

## Notice of Meeting

# People, Performance and Development Committee



**SURREY**  
COUNTY COUNCIL

**Date & time**  
**Monday, 24**  
**September 2018**  
**at 2.00 pm**

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

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

**Chief Executive**  
Joanna Killian

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We're on Twitter:  
[@SCCdemocracy](https://twitter.com/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](mailto: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 Andrew Baird on 020 8541 7609.**

### **Members**

Mr David Hodge CBE (Chairman), Mr John Furey (Vice-Chairman), Mr Ken Gulati, Mr Eber A Kington, Mr Tim Oliver and Mrs Fiona White

## AGENDA

### 1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

### 2 MINUTES OF PREVIOUS MEETINGS

(Pages 1  
- 22)

To agree the minutes from the following meetings as a true and accurate record of those meetings:

14 June 2018  
27 June 2018 (Appointments Sub-Committee)  
4 July 2018  
25 July 2018 (Appointments Sub-Committee)

### 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 PROCEDURAL MATTERS

#### a. Members' Questions

The deadline for Members' questions is four working days before the meeting (Tuesday 18 September).

#### b. Public Questions

The deadline for public questions is seven days before the meeting (Monday 17 September).

#### c. Petitions

The deadline for petitions was 14 days before the meeting, and no petitions have been received.

#### d. Representations received on reports to be considered in private

To consider any representations received in relation to why part of the meeting relating to a report circulated in Part 2 of the agenda should be open to the public.

- 5 ACTION REVIEW** (Pages 23 - 30)  
For Members to consider and comment on the Committee's actions tracker
- 6 PEOPLE, PERFORMANCE AND DEVELOPMENT COMMITTEE TERMS OF REFERENCE** (Pages 31 - 36)  
To seek agreement from Members for revisions to the People, Performance and Development Committee's Terms of Reference.
- 7 SURREY COUNTY COUNCIL PAY POLICY STATEMENT 2018 - 2019** (Pages 37 - 58)  
The People, Performance and Development Committee is invited to recommend the amendments to the Pay Policy Statement for 2018/2019 to the next meeting of the Full Council on the 9 October 2018 for publication on the Council's external website.
- 8 PEOPLE STRATEGY 2018 - 2020** (Pages 59 - 64)  
To present to Members an overview People Strategy 2018-2020 in support of the Surrey Vision 2030 and the Council's Transformation Programme.
- 9 CENTRALLY EMPLOYED TEACHERS' PAY SETTLEMENT 2018-19** (Pages 65 - 68)  
This report is being brought to People, Performance and Development Committee in accordance with its responsibility to determine the pay progression arrangements for centrally employed teachers for 2018/2019 in accordance with the Section 2, para 6.13 of the Scheme of Delegation.
- 10 FORWARD WORK PROGRAMME** (Pages 69 - 72)  
For Members to review and comment on upcoming items due for consideration by the People, Performance and Development Committee.
- 11 EXCLUSION OF THE PUBLIC**  
**Recommendation:** That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information under the relevant paragraphs of Part 1 of Schedule 12A of the Act.

## **PART TWO – IN PRIVATE**

- 12 VOLUNTARY REDUNDANCY BUSINESS CASE** (Pages 73 - 78)  
To present a business case for voluntary redundancy following a restructure within the Legal and Democratic Services Directorate.  
**Confidential: Not for publication under Paragraph 1**  
Information relating to any individual.

**13 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.

**14 DATE OF NEXT MEETING**

The next meeting of People, Performance and Development Committee will be on 7 November 2018.

**Joanna Killian  
Chief Executive**

Published: Friday, 14 September 2018

**MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE**

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

*Thank you for your co-operation*

**MINUTES** of the meeting of the **PEOPLE, PERFORMANCE AND DEVELOPMENT COMMITTEE** held at 12.00 pm on 14 June 2018 at G44 - County Hall.

These minutes are subject to confirmation by the Committee at its meeting on 24 September 2018.

**Elected Members:**

- \*Mr David Hodge CBE (Chairman)
- \*Mr John Furey (Vice-Chairman)
- \*Mr Nick Harrison
- \*Mr Colin Kemp
- \*Mr Tim Oliver
- \*Mrs Fiona White

\*= In attendance

**In Attendance**

Andrew Baird, Democratic Services Officer  
Rachel Basham, Senior Manager Cabinet and Member Support  
Katie Booth, Democratic Services Lead Manager  
Jo Donoghue, Strategic Business Partner  
Jackie Foglietta, Acting Head of HR & OD  
Anthony Hopkins, Penna  
Joanna Killian, Chief Executive  
Philip Trumble, Head of Surrey Arts

**74/18 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]**

Apologies were received from Eber Kington and Ken Gulati.

Nick Harrison is acting as a substitute for Eber Kington.

Colin Kemp is acting as a substitute for Ken Gulati.

**75/18 MINUTES OF THE PREVIOUS MEETING 9 APRIL 2018 AND 26 APRIL 2018 [Item 2]**

The Committee asked officers to take steps to ensure that staff were aware of the flexible working options offered by the Council.

The minutes of the People, Performance and Development Committee meetings on 9 April 2018 and 26 April 2018 were agreed as a true record of the meeting.

**76/18 DECLARATIONS OF INTEREST [Item 3]**

There were none.

**77/18 PROCEDURAL MATTERS [Item 4]**

There were none.

**78/18 ACTION REVIEW [Item 5]**

**Declarations of interest:**

None

**Witnesses:**

Andrew Baird, Democratic Services Officer

**Key points from the discussion:**

None

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

None

**RESOLVED:**

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

**79/18 PEOPLE, PERFORMANCE AND DEVELOPMENT COMMITTEE REVIEW AND FORWARD WORK PROGRAMME [Item 6]**

**Declarations of interest:**

None

**Witnesses:**

Andrew Baird, Democratic Services Officer

**Key points raised during the discussion:**

1. Members were informed that officers had undertaken a review of the People, Performance and Development Committee (PPDC) to consider its Terms of Reference and Forward Work Programme. The Committee had been in existence since 2010 and over that time has seen an increase in the number of items that it has considered not all of which are strictly within its Terms of Reference. Officers highlighted that it was timely to undertake a review of PPDC given the transformation programme being undertaken by Surrey County Council (the Council).
2. Member also heard that it was important to strike the right balance between the role of PPDC and the amount of time spent by officers compiling reports for the Committee. As such officers proposed

amending the Terms of Reference for PPDC to focus on four key areas:

- a. The Council's Pay and Reward Strategy
  - b. The Council's Workforce Strategy
  - c. The appointment of senior officers
  - d. Half yearly workforce performance indicators including appraisal completion rates.
3. Members highlighted that the Committee had been effective in securing improvements in the Council's appraisal process and were keen to ensure that PPDC retained oversight of this. It was agreed that an update on delivery against the appraisal process would be brought to PPDC at its meeting on 24 September.
  4. The Committee further highlighted its role in respect of reviewing the results of the Council's Staff Survey and requested that PPDC continue to consider the outcomes of staff surveys following changes to its Terms of Reference. The Chief Executive confirmed that the Committee would continue to review the results of any future staff surveys conducted by the Council as part of the Committee's responsibility to review the Council's workforce strategy.

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

1. That the People, Performance and Development Committee receive a progress report outlining the performance of the Council in delivering against the appraisal process (**Action Ref: A10/18**).

**RESOLVED:**

- i. approved the proposed changes to the focus of the Committee and its frequency of meetings;
- ii. approved a revised Forward Work Programme for the Committee;
- iii. noted that further work will be undertaken to review the Terms of Reference alongside the Pay Policy Statement and this will come back to the Committee for review in September 2018.

