p>Lower rate of SMP payable for up to 33 weeks or 90% of average weekly earnings whichever is the lower.</p> <p>If not entitled to receive SMP due to lower earnings limit, possible entitlement to Maternity Allowance paid (SMA) by JobCentre Plus.</p> <p>See the <a href="#">direct gov website for the current amount</a></p> <p><b>Occupational Maternity Pay</b></p> <p>2 weeks OMP (which equates to full pay less lower rate SMP), to be paid as a lump sum payment after you have returned to work for a 12-week period following maternity leave.</p>

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<p>One year's service or more at the beginning of the 11<sup>th</sup> week before the EWC.</p>	<p><b>Statutory Maternity Pay</b> As detailed in the above box and in addition to...</p> <p><b>Occupational Maternity Pay</b> If you are not entitled to receive SMP due to lower earnings limit and you have more than 1 year's continuous service you will receive 6 weeks contractual pay at 90% as OMP. Any SMA received will be offset.</p> <p><b>and whether you are entitled to SMP or not:</b> For 20 weeks of the lower rate SMP period you will receive 50% of contractual pay in addition to lower rate SMP, provided the combined payments do not exceed full pay.</p> <p>OMP is a retention payment. To keep it you must return to work, for a period of 6 months following Maternity leave.</p>
<p>Adoption – main adopting parent</p>	
<p>Statutory Adoption Leave (SAL)</p>	<p>Up to 52 weeks</p>
<p>Less than 26 weeks continuous service before the week the employee has been matched with the child.</p>	<p>No entitlement to <b>Statutory Adoption Pay</b></p> <p><b>Occupational Adoption Pay</b> 2 weeks OAP (which equates to full pay less SAP) to be paid as a lump sum payment after you have returned to work for a 12 week period following adoption leave.</p>
<p>At least 26 weeks continuous service up to and into the week the employee has been matched with the child, but less than one year's continuous service before the week the employee has been matched with the child.</p>	<p><b>Statutory Adoption Pay</b> Higher rate of SAP = 90% of basic salary payable for 6 weeks. Lower rate of SAP payable for up to 33 weeks or 90% of average weekly earnings whichever is the lower.</p> <p><b>Occupational Adoption pay</b> 2 Weeks OAP (which equates to full pay less SAP), to be paid as a lump sum payment after you have returned to work for a 12 week period following adoption leave.</p>
<p>At least 1 year's continuous service up to and into the week the employee has been matched with the child</p>	<p><b>Statutory Adoption Pay</b> As detailed in the above box and in addition to...</p> <p><b>Occupational Adoption Pay</b> If you are not entitled to receive SAP due to lower earnings limit and you have more than 1 year's continuous service you will receive 6 weeks contractual pay at 90% as OAP.</p> <p><b>and whether you are entitled to SAP or not:</b> For 20 weeks of the lower rate SAP period you will receive 50% of contractual pay in addition to lower rate SAP, provided the combined payments do not exceed full pay.</p> <p>OAP is a retention payment. To keep it you must return to work, for a period of 6 months following adoption leave.</p>



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<b>Paternity – new fathers, partners or co-adopters</b>	
<b>Paternity Leave</b>	2 weeks Paternity Leave An employee can choose whether to take 1 or 2 weeks but if 2 are taken they must be taken consecutively
<b>Paternity Pay</b>  <b>For birth</b>  Less than 26 weeks continuous service by the end of the 15th week before (EWC)  <b>For adoption</b> Less than 26 weeks continuous service before the week the employee has been matched with the child.	2 weeks Occupational Paternity Pay. This equates to full contractual pay less Statutory Paternity Pay (SPP) PP
<b>For birth</b> At least 26 weeks service by the end of the 15th week before (EWC)  <b>For adoption</b> At least 26 weeks continuous service up to and into the week the employee has been matched with the child.	Statutory Paternity Pay (SPP), payable for up to 2 weeks. It is paid at a standard rate or at 90% of average weekly earnings whichever is the lower  and in addition Occupational Paternity Pay (OPP), payable for up to 2 weeks. OPP is the difference between SPP payment and full contractual pay.  The combined payments must not exceed full pay
<b>Shared Parental Leave and Pay</b>	
<b>Shared Parental Leave (ShPL)</b>	Birthing parents: Up to 50 weeks' leave and 37 weeks' pay can be shared Adopting parents: Up to 52 weeks' leave and 39 weeks' pay can be shared
<b>Shared Parental Pay (ShPP)</b>	Paid at the same rate as the lower rate of SMP Subject to eligibility criteria
<b>Parental Leave</b>	
<b>Parental Leave</b> Only for those with more than one year's continuous service	<ul style="list-style-type: none"> <li>• Unpaid statutory leave</li> <li>• Up to 18 weeks in total up to age 18</li> <li>• Up to 4 weeks for each child in any leave year</li> <li>▪ Both parents are eligible</li> <li>▪ Birth and adopting parents are eligible</li> </ul>
<b>Surrogacy</b>	
<b>Surrogacy – Birth mother</b>	Same as maternity



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Surrogacy – Main adopter	Same as adoption
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### Maternity – New or expectant mothers

#### 1. Claiming your entitlements

##### Written notice – expectant mothers

- 1.1. To be eligible to claim maternity entitlements, an **employee who is** an expectant mother needs to inform her manager that she is pregnant.
- 1.2. If you are pregnant, you need to do this both:
  - in writing - using the [Notification of Maternity Leave Form](#) and
  - not later than the 15<sup>th</sup> week before your Expected Week of Childbirth (EWC)
 You must state both
  - whether you would like to take maternity leave or resign (see [resignation - things you need to know](#)) and
  - the date you would like to start your maternity leave, which cannot be earlier than the beginning of the 11<sup>th</sup> week before EWC (see [changing the start date of OML](#)).
- 1.3. A pregnant employee carrying a child as a surrogate mother has the same entitlements as any new or expectant mother.

##### MAT B1 certificate

- 1.4. Your manager will need to send your maternity certificate, known as a MATB1, with the [Notification Of Maternity Leave Form](#) to Employee Services. If a copy is to be sent ask your manager to sign to confirm they have seen the original.
- 1.5. The MATB1 certificate is normally issued by a doctor or midwife around 20 weeks before the due date.

##### Resignation – things you need to know

- 1.6. If you do not intend to return to work after maternity leave, you should give the normal notice required by your contract of employment.
 

**Note:** If you state that you do not intend to return, your right to return to work is lost and you may not change your mind at a later date.
- 1.7. Therefore expectant mothers are advised to keep their options open, by indicating the [Notification of Maternity Leave](#) Form that they may return to work.
- 1.8. If you decide to resign, you can still apply for any maternity pay to which you may be entitled. See [Maternity Pay](#).

##### Changing the start date of OML

- 1.9. If you wish to change your mind about the start date of your OML you may do so, but you must give your manager and Employee Services at least 28 days notice in advance, unless this is not reasonably practicable.



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### 2. Antenatal and other pregnancy related medical appointments

The right for expectant mothers to attend maternity-related medical appointments does not require qualifying service and applies to both full and part time employees.

- 2.1. Pregnant employees are entitled to paid time off to attend antenatal appointments. This right applies to ante natal medical appointments and in some circumstances may extend to ante natal or other maternity related classes, where these have been recommended by a doctor or midwife.
- 2.2. Managers are expected to act reasonably in allowing time off for pregnant employees to attend medical appointments related to their pregnancy. Similarly, employees are expected to act reasonably with the booking of such appointments. Where possible these should be booked at the beginning or end of the day.
- 2.3. For all maternity-related medical appointments, except the first one, you are expected to provide your line manager with some evidence of pregnancy (such as the MATB1 certificate) and proof of the appointment (such as a hospital appointment card).

#### Fertility treatment

- 2.4. Any employee (male or female) undergoing fertility treatment has the right to time off for the purpose of undergoing the treatment. All time off for antenatal care or fertility treatment, including travelling and waiting time, will be paid at the employee's normal weekly rate of pay. If working hours vary from week to week, pay will be based on the average pay for the previous 12 complete working weeks, excluding overtime unless it is compulsory.
- 2.5. With the exception of the first visit, evidence of appointments should be provided to your manager

### 3. Health and Safety Risk Assessment

Employers have a legal duty to assess all workplace risks to the health and safety of new and expectant mothers.

- 3.1. Your manager will carry out a health and safety risk assessment when you have informed them that you are pregnant. This is to enable them to support your health and safety in the workplace during your pregnancy.
- 3.2. Alternative Work
 

If the risk assessment shows that you are unable to carry out your current job then your manager will offer you an adjustment in duties or a suitable alternative role. If you unreasonably reject suitable alternative work you will be suspended on maternity grounds which will be unpaid. Your contract will be preserved.

