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Tuesday, 5 July 2022

To: The Members of the **Employment Committee**
(Councillors: Stuart Black (Chairman), Cliff Betton (Vice Chairman), Colin Dougan, Sharon Galliford, Mark Gordon, Josephine Hawkins, Alan McClafferty, Graham Tapper and Victoria Wheeler)

**In accordance with the Substitute Protocol at Part 4 of the Constitution,
Members who are unable to attend this meeting should give their apologies and
arrange for one of the appointed substitutes, as listed below, to attend.
Members should also inform their group leader of the arrangements made.**

Substitutes: Councillors Peter Barnett, Rodney Bates, Paul Deach, Liz Noble, Sashi Mylvaganam and Adrian Page

Dear Councillor,

A meeting of the **Employment Committee** will be held at Council Chamber, Surrey Heath House, Knoll Road, Camberley, GU15 3HD on **Thursday, 14 July 2022 at 7.00 pm**. The agenda will be set out as below.

Please note that this meeting will be recorded.

Yours sincerely

Damian Roberts

Chief Executive

	AGENDA	Pages
	Part 1 (Public)	
1	Apologies for Absence	-
2	Minutes	3 - 8
	To confirm and sign the minutes of the meetings held on 6 April and 10 May 2022 (copies attached).	
3	Declarations of Interest	-

Members are invited to declare any interests they may have with respect to matters which are to be considered at this meeting. Members who consider they may have an interest are invited to consult the Monitoring Officer or the Democratic Services Officer prior to the meeting.

4	Updated Pay Settlement Procedure	9 - 18
5	Electric Vehicle as a Salary Sacrifice Scheme	19 - 26
6	Post Entry Training Policy	27 - 36
7	Pay Policy Statement 2022/23	37 - 44
8	Work Programme	45 - 46

**Minutes of a Meeting of the
Employment Committee held at Surrey
Heath House on 6 April 2022**

+ Cllr Colin Dougan (Chairman)
* Cllr Cliff Betton (Vice Chairman)

+ Cllr Sharon Galliford	+ Cllr Alan McClafferty
- Cllr Mark Gordon	+ Cllr Graham Tapper
+ Cllr Josephine Hawkins	+ Cllr Victoria Wheeler
+ Cllr Rebecca Jennings-Evans	

+ Present
- Apologies for absence presented
* In attendance virtually but did not vote

Members in Attendance: Cllr Peter Barnett, Cllr Rodney Bates and Cllr Stuart Black

Officers Present: Louise Livingston, Julie Simmonds and Rachel Whillis.

32/EC Minutes

The minutes of the meeting held on 8 February 2022 were confirmed and signed by the Chairman.

33/EC Information Security Policy

The Committee considered a report that outlined information and proposed changes regarding the Council's Information Security Policy, which was reviewed on an annual basis. The Head of HR, Performance & Communications undertook to progress a suggestion that all managers' job descriptions should include a reference to their responsibility for their staff's management of data.

RESOLVED that the revised Information Security Policy, as set out at Annex A to the report, be adopted.

34/EC Data Protection Policy

The Committee considered a report setting out proposed amendments to the Council's Data Protection Policy, which principally reflected changes to job titles.

RESOLVED that the revised Data Protection Policy, as set out at Annex A to the report, be adopted.

35/EC Data Security Breaches Policy

The Committee received a report which reviewed the Council's Data Security Breaches Policy and proposed a few minor changes.

The proposed policy had been amended to reflect that the United Kingdom was no longer part of the European Union and now reflected UK GDPR. Furthermore, changes to Paragraph 3.1 reflected the job role changed for SIRO as a result of the recent Senior Management Restructure.

RESOLVED that the revised Data Security Breaches Policy, as set out at Annex A to the report, be adopted.

36/EC Social Networking Policy

The Committee considered a report which outlined proposed changes to the Council's Social Networking Policy. Members discussed the new paragraph at 8.3, which referred to certain uses of social networking, including MS Teams and WhatsApp, potentially being subject to Freedom of Information and Environmental Information Regulation requests. Having noted concerns about the use of WhatsApp for Council business and discussed the need to strengthen wording about the circumstances that could be covered by FOI disclosure, it was agreed that further consideration would be given to this paragraph before agreeing the revised Policy.

RESOLVED that the item be deferred to the next meeting.

