

Notice of Meeting

People, Performance and Development Committee



SURREY
COUNTY COUNCIL

Date & time
Thursday, 8 March
2018
at 2.00 pm

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

Contact
Vicky Hibbert
Room 122, County Hall
Tel 020 8541 9229

Chief Executive
Julie Fisher

vicky.hibbert@surreycc.gov.uk



We're on Twitter:
@SCCdemocracy

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

This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Vicky Hibbert on 020 8541 9229.

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

2 MINUTES OF THE PREVIOUS MEETING: 29 JANUARY 2018

(Pages 1
- 14)

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

3 DECLARATIONS OF INTEREST

All Members present are required to declare, at this point in the meeting or as soon as possible thereafter

- (i) Any disclosable pecuniary interests and / or
- (ii) Other interests arising under the Code of Conduct in respect of any item(s) of business being considered at this meeting

NOTES:

- Members are reminded that they must not participate in any item where they have a disclosable pecuniary interest
- As well as an interest of the Member, this includes any interest, of which the Member is aware, that relates to the Member's spouse or civil partner (or any person with whom the Member is living as a spouse or civil partner)
- Members with a significant personal interest may participate in the discussion and vote on that matter unless that interest could be reasonably regarded as prejudicial.

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 (Friday, 2 March 2018).
2. The deadline for public questions is seven days before the meeting (Thursday, 1 March 2018).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

5 ACTION REVIEW

(Pages
15 - 20)

Purpose of the report:

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

6 FORWARD WORK PROGRAMME

(Pages
21 - 26)

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

- 7 UPDATE ON HOUSING OPTIONS FOR HARD TO RECRUIT AND RETAIN ROLES AND POTENTIAL REVISIONS TO THE RELOCATION ASSISTANCE POLICY** (Pages 27 - 46)

Purpose of the Report:

The People, Performance, and Development Committee is asked to consider potential revisions to the Council's Relocation Assistance Policy and note an update on the progress of work which is being undertaken by officers in the Human Resources and Organisational Development Service and Property Services Department of the Council.

- 8 HR POLICY CHANGES: ENDING EMPLOYMENT POLICY** (Pages 47 - 62)

Purpose of the report:

The Committee is asked to note a number of amendments to the Ending Employment Policy of the Council and approve an addition to the Committee's Terms of Reference.

- 9 POLICY STATEMENT ON VOICE RECORDING OF HR MEETINGS** (Pages 63 - 68)

Purpose of the report:

The Committee is asked to consider and endorse a proposal for the Council to adopt a formal policy statement codifying a facility for employees to request permission to use audio recording devices at formal meetings which take place under the provisions of its employment procedures. This proposal has originated from senior officers within the Council, who had asked officers in the HR&OD service to consider a potential solution following reports of staff requesting to use their mobile telephones in order to record HR meetings.

- 10 CORONERS PAY ARRANGEMENTS** (Pages 69 - 80)

Purpose of the report:

This reports sets out details of a new national pay framework and guidance for Coroners issued by the Joint Negotiating Committee for Coroners (the JNC).

It recommends that members of the People, Performance and Development Committee (PPDC) agree to adopt the framework set by the NJC and agrees the process set out for determining the specific salary level within this framework for the current Senior Coroner, Area Coroner and Assistant Coroners.

- 11 SURREY PAY POLICY STATEMENT 2018/2019** (Pages 81 - 92)

Purpose of the report:

The People, Performance and Development Committee is invited to recommend the amendments to the Pay Policy Statement for 2018/19 to the next meeting of the County Council on 20 March 2018 for publication on the Council's external website.

12 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

13 SURREY PAY ANNUAL REVIEW 2018 TO 2019

(Pages
93 - 98)

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

14 SENIOR PAY POLICY EXCEPTIONS - MARCH 2018

(Pages
99 - 102)

The purpose of this paper is to seek approval from the committee regarding recommendations on senior pay arrangements that fall outside the council's published Pay Policy Statement.

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

15 FUTURE LEADERSHIP MODEL

The report for this item will be issued as part of a supplementary agenda after 5 March 2018.

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

16 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.

17 DATE OF NEXT MEETING

The next meeting of People, Performance and Development Committee will be on 26 April 2018.

Julie Fisher
Acting Chief Executive
Published: Wednesday, 28 February 2018

MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE

Those attending for the purpose of reporting on the meeting may use social media or mobile devices in silent mode to send electronic messages about the progress of the public parts of the meeting. To support this, County Hall has wifi available for visitors – please ask at reception for details.

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Thank you for your co-operation

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MINUTES of the meeting of the **PEOPLE, PERFORMANCE AND DEVELOPMENT COMMITTEE** held at 3.00 pm on 29 January 2018 at Committee Room C, County Hall, Kingston upon Thames, Surrey KT1 2DN.

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

Elected Members:

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

* = In attendance

Officers In Attendance

- Ken Akers, Head of HR&OD
- Andrew Baird, Democratic Services Officers
- Debbie Bala, Senior HR Adviser
- Rachel Crossley, Chief of Staff
- Simon Griffin, Programme Manager, Schools and Learning
- Joy Hurman, Learning & Development Service Partner
- Prodromos Mavridis, Senior HR Adviser (Policy)

1/18 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

None received

2/18 MINUTES OF PREVIOUS MEETINGS: 13 NOVEMBER 2017 AND 30 NOVEMBER 2017 [Item 2]

The minutes from the People, Performance and Development Committee meetings on 13 November 2017 and 30 November 2017 were agreed as true records of those meetings.

3/18 DECLARATIONS OF INTEREST [Item 3]

There were none.

4/18 QUESTIONS AND PETITIONS [Item 4]

There were none.

5/18 ACTION REVIEW [Item 5]

Declarations of interest:

None

Witnesses:

Ken Akers, Head of HR&OD

Andrew Baird, Democratic Services Officer

Key points raised during the discussion:

None

Actions/ further information to be provided:

None

RESOLVED: That;

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

6/18 FORWARD WORK PROGRAMME [Item 6]

Declarations of interest:

None

Witnesses:

Ken Akers, Head of HR&OD
Andrew Baird, Democratic Services Officer

Key points raised during the discussion:

1. Attention was drawn to the Appraisal Completion Update item which was due to be considered by the People, Performance and Development Committee (PPDC) at its meeting on 14 June 2018. Members stressed that it expected a high percentage of staff appraisals to be completed by the end of the end of May.

Actions/ further information to be provided:

None

RESOLVED: That;

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

7/18 APPRENTICESHIP LEVY AND PUBLIC SECTOR TARGET UPDATE [Item 7]

Declarations of interest:

None

Witnesses:

Ken Akers, Head of HR&OD
Joy Hurman, Learning & Development Service Partner
Simon Griffin, Programme Manager, Schools and Learning

Key points raised during the discussion:

1. The report was introduced by officers who informed the Committee that there had been a reduction in the level of underspend projected against SCC's required contribution to the Apprenticeship Levy as outlined in Annex 3 to the report. Members were advised that the Council's forecast spend on apprenticeship qualifications was estimated to be approximately £900k against a mandatory contribution of £1.2m which meant there was a shortfall of £300k.
2. Members heard that schools across the country had been struggling to deliver apprenticeships against their required contribution to the Levy. This was mirrored in Surrey where it was predicted that schools would have a significant deficit in spending against the £840k that they had collectively been required to contribute to the Levy. Officers highlighted that there was a shortage of apprenticeship qualifications that were relevant to schools although it was anticipated that the introduction of new qualifications over time would grow interest in apprenticeship qualifications and reduce underspend against schools' contribution to the Levy.
3. The Committee articulated their concerns that money put into the Levy that was not spent by the Council would be retained by the Government and highlighted the importance of ensuring that this money was used on upskilling SCC and schools' staff. Further clarity was sought on what steps were being taken to increase spending on apprenticeships made available through the Levy. Officers stated that a range of measures had been introduced in a bid to boost spending by schools on apprenticeships. The main obstacle, however, was a dearth of good qualifications although a number of new programmes would be introduced in September 2018 which would improve the range and quality of available courses. Members were informed that officers aimed to ensure that schools are in a position to take advantage of these new qualifications when they became available.
4. Further clarity was sought on Annex 2 and the Committee asked how the allocations for the number of apprenticeships within each Directorate was calculated. Members were advised that the figures were allocated based on headcount although strategic directors were told not to pay too much about the figure as there were some Directorates that would be able to fill more apprenticeship positions than others. The Committee heard that Adult Social Care (ASC) spending in this area would be bolstered by the introduction of specific Social Work and Occupational Therapy apprenticeships.
5. The Committee asked how SCC was promoting apprenticeships among young people. They heard that careers events and advice were an effective way of getting through to young people. Officers further highlighted the importance of getting Ofsted to recognise that the number of apprenticeship placements taken up by former students was as much a mark of success as the number of university places schools received among former pupils. Members requested that the next update received by PPDC on the Apprenticeship Levy include

additional details on valuable apprenticeships as well as steps being taken by SCC to attract young people to taking on an apprenticeship.

Actions/ further information to be provided:

1. The next update to PPDC on the Apprenticeship Levy should include further detail on valuable apprenticeships as well as outlining steps being taken by SCC to attract young people to take on an apprenticeship **(Action Ref: A1/18)**.

RESOLVED: That;

the People, Performance and Development Committee note the positive progress detailed within the report and comment on the conclusions.

8/18 GRIEVANCE OF POLICY REVIEW AND ADDITION TO SAFER EMPLOYMENT AND DBS POLICY [Item 8]

Declarations of interest:

None

Witnesses:

Ken Akers, Head of HR&OD
Prodromos Mavridis, Senior HR Adviser (Policy)

Key points raised during the discussion:

1. Attention was drawn to paragraph 4.2.2 of the Grievance Resolution Policy and Procedure attached as Annex 1 to the report. Members asked whether it was appropriate that formal grievances raised by chief officers within the Council should be referred to the Monitoring Officer and asked whether there should be a formal role for PPDC as the Committee responsible for employing chief officers. Officers were asked to amend the Policy to include a formal role for PPDC in processing grievances made by chief officers within the Council for approval at a future meeting of the Committee.

Actions/ further information to be provided:

1. Surrey County Council's Grievance Policy to be amended to incorporate a formal role for PPDC in reviewing formal grievances raised by SCC chief officers and brought back to future meeting of the Committee **(Action Ref: A2/18)**

RESOLVED:

The People, Performance and Development Committee;

- i. agreed that Surrey County Council's Grievance Policy should be amended to incorporate a formal role for PPDC in reviewing formal grievances raised by SCC chief officers and brought back to a future meeting of the Committee; and

- ii. noted an addition to the Safer Employment and DBS Policy of the Council to codify a statutory obligation under the Childcare Act 2006.

9/18 ENDING EMPLOYMENT POLICY AND DYING TO WORK CHARTER [Item 9]

Declarations of interest:

None

Witnesses:

Ken Akers, Head of HR& OD
Prodrimos Mavridis, Senior HR Adviser (Policy)

Key points raised during the discussion:

1. Committee Members highlighted concerns around the Council's Ending Employment Policy in particular highlighting that it needed to be clearer on SCC's approach to those found to have committed fraud. Officers were asked to amend the Policy to clearer state that those who committed fraud against the Council would be summarily dismissed and that steps would be made to claw back any money out of which SCC had been defrauded by the employee.
2. Further clarity was sought on governance arrangements for agreeing redundancy for strategic directors and other senior officers. Members asked whether this was the role of the Severance Review Group or if the responsibility sat elsewhere.

Actions/ further information to be provided:

Members requested that the Ending Employment Policy should be brought back to the People, Performance and Development Committee on 8 March 2018 with the following amendments:

- a) policy should be amended to state that the Council will summarily dismiss Members of staff who have defrauded the Council and that SCC will seek to clawback any additional money paid to staff members as part arising from this policy which were seen to defraud the Council;
- b) references in the Policy to SCC's 'Corporate Director' should be amended to 'Strategic Director'.
- c) clarity to be provided within the Policy in regard to application of the policy in respect of Strategic Directors and officers on high pay grades where it may not be appropriate for this to be agreed by the Severance Review Group. **(Action Ref: A3/18)**.

RESOLVED:

The People, Performance and Development Committee:

- i. agreed that Members the amended Ending Employment Policy be brought back to the People, Performance and Development Committee at its meeting 8 March 2018; and

- ii. agreed in principle with an officer recommendation for the Council to sign up to the Dying to Work Charter in order to codify a commitment to support Council officers who are diagnosed with terminal illness. A template copy of the Charter can be found as Annex 2 to this document.

10/18 POLICY STATEMENT ON VOICE RECORDING OF HR MEETINGS [Item 10]

Declarations of interest:

None

Witnesses:

Ken Akers, Head of HR & OD
Prodromos Mavridis, Senior HR Adviser (Policy)

Key points raised during the discussion:

1. Members discussed the Policy Statement on Voice Recording HR Meetings which had been amended following consideration at PPDC's meeting on 30 November 2017. The Committee detailed changes which had been requested to the Policy at this meeting and emphasised that staff should not be allowed to voice record formal HR meetings. Rather the Council should have the facility to enable them to record the meeting where appropriate to do so and a copy of the tape then given to the employee. The Committee asked officers to amend the Policy accordingly and bring it back to the PPDC meeting on 8 March 2018.

Actions/ further information to be provided:

1. Members agreed that provision within the Policy allowing Members of staff to record HR meetings should be removed. The amended Policy should be brought back to the People, Performance and Development Committee's next meeting on 8 March 2018 for approval (**Action Ref: A4/18**).

RESOLVED:

The People, Performance and Development Committee agreed that the amended Policy Statement on voice recording HR Meetings should be brought back to the Committee's meeting on 8 March 2018.

11/18 HUMAN RESOURCES & ORGANISATIONAL DEVELOPMENT STRATEGY MEASURES 2017-2019 [Item 11]

Declarations of interest:

None

Witnesses:

Ken Akers, Head of HR & OD
Debbie Bala, Senior HR Adviser

Key points raised during the discussion:

1. The report was introduced by officers who highlighted that the HR Team was trying to improve the clarity and accuracy staffing data. Attention was drawn to a lack of clarity over the number of staff that SCC employs highlighting that this information should be evident from the number of pay slips issued by the Council. Members were informed that the indicators outlined within the report would help SCC to get more meaningful data on its workforce which would inform and influence the future structure of the organisation. The Committee also heard that improved use of granular data that was already available to the Council would highlight how it was performing against the agreed HR&OD Strategy.
2. The Committee suggested that the strategy indicators should be made available to all County Councillors for their reference and asked officers to investigate whether it could be added to the Members' Portal.