If your manager is unable to offer an adjustment in duties or a suitable alternative role then you will be suspended on maternity grounds, on full pay and for as long as is necessary to avoid the health and safety risks. In these circumstances, maternity entitlements continue but Ordinary Maternity Leave and SMP (if applicable) automatically start at the 4th week before the Expected Week of Childbirth.
- 3.3. For further information, see the [New and Expectant Mothers Risk Assessment](#) in the [Health and Safety Manual](#).



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### 4. Sickness Absence

If you take sick leave because of a pregnancy related illness then this needs to be recorded as such on SAP.

### 5. Maternity leave

#### Maternity leave – the law

All new or expectant mothers have a legal right to take up to 52 weeks Statutory Maternity Leave (SML), regardless of their length of service with their employer and their hours of work.

New mothers who have given birth must remain absent from work for the 2 weeks immediately after the birth of their child.

The start of Ordinary Maternity Leave must not be earlier than the beginning of the 11th week before the week the baby is due.

5.1. Statutory Maternity Leave comprises:

- Ordinary Maternity Leave (OML) the first 26 weeks; and
- Additional Maternity Leave (AML) – the second 26 weeks

5.2. Ordinary Maternity Leave is automatically triggered if you either:

- give birth prior to your Expected Week of Childbirth (EWC); or
- are absent from work due to a pregnancy related illness in the 4 weeks before your EWC.

**Note:** this excludes absences from work for routine ante-natal or other pregnancy related medical appointments.

5.3. If you are unsure whether an illness is pregnancy related, contact your doctor for advice and keep your manager informed. If you need advice you can also contact Occupational Health.

5.4. Not all maternity leave is paid. To qualify for paid maternity leave you must meet the eligibility criteria. See [Maternity Pay](#)

#### Loss of the child

5.5. In the circumstances that you lose the child during the first 24 weeks of pregnancy, maternity leave will not apply. Sickness absence or compassionate leave may apply, depending on the circumstances. Statutory Maternity Pay (SMP) and Occupational Maternity Pay (OMP) are not paid.

5.6. In the circumstances that you lose the child, after the end of the 24th week of pregnancy, maternity leave will apply and both SMP and OMP will be available if you are otherwise eligible. Please inform your manager as soon as is reasonably practicable.

#### Annual leave and maternity leave

5.7. The period of the maternity leave, whether paid or unpaid, will qualify for annual leave entitlement. Details of annual leave entitlement and the conditions relating to the carrying forward of leave is contained in the Annual Leave Policy

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- 5.8. Employees are encouraged to take any outstanding accrued annual leave before the start of maternity leave. If this is not possible due to exceptional circumstances then managers may approve the employee carrying forward their leave entitlement, in line with the guidance in the Annual Leave Policy.
- 5.9. Wherever possible, accrued annual leave should be taken as paid leave before you return to work. If you wish to use up your accrued leave by returning to the payroll earlier than your intended return date, you must give 8 weeks' notice as it will be treated as if returning to work early from maternity leave.
- 5.10. If you return to work on a reduced hours contract, any accrued annual leave, still outstanding at the date of return to a reduced hours contract, will be converted to hours
- 5.11. Those on term time only contracts, once their return date is known, are given the following options to take any annual leave accrued during maternity leave. They may either:
- substitute a period of unpaid maternity leave for a period of paid annual leave. This effectively becomes an earlier "return to work" date (i.e. earlier end to maternity leave) for the employee. or
  - have the annual leave accrued during maternity leave paid in instalments over subsequent months (e.g. if on M/L for 6 months – then pay annual leave in 6 future instalments).

**Commented [PM1]:** Policy change as outlined in para. 7 of Ctte paper.

### Appraisal

- 5.12. Where possible you should have an appraisal with your manager before you go on maternity leave

### Restructuring and redundancy

- 5.13. If there is a restructuring process during a period of maternity leave, every reasonable effort will be made to allow you full participation in the consultation process if you are on maternity leave.
- 5.14. Being pregnant or on maternity leave does not mean your post cannot be made redundant, however there are certain protections for pregnant women and new mothers.

### Dismissal

The law gives women protection from being dismissed for a pregnancy or maternity related reason regardless of their length of service.

- 5.15. However, dismissal may be considered fair if it is for non-pregnancy related reasons  
All staff who are dismissed receive a written statement explaining the reasons for the dismissal.
- 5.16. The end of a fixed term contract is a dismissal in law. If you are on a fixed term contract you will be treated in the same way as someone on a continuing contract.





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### 6. Maternity pay

An employee on maternity leave is not automatically entitled to pay: it will depend on her length of service.

- 6.1. Maternity pay is made up of two parts:
- Statutory Maternity Pay (SMP); and
  - Occupational Maternity Pay (OMP).
- 6.2. Often the payment of these two is combined, provided the combined payments do not exceed full pay.. The eligibility criteria are different for SMP and OMP.
- 6.3. The [Maternity Pay Table](#) summarises the information about maternity pay and eligibility criteria set out in the following sections.

#### Statutory Maternity Pay (SMP) eligibility criteria

- 6.4. SMP will be paid by the County Council on behalf of the Department for Work and Pensions (DWP) if you meet all of the following qualifying criteria:
- **Service:** have continuous service of at least 26 weeks continuously into the 15th week before the week your baby is due (the EWC).
  - **Average Weekly Earnings (AWE):** have earnings equal to at least the National Insurance Lower Earnings Limit in the qualifying 8 week period. See [Statutory Thresholds](#).
  - **Proper Notice:** have given the Employee Services 28 days' notice of the date you want SMP to be paid. This date cannot be earlier than the beginning of the 11th week before the week the baby is due (your EWC).
- 6.5. Entitlement to SMP can also be affected by other factors such as:
- working for another employer; or
  - being taken into legal custody.

It is your responsibility to inform your manager if you are affected by these factors.

#### Duration of payment

SMP cannot be paid before maternity leave has started and the latest date payment can start is the day after the child is born. SMP cannot be paid while an employee is working.

- 6.6. If you return to work before the 39 week payment period is completed, you will lose a proportion of your SMP.
- Note:** attending work for [Keeping in Touch Days](#) is not regarded as return to work for this purpose.
- 6.7. Any deductions which can lawfully be made from pay can also be made from SMP, including PAYE income tax, National Insurance and pension contributions. Attachment of Earnings Orders and Deductions of Earnings Orders made by the Child Support Agency do not apply to payments of SMP.
- 6.8. If you resign from your post, you will still be entitled to the full 39 weeks' SMP, unless you return to work in another capacity during the 39 week period.



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### Statutory Maternity Allowance (SMA)

6.9. If you are not entitled to receive SMP you will be notified by Employee Services an SMP1 form which you can take to Job Centre Plus of the reason in writing and your MATB1 form will be returned to you.

**Note:** if you are entitled to OMP, but not SMP, the Statutory Maternity Allowance payments will be deducted from your OMP.

### Occupational Maternity Pay (OMP) Eligibility criteria

6.10. The amount of OMP that you may receive depends on your length of service.

6.11. An employee with less than one year's continuous service at the beginning of 11<sup>th</sup> week before EWC will receive 2 weeks OMP as a lump sum after they have returned to work 12 weeks.

6.12. An employee with at least one year's continuous service at the beginning of the 11th week before the EWC will receive 20 weeks OMP rate which is 50% of salary. OMP is a retention payment. To keep it you must return to work, for a period of 6 months following Maternity leave.

An employee may choose to receive OMP after she has returned to work, rather than during maternity leave.

**Commented [PM2]:** Change as outlined in para 5 of Ctte paper.

### OMP and SMP

- Your OMP is paid in addition to SMP.
- OMP and SMP entitlements will be applied at the same time but the combined payments will not exceed full pay.

### SMP and OMP and premature birth

6.13. The entitlement does not change in the event of a premature birth. However, if the birth occurs before your notified date for the start of maternity leave and pay, you must inform your manager as soon as is reasonably practicable and OMP will start from the actual birth date. Your manager will inform Employee Services.

### Factors affecting retention of OMP

To keep the 20 weeks' half pay, employees must return to work for a minimum of 6 continuous months on the same type of contract that they had before they took maternity leave.

6.14. You can choose, on the [Notification of Maternity Leave Form](#), to have your 20 weeks' OMP half pay withheld, if you are unsure whether you will want to return to work following the birth. Payment will then be made if, and when, you return to work.

6.15. If you leave your job before completing 6 months' continuous service, you will have to repay the 20 weeks' OMP.

6.16. See also [Sickness at the end of maternity leave](#).



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### 7. Keeping in Touch (KIT) Days

- 7.1. You may attend work for Keeping in Touch Days (KIT Days) at any time during your maternity leave, excluding the 2 weeks' compulsory maternity leave period immediately following childbirth.
- 7.2. A KIT Day can include training or any activity undertaken to enable you to keep in touch with your workplace.
- 7.3. KIT Days are not compulsory. Your manager cannot insist that you carry out work or training whilst on maternity leave. Equally, you cannot insist on being given work to do.
- 7.4. Working for part of a day counts as one KIT day. Up to a maximum of 10 KIT Days may be worked during a period of maternity leave without affecting entitlement to maternity payments.
- 7.5. For attending KIT Days you will receive payment for hours actually worked based on your contractual pay. If you are still within the maternity pay period you will receive your maternity pay topped up to the equivalent of contractual pay. If you are outside of the maternity pay period you will simply receive contractual pay.
- 7.6. Your line manager will keep a record of the dates and hours that you work as KIT days. They will send the record to Employee Services at the end of your maternity leave. You will be paid for the KIT days when you return to work.