**80/18 MEMBER/OFFICER WORKING RELATIONSHIPS [Item 7]**

**Declarations of interest:**

None

**Witnesses:**

Rachel Basham, Senior Manager Cabinet and Member Support  
Katie Booth, Democratic Services Lead Manager

**Key points raised during the discussion:**

1. An introduction to the report was provided by officers who highlighted the training programmes to support effective Member/Officer working that were offered by the Council. Feedback from officers who had attended staff training courses on working with Members was positive. The courses were, however, self-selecting and had limited numbers of places available which meant that not all officers had received this training. Members commented that the e-learning training for working with Members should be made compulsory for officers throughout the organisation.
2. The Committee was further informed that many Members who had recently been elected reported being unaware of the Member/Officer Protocol. Subsequently, the Member Development Steering Group had agreed to undertake a review of the Protocol and would suggest updates to it if appropriate. The Committee indicated that there also appeared to be a lack of knowledge among officers about the Protocol and suggested that it needed to be promoted and communicated more effectively to ensure that both Members and officers were aware of its existence.
3. Members suggested that there should be an expectation for Councillors to attend all Member Seminars and that annual 1:1 sessions with an officer from Democratic Services should be made compulsory. The Committee further proposed that the Council's website should log Member attendance at seminars and training sessions similar to recording their attendance at public meetings. Officers advised that Member Seminars were webcast and that a recording of the meeting was stored on the Members' Portal, so some Members are viewing these sessions from home rather than attending in person.. The Committee was further informed that some Councillors had work or caring responsibilities that prevented them from attending certain meetings or seminars and that this should be taken into consideration. PPDC agreed that the Member Development Steering Group should be asked to conduct a review into the standards expected of Members in respect of their attendance at meetings, the outcomes of which should be reported back to the Committee.

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

1. The Member Development Steering Group to be asked to conduct a review into the standards expected of Members in respect of their attendance at meetings, the outcomes of which should be reported back to the Committee **(Action Ref: A11/18)**

**RESOLVED:**

That the People, Performance and Development Committee:

- i. confirm its support for the initiatives outlined in the report, which are designed to foster effective working relationships between Members and officers.

- ii. recognise the areas for improvement outlined in the report and endorse the next steps suggested to further strengthen Member/Officer working.
- iii. commission the Member Development Steering Group to lead a review of the Member/Officer protocol.

#### **81/18 EXCLUSION OF THE PUBLIC [Item 8]**

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

#### **82/18 TUTORS' PAY ARRANGEMENTS [Item 9]**

**Declarations of interest:**

None

**Witnesses:**

Jo Donoghue, Strategic Business Partner  
Philip Trumble, Head of Surrey Arts

**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.

#### **83/18 SENIOR APPOINTMENT OF EXECUTIVE DIRECTOR ECONOMY, GROWTH AND COMMERCIAL [Item 10]**

**Declarations of interest:**

None

**Witnesses:**

Andrew Baird, Democratic Services Officer  
Jackie Foglietta, Acting Head of HR & OD  
Anthony Hopkins, Penna  
Joanna Killian, Chief Executive

**Key points raised during the discussion:**

1. Three interviews were conducted by the People, Performance and Development Committee for the position of Executive Director Customer, Digital and Transformation. During the interview, the candidates delivered a presentation to the Committee after which Members asked a series of questions on the presentation. The candidates then responded to a number of set questions asked by the Committee.
2. Following the end of the interviews, Members discussed the performance of the candidates in detail and agreed that Tracie Evans clearly demonstrated the skills and experience necessary to be Executive Director Economy, Growth and Commercial at Surrey County Council.

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

None

**RESOLVED:**

The People, Performance and Development Committee agreed to appoint Tracie Evans to the role of Executive Director Economy, Growth and Commercial at its meeting.

**84/18 PUBLICITY OF PART 2 ITEMS [Item 11]**

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

Meeting ended at: 4.50 pm

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**Chairman**

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**MINUTES** of the meeting of the **APPOINTMENTS SUB-COMMITTEE** held at 10.00 am on 27 June 2018 at Room G44, County Hall, Kingston upon Thames, Surrey KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on 24 September 2018.

**Elected Members:**

- \* Mr David Hodge CBE (Chairman)
- \* Mr John Furey (Vice-Chairman)
- \* Mr Eber A Kington
- \* Mrs Fiona White

\* = in attendance

**In attendance**

Andrew Baird, Democratic Services Officer  
Jo Donoghue, Strategic Business Partner  
Dave Hill, Executive Director Children, Families and Learning

**1/18 APPOINTMENT OF CHAIRMAN [Item 1]**

The Appointments Sub-Committee agreed that Mr David Hodge be appointed as Chairman for the purposes of the meeting.

**2/18 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 2]**

None received.

**3/18 DECLARATIONS OF INTEREST [Item 3]**

There were none.

**4/18 EXCLUSION OF THE PUBLIC [Item 4]**

**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.

**5/18 APPOINTMENT OF DIRECTOR OF STRATEGIC COMMISSIONING [Item 5]**

**Declarations of interest:**

None

**Witnesses:**

Andrew Baird, Democratic Service Officer  
Jo Donoghue, Strategic Business Partner

Dave Hill, Executive Director Children, Families and Learning

**Key points raised during the discussion:**

1. An interview was conducted by a Sub-Committee of the People, Performance and Development Committee for the position of Director for Strategic Commissioning. During the interview, the candidate delivered a presentation to the Committee after which Members asked a series of questions on the presentation. The candidate then responded to a number of set questions asked by the Committee.
2. Following the end of the interview, Members discussed the performance of the candidate in detail and agreed that Rachel Crossley clearly demonstrated the skills and experience necessary to be Director for Strategic Commissioning at Surrey County Council.

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

None

**RESOLVED:**

The People, Performance and Development Committee agreed to appoint Rachel Crossley to the role of Director for Strategic Commissioning at its meeting.

**6/18 PUBLICITY FOR PART TWO ITEMS [Item 6]**

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

Meeting ended at: 11.15 am

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**Chairman**

**MINUTES** of the meeting of the **PEOPLE, PERFORMANCE AND DEVELOPMENT COMMITTEE** held at 2.00 pm on 5 July 2018 at Members' Conference Room, County Hall, Kingston upon Thames, KT1 2DN.

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

**Elected Members:**

- \*Mr David Hodge CBE (Chairman)
- \*Mrs Helyn Clack
- \*Mr Ken Gulati
- \*Mr Eber A Kington
- \*Mr Tim Oliver
- \*Mrs Fiona White

**In Attendance**

Andrew Baird, Democratic Services Officer  
 Jacquie Burke, Interim Change Director  
 Jackie Foglietta, Interim Head of HR & OD  
 Rakhi Saigal, Strategic Business Partner

**85/18 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]**

Apologies were received from John Furey.

Helyn Clack acted as a substitute for John Furey.

**86/18 MINUTES OF THE PREVIOUS MEETING: 13 JUNE 2018 [Item 2]**

The minutes of the People, Performance and Development Committee meetings held on 13 June 2018 were agreed as true records of those meetings.

**87/18 DECLARATIONS OF INTEREST [Item 3]**

There were none.

**88/18 PROCEDURAL MATTERS [Item 4]**

There were none.

**89/18 EXCLUSION OF THE PUBLIC [Item 5]**

**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.

**90/18 VOLUNTARY REDUNDANCY BUSINESS CASE [Item 6]**

**Declarations of interest:**

None

**Witnesses:**

Jacquie Burke, Interim Change Director  
Jackie Foglietta, Interim Head of HR & OD  
Rakhi Saigal, Strategic Business Partner

**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.

**91/18 PROPOSALS FOR ENHANCEMENTS TO SURREY PAY [Item 7]****Declarations of interest:**

None

**Witnesses:**

Jacquie Burke, Interim Change Director  
Jackie Foglietta, Interim Head of HR & OD  
Rakhi Saigal, Strategic Business Partner

**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.

**92/18 PUBLICITY OF PART 2 ITEMS [Item 8]**

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

**93/18 DATE OF NEXT MEETING [Item 9]**

The Committee noted that its next meeting would be held on 24 September 2018.