Actions/ further information to be provided:

1. Officers to investigate the possibility to make the HR & OD Strategy Indicators available through the Members' Portal (**Action Ref: A5/18**).

RESOLVED: That;

The People, Performance and Development Committee:

- i. reviewed and commented on Surrey County Council's Human Resources & Organisational Development Strategy data reports developed so far; and
- ii. agreed to receive six monthly reports to review progress against these data reports.

12/18 2017 STAFF SURVEY RESULTS [Item 12]

Declarations of interest:

None

Witnesses:

Ken Akers, Head of HR& OD
Rachel Crossley, Chief of Staff

Key points raised during the discussion:

1. The report was introduced by SCC's Chief of Staff who advised Members that the report being considered by the Committee was based on early analysis of the 2017 Staff Survey results. She highlighted that the response rate was higher than what would

normally be expected of a public sector organisation and provided an overview of the areas where the Council's results were highest, stating that SCC had scored well against the 'Wellbeing', 'My Manager' and 'My Team' categories. The Committee heard that the majority of services had seen their results decline when compared to the outcomes of the Staff Survey conducted in 2016 with the 'Leadership' and 'Fair Deal' categories continuing to score below other factors.

2. The Committee sought clarity on why the response rate from staff within Surrey Fire & Rescue Service was so low. They were informed that the survey was fully electronic for the Fire Service this year and some officers may still prefer not to use online systems.
3. Members expressed disappointment that there hadn't been an improvement in any of the categories and highlighted that this was particularly concerning in relation to 'Fair Deal' given the amount of work which officers had done to implement the revised pay and reward offer. The Committee heard that the financial challenges facing the Council prevent it from implementing a significant pay award and negotiations meant that the pay award was implemented later than staff were anticipating. This has been compounded by the high rate of inflation at the time that the Staff Survey was in circulation as well as the national debate around restraints on public sector pay. The Head of HR&OD suggested that SCC should promote its Mybenefits offer for staff more effectively. Members were advised that comments made in the Survey were in the process of being collated which would allow officers to pick out key themes in relation to staff concerns.
4. The Committee heard that 2017 was the last of the three staff surveys that SCC had contracted Best Companies to deliver. As such, officers were considering the future of the Staff Survey and how SCC gathered the views of its staff. Members stressed the importance of maintaining staff morale given possible future redundancies across the organisations and that the survey demonstrated that staff were less satisfied than they had been the previous year. The Chief of Staff acknowledged increased anxiety among staff given the financial challenges facing SCC.

Actions/ further information to be provided:

None

RESOLVED: That;

the People, Performance and Development Committee noted the results of the 2017 Surrey County Council Staff Survey

13/18 EXCLUSION OF THE PUBLIC [Item 13]

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.

14/18 UPDATED REPORT ON ORGANISATIONAL CHANGE AND ITS IMPACT [Item 14]

Declarations of interest:

None

Witnesses:

Ken Akers, Head of HR&OD
Jo Donoghue, Strategic Business Partner

Key points raised during the discussion:

None

Actions/ further information to be provided:

None

RESOLVED: That;

the People, Performance and Development Committee noted the content of this report.

15/18 PAY POLICY EXCEPTIONS - JANUARY 2018 [Item 15]

Declarations of interest:

None

Witnesses:

Ken Akers, Head of HR&OD

Key points raised during the discussion:

None

Actions/ further information to be provided:

None

RESOLVED:

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

16/18 IMPACT OF NATIONAL LIVING WAGE ON SLEEPING-IN SHIFT PAYMENTS [Item 16]

Declarations of interest:

None

Witnesses:

Ken Akers, Head of HR&OD

Key points raised during the discussion:

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:

None

RESOLVED:

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

17/18 PUBLICITY OF PART 2 ITEMS [Item 17]

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

18/18 DATE OF NEXT MEETING [Item 18]

The Committee noted that its next meeting would be held on 8 March 2018

Meeting ended at: 5.00 pm

Chairman

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People, Performance and Development Committee
8 March 2018

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 Annex 2 (Part 2)**, 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).

Report contact: Andrew Baird, Regulatory Committee Manager

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

Annexes:

Annex 1 – People, Performance and Development Committee Actions Tracker

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ONGOING ACTIONS

Number	Meeting Date	Item	Action	Action by whom	Action update
A50/17	30 November 2017	Forward Work Programme	The Committee to consider a report on the Council's approach to flexibility on pay and working arrangements for staff where this could help to support the existing workforce	Head of HR & OD	This item has been added to the Committee's Forward Work Programme for consideration at its meeting on 26 April 2018. (Updated: 05 December 2017)
A51/17	30 November 2017	Embedding the Council's Values and Behaviours	The Committee to receive a report on work being undertaken to support closer working between officers and Members within the organisation and to help them better understand each other's roles and responsibilities.	Senior Manager, Cabinet & Member Support	An item has been added to the Committee's Forward Work Programme for consideration its meeting on 14 June 2017. (Updated: 05 December 2017)
A1/18	29 January 2018	Apprenticeship Levy & Public Sector Target Update	The next update to PPDC on the Apprenticeship Levy should include further detail on valuable apprenticeships as well as outlining steps being taken by SCC to attract young people to take on an apprenticeship	Learning & Development Service Manager	This request has been forwarded to officers for inclusion within the next update on the Apprenticeship Levy received by the Committee. (Updated: 28 February 2018)
A2/18	29 January 2018	Grievance Policy Review and Addition to Safer Employment and DBS Policy	Surrey County Council's Grievance Policy to be amended to incorporate a formal role for PPDC in reviewing formal grievances raised by SCC chief officers and brought back to a future meeting of the Committee.	Senior HR Adviser (Policy)	A date for this report to be brought back to the Committee will be identified and an item added to the Committee's Forward Work Programme. (Updated: 19 February 2018)

<p>A3/18</p>	<p>29 January 2018</p>	<p>Ending Employment Policy and Dying to Work Charter</p>	<p>An amended Ending Employment Policy should be brought back to the People, Performance and Development Committee’s meeting on 8 March 2018 for approval. The following amendments should be made to the Policy:</p> <ul style="list-style-type: none"> • Policy should be amended to state that the Council will summarily dismiss Members of staff who have defrauded the Council and that SCC will seek to clawback any additional money paid to staff members as part arising from this policy which were seen to defraud the Council • References in the Policy to SCC’s ‘Corporate Director’ should be amended to ‘Strategic Director’. • Clarity to be provided within the Policy in regard to application of the policy in respect of Strategic Directors and officers on high pay grades where it may not be appropriate for this to be agreed by the Severance Review Group 	<p>Senior HR Adviser (Policy)</p>	<p>A report will be added to the Committee’s Forward Work Programme for consideration at a future meeting.</p> <p>(Updated: 19 February 2018)</p>
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A4/18	29 January 2018	Policy Statement on Voice Recordings	Provision within the Policy allowing Members of staff to record HR meetings should be removed. The amended Policy should be brought back to the People, Performance and Development Committee's next meeting on 8 March 2018 for approval –	Senior HR Adviser (Policy)	A report has been added to the Committee's Forward Work Programme for its meeting on 8 March 2018. (Updated: 16 February 2018)
A5/18	29 January 2018	Human Resources and Organisational Development Strategy	HR & OD Strategy Indicators to be made available on the Members' Portal	Senior Manager Cabinet & Member Support	Officers in HR and Democratic Services are working collaboratively to explore opportunities to make these opportunities accessible through the Members' Portal (Updated: 28 February 2018)

COMPLETED ACTIONS

Number	Meeting Date	Item	Recommendation / Action	Action by whom	Action update
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People, Performance and Development Committee
8 March 2018

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).

Report contact: Andrew Baird, Regulatory Committee Manager

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

Annexes:

Annex 1 – People, Performance and Development Committee Forward Work Programme

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People Performance and Development Committee Forward Work Programme – March 2018



26 April 2018

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

Item title	Annual Leave Policy
Report author	Prodromos Mavridis, Snr HR Advisor – Policy and Engagement
Item Summary	To provide committee with revisions to the Council's Annual Leave policy on the arrangements for accrual & carry forward of annual leave.

Item title	Surrey Pay Annual Review update
Report author	Julie Smyth, Reward Manager
Item Summary	To update the Committee on the Surrey Pay negotiations taking place.

Item title	SCC's Approach to Flexible Pay and Working Arrangements
Report author	Rakhi Saigal, Strategic Business Partner
Item Summary	As requested from committee on the meeting on 30 November 2017, PPDC will consider a report on the Council's approach to flexibility on pay and working arrangements for staff where this could help to support the existing workforce.

Item title	Surrey Arts & Adult Community Learning Pay Review
Report author	Gulcin Polat, HR Advisor
Item Summary	To provide committee with an overview of the pay review for tutors in Cultural Services.

Item title	Learning Agreement update
Report author	Sandie Hamilton, Learning & Development Manager
Item Summary	To provide committee with an update on the take up on the number of staff who have applied for courses.

Item title	Supporting Armed Forces In Employment Policy
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Report author	Abid Dar - Equality Inclusion & Wellbeing Manager
Item Summary	To provide committee with a new policy of the Army Reservists, as the council participates in the Army Forces Covenant. This new policy will relate to special leave for army reservists and veterans returning to civilian life to ensure that those who serve or have served in the forces, and their families, are treated fairly.

Item title	Coroner's Pay update
Report author	Jo Donoghue - Strategic Business Partner
Item Summary	Further to the paper for March 2018 committee to provide committee with a further update on the formal joint circular and guidance from the Crime Survey for England and Wales (CSEW) / Local Government Association (LGA) on the national pay framework for Coroner's pay.

Item title	Trade Union Facilities & partnership arrangements
Report author	Prodromos Mavridis, Snr HR Advisor – Policy and Engagement
Item Summary	To provide committee with the adoption of a new framework for a suite of recognition agreements between the council and the trade unions which it recognises. This includes a change to facility time calculations and service level agreements for schools and academies who may wish to purchase facility time.

14 June 2018

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

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

Item title	Surrey Pay Annual Review update
Report author	Ken Akers, Head of HR & OD
Item Summary	To update the Committee on the negotiations taking place

Item title	Fostering collaboration between officers and Members
Report author	Rachel Basham, Senior Manager – Cabinet and Member Support

Item Summary	This report will provide an update on initiatives in place to support officers to work effectively with Members. The item will provide further information on the variety of different training opportunities open to officers to support them in working in a political environment. It will also seek feedback from Members regarding any other interventions that may be helpful in building effective Member/officer relationships.
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Item title	Recruitment Policy
Report author	Prodromos Mavridis, Snr HR Advisor – Policy and Engagement
Item Summary	To recommend potential amendments to the Recruitment policy to ensure alignment with safer employment DBS policy and data protection requirements that apply to recruitment and selection process.

Item title	Professional Membership Fees
Report author	Prodromos Mavridis, Snr HR Advisor – Policy and Engagement
Item Summary	To recommend potential amendments to governance arrangements relating to the eligibility of council officers to have professional fees reimbursed.

Item title	2017/2018 Pay Policy Statement
Report author	Julie Smyth – Reward Manager
Item Summary	To provide committee with the details of the 2017/2018 Pay Policy Statement.

Item title	Embedding Behaviours Framework
Report author	Lavern Dinah - Strategic OPD Manager
Item Summary	To provide committee with an update as requested at the 30 November 2017 committee on the Embedding Behaviours Framework. The report will update committee on work being undertaken to support closer working between officers and Members within the organisation and to help them better understand each other's roles and responsibilities.

25 July 2018

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

Item title	Pay Policy Exceptions Analysis end of year for 2016/2017
Report author	Stuart Brown, Data Operations Manager
Item Summary	To report to committee the analysis of Pay Policy Exceptions agreed for end of year for 2016/2017.

Item title	Orbis Partnership Staffing
Report author	Ken Akers, Head of HR & OD
Item Summary	To report to committee on Orbis staffing and integration as well as details of the savings being delivered as a result of staffing changes arising from Orbis.

Item title	Key Worker and Relocation Assistance policy
Report author	Prodromos Mavridis, Snr HR Advisor – Policy and Engagement
Item Summary	To provide committee with a report of the outcomes on investigations into 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.

Item title	Review of Human Resources & Organisational Strategy Indicators
Report author	Hannah Dwight, HR Business Services & Programmes Mgr
Item Summary	At its meeting on 30 November 2017, the Committee agreed to receive a report outlining performance against the HR & OD Strategy every six months. This update follows that received by the Committee at its meeting on 29 January 2017

24 September 2018

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

7 November 2018

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

13 December 2018

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

People, Performance and Development Committee
8 March 2018

Update on Housing Options for Hard to Recruit and Retain Roles and Potential Revisions to the Relocation Assistance Policy

Purpose of the report:

The People, Performance, and Development Committee is asked to consider potential revisions to the Council's Relocation Assistance Policy and note an update on the progress of work which is being undertaken by officers in the Human Resources and Organisational Development Service and Property Services Department of the Council.

Recommendations:

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

- i. Notes an update on the progress of work by officers within HR and Property Services in relation to investigating potential options for supporting the housing needs of current and prospective employees, particularly in the light of the recent partnership agreement between the Council and the Places for People housing provider, and
- ii. Agrees in principle the proposed revisions to the Relocation Assistance Policy (as set out in Annex 1 of the submitted report) as a basis for engagement with senior managers and other stakeholders within the Council, including the following changes:
 - a. Introduction of a facility to provide higher levels of relocation assistance payments in cases of vacancies that are particularly challenging to fill and critical to service delivery/business continuity, extending the limit to £15,000 or, where a property purchase is involved, a maximum of £30,000. Any amounts exceeding £8,000 would require business case approval by the Head of HR and OD Service.
 - b. Expansion of the policy to cover fixed-term appointments.
 - c. Extension of the 'separation allowance' and 'daily travel allowance' facilities to a maximum of one year (from 12 and 26 weeks respectively).