### 8. Returning to Work

#### Notice of return

- 8.1. If you are taking your full maternity leave entitlement, the return to work date is based on the date that maternity leave started. You should return to work on the date given in the letter sent by Employee Services confirming your entitlement to maternity leave and pay.
- 8.2. If you want to return to work earlier than the date given in this letter, you may do so at any time after the compulsory first two weeks' maternity leave after giving birth have passed, provided you give at least 8 weeks' written notice of the date you wish to return.
- 8.3. You should discuss your return date with your manager so everyone is clear about the timescales.

#### Requesting flexible working

- 8.4. The right to return to work is essentially to the same job and the same contract that you had prior to the period of maternity leave. There is not a right to return to work on different terms and conditions, for example different hours or work pattern.
- 8.5. However employees with 26 weeks' continuous service are able to apply to work flexibly. For further information see the [Requesting Flexible Working on snet](#).

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### Unpaid Leave.

- 8.6. If at the end of your maternity leave you would like to take unpaid leave you may ask your manager. Unpaid leave is for a maximum duration of up to six months. You may apply in writing to your line manager at least two months before you would like to take unpaid leave. The period of unpaid leave does not count toward the period you need to work to keep your OMP. See information about [unpaid leave](#) on snet

### Sickness at the end of maternity leave

- 8.7. If you are unwell when you are due to return to work at the end of your maternity leave period, you should submit a doctor's certificate and you will be treated as being on sick leave in the normal way.

**Note:** a period of sickness absence immediately following your return to work will not count towards the required 6 months' working period after maternity leave for the purposes of retaining [Occupational Maternity Pay](#) (OMP). If you fail to return to work after the sickness absence, you will have to repay any OMP paid.

- 8.8. If you are aware, prior to your date of return from maternity leave, that you are unlikely to be fit to attend work on the due date, it would be helpful to inform your manager in advance.

### Deciding not to return to work

- 8.9. If you indicated on your Notification of Maternity Leave Form that you may, or will, return to work following maternity leave, you can change your mind at a later date. However you will need to give notice of resignation in accordance with the terms of your employment contract.

**Note:** employees who decide not to return to work will have to repay any OMP payments which have been made.



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### Adoption

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#### 9. Eligibility for adoption leave

##### Eligibility criteria

Only adoptions arranged through an approved adoption agency qualify for adoption or paternity leave. For information about adoption see the [County Council's website](#).

- 9.1. Employees who adopt through an approved adoption agency are eligible for Statutory Adoption Leave.
  
- 9.2. The couple choose which partner takes Adoption Leave. The other partner (referred to elsewhere in this document as the “co-adopter”) may be entitled to [Paternity Leave](#).
  
- 9.3. Dual approved prospective adopters may be eligible for adoption leave and pay where they have agreed to have a child placed with them in accordance with section 22C of the Children Act 1989 with a view to them adopting that child.
  
- 9.4. Intended parents in a surrogacy arrangement who meet the qualifying requirements are newly matched with the child through an approved adoption agency and intend to apply for a Parental Order are eligible for the same entitlements as others who adopt .

##### Ineligible adoptions

- 9.5. Employees are not eligible for statutory adoption leave or pay if they:
  - become a special guardian or kinship carer



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- adopt a stepchild
- adopt a family member
- adopt privately, e.g. without permission from a UK authority or adoption agency

### 10. Adoption Leave

Eligible employees can take up to 52 weeks' Statutory Adoption Leave (SAL).

10.1. This is made up of Ordinary Adoption Leave (OAL), the first 26 weeks starting from either:

- the date of the child's placement; or
- from a fixed date which can be up to 14 days before the expected date of placement

and Additional Adoption Leave (AAL) – the second 26 weeks which immediately follows OAL.

10.2. Adoption leave can start on any day of the week.

10.3. Only one period of leave is available, irrespective of whether more than one child is placed for adoption as part of the same arrangement.

#### Pre-adoption appointments

10.4. Primary adopters are entitled to paid time off to attend up to five pre-adoption appointments, similar to the right to attend ante-natal appointments for mothers. Co-adopters are entitled to unpaid time off for up to two such appointments.

10.5. Adopters are eligible for time off to attend training and assessment days – please see the Special Leave policy.

#### Claiming adoption leave – general

10.6. It is acknowledged that it is not always possible to plan the arrival of an adopted child with the same degree of certainty as a pregnancy.

10.7. Therefore you are strongly encouraged to contact your manager at the earliest stage of your adoption process for support and guidance, to enable you to meet the timescales for claims set out below wherever possible, and to allow them to provide you with flexibility in unforeseen circumstances.



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### Claiming adoption leave

10.8. Within 7 days of being matched with a child, you must inform your manager, who will inform Employee Services, either:

- that you intend to take adoption leave; or
- that you intend to resign (see [Resignation -things you need to know](#))

You must also state:

- the expected date of placement of the child; and
- the date you would like to start adoption leave, which cannot be later than the expected date of placement, or earlier than 14 days before placement.

10.9. The notice must be in writing. Use the [Notification of Adoption Form](#) available on [snet](#).

### Changing the adoption leave start date

10.10. If the date of placement changes, you may change the date adoption leave starts accordingly, provided you give your manager at least 4 weeks' notice in writing (unless this is not reasonably practicable). Your manager will inform Employee Services.

10.11. Employee Services will write to you if the start and leave dates of the adoption leave have to be amended.

### Returning to work

10.12. If you are taking your full adoption leave entitlement, the return to work date is based on the date that your adoption leave started. You should return to work on the date given in the letter sent by Employee Services confirming your entitlement to adoption leave and pay.

10.13. If you want to return to work earlier than the date given in this letter, you may do so at any time, provided you give at least 8 weeks' written notice of the date you wish to return.

10.14. You should discuss your return date with your manager so everyone is clear about the timescales. [See KIT days](#).

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### 11. Adoption Pay

#### Eligibility for adoption pay

11.1. To be eligible to receive Statutory Adoption Pay (SAP) you must:

- have Average Weekly Earnings (AWE) equal to at least the National Insurance Lower Earnings Limit in the qualifying 8 week period (see [Statutory Thresholds](#)); and
- give 4 weeks' written notice of the date you want SAP payments to start using the [Notification of Adoption Form](#); and
- supply your manager with documents which show:
  - the name and address of the adoption agency; and
  - your name and address; and
  - the 'matching certificate' from the adoption agency and the date of placement – letter from adoption agency

#### Statutory adoption pay (SAP)

11.2. If eligible, you will receive SAP for 6 weeks at 90% of your AWE followed by 33 weeks of either 90% of your AWE or the flat rate of SMP, whichever is lower.

11.3. SAP is subject to deductions such as tax, National Insurance and pension contributions.

#### Occupational Adoption Pay (OAP)

11.4. Occupational Adoption Pay has the same eligibility criteria as Occupational Maternity Pay and is paid at the same rate. OAP is subject to the same repayment provisions as OMP





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### Paternity - New fathers, partners and co-adopters

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#### 12. Antenatal/Adoption appointments

Prospective fathers or a mother’s partner can take unpaid time off, to attend up to 2 antenatal medical appointments or 2 adoption appointments

##### Eligibility criteria

12.1. To be eligible for the right to unpaid time off to attend ante natal appointments, you must have a “qualifying relationship” with the pregnant woman or her expected child. You are in a “qualifying relationship” if you are any of the following:

- The husband or civil partner of the pregnant woman;
- You live with the pregnant woman in a long term family relationship, but are not a member of her family (co-habitation);
- You are the father of the expected child;
- You are a woman in a same sex relationship and your partner becomes pregnant
- You are a potential applicant for a parental order in a surrogacy arrangement

This right applies to medical appointments only and does not extend to other ante natal or maternity related classes.

12.2. For all maternity-related medical appointments, you are expected to confirm in writing to your manager stating the date and time of the appointment; that you qualify for the unpaid time off through your relationship with the mother or child; and that the time off is for the purpose of attending an antenatal appointment with the expectant mother that has been made on the advice of a registered medical practitioner, nurse or midwife.

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12.3.If you are a co-adopter you may take time off to attend 2 adoption appointments after you have been matched with a child.

### 13. Paternity leave

13.1.Paternity leave can be granted in both a birth and an adoption situation, but the rules for claiming adoption paternity leave and pay are slightly different.