37/EC Organisational Change Policy and Procedure

The Committee considered a draft Organisational Change Policy, which would replace the existing Employment Stability Policy (ESP). The new Policy had been subject to an extensive review and had been considered by the Joint Staff Consultative Group (JSCG) at its meeting on 29 March 2022.

Members reviewed the Policy and an annex to the report setting out a schedule of the key changes to the ESP, plus details of the negotiations that had taken place prior to and recommendations arising from the JSCG meeting. The proposals in relation to the redundancy multiplier were discussed and the Committee debated whether to introduce a multiplier of 1x the weekly salary immediately, rather than agreeing a non-discretionary 1.5x multiplier until 31 March 2023, which would thereafter become a multiplier of 1x the weekly salary, as recommended by the Member Representatives on JSCG. Following the debate it was agreed to implement a non-discretionary multiplier of 1.5x the weekly salary until 31 March 2023, which would thereafter revert to a multiplier of 1x the weekly salary. It was noted that, where a restructure had started but was not completed before 31 March 2023, the 1.5x multiplier would be honoured. The other recommendations detailed in the schedule were also agreed.

The Committee noted a suggestion that an appendix be added to the Policy detailing who was authorised to make decisions on each aspect of the Policy. It was agreed to delegate authority to the Head of HR, Performance & Communications after consultation with the Chairman of the Employment Committee, Chairman of the Joint Staff Consultative Group and Chairman of Staff Representatives to agree the content of this appendix.

RESOLVED that

- (i) the Organisation Change Policy, previously referred to Employment Stability Policy, as set out at Annex A to the agenda report, as amended to incorporate the recommendations at Annex C to the agenda report, be adopted; and
- (ii) authority be delegated to the Head of HR, Performance & Communications after consultation with the Chairman of the Employment Committee, the Chairman of the Joint Staff Consultative Group and the Chairman of Staff Representatives to add an appendix to the Policy setting out the relevant decision maker in respect of each aspect of the Policy.

38/EC Work Programme

The Committee discussed its work programme for the 2022/23 year and agreed to add a review of the Retirement Policy to the January meeting's agenda.

RESOLVED that the work programme for the 2022/23 municipal year, as set out at Annex A to the agenda report, as amended, be agreed.

Chairman

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**Minutes of a Meeting of the
Employment Committee held on 10
May 2022**

- Cllr Colin Dougan (Chairman)
- Cllr Cliff Betton (Vice Chairman)

- | | |
|-------------------------------|-----------------------------------|
| + Cllr Sharon Galliford | + Cllr Alan McClafferty |
| - Cllr Mark Gordon | - Cllr Graham Tapper |
| + Cllr Josephine Hawkins | - Cllr Victoria Wheeler |
| - Cllr Rebecca Jennings-Evans | |
| | + Present |
| | - Apologies for absence presented |

Substitutes: Cllr Rodney Bates (In place of Cllr Victoria Wheeler) and Cllr Sashi Mylvaganam (In place of Cllr Graham Tapper)

Members in Attendance: Cllr Adrian Page (virtually)

Officers Present: Louise Livingston, Julie Simmonds and Rachel Whillis

39/EC Election of Chairman for the meeting

As the Chairman and Vice Chairman were not present at the meeting, it was proposed by Rodney Bates, seconded by Councillor Sashi Mylvaganam, and

**RESOLVED that Councillor Alan McClafferty be elected as
Chairman for the meeting.**

Councillor Alan McClafferty in the chair.

40/EC Exclusion of Press and Public

In accordance with Section 100(A)(4) of the Local Government Act 1972 (as amended), the press and public were excluded from the meeting for the following items of business on the ground that they involved the likely disclosure of exempt information as defined in the paragraphs of Part 1 of Schedule 12A of the Act as set out below:

Minute	Paragraph(s)
41/EC	1
42/EC	1

41/EC HR Matter

The Committee was informed that all officer posts within the Council were allocated a grade within the Salary Scales for Officers, which formed part of the Staff Terms and Conditions of Employment. Each salary grade contained up to 5 incremental points, also referred to as Spinal Column Points (SCP), with the

highest SCP considered the rate for that grade. The SCP on which a member of staff started was based on their experience, with incremental progression within the grade dependent upon positive recommendation by the individual's line manager, in accordance with the Appraisal Development Scheme; with regard to the Chief Executive, this process was reserved to the Employment Committee as set out at Part 3 of the Constitution.