Introduction:

- 1 On 25 July 2017, the People, Performance and Development Committee considered a paper outlining preliminary analysis of the options available to enhance the provision of key worker housing in Surrey.
- 2 The Committee noted the work undertaken in relation to recruitment and retention and agreed that the benefits to Surrey County Council through a focus on key worker housing did not warrant further investment based on the findings in that report.
- 3 The Committee also noted the recommendation to broaden existing signposting of available housing support in Surrey, making it available to all potential candidates and asked officers to:
 - a) Investigate the full range of options to provide housing to potential candidates for hard-to-fill vacancies within the Council. This includes talking to other public sector organisations, including institutions such as universities, and
 - b) Consider ways of improving the assistance it provides for staff required to relocate to take up employment with the Council.
 - c) Ensure that the Relocation Assistance Policy and other relevant support is appropriately 'sign-posted' and accessible to potential candidates for Council vacancies.
- 4 Member consensus at the July 2017 meeting of PPDC was that the potential benefits of the direct provision of housing to employees are likely to be outweighed by the relevant costs and risks.
- 5 Following Member input at the PPDC meeting in July 2017, officers in the Human Resources and OD Service of the Council have prepared a set of potential revisions to the Relocation Assistance Policy of the Council. Officers feel that it would be useful to obtain Member feedback prior to commencing the engagement process around the proposed changes, particularly as they include a substantial increase in the maximum amount available under the Policy.

Improved signposting of housing information
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- 6 In August 2017, work was carried out to improve signposting of housing information to job applicants. All potential candidates are now able to access housing information whose availability had previously been confined to the Children's Social Work recruitment pages.
- 7 The information available was also expanded further, so that it now includes reference to the Relocation Assistance Scheme.

Working with public sector organisations

- 8 Following the 25 July 2017 Committee meeting, the Deputy Chief Property Officer arranged for a further review of the Housing Authorities working in Surrey and met with the lead strategic officer for work with the Boroughs and Districts to discuss the best way to get this topic onto District and Borough agendas.
- 9 The further review of those Housing Authorities working in Surrey confirmed that the Help to Buy and 'shared ownership' schemes, which had been mentioned in the July 2017 PPDC report and deliberations, do operate across Surrey Boroughs and Districts. Surrey County Council staff would be eligible for Help To Buy schemes if their household earns a particular amount of money (mostly under £80K). This would mean a single person in one of our 'hard to recruit and retain' positions would most likely be eligible. 'Shared ownership' (part-purchase, part rent) schemes may also enhance affordability under certain circumstances. In addition to the relatively high cost of housing in Surrey, there is a lack of equivalent schemes to support with private/Housing Association renting; support is basically restricted to a branch of the Help to Buy Scheme named 'Intermediate Rent' which is marketed as a medium-term way of encouraging renters to save for a mortgage deposit. As a result, consideration was given to whether social renting could have been an option for key workers or other business-critical appointments with the Council.
- 10 Waiting lists for rented Council or Housing Association properties in all Districts and Boroughs within Surrey are consistently long. To have a realistic prospect of obtaining Council housing, candidates would be required to satisfy a number of criteria, for example having lived in the local authority area for a number of years, having strong personal ties to the area, and earning under £50K per household.
- 11 Council / Housing Association homes have a category rating to determine the relevant 'ranking' of eligible candidates. Categories A, B and C all relate to Emergency and Danger, Homeless, Health and Disability factors. As an example, being homeless in general only gets one to Band B. This would mean that, were Surrey County Council hoping to influence District and Borough Councils to support candidates for its 'hard to recruit roles', there would be a strong likelihood that most individuals in question would be joining category D (no defined priority). On the basis of the above, new appointees to SCC roles would be likely to remain on the waiting list for a very substantial length of time.
- 12 It is therefore not expected that access to the Housing Register at Band D would be a tool that could effectively assist Surrey County Council's efforts to attract candidates to vacancies that are challenging to fill. As a result, there does not appear to be much value in further pursuing that line of enquiry as a possible way of facilitating recruitment at Surrey County Council.

Limited Liability Partnership with Places for People

- 13 On 14 December 2017, a decision was made by Cabinet for the Council to form a Limited Liability Partnership with Places for People. Officers in the HR & OD Service have liaised with colleagues in the Property Services department to explore whether there would be any possibility for the Council to offer housing options that may attract candidates for hard-to-fill vacancies. Officers in Property Services have explained that such a facility is not likely to become available. A brief outline of that advice can be found in Annex 2.

Relocation Assistance Policy Review

Key Issues (amendment proposals summarised in paragraph ii. of Recommendations):

- 14 The current Relocation Assistance Policy of the Council provides a degree of flexibility to managers in order to assist them with supporting new appointees who may have to move home to take up employment with the Council. However, a ceiling of £8,000 is applied. Members have expressed some doubts as to whether the ceiling in question would be sufficient to fully cover the costs of a house move in the context of the current housing market in/near Surrey.
- 15 The current Relocation Assistance Policy does not provide a 'blanket' entitlement to assistance to all new appointments. Its application is restricted to 'hard to recruit' vacancies and, as a result, it is deployed on a rather small scale. A total of 20 Council appointments attracted relocation assistance in the 2016/17 financial year, with just six officers benefitting from assistance of more than £3,000. One could suggest that this is a Policy which only applies in exceptional circumstances, an approach which these proposals do not seek to modify.
- 16 The current Policy offers newly-appointed Council officers the opportunity to benefit from relocation assistance with costs that may not be directly related to a house move, such as a 'separation allowance' and a 'daily travel allowance'. In its phrasing of the context of such provisions, the Policy seems to be making assumptions that can be seen as favouring mortgage-holders; e.g. by asking for evidence of 'mortgage payments' in order for the separation allowance to be paid, disregarding the possibility that the appointee's main family home may be rented. The proposed revised Policy has been reworded to ensure it is more inclusive in covering arrangements that may not include a mortgage.
- 17 Property prices in and around Surrey have traditionally been quite high when compared to the rest of the country, however a number of factors (e.g. a growing demand for housing near London, planning/building restrictions often involving the Green Belt, the increased availability and substantially reduced cost of mortgage credit as a result of monetary policy decisions) have caused significant price increases, in the ballpark of 50% [not adjusted for inflation] within a decade. Those increases affect the attractiveness of Surrey as a place to live

and work, particularly when they are considered against the backdrop of a national property market which has been less buoyant- detailed house price information and an indicative regional comparison are available in Annex 2 of this report.

- 18 On the basis of the above information, there appears to be clear merit in the Member suggestion to explore the possibility of increasing the amounts which may be available to facilitate the relocation of new employees. While it would not be appropriate for the Council to subsidise the purchase of residential property by its officers, it is important to note that moving costs are directly influenced by property prices.
- 19 The most obvious example of correlation between house prices and moving costs can be found in the Stamp Duty Land Tax (SDLT), which is levied on property transactions. The SDLT liability for an averagely-priced property in Surrey exceeds £15,000 (please see Annex 2 for detailed figures). The current Relocation Assistance Policy does cover reimbursement SDLT costs among other expenses, but it has an overall ceiling of £8,000. In other words, the current provisions limit reimbursement to an amount which is likely to only cover a fraction of the moving costs that would be incurred by someone selling their current house and purchasing one in/near Surrey.
- 20 The current Policy has been in place for more than a decade (albeit with a small increase to the overall 'ceiling' from £7,500 to £8,000 in 2015), and has obviously been developed with reference to property market conditions that were drastically different from current ones, in addition to becoming less generous in real terms due to the cumulative impact of inflation over a large number of years.
- 21 The developments in the property market which have been outlined in previous paragraphs of this paper have also created a significant disparity in moving costs incurred depending on whether one happens to be moving between rented properties or selling a house and buying another one. As a result, the proposed revised Policy introduces a distinction between the maximum assistance available to renters and that of house-buyers.
- 22 It is also important to ensure that higher levels of assistance are only offered for posts where the attraction and retention of suitable candidates is particularly challenging. The current policy includes a requirement to submit a business case for sign-off by the Head of the HR and OD Service, however Social Workers have been identified as a hard-to-recruit group and their eligibility has been approved on a collective basis. The proposed revised Policy would retain HR scrutiny for business case approval.
- 23 As a result, the proposed revised Relocation Assistance Policy does not seek to abolish the current £8,000 ceiling. The proposal is to create the opportunity for Heads of Service to request HR approval for exceeding it in exceptional cases, up to the value of £15,000 or, if a property purchase is involved, a maximum of

£30,000. The latter amount should be sufficient to cover expenses for an appointee buying an average-priced property in Surrey. It may be useful to develop a clear set of criteria to enable the Head of HR&OD to determine the 'ceiling' that should apply to a particular case- officers in the HR&OD Service intend to request input from senior managers and other stakeholders within the organisation in order to define the criteria.

- 24 As part of a benchmarking exercise undertaken by officers within the Council's HR&OD Service, it was discovered that a number of organisations which operate similar policies try to base a distinction between renting and buying based on the current status of the new appointee (i.e. only offering assistance for renters to move to another rented property and owners/mortgage holders to move to another owned/mortgaged property). The above approach can appear somewhat prescriptive, as it is difficult to avoid making assumptions about family unit configurations (e.g. disregarding the possibility that someone may wish to move to another location due to a divorce) and property ownership arrangements (e.g. families who live in multi-generational homes owned by retired parents/grandparents).
- 25 To avoid the potential for any perception of attempted interference with family arrangements and/or personal preferences, the proposed revised Policy limits the relevant distinction to whether a property is bought in order to enable an employee to move to/near Surrey; this may be a replacement for a sold property elsewhere, an addition to an individual's existing property holdings, the creation of a brand new household, or even the purchase of a second home near the workplace for the employee to stay during the working week [returning to their principal family residence at the weekend, and regardless of who owns that residence].
- 26 The proposed revised Policy clarifies that any reimbursement of costs exceeding £8,000 will be treated as taxable earnings and also subject to National Insurance contributions [but not as pensionable pay].
- 27 The current Policy restricts eligibility for reimbursement to permanent appointments. The proposed revised Policy extend the facility to officers appointed on fixed-term contracts; this ensures compliance with relevant legislation (Fixed Term Workers Regulations 2002), and may be especially useful for attracting candidates to vacancies for in-house consultants or other positions which require expertise and/or specialist skills for a defined period of time.
- 28 The current Policy includes a 'separation allowance' aimed at candidates who choose to rent [or use a hotel/B&B] away from their main residence and near their new workplace on a temporary basis in order to assist them with settling into their role and searching for permanent accommodation; this is valid for a period of up to twelve weeks. The proposed revised Policy extends that period to a maximum of one year in order to enable use of the policy to enhance

candidate attraction to fixed-term posts and, in the case of permanent appointments, provide the appointee with more time to resolve any issues that may surface around the education or employment arrangements for any other members of their household. The proposed revised Policy also extends the maximum entitlement to the 'daily travel allowance' from 26 weeks to one year for similar/analogous reasons.

Financial and value for money implications:

29 The proposed revised Policy is not expected to have a significant impact on the overall financial position of the Council. The availability of higher reimbursement limits will be restricted to exceptional circumstances, and it is likely to generate savings in officer time by improving candidate attraction and diminishing turnover in specialist positions.

Equality and Diversity implications:

30 The Proposed revised Policy is not expected to result in significant changes to the way in which the Council manages equality and diversity in the workplace, however the proposed changes may have a small positive impact on the attraction of candidates who may have been reluctant to move to the area due to personal commitments and/or caring responsibilities.

Risk Management implications:

31 The proposed revised Policy is not expected to result in significant changes to the Council's overall approach to risk management, although it is likely to mitigate the risk of aspects of Council work being delayed or performed unsatisfactorily owing to difficulties with attracting candidates and retaining employees with specialist skills. The proposed revisions also minimise the risk of any complaints or legal claims arising from employees in, or candidates for, fixed-term posts which are not eligible to access relocation assistance under the current Policy.

Next Steps:

32 Engage with senior officers/managers (e.g. through the Chief Executive Direct Reports group and the HR Subgroup of the Continuous Improvement and Performance Network group) and other stakeholders (e.g. Recruitment Team) to develop criteria for business case consideration and invite further feedback on the policy.

33 Provide the Committee with an update on the publication of the Policy or, if significant further changes are developed as part of the engagement process, submit a relevant proposal for consideration by Members.

- 34 Liaise with officers in Property Services department to ensure that Members of the appropriate Council Committees to receive updates on developments to the joint venture between Surrey County Council and Places for People.
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Annexes:

Annex 1 – Relocation Assistance Policy
Annex 2 – House price inflation information

Sources/background papers:

- Key Worker Housing report tabled at PPDC meeting on 25 July 2017.
- Housing and labour market statistics and information from various sources, including the ONS and the Financial Times newspaper (please see Annex 2).
- Some of the potential changes to the Relocation Assistance Policy that have been identified in this paper have been informed by benchmarking against practice at other organisations within Local Government (e.g. Lincolnshire County Council).



Relocation Assistance Policy

Hiring managers may offer relocation assistance to attract candidates for vacancies that are hard to fill. Such offers will be subject to the approval of a business case by HR.

Business case approval and maximum amount that can be claimed

A business case will need to be approved by the Head of HR&OD (or a senior officer within HR designated by them). This Policy covers reimbursement for a variety of expenses; it does not seek to place strict limits on a per-item basis, although the level of assistance available is subject to a 'ceiling' depending on the particular circumstances of each case.

- In most cases where a need to offer assistance to attract candidates for a post is identified, the maximum amount of assistance available under this Policy will be limited to £8,000.
- In exceptional cases, the amount of relocation assistance can be extended to a maximum of £15,000.
- Due to the high cost of housing in and around Surrey, the maximum amount of relocation assistance can be extended to £30,000 if the appointee intends to buy a residential property in order to facilitate taking up the appointment.

Commented [PMB1]: Changes as set out in para 23 of Committee report

Tax rules stipulate that eligible relocation cost refunds up to £8,000 are exempt from tax and National Insurance contributions. Any reimbursement of relocation costs exceeding £8,000 will be treated as taxable earnings and will attract NI contributions. The hiring manager will need to liaise with Employee Services in order to make relevant arrangements and ensure correct reporting to HMRC.