#### Eligibility criteria for Statutory Paternity Leave

13.2.To qualify for statutory paternity leave an employee must meet all of the following:

- have, or expect to have, the main responsibility for the child's upbringing (apart from the mother/adopter);
- be the biological father of the child or be the husband, partner, co-adopter or civil partner of the mother/adopter;
- be taking time off to look after the new mother/adopter and child;
- not be claiming adoption leave;
- inform their manager and Employee Services in writing of their intention to take paternity leave using the relevant forms and correct notice period;
- be an employee and have continuous service of 26 weeks by the 'qualifying week' which is either:
  - the end of the 15th week before the EWC; or
  - the end of the week in which you are notified of the adoptive match.

#### Eligibility criteria for Occupational Paternity Leave

13.3.Occupational paternity leave is available for employees with less than 26 weeks continuous service. Otherwise the eligibility criteria is the same as for Statutory Paternity Leave

#### Paternity Leave

Eligible employees may take either one or two consecutive weeks paid leave (not odd days). Only one period of leave may be taken.

13.4. Paternity leave cannot start before:

- the birth; or
- the adoption placement.

It must be taken within 8 weeks of these dates.

13.5.A week is the same amount of days that you normally work in a week, for example, if you only work on Mondays and Tuesdays, a week is 2 days.



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13.6. Paternity leave can start on any day of the week from either:

- the date of the child's birth/ adoption placement (whether this is earlier or later than expected); or
- a chosen number of days or weeks after the date of the child's birth/ adoption placement; or
- a chosen date after the child's birth/ adoption placement .

### How to request paternity leave

13.7. You may request paternity by informing your manager in writing, of your intention to take paternity leave at least 15 weeks before the expected date of birth, unless this is not reasonable practicable.

In cases of adoption, let your manager know of your intention to take paternity leave as soon as you are aware of the adoption and give written notice within 7 days of you and your co-adopter or partner being matched with a child.

13.8. The notice needs to state either:

- the date the baby is due; or
- the date of placement

It must also state:

- whether you wish to take 1 or 2 weeks' paternity leave; and
- when you want to start your leave; and
- whether you are requesting Statutory Paternity Pay (SPP), if eligible – see [Paternity Pay](#)

### Changing the start date of paternity leave

13.9. You must give at least 28 days' written notice if you want to change the start date of your paternity leave.

### Premature or still birth and death in childbirth

13.10. An eligible employee will still qualify for paternity leave (and SPP if applicable) if either:

- their child is still born after the end of the 24th week of pregnancy; or
- the mother dies in childbirth; or
- the baby is born prematurely.

**Note:** if the child is born early, PL must be completed within the period from the actual date of birth up to 8 weeks after the Expected Week of Childbirth (EWC).

## 14. Paternity pay

### Eligibility for Statutory Paternity Pay (SPP)

14.1. Employees claiming SPP must:

- meet the [Eligibility criteria for paternity leave](#) set out above; and
- be employed up to the date of birth/ placement; and



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- earn at least the National Insurance Lower Earnings Limit before tax (see [Statutory thresholds](#)); and
- give the correct notice.

### Claiming Statutory Paternity Pay

14.2. If you meet the eligibility criteria you must complete the relevant HMRC form (SC3/SC4) and provide it to your manager who will send it to Employee Services at least 28 days before you want your SPP to start.

14.3. The forms can be downloaded from [snet](#)

14.4. If you change your mind about the start date for SPP you must give your manager at least 28 days' written notice, unless this is not practicable.

### Occupational Paternity Pay (OPP)

14.5. OPP is paid through payroll to eligible employees who take paternity leave.

- For employees with less than 26 weeks service it is made up of full contractual pay less SPP.
- For employees with at least 26 weeks service it is made up of SPP topped up to full contractual pay. The combined payments must not exceed full pay.

### Returning to work

14.6. If you are returning to work after a period of either:

- Paternity leave; or
- Parental leave following paternity leave and not exceeding 4 weeks

You have the right to return to the same job, on the same terms and conditions of employment, as if you had not been absent.

14.7. If you take more than 4 weeks' leave following paternity leave by taking additional unpaid leave, you may return to the same job, on the same terms and conditions, unless this is not reasonably practicable.

14.8. If it is not reasonably practicable, you have the right to return to suitable alternative employment on terms and conditions that are no less favourable than those that applied to your original role.



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### Shared Parental Leave

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- 19. What is the right to return?.....25
- 20. What is the entitlement to leave/pay? .....25

- Shared Parental Leave enables parents to share up to 50 weeks leave, during the first year of their child’s life. The aim of the legislation is to provide parents with more flexibility in deciding how to care for their child and supports work life balance.
- Shared parental leave was introduced to give families more flexibility about how leave is taken following a child's birth. Parents of a child (including adoptive parents) can decide how to divide a total of 52 weeks of leave between them (ie the mother’s maternity leave). Please note the earliest that the mother can end her statutory maternity leave and start a period of shared parental leave is after the end of the two-week compulsory maternity leave period.
- You can start shared parental leave if you are eligible and, you or your partner end their maternity or adoption leave or pay early. The remaining leave will be available as shared parental leave and you can share the leave with your partner if they are also eligible. The remaining pay may be available as shared parental pay. Parents can choose how much of the shared parental leave each of you will take. Shared parental leave cannot be taken after the baby's first birthday.

#### 15. Who can apply for shared parental leave?

15.1 To qualify for shared parental leave, the child’s mother (or adoptive parent) must be eligible for either:

- maternity leave or pay
- maternity allowance
- adoption leave or pay.

Employees must also:

- have continuous service of at least 26 weeks by the end of the 15th week before the due date (or placement date for adoption)
- have the main responsibility for the care of the child at the date of the birth (apart from the responsibility of her partner or the child's father)
- still be employed by the council while they take shared parental leave
- give the correct notice, including a declaration that your partner meets the employment and income requirements which allow you to get shared parental leave.

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The mother's partner must also satisfy minimum employment and earnings criteria to be eligible for shared parental leave.

In addition, the mother's partner (ie the child's father or the mother's spouse or civil partner) must:

- have been employed or self-employed during at least 26 of the 66 weeks before the expected week of childbirth;
- have average weekly earnings of at least £30 for any 13 of those 66 weeks; and
- have the main responsibility for the child at the date of the birth (apart from the responsibility of the mother).

Sometimes only one parent in a couple will be eligible to get shared parental leave and shared parental pay. This means that you can't share the leave.

### 16. How to apply for shared parental leave

If you qualify for shared parental leave you must notify your manager of your entitlement and intention to take leave at least eight weeks before your first period of leave.

This notification must include:

- details of how much shared parental leave is available
- the amount of leave each parent intends to take
- a non-binding indication of when you intend to take leave.

You can subsequently vary the amount of leave that each parent will take by notifying your employers of the change.

### 17. Self-certification

Both parents must notify their employer, giving declarations about your entitlement to take shared parental leave and that you agree to the amount of shared parental leave the other parent wishes to take. You will need to provide a copy of the child's birth certificate and the name and address of the partner's employer within 14 days. The employer then has 14 days to respond to the request.

### 18. How can the leave be taken?

You must give a separate written notice at least eight weeks before the start of any period of shared parental leave. The notice must state when the leave will start and end, and can request more than one period of leave. Any one period must be in a block of at least one week.

If you have asked for a single continuous period of leave, you are entitled to take it. If you have asked for separate periods of leave your manager can:

- agree to the requested pattern of leave
- refuse the request



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- refuse the request but propose alternative dates. If an agreement cannot be reached within two weeks, you can withdraw your request, or take the leave requested as a single continuous period.

You can give up to three notices of your intention to take leave. If a notice is withdrawn because a leave pattern cannot be agreed, it does not count towards this limit.

### 19. What is the right to return?

During shared parental leave your normal terms and conditions of employment are maintained, except those relating to pay.

You can work on up to 20 days during shared parental leave without bringing the leave to an end. These are called 'shared parental leave in touch' (or SPLIT) days. The requirements are the same for [Keeping in touch days](#) described in the maternity section.

When returning from shared parental leave you are normally entitled to return to the same job if you are coming back from a period of leave including shared parental leave of 26 weeks or less. If the period of leave exceeds this, and it is not reasonably practicable to return to the same job, you are entitled to return to a suitable alternative.

### 20. What is the entitlement to leave/pay?

Employees who are absent from work on ShPL may be entitled to Shared Parental Pay (ShPP) if they meet either of the following eligibility criteria:

- they qualify for Statutory Maternity Pay or Statutory Adoption Pay; or
- they qualify for Statutory Paternity Pay and have a partner who qualifies for either Statutory Maternity Pay, Statutory Adoption Pay or Maternity Allowance;

Eligibility for ShPP is based on the circumstances of the individual employee and cannot be transferred between partners.

If both partners are eligible for ShPP, their applications must detail how they wish for it to be shared.

The maximum number of weeks ShPL that can be shared is either 37 (in cases of birth) or 39 (in cases of adoption).