Meeting ended at: 2.35 pm

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**Chairman**

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**MINUTES** of the meeting of the **APPOINTMENTS SUB-COMMITTEE** held at 2.00 pm on 25 July 2018 at Room G44, County Hall, Kingston upon Thames, Surrey KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on 24 September 2018.

**Elected Members:**

- \* Mr David Hodge CBE (Chairman)
- \* Mr John Furey (Vice-Chairman)
- \* Mr Eber A Kington
- \* Mrs Fiona White

\* = in attendance

**In attendance**

Andrew Baird, Democratic Service Officer  
Jackie Foglietta, Interim Head of HR & OD  
Dave Hill, Executive Director Children, Families and Learning

**7/18 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]**

None received.

**8/18 DECLARATIONS OF INTEREST [Item 2]**

There were none.

**9/18 EXCLUSION OF THE PUBLIC [Item 3]**

**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.

**10/18 SENIOR APPOINTMENT OF DIRECTOR EDUCATION, LIFELONG LEARNING AND CULTURE [Item 4]**

**Declarations of interest:**

None

**Witnesses:**

Andrew Baird, Democratic Service Officer  
Jackie Foglietta, Interim Head of HR & OD  
Dave Hill, Executive Director Children, Families and Learning

**Key points raised during the discussion:**

1. An interview was conducted by a Sub-Committee of the People, Performance and Development Committee for the position of Director of Education, Lifelong Learning and Culture. During the interview, the

candidate delivered a presentation to the Committee after which Members asked a series of questions on the presentation. The candidate then responded to a number of set questions asked by the Committee.

2. Following the end of the interview, Members discussed the performance of the candidate in detail and agreed that Liz Mills clearly demonstrated the skills and experience necessary to be Director of Education, Lifelong Learning and Culture at Surrey County Council.

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

None

**RESOLVED:**

The People, Performance and Development Committee agreed to appoint Liz Mills to the role of Director for Education, Lifelong Learning and Culture.

11/18 **PUBLICITY FOR PART TWO ITEMS [Item 5]**

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

Meeting ended at: 3.45 pm

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**Chairman**



**People, Performance and Development Committee**  
24 September 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).

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

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

**Annexes:**

Annex 1 – People, Performance and Development Committee Actions Tracker  
Annex 2 - People, Performance and Development Committee Actions Tracker (Part 2)

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## People, Performance & Development Committee – ACTION TRACKING

## September 2018

### ONGOING ACTIONS

Number	Meeting Date	Item	Action	Action by whom	Action update
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.  <b>(Updated: 28 February 2018)</b>
A11/18	14 June 2018	Member/Officer Working Relationships	The Member Development Steering Group to be asked to conduct a review into the standards expected of Members in respect of their attendance at meetings, the outcomes of which should be reported back to the Committee.	Democratic Services Lead Manager	An item is being considered by the Member Development Steering Group at its meeting on 19 September to agree the scope of the review into the standards expected of Members.  <b>(Updated: 4 September 2018)</b>

## People, Performance & Development Committee – ACTION TRACKING

## September 2018

### COMPLETED ACTIONS

Number	Meeting Date	Item	Recommendation / Action	Action by whom	Action update
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)	This item has been reviewed in light of changes agreed to the Committee's Forward Work Programme by the Committee at its meeting on 14 June 2018 and has subsequently been removed from the Forward Work Programme  (Updated: 14 June 2018)
A7/18	8 March 2018	Update of Housing Options and Revisions to the Relocation Assistance Policy	An item to be added to the Forward Plan for the Committee to reconsider a revised Relocation Assistance policy at its September meeting.	Head of HR & OD	This item has been reviewed in light of changes agreed to the Committee's Forward Work Programme by the Committee at its meeting on 14 June 2018 and has subsequently been removed from the Forward Work Programme  (Updated: 14 June 2018)
A8/18	26 April 2018	Surrey County Council's Approach to Flexible Working	Officers to supply the Committee with information on the staff that fall into the categories of employees identified within the report as well as the number of staff and rate of turnover within each of these categories.	HR Strategic Business Partner	This information was circulated to Members of the Committee on 25 July 2018.  (Updated: 4 June 2018)

## People, Performance & Development Committee – ACTION TRACKING September 2018

A9/18	26 April 2018	Surrey County Council's Approach to Flexible Working	The People, Performance and Development Committee to be sent an update on a total reward package statement for staff and to consider how to evaluate how benefits contribute to the retention of staff especially for those roles identified as being hard to recruit to or retain staff in.	HR Strategic Business Partner	The HR & OD Team are looking at putting together a generic total reward statement for all staff and will be look at more individualised statements for the future. Further information on this will be provided as part of the regular HR workforce updates that will be considered by PPDC.  (Updated: 20 August 2018)
A10/18	14 June 2018	People, Performance and Development Committee Review and Forward Work Programme	That the People, Performance and Development Committee receive a progress report outlining the performance of the Council in delivering against the appraisal process	Interim Head of HR & OD	The Committee will receive an update on the appraisal completion rates as part of its half yearly report on workforce performance indicators.  (Updated: 4 September 2018)

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SURREY

People, Performance and Development Committee  
24 September 2018

**PEOPLE, PERFORMANCE AND DEVELOPMENT COMMITTEE  
TERMS OF REFERENCE**

**Purpose of the report:**

To seek agreement from Members for revisions to the People, Performance and Development Committee's Terms of Reference.

**Recommendations:**

That the People, Performance and Development Committee:

- i. approve the proposed changes to its revised Terms of Reference as detailed in Annex 1 to this report; and
- ii. recommend the revised Terms of Reference to County Council for approval at its meeting on 9 October 2018.

**Introduction:**

1. At its meeting on 14 June 2018, the People, Performance and Development Committee (PPDC) asked officers to conduct a review of PPDC's Terms of Reference. This report highlighted the need to consider PPDC's remit in light of the fast-paced transformation work being undertaken by Surrey County Council (SCC) and the resultant need to prioritise resources towards supporting essential change, as well as to ensure that workforce related processes and decision-making are as clear, outcome-focused and efficient as possible.
2. The recommendation to review PPDC's Terms of Reference was agreed by Committee Members, who endorsed proposals to focus the remit of PPDC around four key policy/strategy areas in addition to the Committee's statutory functions:
  - a) The Council's Pay and Reward Strategy
  - b) The Council's Workforce Strategy
  - c) The appointment of Senior Officers
  - d) Half yearly workforce performance indicators

3. The review was conducted by Sarah Baker, Head of Legal Services; Jackie Foglietta, Interim Head of HR and OD and Andrew Baird, Democratic Services Officer. As part of the review, officers considered the proposed areas of focus outlined above in conjunction with the Committee's statutory responsibilities to arrive at a Terms of Reference that optimises decision-making processes while also ensuring that the Committee retains strategic oversight of SCC's workforce related matters.
4. SCC's Pay Policy Statement has also been reviewed to reflect the changes proposed to PPDC's Terms of Reference. The revised Pay Policy Statement has been put forward for Committee Members to consider as item 7 on the agenda for this meeting following which it will be sent to County Council for approval at its meeting on 9 October.