Commented [PMB2]: Clarification as described in para 26 of PPDC report

Eligibility

To qualify for help with this discretionary scheme regarding relocation, the individual should be:

- An existing employee that needs to relocate because of promotion, or .
- an external candidate offered an appointment on Surrey Pay terms and conditions, either on a permanent or fixed-term basis, and
- The individual has a need to move home due to the journey to work being considered unreasonable
 - The move is to a new home within "reasonable travelling distance" of the new post from a home that is at least 20 miles away
 - The new home must also be at least 15 miles nearer to the new place of employment in comparison to the old one

Commented [PMB3]: New facility as outlined in para 27 of PPDC report.



This policy does not apply to fire-fighters, who may be eligible for assistance through a SFRS scheme. This policy does not ordinarily apply to employees engaged on a 'bank' basis or working in a school under the direction of a Governing Body.

Permanent employees receiving relocation assistance will be required to sign an agreement confirming they agree to stay within SCC employment for a minimum of three years. Employees who leave the Council within the three year period will be asked to repay a proportion of the allowance, unless they have been made redundant, or the Council dismisses them at the end of a fixed-term contract (e.g. due to the return of a substantive post holder from maternity). Repayments will be calculated on the number of complete months that the employee has worked for the Council. For example, an employee commencing work on 1 October 2018 and resigning with effect from 8 May 2020 would be required to repay 47.2% of the amount they received for relocation assistance, as they would have worked for 19 complete months out of the 36-month minimum.

Commented [PMB4]: Example added for clarification.

Relocation assistance is broken down into five categories:

- Separation allowance
- Daily travel allowance
- Travel expenses into the UK
- Fees relating to moving house:
 - Legal fees - Removal allowance
 - Disturbance grant

The appropriate relocation assistance form(s) must be fully completed for all types of relocation. No claims will be accepted without the appropriate form(s) and receipts.

How to apply for relocation assistance

The hiring manager/Head of Service should compose a business case, obtain support from their Strategic Director, and forward it to the HR Reward Team for approval.

If approved, the hiring manager should complete the 'Relocation assistance claim and eligibility form' and send to Employee Services at sscemployeeservices.enquiries@surreycc.gov.uk for processing. Employee Services will then send a confirmation email to the employee informing them of when they will receive the payment.

Separation allowance

An allowance paid if the employee is living in temporary accommodation for up to one year while supporting a household based away from their new workplace. This is to enable them to look for a permanent residence, and resolving any issues around the education and/or employment arrangements of other family members.

Commented [PM5]: Facility extension as described in para 28 of Ctte paper.



Depending on the type of accommodation, an employee can claim for either:

- Bed and breakfast, or
- Rent on temporary accommodation

An employee can also claim separation allowance if they are living in temporary accommodation with their family unit, whilst paying expenses on their former home. In this case, claims can be made for whichever is the lesser amount of:

- Mortgage repayments or rent on the former home, or
- Rent on the temporary accommodation.

For the purposes of this policy, the definition of 'family unit' consists of the spouse, partner, or civil partner of the employee, and dependent children under the age of 18.

Amount of separation allowances: Where a daily rate applies (e.g. in hotels), payments will be based on a weekly maximum of five nights per week.

Proof/ Documentation needed:

- Proof of rental/ temporary accommodation payments or receipts for bed and breakfasts;
- mortgage payments or rent on former property if applicable, or proof of notice period if employee is moving from former rented accommodation, otherwise rent owing is assumed to be nil.

Daily travel allowance

Instead of the separation allowance, individuals may wish to travel daily to work from their current family home and claim a travelling allowance. These costs can include:

- Travel by public transport or
- Private vehicle

Claims for travel by private vehicle must be for the shortest route by road and cannot include official business mileage. Employees should be mindful of the potential well-being and safety implications of commuting over long distances.

Amount of allowance (Daily travel):

Public transport: reasonable public transport costs; the standard HMRC mileage reimbursement rate can be used as a point of reference (e.g. if the HMRC rate is 45p per mile, £45 can be deemed reasonable for a one-way rail fare for a 100-mile journey).

Travel by private vehicle: the HMRC rate applicable to the category of vehicle.



SURREY

The daily travel allowance may be paid for up to one year from the date of appointment.

Commented [PM6]: Facility extension as outlined in para 28 of Ctte paper.

Travel expenses into the UK

An allowance paid covering the relocation for employees moving from abroad. These costs can include:

- Relocation of individuals to take up residence in the UK from abroad
- Relocation of individuals immediate family to the UK from abroad
- Port of entry for those employees moving from abroad

Amount of allowances:

- Flights to the UK for individuals to take up residence in the UK
- Flights to the UK for members of an appointee's family unit
- Travel from the UK port of entry for those employees moving from abroad – the actual amount paid from the employee's port of entry
- Reimbursement of one-off scrutiny payment to HCPC for overseas workers. Annual registration fees are covered by the Professional Fees policy.
- Visa application fees including first year medical surcharge incurred
- Passport fees

Period of payment: Usually paid as a lump sum. Proof/documentation needed: Receipts

Fees relating to moving house

Legal Fees

An allowance paid if the employee is moving house and requires assistance with related fees. These costs can include but not limited to:

- Solicitors
- Surveyors
- Estate Agents
- Advertising
- Stamp duty



The sale and/or purchase of properties must occur within the first 12 months of the employee's appointment. However, this limit may be extended if difficulties with the sale and/or purchase occur but only if an explanatory letter and evidence are provided. Period of payment: Usually paid as a lump sum.

Proof/documentation needed: Receipts

Removal allowance

An allowance paid to assist with the additional costs of moving house. These costs can include:

- Professional removal
- Self-drive van hire - including paid assistance and fuel
- Travel for the employee and their family to move
- Necessary and reasonable storage expenses

Amount of allowances:

- Professional removal - the amount the lowest of two quotes or the actual amount incurred, whichever is less.
- Self-drive van hire - including paid assistance and fuel - the amount of the lowest of two quotes for professional removal or the actual amount incurred, whichever is less.
- Travel for the employee and their family to move – the same rules apply for the daily travel allowances (see below).
- Necessary and reasonable storage expenses - the amount of the lowest of two quotes for storage or the actual amount incurred, whichever is less.

Period of payment: Usually paid as a lump sum based on receipts and quotes.

Proof/documentation needed: Two written estimates and/or receipts for each of the removal allowances listed above, except 'Travel for the employee and their family to move'.

Disturbance grant

This is a payment that helps to assist with additional expenses needed to settle into a new home. These costs can include but are not limited to:

- Reconnecting domestic appliances
- Replacement of floor coverings/ curtains
- Essential furniture, for example bed, table
- Electrical appliances, for example toaster, kettle, fridge



Period of payment: Usually paid as a lump sum.

Proof/documentation needed: Receipts.

What cannot be claimed for under relocation assistance?

Relocation assistance is about reimbursing an individual for additional costs incurred because they are moving to Surrey. It is not possible to claim for everyday costs everyone incurs e.g.:

- Food
- Commuting to work from their new home
- Household bills
- Cleaning
- Mobile phone
- Car
- Rental bonds
- Mortgage payments
- Clothes
- On-going medical surcharge for access to the NHS after the first year
- On-going professional fees (employees may be able to claim for them under the Professional Fees Policy)

Annex 2 – Information on house price evolution in Surrey and West Yorkshire between November 2007 and November 2017, approximate fees relating to conveyancing and mortgage arrangement, and advice from Property Services on developments around the SCC joint venture with Places for People.

1) Extract from Getsurrey website article¹ on Surrey house price inflation:

‘Residents from Leatherhead, Redhill and Caterham agree that “prices have shot up” in recent years with new figures for house prices from 2007 to 2017 showing the cost of all types of properties rising by at least 31% with flats in Tandridge increasing at the fastest rate of any at 56.8%.[...]

Without adjusting prices for inflation, the Reigate and Banstead borough has seen the cost of a flat rise by 31.6% from £207,427 to £273,034 with semi-detached houses selling at a rate of 47.4% more than ten years ago, from £304,618 to £449,081 over the same period.’

2) Relevance of West Yorkshire as an indicative comparator to Surrey: Property markets operate on a local/regional basis, with different parts of the country behaving in markedly different ways over the past decade or so. There are limits to the value of comparing Surrey statistics against national ones; national market data will invariably be skewed by developments in the London market due to its size, with London’s proximity to Surrey further blurring the distinction. A comparison with another county/region may be more appropriate in the circumstances.

West Yorkshire was selected as an indicative competitor to Surrey for talent attraction due to benefitting from a rather diversified economy with a variety of career opportunities in sectors from agriculture through public administration to finance and professional services. With a population of just over 2 million living in a mix of urban, suburban and rural areas, West Yorkshire offers a multitude of lifestyle/housing options not unlike those of Surrey. Both areas may appeal to a wide cross-section of the population, something which may not be the case for places such as Cornwall, Cumbria, or the West Midlands. Furthermore, the distance between London and W. Yorkshire is in the order of 200 miles, which means that there is virtually no ‘ripple effect’ caused by commuters who work in the capital (there is evidence to suggest that house prices in places such as Northampton, Milton Keynes, Oxford, and even Bath, have risen due to an ‘exodus’ from London²).

In the ten years between November 2007 and November 2017, a period during which Surrey experienced consistently high house price inflation, West Yorkshire has seen its average house price increase by a total of just 6%. As that figure is not adjusted for inflation, it would actually represent a price decrease in real terms. The net effect of disparity between regional property market developments in the last decade has been an increase in the average house price ratio between Surrey and West Yorkshire from around 2/1 to approximately 3/1.

¹ <https://www.getsurrey.co.uk/news/surrey-news/revealed-how-much-house-prices-13690965>

² <https://www.ft.com/content/f3e54a3e-6e3c-11e7-b9c7-15af748b60d0>

3) Data comparison through home.co.uk website – based on Land Registry

sold prices: This website maintains various datasets relating to house price evolution, the most important of which is the actual sold prices held in Land Registry records. Below are the house price charts for the November 2007-November 2017 period for Surrey and West Yorkshire. The charts below indicate sold prices for houses in Surrey and W. Yorkshire. The ratio of the average property price between the two regions increased from an already substantial 2.14/1 (an average of £344,334 for Surrey as against £161,093 for W. Yorks) in November 2007 to 2.95/1 (averages of £501,780 and £170,236 respectively) in November 2017. There does not seem to have been an accompanying increase in earnings to support a higher level of house prices; on the contrary, ONS data show that the ratio of average full-time earnings between the South East of England (excl. London) and Yorkshire and the Humber regions registered a marginal decrease from 1.184/1 (£567 as against £479) to 1.168/1 (£683 versus £585)³.

In a nutshell, median full-time wages in the South East are 16.8% higher than those in Yorkshire and Humberside, whereas average house prices in Surrey are 295% higher than those in West Yorkshire.

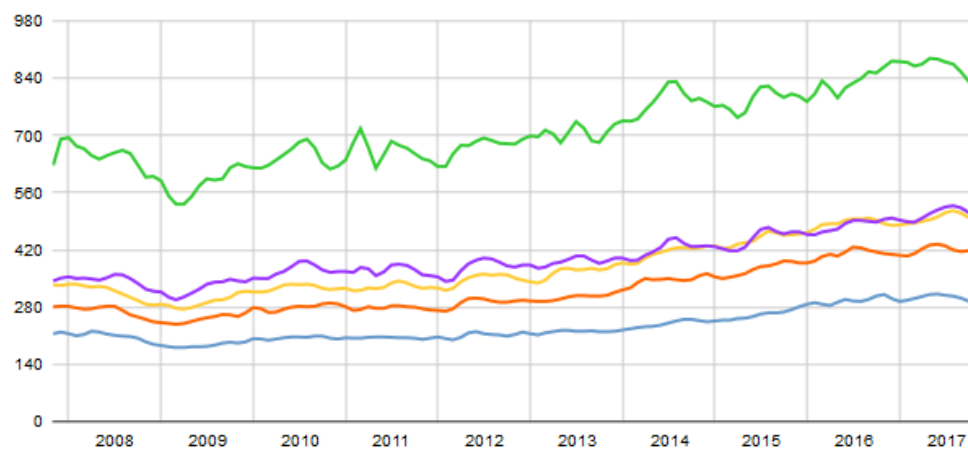
³ Source: ONS data, which are normally published for the District and Government Region levels (i.e. not readily available on a County basis). The time series is summarised on a Welsh Government website- full table available on <https://stats.wales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/People-and-Work/Earnings/averageweeklyearnings-by-ukcountryenglishregion-year>

House Prices Report for Surrey - November 2007 to November 2017

This report displays the average* property sale price for each type of property in Surrey for each month from November 2007 to November 2017. The second graph displays the number of properties sold each month in Surrey.

You can view the House Prices Report for Surrey over another date range or view the report for another location using the options at the bottom of the page.

Average Property Selling Prices in Surrey (£000's)



3-month moving averages by property type in Surrey

	Nov 2007	Nov 2017	Change
— Detached	£626,573	£838,914	+34%
— Semi	£333,738	£491,397	+47%
— Terraced	£280,595	£419,263	+49%
— Flat	£214,777	£290,384	+35%
— All	£344,334	£501,780	+46%

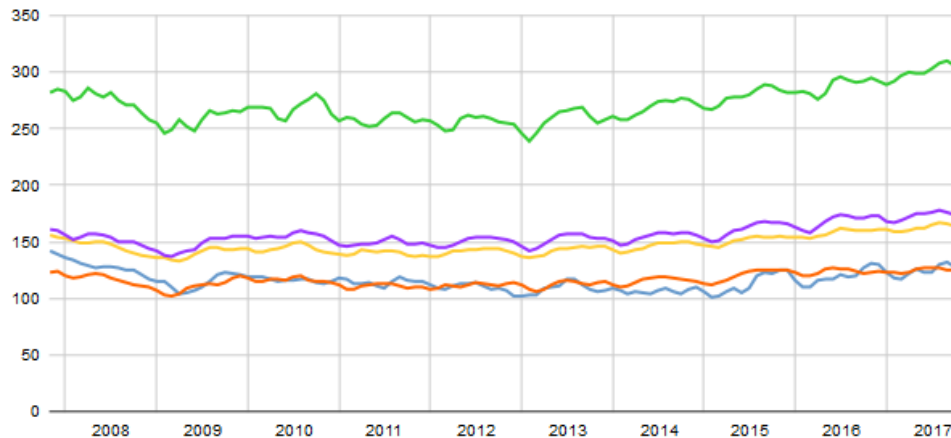
Chart 1: Evolution of residential property prices in Surrey – November 2007 to November 2017

House Prices Report for West Yorkshire - November 2007 to November 2017

This report displays the average* property sale price for each type of property in West Yorkshire for each month from November 2007 to November 2017. The second graph displays the number of properties sold each month in West Yorkshire.