Members received a verbal report from the Leader on the appraisal he had undertaken with the Chief Executive. Having noted the Leader's report and discussed the performance against agreed objectives, the Committee agreed that the Chief Executive's pay should move to SCP 33.303. This equated to a salary of £122,594 per annum.

Members considered the Council's salary scales and noted that the percentage by which increments increased within a pay scale varied between pay grades. It was agreed that this should be reviewed at a future meeting.

RESOLVED that the Chief Executive's salary be moved to Spinal Column Point 33.303.

42/EC Review of Exempt Items

The Committee reviewed the items which had been considered at the meeting following the exclusion of members of the press and public, as it involved the likely disclosure of exempt information.

RESOLVED that any details relating to the appraisal to remain exempt, but the decision to award an increment be made public.

Chairman

**Surrey Heath Borough Council
Employment Committee
14 July 2022**

Updated Pay Settlement Procedure

Strategic Director/Head of Service	Louise Livingston
Report Author:	Julie Simmonds – HR Manager
Key Decision:	No
Wards Affected:	n/a

Summary and purpose

This report provides the Employment Committee with information regarding the proposed amendment to the Council's Pay Settlement Procedure.

Recommendation

The Committee is advised to RESOLVE that the amended Pay Settlement Procedure, as set out at Annex A to this report, be agreed.

1. Background and Supporting Information

- 1.1 As a result of the pay settlement for 22/23 it was recommended that the Pay Settlement Procedure used should be updated to ensure that everyone is clear about the role they take, the information to be provided, the consultation process that will be used and the timelines.
- 1.2 The new Pay Settlement Procedure can be found in Annex A, the key differences to the proposed procedure include:
 - Agreeing a pay settlement for a two year period rather than one year taking into consideration the Council's medium term financial strategy
 - Starting the process a lot earlier so it doesn't run into budget setting and the process is not rushed
 - The role that each party undertakes has been set out in the procedure
 - It is suggested that if 2 recommendations go to the employment committee as an agreement is not reached at the JSCG then staff representatives will attend this meeting.
- 1.3 The Current Pay Settlement Procedure can be found in Annex B

2. Reasons for Recommendation

- 2.1 The amended Pay Settlement Procedure sets out to improve the procedure ensuring there are clear roles and timelines so the procedure does not feel rushed.

3. Proposal and Alternative Options

- 3.1 It is proposed that the amended procedure is approved by the Employment Committee.
- 3.2 Alternatively, the current procedure (Annex B) could remain in place.

4. Contribution to the Council's Five Year Strategy

- 4.1 Surrey Heath Borough Council as set in its Five Year Strategy under the theme of 'Effective and Responsive Council that it will spend public money wisely and attract resources and investment into the borough. This amended procedure sets out a transparent procedure on how it will review pay.

5. Resource Implications

- 5.1 There are no additional resource implications arising from this report.

6. Section 151 Officer Comments:

- 6.1 The revised draft policy has been discussed with the S151

7. Legal and Governance Issues

- 7.1 The amended procedure improves the governance of the Pay Settlement Procedure. There are no legal issues.

8. Monitoring Officer Comments:

- 8.1 The revised draft policy has been discussed with the MO.

9. Other Considerations and Impacts

Environment and Climate Change

- 9.1 No direct impacts.

Equalities and Human Rights

- 9.2 The Pay Settlement procedure includes the need to equality impact assess the structure of the proposed pay settlement to ensure that its fair for all staff.

Risk Management

9.3 The procedure is more comprehensive so should reduce risk

Community Engagement

9.4 Not Applicable

Annexes

Annex A – New Pay Settlement Procedure

Annex B – Current Pay Settlement Procedure

Background Papers

n/a

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Pay Settlement Procedure

Definition

This procedure is to determine the value of the pay settlement (cost of living rise) for each year for a two year period taking consideration the Council's Medium Term Financial Strategy.

Each pay settlement period will be for one year running from 1st April until 31st March. Any rise will be paid on the 1st April, in the event that a settlement is not agreed by this date it will be paid on the next possible pay date and backdated to the 1st April.