#### **PPDC Responsibilities under the new Terms of Reference**

5. This section of the report outlines the responsibilities that the Committee will continue to have under the proposed new Terms of Reference.
6. PPDC has various statutory responsibilities associated with its role as both the Council's Remuneration Committee and its Appointments Committee which are not impacted by the proposed amendments to the Terms of Reference.
7. In its position as the Council's only non-executive decision making Committee focused specifically on workforce related matters, PPDC has retained or adopted a number of other non-statutory responsibilities. These are in accordance with the four proposed areas of focus agreed by the Committee at its meeting in June. The responsibilities of the Committee under the proposed new Terms of Reference are summarised in the table below:

<b>Statutory Responsibilities</b>	<b>Non-Statutory Responsibilities</b>
<ol style="list-style-type: none"> <li>a) Appoint Chief and Deputy Chief Officers as defined by the Local Government and Housing Act 1989 and determine their terms and conditions of employment.</li> <li>b) Recommend to Full Council the appointment of the Council's Head of Paid Service, Monitoring Officer and Section 151 Officer.</li> <li>c) Dismiss and take disciplinary action against Chief and Deputy Chief</li> </ol>	<ol style="list-style-type: none"> <li>a) Determine policy on pay and contractual terms and conditions of employment of all staff.</li> <li>b) Determine the Council's Policy Statement in respect of Employing Authority and Administration Authority Discretions under regulations relating to the Local Government Pension Scheme (LGPS), Teacher's Pension Scheme (TPS) and Firefighter's Pension Scheme (FPS).</li> </ol>

<p>Officers where appropriate.</p>	<ul style="list-style-type: none"> <li>c) Exercise such discretions in relation to Chief and Deputy Chief Officers.</li> <li>d) Consider strategic workforce planning.</li> <li>e) Monitor half yearly workforce performance indicators.</li> <li>f) Resolve collective disputes between the Council and recognised Trade Unions where it has not been possible to do so at earlier stages.</li> </ul>
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8. The Appointments Sub-Committee will continue to appoint Deputy Chief Officers in accordance with the Constitution of the County Council.

**Areas of Responsibility Dispersed Under the New Terms of Reference**

9. This section of the report provides an overview of specific responsibilities that have been removed from PPDC under the proposed new Terms of Reference.
10. A number of changes have been made to the Committee’s Terms of Reference to bring them in line with the four areas of focus previously agreed by the Committee. Under the proposed Terms of Reference PPDC would no longer be responsible for the following specific areas:
  - a) determining arrangements for joint consultation between the Council and representatives of recognised Trade Unions;
  - b) monitoring individual performance management;
  - c) monitoring sickness absence;
  - d) promoting organisational development, skills and learning;
  - e) promoting equalities and diversity;
  - f) promoting continuous professional development and training;
11. It should be noted that the matters under (c) , (d), (e) and (f) above will continue to be monitored by PPDC through the Committee’s consideration of half yearly workforce performance indicators and strategic workforce planning.
12. The Committee can be content that the areas under 10 above will remain areas of focus for officers to ensure that the Council continues to discharge its responsibilities as a public sector employer.

**Conclusions:**

13. The revised Terms of Reference as laid in Annex 1 to this report follow the direction given to officers by PPDC to streamline workforce related processes and decision-making while ensuring that the Committee retains oversight of strategic workforce planning and fulfils its statutory responsibilities.
14. Under the proposed Terms of Reference the number of PPDC meetings annually can be reduced from eight to four with additional meetings being scheduled as necessary in order to appoint Chief and Deputy Chief Officers and ensure that the Council fulfils its statutory responsibilities.
15. Officers will consider items proposed for PPDC's Forward Work Programme in collaboration with the Chairman to ensure that these are within the Committee's remit.

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

16. The reduced number of meetings arising from the new proposed Terms of Reference will deliver value for money for the Council by enabling more officer time to be focussed on supporting organisational transformation.

### **Equalities and Diversity Implications**

17. An Equalities Impact Assessment was not undertaken in relation to the changes proposed within this report as it was not felt they would have any adverse impact on individuals with protected characteristics.

### **Risk Management Implications**

18. None

<b>Next steps:</b>
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If the proposed Terms of Reference are agreed by the Committee, these will be submitted to Full Council for approval at its meeting on 9 October 2018.

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**Sources/background papers:**

- PPDC Review and Forward Work Programme - Report to the People, Performance and Development Committee (14 June 2018)

**Annex:**

Annex 1 – People, Performance and Development Committee Proposed New Terms of Reference

## 6.11 PEOPLE, PERFORMANCE AND DEVELOPMENT COMMITTEE

For the Committee's role in appointing senior officers, please also refer to the Officer Employment Procedure Rules in Article 11 and Part 5 of Standing Orders within this Constitution.

### 6.12 Membership

Six 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 Officer Employment Procedure Rules and determine the conditions of employment 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 and contractual terms and conditions of employment of all staff;
- (b) discharge the function of dismissal and taking disciplinary action against Chief and Deputy Chief Officers as defined in the Local Government & Housing Act 1989 (including appointing an independent panel when required to do so) ;
- (c) determine the Council's Policy Statement in respect of Employing Authority and Administration Authority Discretions under regulations relating to the Local Government Pension Scheme (LGPS), Teacher's Pension Scheme (TPS) and Firefighter's Pension Scheme (FPS);
- (d) exercise such discretions as in relation to Chief and Deputy Chief Officers;
- (e) monitor half yearly workforce performance indicators;
- (f) consider strategic workforce planning; and
- (g) consider and seek to resolve collective disputes between the Council and recognised Trade Unions where this has not been possible at earlier stages of procedures.

## 6.14 APPOINTMENTS SUB-COMMITTEE

### 6.15 Membership

Four Members of the People, Performance and Development Committee.

### **6.16 Terms of Reference**

The Sub-Committee will appoint Deputy Chief Officers and determine the conditions of employment of such officers.



People, Performance and Development Committee  
24 September 2018

## **Surrey County Council 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 2018/2019 to the next meeting of the Full Council on the 9 October 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) to the next Surrey County Council Full Council meeting on 9 October 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 County 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; and
  - the Council's current policies on equal pay, redundancy and severance.

3. Please note that this statement has been updated following the Surrey Pay annual review on 1 July 2018 and 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.
6. It is proposed that the Statement will include hyperlinks to:
  - (i) Documents already published on the Council's 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 Council's website including:
    - Equal Pay Statement;
    - Gender Pay Gap report; and
    - Surrey Pay rates
7. Once approved by Full Council, this Pay Policy Statement will be published on Surrey County Council's external website.

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**SURREY COUNTY COUNCIL**  
**PAY POLICY STATEMENT 2018-19**

**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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**Annex 1: 2018/2019 Pay bands**

**1. Introduction**

This updated Pay Policy Statement was approved by a meeting of the full County Council on 9 October 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 the 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.

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 in the document below, or by clicking on the buttons that are included on the landing page. Full details of pay bands can be found in Annex 1, attached.

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 and Deputy Chief Officers.

Any exceptional application of Surrey Pay or terms and conditions of employment (referred to as 'pay exceptions') in relation to Chief Officers is decided by PPDC on consideration of a robust business case.

In order to facilitate effective management, PPDC delegates approval for decisions on pay exceptions for staff below Deputy Chief Officer level to the Head of HR & Organisational Development and the relevant senior manager.

Where, in order to secure new staff, it is necessary to expedite decisions on exceptional starting salaries for Chief Officers, 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 2018) £16,430 per annum for full time staff.

**ii Full time**

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

**iii Chief Officers**

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

**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 is published separately on the County Council website and monitored annually.