You can view the House Prices Report for West Yorkshire over another date range or view the report for another location using the options at the bottom of the page.

Average Property Selling Prices in West Yorkshire (£000's)



3-month moving averages by property type in West Yorkshire

	Nov 2007	Nov 2017	Change
— Detached	£282,392	£295,005	+4%
— Semi	£155,591	£162,165	+4%
— Terraced	£122,519	£128,890	+5%
— Flat	£142,125	£121,971	-14%
— All	£161,093	£170,236	+6%

Chart 2: Evolution of residential property prices in West Yorkshire – November 2007 to November 2017

4) SDLT, conveyancing, and mortgage arrangement fees.

Stamp Duty Land Tax is levied on property transactions, and, depending on the value of a transaction, can reach levels that are substantially higher than other costs relating to a house move. As an example, the average house price in Surrey reached £501,780 in November 2017; purchasing a property priced at that level would result in a SDLT liability of £15,089. It may be useful to note that the respective amounts for the vicinity of the Surrey County Hall in Kingston-upon-Thames would be even higher, and that tax liability is higher for purchases by individuals who own one or more additional residential properties.

As other moving costs tend to reflect administrative/process costs for legal and financial work, there is no direct correlation between their levels and the price of the property which is being bought/sold/mortgaged. Co-op Legal Services estimate that average residential conveyancing costs in 2014 reached £1,419⁴, a figure which may exclude some surveys or other additional aspects of legal work undertaken around property transactions.

The financial product comparison website Moneysupermarket.com estimates that mortgage arrangement fees average 'about £1,000'⁵, although they can often exclude additional costs for valuations and 'booking fees' for the loan.

5) Property Services advice on the potential for housing employees (or attracting potential candidates for vacancies) as part of the Limited Liability Partnership joint venture between Surrey County Council and Places for People.

The LLP is a vehicle procured by the Council to provide additional capacity in the Property sphere to appraise, provide options and drive change around a number of its assets. These assets will be varied in their nature, for example some could be undeveloped land, old farm buildings, or even large corporate office blocks. Some of the proposals may include housing, commercial, community or residential schemes, or a mixture of the above. It may be worth noting that housing development proposals have to be submitted to the Local Planning Authority (LPA) that sets out a number of local policy plans; one of which may be the delivery of any Affordable Housing (AH) if the site exceeds the LPA AH thresholds. In this instance SCC does not have the discretion over which type and choice of AH it has to provide on a site by site basis but will have to demonstrate the viability of proposals in terms of the type and number of units, which should seek to align with the appropriate District/Borough Affordable Housing Policy.

As each scheme is considered, the Council could make a number of choices over the balance of affordable housing, the type of schemes and so on subject to planning and the business case showing value for money. This could take some years to realise, however officers in Property Services will continue to explore the options that will be provided in the areas of additional asset capacity and knowledge created by the joint venture.

Some residential units built as part of the joint venture may be retained by the Council to provide an income stream as a Build-to-Rent initiative. However, the relevant property will be managed by Halsey Garton Property Ltd, which is owned by the Council but required to operate on a purely commercial basis. As a result, there

⁴ <https://www.co-oplegalservices.co.uk/media-centre/articles-jan-apr-2016/what-are-the-average-conveyancing-fees-for-2016/>

⁵ <https://www.moneysupermarket.com/mortgages/mortgage-charges-explained/>

would not appear to be a way for the Council to offer preferential access to those properties to candidates for or appointees to its vacancies.

People, Performance and Development Committee
8 March 2018

HR Policy Changes: Ending Employment Policy

Purpose of the report:

The Committee is asked to note a number of amendments to the Ending Employment Policy of the Council and approve an addition to the Committee's Terms of Reference.

Recommendations:

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

- i. Approves the amendments (as set out in **Annex 1** of the submitted report) to provisions within the Ending Employment Policy of the Council which were made following Member feedback at the Committee meeting on 29 January 2018.
- ii. Approves an addition to the Committee's Terms of Reference (as set out in **Annex 2** of the submitted report) to set out that the Committee will be responsible for approving business cases for level 1 to 3 managers' severance terminations and for the Constitution to be updated accordingly and reported to County Council.

Introduction:

1. Officers in the Human Resources and OD Service of the Council believe that a consolidated 'Ending Employment Policy' would provide Council employees and managers with more clarity on provisions around resignation, retirement, and death in service. Consolidating those provisions, together with a reference to policy principles that apply to severance/redundancy terminations could make them more accessible and easier to understand.
2. At its meeting on 29 January 2018, the People, Performance, and Development Committee ratified a proposal for the adoption of a consolidated policy, indicated its agreement in principle for the Council to adopt the Dying to Work Charter to support employees who have been diagnosed with terminal illness, and requested that a number of changes be made to the Policy prior to its publication.

Ending employment

8

Key Issues:

3. At the meeting of the People, Performance, and Development Committee on 29 January 2018, Members ratified an officer proposal to consolidate various employment policy provisions into a new Ending Employment Policy, and introduce a number of amendments to the provisions in question. Members also suggested that the proposed new Policy would benefit from a number of additional amendments prior to publication, and requested an officer update on the amendments requested. The updated policy can be found at **Annex 1**.
4. A provision has been introduced to undertake that the Council will endeavour to investigate any allegations of misconduct that may relate to fraud and/or other officer actions/omissions that could create financial or reputational risks for the Council, even after it has received notice of resignation from the officer[s] whose conduct is under investigation. The introduction of such a provision signals the Council's commitment to good financial practice and overall transparency, and would make it easier for the Council to pursue any such matters through the court system.
5. Changes have been made in order to accurately reflect the post title for officers within the second tier of the management structure within the Council's paid service ('Strategic Directors').
6. Reference was added to the requirement for Member approval for severance terminations for a number of senior officer posts, and the discretion that is available for the Head of the HR&OD Service to approve such terminations [on a de minimis basis]. These provisions are set out in detail within the Council's Severance Policy and Guidance document, together with relevant procedural requirements (e.g. the submission of a business case for approval). The Committee's Terms of Reference have been updated to reflect this as a result and can be found at **Annex 2**.

Financial and value for money implications:

7. It is expected that the proposed policy modifications will not result in any discernible financial impact to the Council.

Equality and Diversity implications:

8. The proposed policy revisions are not expected to have an impact on the management of Equality and Diversity within the Council.

Risk Management implications:

9. The proposed policy modifications are not expected to substantially alter the way in which the Council manages risk, however some risk mitigation could be achieved through the introduction of an expectation for management to conclude any investigations into allegations of misconduct which relate to fraud or financial/reputational damage to the Council. It is

expected that the provision in question may facilitate any Council efforts to seek redress through litigation.

Next Steps:

10. Publish the proposed new Policy on s-net with clear references to relevant guidance and arrange for the new policy to be disseminated to officers within HR and managers across the Council.
11. Ensure the Policy continues to accurately reflect the Council's Severance Policy and Guidance and incorporates any relevant amendments. These may include the introduction of clearer definitions of terminology around 'severance' and/or 'redundancy', and a review of policy and practice around the approval of termination payments for senior officers.

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Annexes:

Annex 1 – Ending Employment Policy

Annex 2 – Updated People Performance and Development Committee Terms of Reference.

Sources/background papers:

The proposed changes have been developed principally from Member input and articulated through officer discussions within the Council's HR&OD service.

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Ending Employment Policy

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1. Introduction and scope of the policy

Surrey County Council operates a comprehensive framework of policies regulating various aspects of the employment relationship. This policy summarises the approach of the Council to concluding contractual relationships with staff whose employment terminates due to resignation, redundancy/severance/efficiency, retirement, or death in service.

This policy only covers individuals directly employed by Surrey County Council. This policy should be read in conjunction with the Change Management and/or Severance Policies for terminations due to redundancy or severance, and it does not apply to dismissals for reasons of conduct or capability; specific HR policies cover the management of those issues.

This policy acknowledges that a small number of employment contracts may be terminated by mutual agreement between the Council and the affected employee, however it does not seek to define a process for such terminations. Furthermore, circumstances may arise in which the Council may need to dismiss an employee for frustration of contract (e.g. due to visa expiry) or 'some other substantial reason', however it is not possible to codify them into a streamlined process.

2. Ending employment- reasons and notice periods.

Employment may be terminated in a number of circumstances led by the employee e.g. resignation or retirement. Alternatively Surrey County Council, as the employer, may terminate employment on grounds of conduct, capability, redundancy, statutory bar (e.g. an employee losing their entitlement to live in the UK), "some other substantial reason" or compulsory retirement. Employer-led termination is often referred to as dismissal. In some circumstances, the employee and the Council may come to a mutual agreement to terminate the contract of employment- where appropriate, the terms of such an agreement may be negotiated on an individual basis.

Managers are reminded that the Council has a number of payroll and associated processes and procedures that need to be followed when an employee is due to leave the organisation- these are largely independent from the reason for ending employment. Detailed information is available on s-net and from MyHelpdeskHR.

Notice periods are governed by a range of contractually defined entitlements and statutory provisions. A summary of notice requirements for Council employees is set out in the Table 1:



Length of service with the Council	Notice to be given by the Council	Notice to be given by the Employee
Employees in probationary period- all grades	1 month	1 month
Monthly paid employees up to and including SP7; this includes all apprentices and interns		
Under 5 years	1 month	1 month
Between 5 and 12 years	1 week for each year of continuous service	1 month
Over 12 years	12 weeks	1 month
Employees on grades SP8 – SP10		
Under 9 years	2 months	2 months
Between 9 and 12 years	1 week for each year of continuous service	2 months
Over 12 years	12 weeks	2 months
Employees on grade SP11 and above- regardless of length of service.	3 months	3 months

Table 1: Summary of notice periods for Surrey County Council employees.

3. Resignation

3.1. Introduction

Employees who wish to leave their post with the Council in order to take up employment with a different organisation or pursue non-work interests are able to resign from Surrey County Council by providing written notice in accordance with the timescales detailed in the table above. Employees and managers should follow appropriate procedures to ensure a smooth handover and address all relevant practical issues.

3.2. Process

Employees are required to submit their resignation by letter or e-mail to their line manager, setting out the effective date of the resignation. They are also able to indicate their reasons for leaving in that letter.



A line manager who receives notice of resignation from one of their direct reports should arrange a meeting with the employee to discuss arrangements around the precise leaving date, any outstanding annual leave, handing over pieces of work and Council equipment etc. Where a physical meeting is not possible to arrange, the relevant discussions can be held over the phone or in writing.

3.3. Resignation during disciplinary proceedings

If an employee tenders their resignation while being under investigation for allegations of misconduct, the Council will reserve the right to continue with an ongoing investigation. If the allegations relate to safeguarding concerns, the Council will always investigate them as thoroughly as possible.

The Council will also endeavour to investigate allegations relating to fraud or other actions and/or omissions which may have caused financial/reputational damage to the organisation. This is an important consideration in the light of the Council's commitment to transparency and accountability, and would facilitate the gathering of relevant evidence if allegations may give rise to the Council seeking redress against one or more of its [current or former] employees in the civil courts. Detailed advice is available from the Internal Audit team and HR.

Commented [PM1]: New provision as outlined in para 4 of Ctte report.

If there are no safeguarding requirements or serious financial/reputational implications, management should take advice from HR and assess whether it would be in the interests of the Council to continue with the process until its conclusion.

If an investigation is concluded and a decision is made to proceed to a disciplinary hearing, the employee will have the right to be invited to the hearing and be accompanied [normally by a work colleague or union representative], even if the hearing takes place after their last day of service. Managers need to bear in mind that in certain cases the outcome of a disciplinary hearing may affect registration for a regulatory body such as the Law Society or Health Care Professional Council (HCPC).

3.4. Withdrawing notice of resignation.

An employee may decide to withdraw a formal letter of resignation. Their line manager should decide whether withdrawing the resignation would be practicable and beneficial to the Council. If the manager decides to agree to the withdrawal of notice, they should contact Employee Services immediately asking for the resignation to be cancelled.



4. Severance

4.1. Introduction

It is Council policy to take all reasonable steps to avoid compulsory redundancies and where such redundancies occur nevertheless for unavoidable business reasons, to keep the number of redundancies to a minimum.

4.2. Scope

The severance scheme applies to termination of employment on the grounds of compulsory redundancy, voluntary redundancy, or efficiency, and covers all Surrey County Council employees who are eligible to join the Local Government Pension Scheme, the Teachers' Pension Scheme or the NHS Pension Scheme, including schools employees managed by a Governing Body, and regardless of whether an employee has actually joined their respective pension scheme.

It is important to note that fixed-term posts are included in the scheme, as the deletion of a fixed-term post is considered a redundancy. However, an employee who has a fixed-term contract to cover for the absence of a substantive post-holder (e.g. due to maternity or sickness) will not generally be considered as redundant at the expiry of that contract. Detailed advice to employees and managers is available from HR.

4.3. Process

All severance terminations which represent a cost to the Council must be approved by the Head of the Human Resources & OD Service or the HR Manager – Strategic Support. This decision may require consultation with the Severance Review Group [which consists of a number of senior officers from across the organisation] depending on the nature of the



case and the total cost to the Council. Severance terminations for certain senior management posts (including those of the Chief Executive Officer and Strategic Directors) require Member approval- full details are available in the Employee Severance Policy and Guidance document.

Managers and employees are encouraged to refer to the Council's Employee Severance Policy and Guidance document, which provides further detail on procedural arrangements, redundancy pay calculations, pension and tax implications.