ShPP is paid at the same rate as SMP.

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### Parental Leave

Parental leave is unpaid, statutory leave for employees to look after the welfare of their child.

#### Eligibility

To be eligible, employees must have one year's continuous service when leave is taken.

21. It applies to:

- natural or adoptive parents
- those with legal parental responsibility.

#### Entitlements

22. Employees can take 18 weeks in total of parental leave, up to their child's 18th birthday.

23. In any one year (a year runs between January and December) parents can only take up to 4 weeks of parental leave for each child. This needs to be taken in a block of at least one week (unless agreed otherwise, or unless the child is disabled).

24. A week is equal to the number of days an employee works each week. Parental leave is specific to each individual - if he or she changes jobs, the amount of parental leave taken in the past will be deducted from the total parental leave by the new employer.

#### Applying for parental leave

25. Employees must complete the parental leave request form at least 21 days before the start of the leave.

26. Your line manager will respond to your request within seven working days.

- Where the request is for parental leave immediately following birth or adoption of a child approval is always given.
- Where the request is for parental leave at other times it will be sympathetically considered in accordance with the needs of the service. Your manager will discuss the reason with you to agree to postpone it. Your manager will agree a new start date which must be within 6 months of the start date requested.



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### Pension

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#### 27. Pension information and contacts

If you need advice please contact [My Helpdesk Pensions](#)

#### 28. Pension contributions

28.1. During any period of paid maternity, adoption, paternity or shared parental leave your pension is worked out to make sure your pension is not affected by the reduction in pay. This means that you will continue to build up a pension in the section of the LGPS you are in, as if you were working normally and receiving pay. For an example of how assumed pensionable pay is calculated see the LGPS website. You will pay your basic pension contributions on the pay you actually receive.

28.2. However, any period of unpaid additional maternity or adoption leave (normally from weeks 39-52) or unpaid shared parental leave will not count for pension purposes unless you elect to pay Additional Pension Contributions (APCs) to purchase the amount of pension lost during that period of unpaid absence. If you are interested in buying the pension lost you must contact My Helpdesk Pensions within 30 days of returning to work.

28.3. If your manager allows you to take a period of unpaid leave, including parental leave, the period will not count for pension purposes unless you elect to pay Additional Pension Contributions (APCs) to purchase the amount of pension lost during that period of absence. If you are interested in buying the pension lost you must contact My Helpdesk Pensions within 30 days of returning to work.

For further information see the [LGPS website](#) or contact [My Helpdesk Pensions](#)

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### Terms used in Family Leave document

CS: Continuous Service	This is the continuous service covered by the Redundancy Payments (Continuity of Employment in Local Government etc) (Modification) order 1999 as amended
Partner	The term 'partner' is used in the definition of eligibility. A partner is someone who is married to or lives with the mother of the baby (or with the adopter) in an enduring family relationship, whether of different sex or the same sex, but it is not an immediate relative  This can be a spouse, civil partner; or a partner who is living in an enduring relationship with the mother and the child.
	<b>Terms related to maternity pay and leave</b>
SMP: Statutory Maternity Pay	This is payable to eligible employees who take maternity leave or leave employment because of pregnancy or childbirth. Payment of SMP is subject to qualifying conditions; subject to deductions for tax, national insurance and pension contributions, if applicable; and is payable only for complete weeks. Once paid SMP is not repayable
OMP: Occupation Maternity Pay	This is an enhanced level of maternity pay provided by the County Council to eligible employees
MA: Maternity Allowance	This is the allowance payable by JobCentre Plus to employees not entitled to Statutory Maternity Pay
MPP: Maternity Pay Period	This is the period during which SMP is payable to an eligible employee
SMP1: Statutory Maternity Pay Form	This is the form, which Employee Services will give to an employee who is not entitled to Statutory Maternity Pay (SMP) for the purpose of claiming Maternity Allowance (MA)
NI	National Insurance
Lower Earnings Limit:	the level of earnings the employee must receive in order to pay National Insurance and to be entitled to state benefits e.g. MA. This weekly earnings level is set annually by the HM Revenue & Customs
QW: Qualifying Week for SMP -	This is the end of the 15th week before the Expected Week of Childbirth (EWC) for the payment of Statutory Maternity Pay (SMP)
OML: Ordinary Maternity Leave	This is the 26-week maternity leave period to which all pregnant employees are entitled to regardless of length of service or hours worked
AML: Additional Maternity Leave	This is the 26-week maternity leave period, which immediately follows Ordinary Maternity Leave. The first 13 weeks of AML is paid the second 13 weeks is unpaid



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CML: Compulsory Maternity Leave	This is the first 2 weeks following the birth of the baby, which must be taken as maternity leave
	Terms <b>relating to pregnancy/childbirth</b>
EWC: Expected Week of Childbirth	This is the week in which the baby is due to be born as certified by the employees Doctor or Midwife on the Maternity Certificate (MAT B1)
MAT B1: Maternity Certificate	This is the maternity certificate given to a pregnant woman by a Doctor or Midwife, which states the Expected Week of Childbirth and is issued after the 20th week of pregnancy. It is required for the payment of SMP

### Adoption terms

	<b>Terms relating to adoption pay and leave</b>
SAP: Statutory Adoption Pay	Payable by the employer to eligible employees who take adoption leave. Payment of SAP is subject to qualifying conditions; and subject to deductions for tax and NI and Pension Contributions, if applicable; it is payable only for complete weeks. Once paid it is not repayable
OAP: Occupational Adoption Pay	this is an enhanced level of adoption pay, (i.e., over and above statutory requirements), provided by the council to eligible employees. There are different provisions available depending on length of service.
APP: Adoption Pay Period	the period during which SAP is payable to an eligible employee.
LEL: Lower Earnings Limit	the level of earnings the employee must receive in order to pay National Insurance and to be entitled to state benefits e.g. SAP. This weekly earnings level is set annually by the HM Revenue and Customs.
OAL: Ordinary Adoption Leave	this is the 26 week adoption leave period that eligible employees are entitled to.
AAL: Additional Adoption Leave	this is the 26 week leave period that immediately follows on from Ordinary Adoption Leave and is unpaid.
Main Adopter:	a person who has been matched with a child for adoption, or, if a couple have been matched jointly, the member of that couple who has chosen to take adoption leave and /or Statutory Adoption Pay
Matched:	A person/couple are matched with a child for adoption when an adoption agency decides that that person/couple would be a suitable adoptive parent for the child.
Notification Of Matching	A person/couple is notified of having been matched with a child on the date which they receive notification of the agency's decision under regulation 11 (2) of the Adoption Agencies Regulations 1983.

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Matching Certificate:	A certificate provided by an Adoption Agency that confirms that someone has been matched with a child for adoption and may be used as evidence for the purposes of Statutory Adoption Leave and Pay
Placement	the Placement of a child for adoption occurs when the child goes to live with the adopter permanently with a view to being formally adopted in the future.

### Paternity

	Terms used relating to paternity leave and pay
SPP Statutory Paternity Pay	Payable to eligible employees who take paternity leave. Payment is subject to qualifying conditions, deductions for tax, national insurance and pensions contributions, if applicable and is payable for complete weeks only. Once paid SPP is not repayable.
OPP Occupational Paternity Pay	This is an enhanced level of paternity pay provided by the council to eligible employees
SPP1 Form Statutory Paternity Pay Form	This is the form, which is given to an employee who is not entitled to SPP for the purposes of claiming other state benefits.
SPL Statutory Paternity Leave	This is the 2 weeks leave given to eligible employees that can be taken after the date of the baby's birth or after the date on which a child is placed for adoption.
OPL Occupational Paternity Leave	This is the level of paternity leave given to employees with under 26 weeks' continuous service.

### Shared Parental Leave terms

SPL: Shared Parental Leave.	Shared Parental Leave enables birth parents and adopters to share up to 50 weeks leave.
ShPP: Statutory Shared Parental Pay	Shared parental pay at the statutory rate which is the same as Statutory maternity pay (SMP)
SPLIT day: Shared Parental Leave in Touch Day.	These are the days that can be worked during shared parental leave without bringing the leave to an end.
Continuous leave	a period of leave that is taken in one block e.g. four weeks' leave.
Separate periods of leave	periods of leave that are arranged around weeks where the employee will return to work e.g. an arrangement where an employee will work every other week for a period of three months.
Curtail	where an eligible mother or main adopter brings their maternity/adoption leave and, if appropriate, pay or allowance entitlement to an end early.



People, Performance and Development Committee  
27 October 2017

**Leadership Expectations Guide**

**Purpose of the report:**

Surrey County Council's Leadership Expectations guide has been created to set the standards for leadership at the Council. The purpose of this report is to introduce the guide (Annex 1) to the People, Performance and Development Committee as part of its responsibility to monitor staff management and engagement.