#### 5. Surrey Pay Salary Ratio's July 2018

The minimum Surrey Pay rate paid on grade PS1/2 is currently set at £16,430 per annum, which is £8.75 per hour as at 1 July 2018, compared to the statutory National Living Wage of £7.83 per hour for those aged 25 years and over (April 2018) and the "UK Living Wage", of £8.75 per hour for those living outside London, which is advocated by the Living Wage Foundation (November 2017).

Based on salaries paid with effect from 1 July 2018 it is estimated that the Council will have the following ratios, between the lowest and highest paid staff on Surrey Pay for the 2018/2019 financial year.

Surrey Pay Salary Ratios July 2018 – June 2019		
Salary	Amount per annum	Ratio to the highest salary
Highest Basic Salary	£220, 000	n/a
Median Basic Salary	£25, 821	8.5:1

**Notes:**

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

**6. 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.

**7. 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 Supplements**

Managers may make a business case for an additional supplement to be paid above the maximum for the particular grade under specific circumstances or if it proves exceptionally difficult to recruit at the rate advertised. Such supplements must not exceed 15% of the upper quartile pay rates for the public and not for profit pay sector in the South East. Requests must be supported by a robust business case, approved by the Head of HR & Organisational Development in conjunction with the Leader of the

## **8. 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 non-consolidated lump sum payment which recognises that their performance has exceeded standards.

For the pay year commencing 1 July 2018 a non-consolidated performance payment of 2% 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, as well as the statutory posts of Section 151 Officer and Monitoring Officer, following the recommendation of such an appointment by the PPD Committee.

## **9. 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 seven 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:

- For the pay year commencing 1 July 2018 the pay progression percentage increase was 2% for those employees in the job family pay model who received a 'successful' appraisal rating.

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

- For the pay year commencing 1 July 2018 the non-consolidated percentage increase was 2%.

## 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 timeframe, in 2017 the Surrey Pay review for non-schools and schools support staff was disaggregated. The PPD Committee agreed a separate timeframe for the Council's 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 2019/2020 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 schools based Surrey Pay staff commences 1 April each year:

- For the pay year commencing 1 April 2018, the pay progression increase was 1%.

## 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. **Commercial Services Education Catering**

PPDC have approved entry salary levels for Commercial Services staff above the grade minimum. There is no requirement for a pay exception business case for appointments to these positions and pay points.

As part of the annual review, staff on these pay points with less than a full appraisal year in post will move to the new entry level point for their position.

#### **v. Regional Surrey Pay bands**

In February 2013 (as a result of the creation of the then South East Shared Services), 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.

The value of the PRP payment for 2018/2019 is based on the SCC job family pay model of two per cent for the entry pay level (lower pay band), two per cent for the established pay level (upper pay band) and a two per cent non-consolidated payment (NCP) for exceptional performance.

#### **vi. Former Buckinghamshire County Council Trading Standards staff**

On 1 April 2015, staff from Buckinghamshire County Council's Trading Standards Service were transferred into the employment of Surrey County Council under the Transfer of Undertakings Protection of Employment Regulations.

There is no adjustment made to the pay bands for 2018/19. A two per cent performance-related pay progression has been applied to staff on Buckinghamshire terms and conditions with effect from 1 July 2018 subject to available headroom with the pay range.

In addition, in accordance with their terms and conditions:

- for an "exceeding" performance rating the contribution based pay increase applies which is based on 35% of the difference between the top two pay points, and
- for an "outstanding" performance rating the contribution based pay increase applies which is based on 70% of the difference between the top two pay points.

#### **vii. Tutors - surrey arts and tutors community learning and skills**

Tutors within Surrey Arts and Community Learning and Skills are paid a spot salary. There is no pay progression within this pay model. Salary may increase following a market review as part of the annual review of Surrey Pay. Pay changes are implemented from 1 September each year.

- For the pay year commencing 1 September 2017, the pay increase for Community Learning and Skills Tutors was 1%.
- For the pay year commencing 1 September 2017, there was no pay increase for Surrey Arts Tutors.

#### **viii. 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 2018 has not changed since 2006 and is £34,986.

#### **ix. 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 the pay year commencing 1 September 2017, 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 the pay year commencing 1 September 2017, 1% pay uplift was applied to those employees who received an 'outstanding' performance rating.

A teachers' pay review group has been established 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.

## 10. Other elements of remuneration

### i Employee Benefits

The Council does not provide any grade related benefits in kind, such as annual leave, private medical insurance or lease cars. 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 provides for acting-up payments 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.

## 11. 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.

## 12. Early Retirement and Severance

The Council's terms for granting early retirement 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.

### **13. 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 Early Retirement and Severance 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.

**2018/2019**

**Surrey Pay Bands**



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## Part 1: Surrey Pay

Surrey Pay bands from 1 July 2018

Table 1 - Job Family Pay Bands

Job Family Pay Bands - 1 July 2018				
Job Family	Pay Model	Grade Name	Salary Range	
			Minimum	Maximum
(1) Business Functions (2) Public Engagement (3) Regulation & Technical (4) Operational Services (5) Personal Care & Support	Job Family Pay Model	PS1/2	£16,430	£16,742
		PS3	£16,743	£18,224
		PS4	£18,254	£19,874
		PS5	£19,875	£22,014
		PS6	£22,233	£25,567
		PS7	£25,821	£29,162
		PS8	£29,310	£32,838
		PS9	£33,665	£38,312
		PS10	£38,888	£43,150
		PS11	£43,638	£48,395
		PS12	£50,903	£56,261
		PS13	£57,494	£66,644
		PS14	£66,976	£77,297
		PS15	£79,389	£90,469
		Leadership Job family	Leadership Pay Model	PS16
PS17	£112,162			£134,594
PS18	£134,595			£161,514
CEX	£209,984			£232,683

## Career pay bands\* – effective from 1 July 2018

Table 2: Social Wellbeing

Career Pay Bands - 1 July 2018				
Job Family	Pay Model	Grade Name	Pay Point	Salary
Social Wellbeing	Career Pay Model	<b>PS8SC</b>		£30,929
		<b>PS9SC</b>	Point 1	£33,665
			Point 2	£34,332
			Point 3	£35,832
			Point 4	£38,312
		<b>PS10SC</b>	Point 1	£39,270
			Point 2	£40,270
			Point 3	£41,770
			Point 4	£43,150
		<b>PS11SC</b>	Point 1	£44,229
			Point 2	£45,729
			Point 3	£47,229
			Point 4	£48,395
		<b>PS12SC</b>	Point 1	£50,903
			Point 2	£52,903
			Point 3	£54,903
	Point 4	£56,261		

\*Applies to all Social Workers and Occupational Therapists.

**Table 3: Highways, Transport & Environment Career Pay Bands 2018- 2019**

The Highways, Transport & Environment (HT&E) Career Pay model applies to staff on the HT&E Professional Development Programme (PDP). Currently there are two schemes running;

- Scheme 1 PS5HT - PS7, and
- Scheme 2 PS7HT - PS9.