Commented [PM2]: Clarification added as described in para 6 of the Ctte report

5. Death in service

5.1. Introduction

The death of an employee can be a very stressful and upsetting time for their family and colleagues. Managers and employees of the Council should approach such an occasion with appropriate sensitivity and thoughtfulness. It is particularly important to be careful in communications so as to minimise distress to relatives, friends and colleagues both in the workplace of the deceased employee and with associated services and partner agencies.

5.2. Support Available

The Council is keen to support the colleagues as well as [any] family members of employees who die in service; confidential one-to-one support is available via the Employee Assistance Programme, while coaching and counselling may also be made available through trained individuals within the organisation.

There is no automatic entitlement to a death in service benefit under Council policies, however employees participating in the LGPS, TPS and other pension schemes are likely to be eligible to benefits under the terms of the respective scheme.

There is also support available for employees who have been diagnosed with a terminal illness- however, this is not within the scope of this policy and will be outlined in the relevant Council documentation and through the commitment of the organisation to the Dying to Work Charter.

5.3. Process

Normally the immediate line manager should be identified as the "key contact" responsible for implementing the necessary arrangements.

As soon as the death of an employee is notified to Surrey County Council, the following individuals should be informed without delay:



Line manager/Supervisor, and Head of Service

Immediate and associated work colleagues and partner organisations

MyHelpdeskHR – for practical support as well as pension-related contacts

Occupational health – if the deceased employee's health was under review

S-Net directory editors

In the event of a death at work, Health and Safety Manager [who will arrange to contact the Health and Safety Executive where appropriate].

It is the key contact's responsibility to maintain communication with the next of kin as appropriate. Key contacts should be mindful that the immediate family of the employee may be very distressed- where that is the case, it may be very sensible for another relative or friend to be nominated as a contact. Normally it is comforting for relatives to hear that a senior work colleague knows of the situation and is offering support, and helpful for the bereaved to see or have contact with someone who knew their relative at work.

The key contact should arrange for the relevant Head of Service or other senior manager to draft a letter of condolences providing further information and advice, including a reference to the Employee Assistance Programme.

On notification of a death of an employee, any balance of salary/wage will be immediately frozen until such time as the next of kin can be legally proven. This will take the form of sight of probate, letters of administration or the completion of a Statutory declaration. Only when the next of kin has been legally established will any balance of pay be released. It is important for the key contact to advise the bereaved relatives that the monies often take several weeks to be released. Banks may be able to make some funds available in lieu of the 'frozen' pay until the legalities are complete- however, arrangements may differ between banks.

The Employee Services Team has appropriate procedures in place to deal with the administration around a death in service. They will be able to calculate any applicable benefits in readiness for payment- however, it may be necessary for them to liaise with the Teachers' Pension Scheme or another pension provider/authority external to the Council.

An additional compensatory scheme may apply to employees who joined the County Council prior to 26 June 1985 and who die in employment (Compensation Scheme). MyHelpdeskHR will be able to advise on the scheme.

In some cases, financial liabilities may be owed to the Council, or may fall due to be deducted from the deceased's pay e.g. car loans, car lease, relocation loan, mortgage subsidies, attachment of earnings in respect of court debt. Where possible, consideration should be given to waiving the recovery of outstanding monies; sums of less than £5,000 may be waived by a Strategic Director whilst sums in excess of £5,000 must be reported to the People, Performance, and Development Committee.



At a suitable time, and with considerable sensitivity, the key contact will need to oversee the practical steps associated with an employee leaving the Council as set out in the relevant processes for leavers. Any desk, lockers and/or Council vehicle assigned to the deceased employee will need to be cleared and any personal items identified and returned to their next of kin.

It is recommended that colleagues who regularly liaised with the deceased are informed of the employee's death. Similarly the deceased's name should be removed from any distribution lists and the s-net directory. An automatic response should be arranged for the e-mail account of the deceased employee.

In a society where people may practise any faith or none, it is good practice to avoid making assumptions about funeral arrangements. Thus, it is very important that the key contact consults with the deceased's family about appropriate means by which the deceased's colleagues may show their respect for the deceased.

Occasionally colleagues compile a "remembrance" book that celebrates their colleague's life and work; this can be a source of consolation for the bereaved and help colleagues to deal with their own sense of loss and grief.

6. Retirement

6.1. Introduction

There is no Compulsory retirement age for Surrey County Council employees. Employees should, wherever possible, be permitted to continue working for as long as they wish to do so. Employees may voluntarily retire at a time of their choosing and, depending on the terms of their pension scheme, they may be entitled to claim pension benefits at any time from age 55 (reductions for early payment may apply). An employee who is a member of the Local Government Pension Scheme or the Teachers Pension Scheme is entitled to pay into the Scheme until they reach 75 years of age.

6.2. Ill-health retirement

Early retirement may be appropriate for, and available to, employees who are unable to continue working due to health reasons, however the process will depend on pension scheme arrangements and occupational health advice.



6.3. Flexible Retirement

Surrey County Council employees may apply for flexible retirement in accordance with the following terms:

In order for an employee to be granted flexible retirement the employee must consent to a permanent reduction in grade or hours of employment equivalent to at least 20% of their contractual pay.

Depending on operational requirements and the individual circumstances of each case and subject to paragraph 4 and 5 below, the Council will have discretion to determine whether flexible retirement should be granted.

It will also be at the discretion of the Council to determine what reduction in hours worked should apply if flexible retirement is granted, but the reduction must be a minimum of at least 20% of the employee's contractual pay.

Individual cases must be approved by the employee's Service Director or Head of Service/Assistant Director except where the applicant themselves is a Director or Head of Service/Assistant Director, in which case approval must be obtained from the relevant Member Committee responsible for the appointment of the post.

Where payment of a pension for an employee who is not a Director or Head of Service/Assistant Director would result in a cost to the pension fund, approval for payment must also be sought from the Severance Review Group (SRG).

If an employee is granted flexible retirement they would be required to take all of their accrued pension benefits and not given the option to take part of their pension benefits.

An employee would not be able to take flexible retirement more than once.

Further guidance and advice on flexible retirement is available on s-net and from MyHelpdeskHR.

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6.11 PEOPLE, PERFORMANCE AND DEVELOPMENT COMMITTEE

6.12 Membership

6 Members of the authority (at least one of whom must be a member of the Cabinet).

6.13 Terms of Reference

The Committee will, subject to paragraph 6.15, appoint officers to those senior posts referred to in the Officers Employment Procedure Rules; and determine the conditions of employment (including variations to fixed term contracts) of such officers under the Officer Employment Procedure Rules. The Committee will act as the Council's Remuneration Committee under delegated powers.

The Committee will also:

- (a) determine policy on pay, terms and conditions of employment of all staff.
- (b) discharge the function of dismissal and taking disciplinary action against Chief Officers as defined in the Local Government & Housing Act 1989 (including appointing a designated independent person when required to do so).
- (c) determine arrangements for joint consultation between the Council and representatives of recognised trade unions;
- (d) determine procedures for the resolution of disputes between the Council and recognised trade unions; and
- (e) consider and seek to resolve such disputes where this has not been possible at earlier stages of these procedures.
- (f) determine any requests for early retirement under the Fire Fighters' Pension Scheme.
- (g) in relation to the Chief Executive to determine any compensation payable on the termination of his or her contract of employment by reason of redundancy, early retirement or in the interests of efficient exercise of the Council's functions and applications for early payment of pension benefits.
- (h) monitor individual performance management.
- (i) consider the recruitment, appointment and remuneration of senior managers.
- (j) monitor sickness absence management.

- (k) consider strategic workforce planning.
- (l) promote organisational development, skills and learning.
- (m) promote equalities and diversity.
- (n) promote continuous professional development and training.
- (o) to determine pay progression for individual staff on senior pay in accordance with the Pay Policy Statement.
- (p) review and approve businesses cases for severance of senior officers (tier 1-3)

People, Performance and Development Committee
8 March 2018

Policy Statement on voice recording of HR meetings

Purpose of the report:

The Committee is asked to consider and endorse a proposal for the Council to adopt a formal policy statement codifying a facility for employees to request permission to use audio recording devices at formal meetings which take place under the provisions of its employment procedures. This proposal has originated from senior officers within the Council, who had asked officers in the HR&OD service to consider a potential solution following reports of staff requesting to use their mobile telephones in order to record HR meetings.

Recommendations:

It is recommended that the People, Performance and Development Committee agrees to the introduction of a policy statement on employee requests for permission to record formal meetings which take place as part of its employment procedures. The proposed statement is attached to this report (**Annex 1** of the submitted report).

Introduction:

1. Officers participating in discussions within the Council's Statutory Responsibility Network group brought to the attention of the [then] CEO/Head of Paid Service reports that officers participating in meetings under HR policies and procedures (most commonly on the issues of sickness, grievance, and/or discipline) had requested permission to record those meetings using their mobile telephones or other portable electronic devices.
2. The Statutory Responsibility Network group asked officers in the HR&OD Service to explore the possibility of introducing a policy that would allow officers to record HR meetings- potentially mirroring the way in which public Council meetings can be recorded by journalists and members of the public.
3. At the September meeting of the People, Performance and Development Committee of the Council, Members asked officers in the HR&OD Service to prepare a relevant proposal for deliberation by the Committee.
4. Officers within the HR&OD Service have investigated the relevant legal, technological, and social developments, and asked for input from the senior officers/workforce leads who participate in the HR Subgroup of the

Policy Statement on the Recording of HR Meetings

Key Issues:

5. The Council currently has no policy on whether employees are permitted to obtain audio recordings of meetings that take place under its employment procedures.
6. The Council normally arranges for formal meetings of this type to be minuted by an officer who is not directly associated with the proceedings- typically one whose role focuses on administrative or secretarial duties.
7. Such meetings are normally held privately, but the contents of the discussions held therein may end up being shared more widely. In cases where an employment dispute culminates in legal action, the minutes of those meetings may have to be published as part of the proceedings.
8. There is no explicit legal right to use, or prohibition from using, voice recording devices to capture audio at such meetings- however, there normally exists a requirement for the parties involved to consent to the meeting being recorded.
9. A number of employers maintain a policy of not providing such consent. A proportion of those employers also consider unauthorised recording of HR meetings to constitute a disciplinary offence. However, the enforceability of such a provision seems to be less than universal; unauthorised voice recordings have been admitted as evidence in Employment Tribunal proceedings in a number of cases.
10. At the CIPN HR meeting on 19 October 2017, officers in the HR&OD Service presented the operational workforce leads from across Council directorates with a number of potential ways for addressing the issue, outlining the associated benefits and risks of each option. The full spectrum of options was considered; including one that would formally prohibit voice recording at any HR meetings and another that would require the Council to arrange for all such meetings to be recorded.
11. Workforce leads in the CIPN HR Subgroup reached consensus in recommending the adoption of a policy statement to allow officers to request permission to use recording devices to capture audio at formal [minuted] HR meetings.
12. The Council may accept a request for a meeting to be recorded, without any obligation on its part to use such a recording in order to substitute written minutes. In order to ensure consistency, it would appear sensible for minutes to be taken irrespective of whether an audio recording is taking place.

13. In order for such a proposal to be implemented with due regard to the Council’s commitment to restorative practice and the informal resolution of employment disputes, meeting chairs will be expected to accept such request unless they believe that voice recording is likely to compromise the success of a meeting- e.g. when a compromise agreement is being discussed on a ‘without prejudice’ basis. The proposed Policy Statement recommends meeting Chairs to obtain detailed HR advice if they require additional clarification.

14. At the People, Performance, and Development Committee meeting on 30 November 2017, Members expressed their preference for the introduction of an expectation on meeting chairs to use specialist equipment in order to capture voice recordings at meetings where they have accepted an employee request for audio recording. At the meeting of the same Committee on 29 January 2018, Members decided that the Statement should contain a provision which mandates the use of dedicated Council-supplied devices [thereby prohibiting the use of personal recording devices by meeting participants]. Officers in the HR and OD Service have amended the Policy Statement accordingly and reviewed the cost and risk implications relating to the adoption of the amended Statement. The amended statement can be found at Annex 1.

Financial and value for money implications:

15. It is expected that the introduction of the proposed Policy Statement will not result in any discernible financial impact to the Authority, although there may be some minor savings in officer time through the avoidance of disputes on whether a meeting should be recorded.

16. In order for meeting chairs to be able to obtain reliable recordings at meetings, it would be appropriate for the Council to procure a number of voice recording devices (approximately 15 units), which officers within Human Resources can make available to meeting chairs. Officers have identified two potentially suitable models. Unit costs appear to be in the range of £20, consequently this would result in a total acquisition cost of £300. The devices have no maintenance requirements, and they should have an economic life of at least 4-5 years.

Equality and Diversity implications:

15. The proposed Policy Statement is not expected to result in any changes to the way in which the Council manages equality and diversity in employment.

Risk Management implications:

17. The proposed Policy Statement is not expected to result in major changes to the Council’s approach to risk management. However, officers in the HR&OD Service believe that it is likely to have some impact on organisational culture and indirectly reduce the risk of confrontation and friction in employment relationships through reinforcing the Council’s commitment to its corporate value of ‘Trust’.

18. Officers within the Human Resources and OD service have also identified an information governance risk, as the Council will need to ensure recordings are managed in a way that is compliant with relevant legislation and Council policy. The latter risk has been highlighted within the proposed Policy Statement and can be effectively managed through the involvement of appropriate Council officers prior to the publication of the Policy Statement, in order to design and/or authorise a process for the secure transmission of data from recording devices to the Council's information systems, and develop guidance around the storage of such data as appropriate.

19. The decision to prohibit participants from using their own equipment could potentially undermine a refusal by the Council to accept liability for recordings being unclear and/or unusable due to technical issues such as poor room acoustics or the loss of data. The Policy Statement aims to mitigate that risk through the retention of the requirement to obtain written minutes in addition to, and not in substitution of, audio recordings.

Next Steps:

20. Involve officers in IMT and Information Governance to ensure appropriate processes are in place prior to the publication of the Policy Statement. Purchase recording equipment and assign to HR Advisory team. Publish the statement on s-net and arrange for the new policy to be disseminated to officers within HR and managers across the Council.