**Recommendations:**

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

- i. note Surrey County Council's Leadership Expectations attached as Annex 1 to this report.
- ii. champion and role model the leadership expectations in their conversations with officers

**Introduction:**

1. Surrey County Council's (SCC) Leadership Expectations are a clear set of standards for all leaders and managers at the Council to aspire to and develop towards.
2. They apply to anyone within a leadership or management role at Surrey but can also be a useful guide for aspiring managers to understand expectations.
3. They were created based on feedback from senior managers and bring together both internal and external best practice.
4. The Council expects leaders and managers to work towards these expectations by accessing the development opportunities through the new leadership and management development offer.

5. Leaders will also need to role model the SCC's behaviours and values as outlined in the Council's Behaviour's Framework Guide attached to this report as Annex 2.
6. Throughout this report the term 'leaders' applies to anyone who is in a leadership and management role at SCC although it can also be applied to aspiring managers.

## Background and launch

### 7. Background

The content of the leadership expectations combines internal and external research and best practice, for example;

#### 7.1 Embedding internal best practice (examples of internal sources)

- a) HPDP evaluation review and feedback
- b) Staff survey results 2016 and feedback
- c) Senior leadership competencies for member panel selection

#### 7.2 Introducing and drawing on best practice (examples of external sources)

- a) The 7 principles of public life – Nolan
- b) NHS Leadership Academy
- c) Professional frameworks, CIPD and CMI good practice standards

### 8. Behaviours Framework

The content and the design of the expectations was also influenced by our Surrey Behaviours Framework (Annex 2).

8.1 In creating the Leadership Expectations some additions were made to SCC's Behaviours Framework. It was felt in some cases they applied to all colleagues. The additions are as follows:

- a) **Work As One Team** addition 'I am aware of the political context I work in'
- b) **Make Things Happen** addition 'I explore digital technologies and make the most of them in the work that I do'
- c) **Develop Ourselves and Others** change and addition 'I invest time in understanding my personal impact and developing my management and leadership skills' and 'I have regular one to ones with my team members'

8.2 Leaders are still expected to role model the behaviours and values in demonstrating the Leadership Expectations

9. The Leadership Expectations were launched as part of our Leadership and Management Development offer at the start of October.

### Embedding the leadership expectations

10. Officers will continue to embed the leadership expectations within the leaders' community at SCC.
11. The leadership expectation areas underpin the new learning and development offer for our leaders.
- 11.1 Examples of the tools and workshops on offer are:
- a) **Culture** – Team wellbeing assessment toolkit and 'Personal impact and role modelling' workshop
  - b) **Innovation** – Creative problem solving models and 'Problem solving and innovation' workshop
  - c) **One Team** – Systems leadership articles, and 'Building positive relationships through networking' workshop
  - d) **Thinking Ahead** – PESTLE and SWOT exercises and planning and decision and related TED talks
12. JiveSurrey Leadership and Management On line Community offers a space to promote the expectations. There will be a different focus each month on rotation to highlight different development tools, videos and resources.
13. In addition, as part of the Learning and Development offer leaders can complete a self-assessment questionnaire based on the leadership expectations. This allows them to assess their areas of strength and development according to the expectations. Work is taking place with University of Surrey to develop a diagnostic tool to support improved analysis, reporting and data collation. Data collected from this tool will provide better information about the development needs of SCC's leaders so this can continuously inform and shape the offer.
14. The four ways to apply the leadership expectations page (Annex 1, page 8) gives our leaders and managers ideas of how to apply the expectations with different colleagues.

### Conclusions:

15. The Leadership Expectations give leaders a clear set of standards which outlines what is expected of them in their roles.

### Financial and value for money implications

16. The Leadership Expectations will support leaders to develop the skills and behaviours to deliver their services in a way that offers better value

for money, based on its contents; **Thinking ahead** will help to develop sustainable services, **Innovation** is about creative approaches to delivery, **One Team** talks about delivering with partners in a productive and collaborative way, **Culture** could support wellbeing and retention rates.

### Equalities and Diversity Implications

17. The Leadership Expectations are for a specific group of people, defined by their role. It is also a tool that will be used to help shape future leaders not yet in managerial roles so is not limited to current leader but is inclusive of potential leaders. The leadership expectation links to the existing behaviour framework so already supports activities they are already doing regarding Equality and diversity implications in their roles or expected to undertake in their roles. As such, an Equalities Impact Assessment was not completed because the expectations do not change any roles. They enhance understanding of what is expected and support discussions with an individual's line manager, coach or mentor.

### Risk Management Implications

18. Lack of role modelling, or engagement with the leadership expectations. Our embedding and engagement process will help to manage this risks. Support from members to engage in general conversation on the topic of these expectations with our leaders would be most welcome.

<b>Next steps:</b>
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The expectations have just launched and a further update can be provided in the future about how the expectations have been embedded.

-----

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### Annexes:

Annex 1 - Leadership Expectations  
Annex 2 - Behaviours Framework

### Sources/background papers:

- HPDP Evaluation report – Surrey Business School
- Staff Survey Result 2017



**Surrey County Council**

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# Leadership expectations guide

Version 1, September 2017

# NARRATIVE FOR LEADERSHIP EXPECTATIONS

**All public services, including Local Authorities, are facing hugely challenging times with unprecedented changes to the way we deliver services. This provides us with real opportunities as an organisation, to shape our culture and approach and ensure we are fit for the future.**

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**Our leaders play a vital part in the delivery and innovation of our services, as well as the motivation and morale of our colleagues.**

**In order to deliver successfully, our leaders said they needed a clear set of expectations to continue to deliver an excellent service to our residents. We are really pleased to have these clear standards for leadership at Surrey that will help us succeed now and in the future.**

**These four leadership expectations are for anyone in a leadership or management role at Surrey County Council.**

## **How to use the expectations:**

We are all clear about the values and behaviours that underpin our approach as an organisation. These leadership principles help us be clear about the way in which leaders are expected to carry out their responsibilities, and they can support leaders to develop their skills.

You can work towards these expectations by role-modelling our behaviours and developing yourself in leadership and management skills. Grow your self-awareness and access the right leadership development for you and your service.

A self assessment questionnaire is available to help our leaders assess their strengths and areas of development against these expectations. This can form a part of your ongoing learning and development, your 1-2-1s with your manager and team members, and your appraisal. Search for 'Leadership and Management Development' on s-net.

# LEADERSHIP EXPECTATIONS DIAGRAM





# CULTURE

HOW WE WORK WITH OTHERS

**We reflect the organisation's values in our behaviours day in, day out and support our teams to do the same.**

## **Our leaders will:**

- › Set clear and explicit performance expectations.
- › Be positive role models of our values and behaviours.
- › Care about their team and make it easy for them to succeed.
- › Inspire, empower, coach and trust teams to get the best out of them.
- › Challenge poor behaviour where necessary.
- › Make time to listen to others and take account of their views.
- › Recognise and celebrate achievement.



# INNOVATION

HOW WE TRANSFORM/IMPROVE WHAT WE DO

**We challenge our thinking and look for new ideas and solutions from everywhere to transform what we do and get the best possible public value.**

## **Our leaders will:**

- › Take courageous decisions balancing risk with benefit for greater good.
- › Encourage their teams and colleagues to come up with ideas for improvement and trust them to put them into practice.
- › Continuously improve the way we deliver services by reviewing regularly.
- › Involve colleagues and residents who have the skills to create better services together.



# ONE TEAM

HOW WE LEAD AND WORK ACROSS ORGANISATIONAL BOUNDARIES

**We work in a truly networked way, building strong relationships, partnerships and alliances with others.**

## **Our leaders will:**

- › Understand the wider system within which they work
- › Listen to others' perspectives and build trust and mutual respect.
- › Put themselves in other people's shoes to understand the challenges they face.
- › Use the power of conversation to work up solutions together.
- › Bring people from multiple backgrounds together around a common moral purpose.



# THINKING AHEAD

HOW WE DEVELOP A SUSTAINABLE APPROACH

**We understand that we are in uncertain times and deliver services which meet residents' needs now and in the future.**

## **Our leaders will:**

- › Develop strong strategic networks.
- › Set clear direction and explain how success will be measured.
- › Regularly check we are going in the right direction.
- › Consider changing the way we do things, if the evidence shows it will result in wider benefits.
- › Listen to the voices and choices of colleagues, customers, residents and partners to come up with new ways of delivering our services.

# FOUR WAYS TO APPLY THE 2017 LEADERSHIP EXPECTATIONS

## To develop yourself

Familiarise yourself with the 2017 SCC Leadership Expectations and the SCC Behaviours framework. For each of the expectations honestly answer the following questions:

- › How often do I do this?  
Am I a positive role model?
- › Would my team say this is an area of strength for me?
- › Do I have a plan and the right environment in place to meet this expectation?
- › Is this one of my priority areas for development?

### Next Steps:

1. Design your leadership development plan (in appraisal) – note both areas of strength and development – prioritise 2-3 areas of focus
2. Search the 2017 Leadership and Management programme for your development options.