**Scheme 1: PS5HT - PS7**

Job Family	Pay Model	Grade	Point	Salary
Regulation and Technical	HT&E Career Pay Model	PS5HT	Point 1	£19,875
			Point 2	£20,945
		PS6HT	Point 1	£22,233
			Point 2	£23,900
	Job Family Pay Model	PS7	<b>Min</b>	<b>Max</b>
			£25,821	£29,162

**Scheme 2 PS7HT - PS9**

Job Family	Pay Model	Grade	Point	Salary
Regulation and Technical	HT&E Career Pay Model	PS7HT	Point 1	£25,821
			Point 2	£27,492
		PS8HT	Point 1	£29,310
			Point 2	£31,074
	Job Family Pay Model	PS9	<b>Min</b>	<b>Max</b>
			£33,665	£38,312

**Table 4: Commercial Services Education Catering - entry pay rates effective 1 July 2018**

Position	Grade	Starting Salary*
Cook - Primary / Secondary	PS 1/2	£16,595
Cook - Smart	PS 1/2	£16,664
Caterer - Primary Small	PS 3	£16,906
Caterer - Primary Medium Deputy Caterer - Primary / Secondary Large	PS 3	£17,218
Caterer - Primary Large	PS 3	£17,612
Caterer - Primary Complex	PS 3	£18,006
Caterer (Secondary Small)	PS 4	£18,523
Caterer Primary - Very Complex	PS 4	£19,043

**Table 5: Schools Surrey Pay Bands 1 April 2018**

Surrey Pay Grade	Min Pay point	Max Pay point
S1/2	£16,191	£16,333
S3	£16,334	£17,866
S4	£17,323	£19,677
S5	£19,245	£21,796
S6	£21,563	£25,313
S7	£24,642	£28,590
S8	£28,294	£32,838
S9	£33,332	£38,312
S10	£38,888	£42,992
S11	£43,638	£48,395
S12	£50,903	£56,261
S13	£57,494	£66,644
14A	£65,025	£77,297
14B	£79,389	£90,469

**Table 6: South East Shared Services (SESS) regional Surrey Pay bands from 1 April 2018**

Grade	Title	Minimum	Midpoint	Maximum
5/6	Administrator	£16,755	£18,250	£21,250
7	Senior Administrator	£19,250	£22,250	£25,250
8	Hub Leader	£23,250	£26,250	£29,250
9/10	Team Leader or Manager	£27,250	£30,250	£33,250
11	Manager	£31,250	£34,250	£37,250
12/13	Senior Manager	£36,250	£39,250	£42,250

**Table 7: Political Assistants**

Grade	Minimum Pay Point	Maximum Pay Point
PS9(PA)	£33,665	£34,986

**Table 8: Community Skills and Learning Tutors pay arrangements from 1 September 2017**

Community Learning and Skills Tutors			
Role Level	Surrey Pay Grade	Basic Hourly Rates 1/9/2017	Inclusive hourly rate (basic hr + 41.5% + 14%+ 4.5%)
<b>Adult Learning Standard (ALS)</b> Community courses which are non-qualification based.	PS7	£14.44	£22.45
<b>Adult Learning Higher (ALH)</b> Accredited courses which are qualification based			
<b>Adult Learning Top (ALT)</b> Highly specialist subject areas (N.B this is a new role)	PS8	£17.33	£26.95
	PS9	£18.77	£29.19

**Table 9: Surrey Arts Tutors pay arrangements from 1 September 2017**

Surrey Arts Tutors				
Role Level	Surrey Pay Grade	Pay point	Basic Hourly Rates 1/9/2017	Inclusive hourly rate (basic hr + 41.5% + 14%+ 4.5%)
Unqualified Instrumental Music Teacher (Job profile being finalised)	PS7	1	£14.36	£23.81
Qualified Instrumental Music Teacher	PS8	2	£15.11	£25.06
Assistant Teacher for the whole class		3	£15.80	£26.20
Curriculum Lead		4	£16.74	£27.75
Group Ensemble Conductor	PS9	5	£17.86	£29.62
Lead Teacher for whole class		6	£19.74	£32.72

## Local (Non-Surrey) Pay Terms & Conditions

**Table 10: Apprenticeship and internship pay rates – effective from 1 April 2018**

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

**\*Please note:** There is a new second year rate linked to the National Living Wage of £14,699 per annum for apprentices aged 25 years and above with effect from 1 April 2018, payable from the date of their 25<sup>th</sup> birthday.

**Table 11: Former Buckinghamshire County Council trading standards staff and contribution based pay settlement effective from 1 July 2018**

Grade	Entry Point	Competent Point	Advanced Point
R4 CBP	£ 22,853	£24,110	£25,367
R6 CBP	£ 28,468	£30,034	£31,599
R8 CBP	£ 37,151	£39,194	£41,237

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SURREY

People, Performance and Development Committee  
24 September 2018

**PEOPLE STRATEGY 2018-2020**

**Purpose of the report:**

To present to Members an overview People Strategy 2018-2020 in support of the Surrey Vision 2030 and the Council's Transformation Programme.

**Recommendations:**

That the People, Performance and Development Committee:

- i. endorse the draft plan on a page People Strategy 2018-2020 appended as Annex 1 to this report;
- ii. note that further work is being undertaken to develop a programme of activities that will deliver the aims of each of the themes as set out in the Strategy; and
- iii. note that this programme of work will be brought to the November meeting of the People, Performance and Development Committee for consideration.

**Introduction:**

1. An HR & OD Strategy 2018-2020 was produced and agreed in early 2018, aligned to Surrey County Council's (the Council) Corporate Plan, values and behaviours then in place. This is a lengthy document which, although designed within the Council's then operating context, contains a significant number of activities, many of which are largely generic without a clear line of sight to how they directly contribute to achieving the Council's strategic objectives.
2. The draft Surrey Vision 2030 makes the case for a quite different Council with core values and behaviours that, in tandem with organisational design, will support the Council to achieve the ambitions for Surrey as set out in the Vision.
3. The opportunities presented through the Vision for Surrey, alongside the Council's ambitious Transformation Programme and within the context of

the financial challenges the Council faces, make the clear case for wholesale cultural change.

4. The plan on a page People Strategy 2018-2020 has been developed in response to this; making clear the imperatives for change, the current cultural challenges and the desired state, the enabling activities that will support cultural change and the role the HR & OD function has to play in delivering these.

<b>Strategic Themes:</b>
--------------------------

## **5. Re-shape Design**

This work will move the Council towards an organisational design that has fewer layers and greater spans of control which in itself will deliver direct savings by reducing the number of management levels within all services. It will also help to create a more agile and effective organisation enabling improved communications and engagement as well as facilitating faster decision making.

When these principles are implemented a new, leaner organisation will have been designed, with no more than six organisational layers below the Chief Executive. Typically managers should have a span of control of six or more employees.

## **6. Employee Engagement**

The approach to the way the Council involves and engages with staff will need to be fundamentally different and reflect the organisation required for the future. The Council will need to move from a sense that engagement is consultation and providing information to an approach where all forms of communication foster honest, open and adult conversations that enable information to flow and staff to be truly involved.

As the Council faces the challenges ahead, designing all forms and approaches of communication and interactions with staff to enable them to truly understand, share and own the organisation's future will be critical, along with generating a compelling sense of ambition and belief in creating a new organisation for Surrey's communities.

## **7. Pay & Reward**

It has been well documented, and PPDC have acknowledged, that the Council's current pay and reward arrangements are complex and require review. Consequently, a comprehensive review will be undertaken of the Council's pay and reward strategy, within the available financial envelope, with new proposals produced, consulted on and ready for full implementation by July 2019.

The strategy will ensure a transparent approach to pay and pay progression and will include a review of pay related benefits to establish whether or not they are still appropriate for the organisation as it moves forward.

## **8. Performance and Achievement**

Alongside reviewing the Council's pay and reward strategy, a full review of the appraisal process will be undertaken, the rationale for which is that significant resources are currently being used to administer a performance management scheme that is of questionable value to individuals or to the organisation. This requires a shift in approach to focus on improving organisational performance and delivering outcomes.

This will mean a shift in emphasis from completing and managing the "system" and measuring past performance to having honest performance discussions and investing the time, focus and commitment into improving future performance of the individual, the team and the service.

## **9. Collective Leadership Impact**

With the re-shape design work resulting in fewer management layers, the role and impact of leaders at all levels of the organisation will need to focus on working collaboratively to deliver true performance and change.