Report contact: Prodromos Mavridis, Senior HR Advisor – Policy and Engagement

Contact details: 020 85417891; prodromos.mavridis@surreycc.gov.uk

Annexes:

Annex 1 – Policy Statement on meeting notes and audio recording at formal HR meetings

Sources/background papers:

The proposed changes have been developed through Member input, consultation between officers within the Council's HR service, extensive discussion with operational workforce leads within the Human Resources Subgroup of the Continuous Improvement and Performance Network of the Council. Legal Services officers have also been consulted in the development of the Policy Statement.



POLICY STATEMENT ON MEETING NOTES AND AUDIO RECORDING AT FORMAL HR MEETINGS

Introduction and scope: Surrey County Council is committed to fostering a culture of openness and transparency within its workforce, and seeks to resolve differences in employment in the most constructive and least formal manner possible. To that end, employees and managers have access to a comprehensive support network which has been designed to encourage open dialogue and restorative practice, in order to resolve differences and improve working relationships.

The Council recognises that there will be some cases which present the need for HR meetings or hearings to be conducted in a formal manner. When a formal meeting is organised, the Council will normally arrange for an impartial officer to take notes/minutes of the discussions. Employees participating in these meetings will be able to review the minutes before they are confirmed.

The Council accepts that there will be occasions on which a participant may want to obtain an audio recording of discussions at a HR meeting. This policy aims to provide staff with a clearly-defined process for requesting that a meeting be recorded. The policy covers all Council employees, with the exception of those employed in schools under the direction of a governing body. The policy does not cover meetings with customers or service users.

Submission of requests to record meetings: In the interests of maintaining a positive employment relations climate, any participants who wish to arrange for their meeting to be recorded may submit a written [or e-mailed] request to the meeting Chair. The facility to submit such requests will only apply to formal meetings where minutes are taken. Requests should be submitted with adequate notice before a meeting.

Meeting Chairs should not unreasonably refuse permission for a meeting to be recorded; however there may be instances in which they feel that the presence of a voice recording may undermine the purpose or success of the meeting may be undermine. Meeting Chairs should obtain detailed HR advice before making a decision to refuse permission for audio recording at a meeting. It is important to note that the acceptance of a request for a meeting to be recorded will not replace the requirement for minutes to be taken.

Data protection considerations: Meeting Chairs and participants need to remain mindful of the privacy and data protection implications around voice recordings at all times. The contents of audio recordings will often contain private information, potentially including sensitive personal details of staff and/or service users, and they should be treated with the utmost care.



Detailed advice on relevant issues is available from the Council's Information Governance department.

Process: In order to safeguard the transparency and fairness of the process, the Council has procured dedicated recording devices for the purpose of recording HR meetings. These are available from the HR Advisory Team and are the only devices that may be used for recording HR meetings. The use of mobile telephones or other personal devices is not permitted.

Commented [PM1]: Modification as outlined in para 14 of Ctte report.

Where a meeting Chair accepts a request from a participant who wishes to record the meeting, the Chair will obtain the relevant equipment from HR. Wherever possible, a copy of the relevant storage media (e.g. SD card) will be offered to employees at the conclusion of the meeting.

While Chairs and/or HR should attempt to ensure deliberations are effectively recorded, the Council will accept no liability in respect of equipment failure or poor audio quality.



SURREY

People, Performance and Development Committee
8 March 2018

Coroners Pay Arrangements

Purpose of the report:

This reports sets out details of a new national pay framework and guidance for Coroners issued by the Joint Negotiating Committee for Coroners (the JNC).

It recommends that members of the People, Performance and Development Committee (PPDC) agree to adopt the framework set by the NJC and agrees the process set out for determining the specific salary level within this framework for the current Senior Coroner, Area Coroner and Assistant Coroners.

Recommendations:

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

1. Agrees to adopt the JNC framework and guidance for the purposes of setting coroners pay.
2. Agrees to the recommended approach to determining each coroners pay as detailed in this report.
3. Agrees that changes to the pay policy statement should be made to incorporate these arrangements into pay policy.

Introduction and Background

1. Coroners are independent judicial officers who are appointed and funded by local authorities. They inquire into deaths reported to them which appear to be violent, unnatural or of sudden and unknown causes. Coroners are required to be judicially independent of local authorities - they are therefore not employees of the council.
2. In Surrey, the following coroners are currently appointed:

- Senior Coroner – Richard Travers
 - Area Coroner – Simon Wickens
 - Assistant Coroners – x 8
3. The Coroners and Justice Act 2009 (the 2009 Act) sets out the statutory arrangements for coroner's remuneration as follows:
 - Senior and Area Coroners are entitled to a salary. The amount of the salary is to be whatever is from time to time agreed by the Senior Coroner and the relevant authority for the area. If the Senior coroner and the relevant authority cannot agree about an alteration in the amount of the salary either of them may refer the matter to the Lord Chancellor who may determine the amount of the salary and the date on which it is to become payable.
 - Assistant Coroners are entitled to fees paid as a daily rate. The amount of the fees is to be whatever is from time to time agreed by each Assistant Coroner and the relevant authority for the area. However the 2009 Act is silent as to a referral to the Lord Chancellor where the Assistant Coroner and the relevant authority cannot agree an alteration in the amount of the fee.
 4. Due to the wide ranging disparity of coronial pay nationally, the JNC agreed to undertake a job evaluation (JE) exercise to assess the roles set out in the Coroners and Justice Act 2009.
 5. They commissioned Korn Ferry Hay Group to conduct a job analysis and evaluation exercise to enable the JNC to develop a grading arrangement based on broader criteria than the population based approach taken in the past.
 6. That exercise has created new model role profiles and has been able to take account of criteria relevant to both local authority and judicial contexts. It has also been the first opportunity to consider through the JNC pay recommendations with regards to Area and Assistant Coroners.
 7. Having considered the outcome of the technical evaluation exercise and looked at a wide range of potential pay benchmark data, the JNC has reached agreement on a new national pay framework and guidance for coroners pay. These have now been issued by the JNC as Circular No's 61 and 62 – Coroners Pay Guidance (**Annex 1**).
 8. It is now a matter for individual local authorities and coroners to decide, on a case by case basis, if they wish to adopt this new national pay framework and guidance.

Summary of the new pay framework

9. The guidance provided by the JNC is intended to provide assistance to local authorities on the factors to be taken into consideration in order to arrive at a balanced over-arching picture of a coroner area's complexity. This then allows the authority to determine on a local evidential basis the appropriate level of pay within the ranges.
10. The factors apply to both Senior and Area Coroners and the JNC anticipates them being placed at the same point within the appropriate range for the coronial area. This means if the Senior Coroner is appointed at the top of the range, the Area Coroner would also be appointed to the top of their respective range.
11. Full time Senior Coroners will be paid a spot salary within the range of £117,000-£130,000. The spot salary will be determined through a discussion between the local authority and the Senior Coroner around

Allowance / Supplement	Monthly / Annual amount	Payment period
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the complexity and caseload factors of the area taking account of the guidance set out in JNC Circular No 62.

12. Area Coroners will be paid an all-inclusive spot salary within the range of £87,000-£100,000. The factors agreed in respect of the Senior Coroner would equally apply to the Area Coroner and the expectation is that Area Coroners would be placed at the same point within the appropriate range for the coroner area.
13. Assistant Coroners will be paid a daily rate from £375-£454 with a ceiling/floor mid-point for less complex/highly complex areas.

Implementation

14. The JNC guidance was published on 8 January 2018. The Principal Advisor at the JNC has advised that the JNC had deliberately remained silent about the date of implementation so as to provide room for local negotiation. He did, however, note that he expected to see implementations being agreed somewhere between January – April 2018.

Implications for each coroner

Senior Coroner - Richard Travers

15. Richard was appointed on 1 July 2011 on a salary of **£99,664**. He also receives the following additional payments which total £20, 336 making his annual salary **£120,000**. He has not received a salary increase since his appointment in 2011 although a market supplement of £13,026.36 was agreed in 2012 by the Chief Executive.

Extra Duty	£106.10 / £1,273.20	From 01/07/2011 and ongoing
Area Allowance	£46.25 / £555.00	From 01/11/2011 and ongoing
Market Supplement	£1,085.53 / £13,026.36	From 01/04/2012 and ongoing
Special Allowance (pension supplement)	£456.79 / £5,481.48	From 01/10/2012 and ongoing

16. The new pay range set by the NJC for Senior Coroners is **£117,000-£130,000**.

17. The new pay ranges are intended to provide an all-inclusive salary. It is therefore expected that the current allowances will be incorporated into the new salary point.

Area Coroner - Simon Wickens

18. Simon was appointed on 1 May 2015 on a salary of **£85,000**. He does not receive any additional allowances. He has not received a salary increase since he was appointed in 2015.

19. The new pay range set by the NJC for Area Coroners is **£87,000-£100,000**.

Assistant Coroners

20. Assistant Coroners are currently paid a daily rate of **£440** per day.

21. The new daily rate set by the NJC for Assistant Coroners is **£375-£454** with a ceiling/floor mid-point for less complex/highly complex areas. This approach takes account of the 2 levels within the single role that were identified in the job evaluation exercise.

Determining Pay Levels

22. In order to inform negotiations regarding an appropriate new spot salary, an exercise is being undertaken to review the factors listed in the JNC guidance (such as number and type of prisons, hospitals and mental health facilities) in order to make an assessment on the level of complexity. In addition, benchmarking research is being undertaken to understand how other local authorities are approaching the pay review.

23. Discussions are being held with colleagues locally and nationally to ensure the benchmarking data includes comparable coronial areas (a comparable area being one that has similar number of reported deaths, population size and level of complexity)

24. It is proposed that a further paper is brought to PPDC in April setting out a recommended new salary for both the Senior, Area and Assistant

Coroners once the above research has been completed. It will also set out in detail the current pay arrangements and the proposed changes to these, including any allowances currently paid to the coroners.

Conclusions:

25. The JNC for Coroners has introduced a new grading structure for the roles of Senior Coroner, Area Coroner and Assistant Coroner. It is proposed that SCC formally adopt these new arrangements and that a further paper is brought to PPDC recommending salary levels once we have been able to establish benchmarking information and our proposed negotiating strategy based on the factors listed in the NJC guidance.

Financial and value for money implications

26. The estimated financial impact of the recommended pay review will be in the range of £17,000 to £32,000 per year. This would cause a budget pressure for the current Coroner Service budget. Once salary levels have been determined this cost can be calculated more accurately.

Equalities and Diversity Implications

27. Adopting the national framework for determining coroner's rewards will ensure that Surrey is treating coronial staff fairly and consistently with similar staff.

Risk Management Implications

28. Should SCC decide not to adopt the new framework, and the coroner does not agree with any proposed salary level, coroners have the option to refer their salary discussion to the Lord Chancellor. Further advice from the NJC has been sought regarding this who confirmed that the Ministry of Justice's intention is that the new framework will see a single coherent pay structure for coroners. As such their view is that any appeals to the Lord Chancellor are likely to result in a decision that pay should be determined in line with the JNC agreement.

Next steps:

29. HR to continue with benchmarking discussions to understand the approach being taken locally and nationally, to inform negotiating strategy. Negotiating strategy to be created in conjunction with Strategic Director Environment & Infrastructure, Trevor Pugh who has strategic responsibility for Coroners.

30. An updated paper is brought to PPDC in April setting out the proposed salary level for each Coroner.

10

31. Once approved, coroners pay is to be included in the Surrey Pay policy in order to ensure coronial pay is subject to an annual review consistent with Surrey Pay.

Report contact: Jo Donoghue, Strategic HR&OD Business Partner.

Contact details: 0208 2132607/jo.donoghue@surreycc.gov.uk

Annexes:

Annex 1 – Coroners’ Circular No. 62

Sources/background papers:

- JNC Circular 61 and 62
- A copy of any background papers which have not previously been published should be supplied to Democratic Services with your draft report.

Management Side Secretary, Simon Pannell
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18 Smith Square,
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JOINT NEGOTIATING COMMITTEE FOR CORONERS

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Telephone 01204 338 799 Fax 01204 387674

**To: Chief Executives (London Boroughs, Metropolitan Districts, County Councils
and Unitary Councils in England and Wales)**

8 January 2018

CORONERS' CIRCULAR No 62

Dear Sir/Madam

Coroners' pay guidance

This guidance must be read in conjunction with JNC circular No. 61 (copy attached). This sets out the principles of the agreement reached and indicated that the JNC would produce guidance to assist local decision-making in respect of the approach to be taken in determining pay within the appropriate range. That guidance is now set out below.

The level of pay will be determined locally, in line with the complexity of the coroner area. This guidance is intended to provide assistance to councils on how the factors should be interpreted, without directing or being overly prescriptive. It aims to provide those whose responsibility it is to determine and decide on a local evidential basis, the appropriate level of pay. This joint guidance seeks to identify factors to consider in determining the complexity of a coroner's area in order to consider the appropriate pay point at a local level.

In making the assessment of the relevant pay level to be applied locally it should be on the basis that all the duties and responsibilities are being performed at full capability as outlined within the jointly agreed and adopted job descriptions (within the KFH report commissioned by the JNC). Councils are reminded that the pay framework does not cover non-statutory out of hours duties. The KFH report can be found at <https://www.local.gov.uk/our-support/workforce-and-hr-support/coroners> .

The factors should be considered holistically in order to arrive at a balanced overarching picture of an Area's complexity. It is not intended to be a simple numbers exercise.

In considering the factors below the assessment of the relative complexity of a coronial area should be considered in terms of the likelihood of the presence of these factors to require additional coronial intervention beyond that which would be normally expected and cannot be addressed solely through additional Assistant Coroner capacity. Similarly, the absence of such factors should be considered in

terms of a reduction in the likelihood of coronial intervention compared to that normally expected. In practical terms, the difference in the types of an institution present in an area are likely to provide for different demands upon the coronial service (e.g. local prison as compared to an open prison or a large acute hospital compared to a community hospital) and the overall assessment should be on the basis of the coronial area as a whole.