**Top tip!** Ask your line manager or a trusted colleague to coach you through this reflection!

## To develop other leaders

Use the leadership expectations in your 1:1s with all your direct reports.

### You can do this in two ways:

1. Encourage each of your direct reports to complete the self-development activity before your 1:1 (either with you or with a colleague). Coach them on the outcome, identifying development needs, record it and review it regularly.
2. Take one expectation per month as a theme. Coach each leader to identify ways they will role model the expectations and create the environment for people to thrive.

**Top tip!** Use your development plan as an example to your team, creating wider context and discuss the impact of individual development on the success of the service.

## To develop your leadership team

Use the expectations to have a series of future focused team discussions.

- › Identify one thing from each expectation for your leadership team to prioritise this year
- › Then focus on one per month e.g. Have Culture month then Innovation month and so on
- › Engage and involve your teams

### Next Steps:

1. Take ownership
2. Take Action
3. Reflect and review and continuously improve

**Top tip!** Anyone in your leadership team could suggest and run this activity. Why not encourage each other to develop facilitation skills and lead this activity.

## To develop aspiring leaders

To support succession planning and career development within your team use the expectations with non-leaders who are keen to progress.

### You can do this by:

1. Ask your aspiring leaders to talk to you about what the expectations mean to them and mentor them with examples from your experience
2. Use the leadership expectations to identify new and challenging work you may be able to give aspiring leaders to support their experience and development into a new role, e.g. inducting new starters, buddying, shadowing

**Top tip!** Encourage them to record a learning journal to reflect on their experiences and put them in a good position for when a new role comes up.



**Surrey County Council**

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# Behaviours framework guide

Version 2, July 2016

# Introduction

Welcome to the Surrey County Council behaviours framework. This framework defines 'how' we can all contribute to the success of our organisation and to our own successes as individuals. These behaviours demonstrate the attitude and approach we should bring to our work and encompasses how we do things, how we treat others and how we expect to be treated.

Page 92  
Employees from across the organisation identified these behaviours to be those that would help to support us achieve our corporate priorities and continue to make Surrey a great place to work.

### How do the behaviours fit with our values?

Values and behaviours are very much linked. The Surrey County Council values sit at the heart of everything we do.

The behaviours are what people see and are an expression of what we value. The values are brought to life in each of the behaviour clusters.



# The behaviours framework is made up of 6 clusters:

## Be customer focussed

We put the customer at the heart of our work and take responsibility to uphold the customer promise in all that we do.

## Work as one team

We collaborate with and involve our partners, customers and colleagues, building strong and lasting relationships based on listening, trust and mutual respect.

## Make things happen

We plan and deliver our work on time and effectively, making sure we understand needs and priorities and have considered risks and options.

## Communicate with purpose

We communicate clearly for all our stakeholders, making sure that we listen, understand and inform.

## Be the best we can be

We embrace the need for change and innovation, taking responsibility to improve our services and processes in the right way.

## Develop ourselves and others

We learn continually, we seek feedback about our own performance and support others to learn.




# How to use the framework?

The behaviours framework is made up of 6 clusters.

## BE CUSTOMER FOCUSSED

We put customers at the heart of our work and take responsibility to uphold our Customer Promise in all that we do



**I am successful when...**

I listen, am helpful, polite and treat customers fairly and with respect	I give clear timescales and keep customers updated where appropriate
I provide clear information and advice in a way customers understand	I take responsibility for resolving customer problems
I am open, give realistic expectations and explain decisions	I seek out customer insight and feedback, and use it to suggest improvements
I do what I say I am going to do, on time and to the right standard	I respect customer confidentiality
I make it easy for customers to contact me	

**As a manager, I also make sure...**

- I create and sustain a customer focused culture by embedding the Customer Promise and role modelling it.
- I proactively use customer feedback, insight and quality measures to inform service improvement across the organisation
- I create regular opportunities for staff and customers to help improve service quality and demonstrate a visible involvement

**I am less successful when...**

I disregard customers circumstances, requirements or needs	I miss opportunities to highlight problems or improve things for customers
I fail to manage customer expectations	I am unaware of the impact of my actions on customers

Within each cluster area there are several statements which outline how we can be successful in roles.

There is a column for any additional responsibilities for managers.

There are a number of indicators which demonstrate the sort of behaviours we would not expect to see in our colleagues.

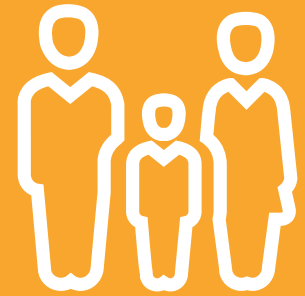
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The behaviours framework will continue to form a part of the appraisal cycle and can be used to identify areas to celebrate as well as areas you would like to improve.

It is not a tick box exercise, nor are you meant to remember every statement in every cluster! The best way to use the framework is to work with it when you set your objectives. For each objective, choose the top two or three behaviours clusters that you feel will help support you achieve that objective. This may be different for each objective and can identify any behaviour areas you do not use so frequently in your role. This may be an area you want to give some more focus to.

# BE CUSTOMER FOCUSSED

We put customers at the heart of our work and take responsibility to uphold our Customer Promise in all that we do



## I am successful when...

I listen, am helpful, polite and treat customers fairly and with respect

I provide clear information and advice in a way customers understand

I am open, give realistic expectations and explain decisions

I do what I say I am going to do, on time and to the right standard

I make it easy for customers to contact me

I give clear timescales and keep customers updated where appropriate

I take responsibility for resolving customer problems

I seek out customer insight and feedback, and use it to suggest improvements

I respect customer confidentiality

## As a manager, I also make sure...

I create and sustain a customer focused culture by embedding the Customer Promise and role modelling it.

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## I am less successful when...

I disregard customers circumstances, requirements or needs

I fail to manage customer expectations

I miss opportunities to highlight problems or improve things for customers

I am unaware of the impact of my actions on customers



# WORK AS ONE TEAM

We collaborate with and involve our partners, customers and colleagues, building strong and lasting relationships based on listening, trust and mutual respect.

## I am successful when...

I look for opportunities and take time to build relationships with colleagues and partners

I am aware of the council's and our partner's responsibilities outside of my own service

I work collaboratively with others to solve problems early on, taking time to listen and understand what is needed

I value my team, and am committed to achieving our goals and celebrating our successes

I show empathy and understanding for different perspectives, working to find common ground

I commit to restoring positive relationships when they have broken down

I put achievement of shared goals in front of personal goals and achievements

## As a manager, I also make sure...

I make it easy for my team to create networks, encouraging cross departmental working

I spend time working with my team, understanding what they do

I am consistent in the way I deal with those in my team

## I am less successful when...

I put my self interest and reputation first and do not share knowledge, information or skills with colleagues that may help them

I work on my own when I should involve my team and colleagues from other areas

I make negative comments that de-motivate those I am working with

I take decisions without involving others who should be involved

# MAKE THINGS HAPPEN

We plan and deliver our work on time and effectively, making sure we understand needs and priorities and have considered risks and options.



## I am successful when...

I set achievable and realistic targets, and use the right tools for delivery

I approach my work in an organised way to make sure my plans are delivered effectively and on time

I want to do a good job, so I am motivated and work at a good pace, dealing with issues as soon as they arise

I follow processes but I am prepared to adapt these when needed

I recognise when work is urgent and I prioritise the right things

I work to my deadlines and if things change I take responsibility and renegotiate them

I assess the situation and balance risk with benefits to make sensible but courageous decisions where needed

## As a manager, I also make sure...

That my team has the right resources to do their job

I set clear expectations and time frames for my team so they are aware of their roles and responsibilities

I take into account individual strengths and areas of improvement to set achievable objectives

## I am less successful when...

I am disorganised and do not often plan the detail of my work or prepare effectively for meetings

I have poor time management and do not meet my deadlines

I let the scale of tasks overwhelm me

I put personal interest before the best decision and do not take evidence and data into account when planning



# COMMUNICATE WITH PURPOSE

We communicate clearly for all our stakeholders, making sure that we listen, understand and inform.

## I am successful when...

I clearly present my expectations, communicate my progress and encourage others to share their progress as well

I am diplomatic, polite and considerate in my conversations with others, taking the time to really listen to what is being said

Page 98 I use positive, accessible and inclusive language in order to motivate and encourage others

I use evidence and real examples to influence and persuade, rather than expecting people to understand my views

I am always respectful of the backgrounds, opinions and differences of others, and maintain necessary confidentiality

I use effective and sensitive communication to achieve the best outcome possible for all parties

I am aware of my approach and adapt it to suit different people and circumstances, according to their preferred style

## As a manager, I also make sure...

I am open and honest with my team, and deliver difficult messages in an appropriate manner

I run productive and constructive team meetings where everyone is given an opportunity to get involved

I communicate my vision to my team/s

I understand in which situations it is right to ask my team and when I need to make decisions

## I am less successful when...

I keep quiet if I am unclear, rather than asking for clarification

I gossip or complain about other people or their work, without confronting the issue

I quickly jump to conclusions and don't give people the time to explain

I prefer to hide the truth if it is challenging



# BE THE BEST WE CAN BE

We embrace the need for change and innovation, taking responsibility to improve our services and processes in the right way.