This will necessitate having a shared and clear view of the leadership the Council needs now and into the future. This will include how the Council attracts and identifies leadership through recruitment; how leadership performance is recognised and managed; and how the Council develops better collective organisational leadership in relation to its ability to deliver outcomes within the financial envelope available.

## **10. Work and Job Design**

The jobs that staff undertake also require redesign, taking into account the need to focus on outcomes for residents as opposed to outputs and processes. This will encompass mobile and digital working with a culture of "presenteeism" becoming a thing of the past. Staff will be encouraged to innovate and make decisions as opposed to handing work off for approvals which will in turn ensure that people feel a greater sense of achievement as well as ensuring a more efficient approach to service delivery.

Work and job design is essential if the Council is to meet its financial challenges as there will inevitably be fewer people working for the organisation and therefore the need to focus on what really matters becomes more compelling.

## **11. People Development**

Workforce statistics evidence that the Council struggles to retain staff in the early stages of their career with the Council with 25% of voluntary turnover taking place within the first year of employment. For the Council to achieve its ambitions for its residents it will be necessary to become an organisation with a strong reputation in local government for being "the place to work".

This will need to go far beyond additional training and development or talent management programmes; it will be necessary to design and

develop the organisation and within it the roles, leadership, management and work itself that stimulates and enthuses talent.

The age profile of the Council's workforce indicates that up to 40% of staff will be eligible to retire in the next 10 years; these are individuals who are likely to hold a significant amount of corporate knowledge which could be lost. The transfer of this knowledge will be critical to the sustainability of the Council and so it will be necessary to create strong succession planning strategies to mitigate this.

### Assessing Progress

12. The Strategy will form the basis of a number of HR & OD programmes, plans and policies, progress against which will be reported to the People, Performance and Development Committee on an ongoing basis.
13. Progress against specific activities will also be measured through the half yearly workforce performance indicators considered by the People, Performance and Development Committee which will be reviewed to ensure they accurately reflect the aims of the Strategy.

### Financial and value for money implications

14. A core principle of the People Strategy is to support organisational transformation that will enable the Council to successfully deliver the Surrey Vision 2030 within a significantly reduced financial envelope.

### Equalities and Diversity Implications

15. An Equalities Impact Assessment (EIA) has not been undertaken in relation to the People Strategy as it is not felt it will have any adverse impact on individuals with protected characteristics. EIAs will be undertaken in respect of identified activities where there is potential for an adverse impact on such individuals.

### Risk Management Implications

16. None

### Next steps:

If the draft Plan on a page People Strategy 2018-200 is endorsed by the Committee, work will progress as outlined in this report.

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### Annex:

Annex 1 – Plan on a page People Strategy 2018-20

# Plan on a page People Strategy 2018-20

## Current Organisation

### Organisational Design

Complex bureaucracy, up to 10 layers  
 Operating philosophy – ‘Process it’ – process for process sake  
 Work & Job Design – Safe, traditional constricting approach  
 ‘Safe’ and complex (risk adverse) decision making

### Workforce Profile

33% staff >10 years’ service  
 Voluntary turnover 12.4% - 25% within first year  
 49% staff below 25 -v- 14% UK average  
 40% staff will retire in the next 10 years

### Operating Culture & Performance Impact

Inert, risk adverse and cautious, strong avoidance  
 Low levels of collective belief in organisation’s ability to fundamentally change  
 Solutions and intervention peripheral to real challenges – the veneer  
 Low collective and organisational performance and achievement

## Imperative for change

- Rise in demand for services, with disproportionately aging population
- £250 million budget gap by 2020/21
- 2<sup>nd</sup> Inadequate Ofsted Report
- Serious financial health risk identified in CIPFA review
- EY Orbis Review

## CULTURAL SHIFT

### Vision 2030 : Transformation Programme : Financial Envelope

#### Re-shape design

• Increased organisational effectiveness, reduced bureaucracy and cost. Maximum of 7 management layers. Norm of 1 manager to 5 employees (Target Operating Model).

#### Employee engagement

• Re-frame whole purpose, design and impact of staff involvement.  
 • Moving from passive to active.  
 • Focus on all forms of communication.

#### Performance and Achievement

• A performance culture that shift from process to outcomes.  
 • Performance management practice sharpened to drive effective discussions, increasing individual, team and org performance.

#### Pay and Reward

• Simple, transparent and easy to understand.  
 • Appraisal outcomes no longer trigger pay increases, but poor performers will not see pay progression.

#### Collective Leadership Impact

• Clarity and commitment to the role and impact of leadership.  
 • Focus on developing leadership at all levels (passive to active).

#### Work and Job Design

• Enabling decision making at the right level.  
 • Outcomes -v- outputs.  
 • Shift from Restrictive to Enabling job design.

#### People Development

• Creating an ambitious, compelling organisation that attracts, develops and enables talent to thrive.

### Function, form, focus and impact of HR&OD

- Genuine impact– ‘goes to the heart of the matter’.
- From customer service and reactive to partnership and proactive
- Delayering/de-processing reduces spend and focusses on the things that make a difference.

## Future Organisation

### Organisational Design

Lean, pacey and engaged  
 Faster and more effective decision making  
 Process for outcomes  
 Work and job design that drives motivation, satisfaction and performance

### Place to work

Reputation for being the best  
 Good place to have on your CV  
 Increased collective sense of purpose  
 Work is rich and purposeful, and connected to the community

### Operating Culture & Performance Impact

Achievement orientation  
 Analysis and interventions that go the heart of the matter  
 Relishing ambiguity  
 Strong collective belief that we can – and will - change  
 High levels of collaboration at all levels  
 Sustainable and optimistic

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People, Performance and Development Committee  
24 September 2018

### **Centrally Employed Teachers' Pay Settlement 2018-19**

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

This report is being brought to People, Performance and Development Committee in accordance with its responsibility to determine the pay progression arrangements for centrally employed teachers for 2018/2019 in accordance with the Section 2, para 6.13 of the Scheme of Delegation.

#### **Recommendations:**

That the People, Performance and Development Committee agree the following pay progression increases for centrally employed teachers:

- i. a two percent pay increase, subject to a successful appraisal rating, backdated to 1 September 2018;
- ii. a three percent increase, subject to an exceptional appraisal rating, backdated to 1 September 2018;
- iii. this pay progression award should be confirmed to Babcock 4S and head teachers as the local authorities recommended approach to pay progression effective from 1 September 2018 for Surrey maintained schools.

#### **Introduction:**

1. Remuneration for centrally employed teachers is determined in accordance with the Department for Education (DfE) 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.
2. 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 are agreed between the teacher and the County Council.

3. The pay year for teachers runs from 1 September each year and for the pay year commencing 1 September 2018, the following adjustments to the pay ranges have been proposed as part of the national framework, the outcome of which are anticipate by the end of September:
  - 3.5% to the minimum and maximum of the unqualified pay range and main pay range;
  - 2% to the minimum and maximum of the upper pay range, leading practitioner pay range and all allowances; and
  - 1.5% to the minimum and maximum of the leadership pay ranges.
4. Except for teachers and leaders on the minima of their respective ranges or group ranges, Surrey County Council has local discretion to determine how to take account of the uplift to the national framework in making individual pay progression decisions.
5. The Council currently employs approximately 200 centrally employed teachers of which there are ten staff on the minimum of the teachers' upper pay scale who will receive an automatic uplift in their pay from 1 September 2018.
6. A teachers' pay review group has been established within HR & OD to work with the service based pay moderation group to consider any recommendations on pay increases for centrally employed teachers.