In considering all factors local knowledge/experience/risk will be a feature and should be evidence based. These factors include:

Factor	For consideration
Prisons and other institutions of state detention.	Are there any? Type of institution/s - where more vulnerable people are detained e.g. local prisons, young offenders institutions, female prisons and/or immigration detention centres. Number of institutions.
Mental Health Unit(s)	Are there any? Type of such units i.e. in-patients Number of units.
Hospitals with areas of specialism	Type of such hospitals e.g. tertiary hospital (tertiary characterised by offering specialised consultative care, usually on referral from primary or secondary medical care personnel, by specialists working in a centre that has personnel and facilities for special investigation and treatment.), hospitals with specialist units e.g. neurological, stroke, neo-natal units. Number of such hospitals.
Caseload	Caseload of the respective coroner It should be noted that it may be possible for a coroner (including a part-time coroner) to have a low but quite complex caseload e.g. due to a number of factors of complexity and that would need to be taken into account in determining the local pay point. Conversely, it may be possible for a coroner to have a high caseload of low complexity.

In addition to the above factors there may be an exceptional local factor that it is determined is appropriate to be taken into account e.g. a major transport hub such as an international airport or military port/hub. As with all other factors you will wish to be mindful of the number, type, and local evidence of risk/complexity.

Senior and Area Coroners

The factors set out above would apply to both Senior (full-time and part-time) and Area Coroners and we would anticipate them being placed at the same point within the appropriate range for the coronial area.

Part-time Senior Coroners

Part-time senior coroners must keep a note of time spent on coronial business including details of days worked, indicating time worked (half or full day), where and what work undertaken and they may be required to provide a "fee note" in this respect. How such a note would look in practice is a matter for local determination. How and when payment is made to part-time senior coroners is a matter for local determination. Earnings will be capped at the level of a full-time senior coroner in a similarly complex area.

Assistant Coroners

We would expect a broad correlation between the pay of a Senior Coroner and the daily rate determined for Assistant Coroners working within that same coroner area. Where the Senior Coroner role is paid at the mid-point or below then the mid-point of the Assistant's range should be a ceiling. Where the Senior Coroner role is paid above the mid-point then that same figure should be a floor. Assistant Coroners will be expected to operate across the complexity of the area/role as per the jointly agreed job description.

Other issues

Performance management - local authorities will be aware that at present, they are unable to formally performance manage coroners. This matter is outside of the remit of the JNC. However, it is believed that the Chief Coroner at some future stage will be providing guidance on performance management.

Next review - The JNC's pay ranges will next be reviewed in September 2018 with a view that any agreed changes would be implemented from 1st April 2019.

Yours faithfully

SIMON PANNELL
JENNIFER LEEMING

Joint Secretaries

10
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JOINT NEGOTIATING COMMITTEE FOR CORONERS

To: Chief Executives (London Boroughs, Metropolitan Districts, County Councils and Unitary Councils in England and Wales) (copy for Treasurer)

2 November 2017

CORONERS' CIRCULAR No 61

Dear Sir/Madam

Coroners' pay

We are writing to update you on our negotiations regarding the pay of coroners.

As you are aware the JNC for Coroners agreed to undertake a job evaluation (JE) exercise to assess the roles set out in the Coroners and Justice Act 2009.

We commissioned Korn Ferry Hay Group to undertake the job evaluation exercise to enable us to develop a grading arrangement based on broader criteria than the population based approach taken in the past. That exercise has created new model job profiles and has been able to take account of criteria relevant to both local authority and judicial contexts. It has also been the first opportunity to consider through the JNC pay recommendations with regard to Area and Assistant Coroners. Having considered the outcome of the technical evaluation exercise and looked at a wide range of potential pay benchmark data, the two sides have reached agreement in principle on an approach, details of which are set out below.

- Senior coroners - a range of £117,000 to £130,000. The salary includes statutory out of hours work as set out in legislative provisions. The current JNC 5.5% salary pension supplement will no longer apply.
- Part-Time senior coroners – a base salary of £20,000 and then a daily rate range of £440 to £500 with earnings capped at the level of a full-time senior coroner in a similarly complex area. The 5.5% pension allowance provision would fall as would the current provision in some authorities of 'county loadings' of at least 10% of salary. This would also see the abolition of long inquest payments. Legislation requires that all senior coroners are salaried which precludes falling back solely on a day rate for part-timers. A fixed salary will also cover the need for coroners to be available at all times even given they are notionally part-time. The proposed range of day rates is based on removing the suggested level of £20,000 from the senior coroner range and then dividing by 220 to achieve a range of daily rates which is transparent and equitable. The

salary includes statutory out of hours work as set out in legislative provisions.

- Area coroners – a range from £87,000 to £100,000. The JNC 5.5% pension allowance will not be sought in addition (Area Coroners have not previously been covered by the JNC). The salary would include statutory out of hours responsibility to the extent that it applies to Area Coroners as set out in legislative provisions.
- Assistant coroners – daily rate from £375 to £454 with a ceiling/floor mid-point for less complex/highly complex areas. This approach takes account of the 2 levels within the single role that Korn Ferry Hay identified in its job evaluation exercise. The 5.5% pension allowance would not be sought in addition should access to the LGPS be provided to assistant coroners.

Joint guidance will be produced before the end of 2017 to assist local decision-making in respect of the above approach. Until that happens, no action is necessary.

Background information in relation to this work is contained in past circulars which can be found at the following link: <https://www.local.gov.uk/our-support/workforce-and-hr-support/coroners>

We are grateful to the technical advisers from local authorities who have worked with us on this exercise.

Yours faithfully

SIMON PANNELL
JENNIFER LEEMING

Joint Secretaries

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People, Performance and Development Committee
8 March 2018

Surrey Pay Policy Statement 2018 – 2019

Purpose of the report:

The People, Performance and Development Committee is invited to recommend the amendments to the Pay Policy Statement for 2018/19 to the next meeting of the County Council on 20 March 2018 for publication on the Council's external website.

Recommendations:

The People, Performance and Development Committee are asked to recommend publication of the amended Pay Policy Statement (**Annex 1** of the submitted report) to the next County Council meeting on 20 March 2018.

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. Please note that this statement has been written as though it has already been agreed by County Council.

Publication of the Pay Policy Statement

4. 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.
5. The Pay Policy Statement should be published and updated in April each year. Details of the Surrey Pay rates have been removed from this statement and will be published separately on the council's public website. In addition the pay arrangements for centrally employed teachers have been added to the statement.
6. 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;
 - Surrey Pay multiple
 - Surrey Pay rates, and
 - Reward Policy.
7. Once approved by Full Council, this Pay Policy Statement will be published on Surrey County Council's external website.

Report contact: Julie Smyth, HR Reward Manager

Contact details: 020 8541 8554

Annexes:

Annex 1 – Pay Policy Statement 2018/19

Sources/background papers: None



SURREY COUNTY COUNCIL

PAY POLICY STATEMENT 2018/2019

Document summary

This statement sets out the Policy on the pay of Chief Officers in relation to the rest of the County Council's workforce, excluding schools.

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1. Introduction

This Pay Policy Statement was approved by a meeting of the full County Council on 20 March 2018 and is effective from 1 April 2018. 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.

In addition there are a number of national agreements produced through collective bargaining arrangements for different groups of local government staff. The main negotiating bodies

relevant to the council's workforce and their scope are listed below. Surrey County Council operates these national conditions as amended by local agreements.

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 and governing bodies
- 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).

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

- Retained terms and conditions following a transfer under Transfer of Undertakings and Protection of Employment Regulations; or

This Pay Policy Statement will be updated as soon as possible following any pay changes and at least annually.

2. 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. Full details of pay and allowances including pay band rates can be found in the County Council's reward policy.

The council publishes details of staff earnings in accordance with legal requirements on transparency. Further information is contained in the Annual Report and Accounts in accordance with the Audit of Accounts legislation.

3. 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.

4. Definitions

For the purpose of this pay policy statement the following definitions will apply:

i Lowest paid employees

Surrey County Council defines its lowest paid employees as those who are paid on the lowest Surrey Pay grade, PS 1/2 and pay point. This is currently (July 2017) £15,874 per annum for full time staff.

ii Full time

A full time post is based on a 36 hour working week.

iii Chief Officers

Statutory and non-statutory Chief Officers of the County Council, all of whom report directly to the Chief Executive as the Head of the Authority's paid service, this includes the Monitoring Officer. In addition for the purposes of this pay policy statement, this group also includes all posts who report to a Chief Officer.

iv Surrey Pay salary ratios

The publication of the '**pay multiple**' as a determinant of the relationship between the pay of Chief Officers and that of the rest of the workforce was recommended by the Hutton report on Fair pay. This is a calculation in the form of a ratio between the median average earnings across the organisation and the highest paid employee. The pay multiple will be published on the County Council website and monitored annually.

5. 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.

6. 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. This would be approved by the Head of HR & Organisational Development or in the case of Chief Officer appointments, by the PPD Committee.

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.

7. Remuneration for Chief Officers'

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 a Chief Officer 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 was no market adjustment and no increase to the pay band minima and maxima for all leadership grades PS16-CEX. A non-consolidated performance payment of 1% was awarded to staff achieving an 'exceptional' performance assessment.

Like other chief officers, the Chief Executive is on a Surrey pay contract. 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.

Full Council is required to approve the appointment of the Chief Executive following the recommendation of such an appointment by the PPD Committee. In accordance with the Council's reward policy, new employees are normally appointed to the minimum point of the pay band unless there is a good reason for appointment at a higher point within the pay band range. This would be approved by the Head of HR & Organisational Development and, in the case of Chief Officer appointments, by the PPD Committee.

8. Remuneration for employees who are not Chief Officers

i Non-schools based Surrey Pay staff

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.

- Leadership Pay Model
- Job Family Pay Model
- Career Pay Model

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 eleven pay bands PS1/2-PS12 and eight pay bands for senior managers PS13 to 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'.

ii School's based Surrey Pay staff

Whilst the Surrey Pay annual review for schools and non-schools staff have until recently followed the same collective bargaining time table, in 2017 the Surrey Pay review for non-schools and schools support staff was disaggregated. The PPD Committee agreed a

separate time table for the councils reward strategy review programme for schools Surrey Pay staff, collective bargaining in respect of schools Surrey Pay arrangements are therefore being managed separately during this interim period. The intention is that the collective bargaining arrangements for schools and non-schools will be brought back together in 2020 as the Surrey Pay bands are aligned.

For schools based Surrey Pay staff, personal pay progression within grade is normally dependent upon “added value” in terms of duties, responsibilities and job performance following an annual appraisal.

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

iii 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.

iv 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.

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

v 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 1 September each year.

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

vi 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.

vii Centrally employed teachers – unattached teachers

Remuneration for centrally employed teachers is determined in accordance with the Department for Education School Teachers Pay and Conditions Document which sets out the national framework and any legal changes or changes to the staff structure which have an impact on local discretionary pay decisions for teachers.

Where, the remuneration of an unattached teacher (other than a teacher in charge of a pupil referral unit) is determined in accordance with the provisions applicable to a member

of the leadership group, the teacher's conditions of employment that relate to professional duties and working time is agreed between the teacher and the County Council.

The pay year for teachers runs from 1 September each year and for 2017/2018 the following adjustments to the pay ranges have been applied:

- 2% uplift to the minimum and maximum of the main pay range.
- 1% uplift for all other pay ranges including a 1% uplift to the minimum and maximum of the leadership group pay range and all head teacher group pay ranges
- 1% uplift to the minimum and maximum of the Teaching and Leadership Responsibility (TLR) and Special Educational Needs (SEN) allowance ranges

In addition to the uplifts to the pay ranges, the county council has discretion in determining individual pay progression increases linked to the appraisal policy.

For 2017/2018 the following pay progression arrangements have been agreed:

- 1% uplift for those employees who received an 'outstanding' performance rating.

A teachers' pay review group will be set up within the council's HR & Organisational Development Service to work with the service based pay moderation group to consider any recommendations on pay increases for centrally employed teachers. The pay moderation group will consider any appeals in relation to individual pay progression decisions and performs the function of the grievance procedure on pay matters and therefore decisions should not be reopened under the general grievance procedure.

Local decisions on pay are reviewed annually and take into account affordability. Representatives of the teachers' trade unions, NASUWT, NEU and NAHT are consulted when formulating policies and any changes to them. Decisions in relation to local discretion are determined by the PPD committee.

viii Educational Psychologists

Staff, who are not Chief Officers, working as Educational Psychologists are paid according to the national salary framework for Soulbury staff with associated terms and conditions.

9. Other elements of remuneration

i 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 have access to the same voluntary benefits scheme.

ii Additional Payments

In order to ensure sufficient flexibility to reward staff who are undertaking additional responsibilities the Council's reward policy on Additional Payments provides for Acting Up Allowances or a one-off Honorarium Payment to be made in specific circumstances.

iii Travel and Expenses

Where authorised to do so, employees are entitled to be reimbursed for mileage they incur whilst discharging their official duties. The rate of reimbursement will depend on the engine size of a car, other rates are applicable where motorbikes and bicycles are used for this purpose. Employees who have to use public transport to travel for their role are entitled to reclaim the costs of the transport under the council's expenses policies. Any expenditure on business travel is reimbursed at the same rates for all grades.

Out of pocket expenses incurred during the course of employment will be met by the County Council provided that the expenses are directly related to employment and are approved as reasonable. This is in line with standard County Council reward policy.

10. Remuneration of staff – contract for services

The Council is committed to tackling all forms of tax avoidance and therefore encourages the direct employment of staff and pays them via the payroll system. In a few circumstances where it is more appropriate to engage people on a self-employed basis, the Council offers a contract for services and follows guidelines to ensure that the correct employment status is identified. When a need arises for an 'interim' appointment, recruitment is normally secured using the Council's agency contract arrangement. Individuals employed via an agency contract will be paid at a rate consistent with the pay of directly employed staff performing a comparable role. The council will consider any relevant marker factors if paying a premium rate.

11. Early Retirement and Severance

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.

12. Termination of employment of Chief Officers

Any compensation payments made to Chief Officers on ceasing to hold office or to be employed by the authority will be made on the same basis as any other employee in line with the County Council's 'change management policy'

In the event of an employee being made redundant or applying for voluntary severance, the County Council's managing change policy contains details of the circumstances in which a redundancy payment is payable. The Local Government Pension Scheme regulations provide for access to pension benefits without reduction from the age of 55 in the event of an employee being made redundant.

Where a proposal is in place for a Chief Officer to be made redundant, this must be referred to the Head of HR & Organisational Development and to the PPD committee in order to seek Member approval for the redundancy payments. Severance packages for all other employees must be approved in accordance with the scheme of delegation.

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By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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