## I am successful when...

.....  
I challenge constructively 'how we have always done things' and take responsibility to make changes happen  
.....

I stretch myself in my work, always doing the best that I can and aiming to deliver to a high standard  
.....

I ensure that the health and safety of myself, colleagues and customers is considered in everything I do  
.....

I remain calm under pressure and manage my frustrations and behaviour accordingly  
.....

.....  
I approach change positively, taking time to understand the context for the change  
.....

I represent my team, service and the council in a positive way, advocating what we do  
.....

I am careful with public money, data and information  
.....

## As a manager, I also make sure...

.....  
I give my team space for reflection to encourage creative thinking, new ideas and continuous improvement  
.....

I create a positive and trusting culture and am open to constructive challenge from my team about decisions I make  
.....

I work to keep the spirits of my team high, offering hope and support when our work is challenging even if I am anxious myself  
.....

## I am less successful when...

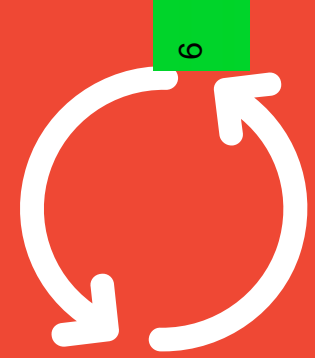
.....  
I fail to embrace the need for change, or try new things; ignoring opportunities for improvement  
.....

I dismiss ideas and contributions from others and challenge unhelpfully  
.....

.....  
I am easily influenced by the negativity of others  
.....

I make decisions based on what is easy for me and do not take considered risks  
.....

# DEVELOP OURSELVES AND OTHERS



We learn continually, we seek feedback about our own performance and support others to learn.

## I am successful when...

.....  
I take responsibility for my own development, seeking feedback in order to make positive changes to my approach  
.....

.....  
I learn from past experiences and look for opportunities to learn from others  
.....

.....  
I give positive and constructive feedback to others, in a respectful way avoiding blame  
.....

.....  
I share my knowledge and skills and help others to learn through coaching  
.....

.....  
I take responsibility for my wellbeing and care for the wellbeing of others  
.....

.....  
I challenge below standard behaviours when I see this happen  
.....

.....  
I trust others to do their best and help them if needed  
.....

## As a manager, I also make sure...

.....  
I am open and trusting of my team so they feel safe to feedback to me and each other  
.....

.....  
I support my team to develop and promote opportunities available  
.....

.....  
I invest time in developing my management skills and have regular one to ones with my team  
.....

.....  
I challenge below standard performance when it arises, aiming to resolve issues together  
.....

## I am less successful when...

.....  
I ignore suggestions about my work and opportunities to improve my approach  
.....

.....  
I fail to ask for help or support from others  
.....

.....  
I miss opportunities to support others to develop  
.....

.....  
I get defensive or confrontational when challenged by others  
.....



People, Performance and Development Committee  
27 October 2017

**Staff on the maximum of the non-school Surrey Pay bands**

**Purpose of the report:**

At its meeting on 14 June 2017, the People, Performance and Development Committee asked to receive a report detailing the number of to Surrey Pay non-school staff who are on the maximum of their pay band who will therefore not receive a pay increase in the 2017/18 annual pay review.

**Recommendations:**

It is recommended that the People, Performance and Development Committee note that 465 staff are currently at the top of their pay band for grades PS7 and above, excluding grades PS12 and PS12SC, who will not receive a pay increase. Based on the total non-school Surrey Pay headcount of 8138 this equates to 5.7% of the workforce.

**Introduction:**

1. On the 25 July 2017 People, Performance and Development Committee members asked for a report detailing the number of non-schools Surrey Pay staff on the maximum of their band who would not receive a pay increase.

**Staff on maximum of non-school Surrey Pay bands:**

2. Table 1 below shows the number of staff on non-school Surrey Pay grades PS1/2-PS19 including social workers and occupational therapists who are on the career pay model which is denoted by letters "SC" after the grade name.
3. Table 1 shows that 465 staff are at the top of their pay band for grades PS7 and above, excluding grades PS12 and PS12SC, and will not receive an increase in pay. These maximum pay points are either in-line with or above the market pay rates and will therefore not be increased as part of the 2017/18 Surrey Pay settlement.

**Table 1 Staff on Surrey Pay bands**

Grade	Adult Social Care Services			Business Services			Chief Executive Office			Childrens Sch & Fam Service			Customer and Communities			Environment & Infrastructure			Legal, Demo & Cultural Service			Total
	Min	Max	<>	Min	Max	<>	Min	Max	<>	Min	Max	<>	Min	Max	<>	Min	Max	<>	Min	Max	<>	
PS1/2	1	4	10	1	6	3	0	0	0	210	216	753	0	0	0	4	2	10	46	9	39	1314
PS3	9	0	99	3	0	0	0	0	0	23	4	243	0	0	0	0	0	0	5	0	8	394
PS4	28	80	123	1	0	0	0	0	0	1	6	11	0	0	0	0	0	1	58	67	140	516
PS5	98	64	82	31	13	9	0	0	0	80	24	63	1	2	2	6	2	1	44	27	49	598
PS6	119	2	156	62	1	75	2	0	0	129	3	181	9	2	13	14	0	27	44	2	119	960
PS7	130	1	184	72	2	82	1	0	1	209	4	209	4	0	7	60	0	80	38	0	54	1138
PS8	34	0	33	56	2	67	8	0	4	135	4	144	4	0	9	40	0	64	31	0	38	673
PS8SC	15	0	0	0	0	0	0	0	0	61	1	0	0	0	0	0	0	0	0	0	0	77
PS9	1	7	21	12	27	81	1	2	6	8	44	84	3	11	27	8	22	79	3	6	29	482
PS9SC	119	0	16	0	0	0	0	0	0	75	39	66	0	0	0	0	0	0	0	0	0	315
PS10	4	8	20	19	14	89	2	1	5	18	19	76	3	4	4	7	19	25	4	1	22	364
PS10SC	106	1	8	0	0	0	0	0	0	26	67	45	0	0	0	0	0	0	0	0	0	253
PS11	10	8	10	16	19	68	2	4	4	24	12	35	0	2	2	18	15	34	4	10	14	311
PS11SC	70	9	29	0	0	0	0	0	0	23	66	49	0	0	0	0	0	0	0	0	0	246
PS12	1	1	7	5	8	38	1	4	1	6	4	21	1	1	2	3	6	14	6	5	4	139
PS12SC	15	2	5	0	0	0	0	0	0	3	18	9	0	0	0	0	0	0	0	0	0	52
PS13	6	0	39	5	6	41	0	2	4	5	5	31	0	1	5	2	5	20	1	2	4	184
PS14	3	0	4	5	2	16	0	0	5	2	0	6	0	1	0	0	0	9	0	0	2	55
PS15	2	1	8	3	1	9	0	0	1	1	7	9	0	0	1	2	0	2	1	0	0	48
PS16	0	0	0	0	0	3	0	0	2	2	0	1	0	0	0	0	0	2	0	0	1	11
PS17	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	4
PS18	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	3
PS19	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
<b>Total</b>	<b>773</b>	<b>188</b>	<b>854</b>	<b>292</b>	<b>101</b>	<b>582</b>	<b>17</b>	<b>13</b>	<b>33</b>	<b>1041</b>	<b>543</b>	<b>2036</b>	<b>26</b>	<b>24</b>	<b>72</b>	<b>164</b>	<b>71</b>	<b>370</b>	<b>285</b>	<b>129</b>	<b>524</b>	<b>8138</b>

**Key:** **Min:** Minimum headcount,  
**Max:** Maximum headcount,  
**<>:** Headcount within the pay band range

4. Table 1 above shows the number of staff on the minimum and maximum pay points as well as where staff are within the pay band range. The grades where the maximum pay point is not increasing are highlighted in grey. These include grades PS7 and above, excluding grades PS12 and PS12SC.

<b>Summary:</b>
-----------------

5. Based on the total non-school Surrey Pay headcount of 8138, 465 staff are currently on maximum of their pay band and would not receive a pay increase. This equates to 5.7% of the workforce.

**Financial and value for money implications**

6. None

**Equalities and Diversity Implications**

6. None

**Risk Management Implications**

7. None

**Next steps:**

8. None

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**Contact details:** 0208 541 9411, [monika.mullaney@surreycc.gov.uk](mailto:monika.mullaney@surreycc.gov.uk)

**Sources/background papers:**

- Report from the Data Operations department

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