#### **2018/2019 Pay Progression Arrangements**

7. Decisions on pay progression are reviewed annually and take into account affordability. Representatives of the teachers' trade unions, NASUWT, NEU and NAHT have been consulted on the recommended pay progression arrangements for 2018/2019.
8. For 2018/2019 the service recommend the following pay progression arrangements subject to either a successful or exceptional appraisal rating.
  - a. 1% increase to all employees for a successful appraisal rating, and
  - b. 2% increase to all employees for an exceptional/outstanding appraisal rating.
9. Appraisals for centrally employed teachers take place during September and October with the service pay moderation panel meeting at the end of October 2018 in order to review recommendations for either a 'successful' or 'exceptional' appraisal rating. It is anticipated that 95 percent of the workforce will be moderated as 'successful' and 5 percent of the workforce moderated as 'exceptional'.
10. Whilst the DfE have confirmed a fully funded pay rise of up to 3.5% for teachers on the main pay range, 2% for those on the upper pay range and 1.5% for those in leadership positions. It would appear that this funding will only apply to classroom based teachers in all maintained and schools and academies. Costings have therefore been considered

on the basis that the Council is expected to fund the increase for centrally employed teachers on national terms and conditions.

11. The service have a budget provision of one percent for 2018/2019 pay award. Finance have costed three options set out in table 1

**Table 1: Options for 2018/2019 pay award and estimated costs**

2018/2019 Pay Progression			Current staffing cost inc on-costs	Total full year staffing cost including on-costs			Extra cost	Extra cost Sept-Mar	Increase budgetted at 1%	Cost pressure above budget
Option	Increase for successful (95%)	Increase for exceptional (5%)		Successful (95%)	Extra to uplift base of grade	Exceptional (5%)	Total	Total	Total	
1	3.5%	4.5%	6,041,920	5,946,909		315,418	6,262,326	220,407	128,571	40,740 87,830
2	1.0%	2.0%	6,041,920	5,798,991	2,961	307,633	6,109,585	67,665	39,471	40,740 - 1,269
3	2.0%	3.0%	6,041,920	5,858,158		310,747	6,168,905	126,985	74,075	40,740 33,334

**Notes:**

1. All options are inclusive of the 2% uplift in grade boundaries
  2. It has been assumed that all staff currently in post will be eligible for an increase.
  3. Costs are based on existing staff in post.
12. There are ten staff on the minimum pay points of the teachers' upper pay scale and therefore affected by the uplifts to the national framework. The cost of this uplift is £7,617 and can be met within the budget provision for 2018/2019.
13. In considering options for pay progression, the service were seeking 'near' parity with Surrey Pay colleagues. Option 3; two percent increase for successful performance and three percent increase for exceptional performance achieves this. Although this option results in a slight budget pressure of £33,334, five percent of these costs fall outside of Schools and Learning as they are teachers in the Hope Service (six FTE) and Families Team (0.6 FTE)

**Conclusion**

14. A two percent pay increase for successful performance and a three percent increase for exceptional performance as assessed via the service appraisal and moderation process is the 2018/19 recommended pay progression increase for centrally employed teachers.
15. Following approval, the pay progression award should be confirmed as the local authority recommended pay progression for all school teachers employed in Surrey maintained schools with effect from 1 September 2018.

**Financial and value for money implications**

16. The Section 151 Officer has confirmed that the cost of implementing the change to the national framework and the pay progression costs of £33,334 can be met within the wider budget Schools and Learning for 2018/2019.

### **Equalities and Diversity Implications**

17. None.

### **Risk Management Implications**

18. There are no known risk management implications of introducing this pay arrangement.

<b>Next Steps</b>
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19. If approved, the Pay Policy Statement will be updated and published on the Council's external website.
20. Individual changes to pay will be implemented following the outcome of the service pay moderation panel and backdated to 1 September 2018.
21. This pay progression award should be confirmed to Babcock 4S and head teachers as the local authorities recommended approach to pay progression effective from 1 September 2018 for Surrey maintained schools.

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**Report contact:** Paul Smith, Interim HR Consultant / Rakhi Saigal, HR Business Partner

**Contact details:** Tel - 020 8213 2619



## People, Performance and Development Committee

24 September 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.

#### Proposed Changes to the Forward Work Programme

1. The Committee has already considered a report detailing changes to the Council's Pay Policy Statement. As part of these proposed changes, PPDC would only be required to approve Pay Policy Exceptions for members of staff on the Leadership Pay Model (pay grade PS16 and above). The Committee will be responsible for approving pay awards outside the Pay Policy Statement for staff on grade PS13 and above until the revised Pay Policy Statement is approved by Council at its meeting on 9 October 2018.
2. If approved, it is anticipated that these changes will lead to a significant reduction in the number of pay policy exceptions that will require approval by PPDC. This report therefore recommends that the Committee agrees to remove Pay Policy Exceptions as a standing item on its agenda.

#### Recommendations:

That the People, Performance and Development Committee:

- i. reviews items that it is due to consider at future meetings (Annex 1); and
- ii. agrees to remove Pay Policy Exceptions as a standing item from its agenda.

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**Report contact:** Andrew Baird, Democratic Services Officer

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#### Annexes:

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

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**People Performance and Development Committee Forward Work Programme – September 2018**



**7 November 2018**

<b>Item title</b>	<b>Workforce Strategy</b>
<b>Report author</b>	Jo Donoghue and Rahki Saigal – Strategic Business Partners
<b>Item Summary</b>	For the Committee to review and approve the Council's Workforce Strategy

<b>Item title</b>	<b>Workforce Performance Indicators – half yearly report</b>
<b>Report author</b>	Julie Smyth – Reward Manager
<b>Item Summary</b>	For PPDC to review workforce performance indicators.

<b>Item title</b>	<b>Pay Policy Exceptions November 2018 (Part 2)</b>
<b>Report author</b>	Julie Smyth – Reward Manager
<b>Item Summary</b>	For PPDC to decide on senior pay that fall outside of the published pay policy.

<b>Item title</b>	<b>Children's Services Staffing Structure</b>
<b>Report author</b>	Rakhi Saigal, Strategic Business Partner
<b>Item Summary</b>	For the Committee to review the next phase of the Children's Services staffing re-structure which will review the functions of the social care and family services operational services to bring about a rapid improvement in the delivery of quality to children, young people and their families.

<b>Item title</b>	<b>Apprenticeship Strategic Plan</b>
<b>Report author</b>	Joy Hurman, Lead Consultant Career Development
<b>Item Summary</b>	For PPDC to note plans to increase the number of apprenticeships within the County Council

**25 April 2019**

<b>Item title</b>	<b>Surrey Pay Annual Review update</b>
<b>Report author</b>	Julie Smyth – Reward Manager
<b>Item Summary</b>	To update the Committee on the negotiations taking place

<b>Item title</b>	<b>2018/2019 Pay Policy Statement</b>
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<b>Report author</b>	Julie Smyth – Reward Manager
<b>Item Summary</b>	To provide the committee with the details of the 2018/2019 Pay Policy Statement.

<b>Item title</b>	<b>Pay Policy Exceptions November 2018 (Part 2)</b>
<b>Report author</b>	Julie Smyth – Reward Manager
<b>Item Summary</b>	For PPDC to decide on senior pay that fall outside of the published pay policy.

### 13 June 2019

<b>Item title</b>	<b>Workforce Performance Indicators – half yearly report</b>
<b>Report author</b>	Julie Smyth – Reward Manager
<b>Item Summary</b>	For PPDC to review workforce performance indicators.

<b>Item title</b>	<b>Pay Policy Exceptions November 2018 (Part 2)</b>
<b>Report author</b>	Julie Smyth – Reward Manager
<b>Item Summary</b>	For PPDC to decide on senior pay that fall outside of the published pay policy.

**Senior Officer Appointments will be scheduled as and when required.**

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

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