Consultation

In order to agree the Pay Settlement a consultation will be undertaken with a view to reaching agreement with staff representatives. Surrey Heath Borough Council (SHBC) will approach the consultation with an open mind and be prepared to consider any recommendations made by the staff representatives; these should be given proper consideration. All statements should be referred to as "proposal" and SHBC should not make its final decisions until the end of consultation.

A report will be written by Human Resources in consultation with Finance proposing the starting value of the proposed pay settlement (cost of living rise) for the 2 year period. This will include reference to the following data:

- Medium Term Financial Strategy
- Benchmarking data on previous year's settlements in other local Councils on local pay & conditions
- National agreements for local government
- Inflation rates, general economic forecast
- Recruitment, retention, staff turnover figures other relevant data

The Chief Executive Officer, the Strategic Director Finance & Customer Service and Head HR, Performance & Communication will meet with the Leader of the Council, Portfolio Holder for Finance and a further 3* Councillors from the Joint Staff Consultative Group (JSCG) and Employment Committee to present the starting position and agree what will be presented to the Staff Representatives.

* 1 Councillor will be the chair of the employment committee, the remaining councillors should be chosen to ensure a balanced political representation. (this will selected by the Head of Legal & Democratic Services.

The Chief Executive and Head of HR Performance & Communication will then share the proposed Pay Settlement Report with the Staff Representatives. The Staff Representatives will be given 4 weeks to assess the case and canvass staff to either agree the proposal or they will submit their counter proposal in writing giving justifications for their proposal.

A pre meeting will be arranged for JSCG Councillors and the group of nominated Councillor's, 5 working days before JSCG meeting so the counter proposals can be shared and an agreed position reached ready for the Joint Staff Consultative Group meeting. The Director for Finance & Customer Services will be consulted on all counter proposals for reasons of affordability. The content of the proposed pay settlement will equality impact assessed.

There will also be an early pre-meeting with the Staff Representatives to ensure all queries are answered prior to the JSCG meeting.

Joint Staff Consultative Group (JSCG)

The two year pay settlement proposal for the two year period will be discussed at the meeting, if required breakout rooms (virtual or physical) will be provided for Staff Representatives and Councillors to discuss proposals separately and every effort will be made to reach an agreement. If an agreement is not reached, then 2 proposals will be put forward, one from Councillors and one from the Staff Representatives

Employment Committee

The agreement reached at JSCG, their recommendation will be put forward to the Employment Committee for their approval and recommendation to Full Council.

If an agreement was not reached at the JSCG meeting then 2 proposals will be put forward, one from Councillors and one from the staff representatives. If this is the case 2 staff representatives will attend the Employment Committee to represent their case.

Council

Following the recommendation from the Employment Committee, the pay settlement (cost of living rise) will go to the next Council Meeting for agreement.

Authorisation

The Chief Executive, as Head of Paid Service for Surrey Heath Borough Council, will authorise the pay settlement following consultation with the Joint Staff Consultative Group, the agreement of the Employment Committee and approval at Full Council.

Timeline

This process will take place every two years below is an illustration of possible timelines.

The Pay Settlement Proposal report will be drawn up in February

The report shared with Councillors in March

The report will be shared with Staff Representatives in April

Discussed at Joint Staff Consultative Group in June

Discussed and agree at the Employment Committee in July

Report submitted to Full Council for Approval in October

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Annual Pay Settlement Procedure

Authorisation

The Chief Executive as head of paid service for Surrey Heath Borough Council will authorise the annual pay settlement following approval at Full Council.

Definition

This procedure is to determine the value of the annual pay settlement that will be paid to all staff when determined on/or backdated to 1st April each year.

A pay settlement will be determined each year the year running from 1st April until 31st March.

Justification

Surrey Heath Borough Council (HR Manager) – A case will be drawn up proposing the value of the pay settlement. This will be supported by financial and benchmarking information this includes; the financial position of the Council, benchmarking data gathered regards previous year's settlements, proposed national agreements and proposed local agreements and the economic climate.

Staff Representatives – will assess the case by canvassing staff and gathering their own financial data (where possible Unison will assist with the gathering of this information). Staff representative group need to submit their counter proposals in writing two weeks prior to the JSCG meeting when it will be discussed.

Joint Staff Consultative Group (JSCG) – JSCG will assess the case put forward, discuss any counter proposals made by the Staff Representative Group and every effort will be made to reach an agreement.

Employment Committee

Any agreement reached at JSCG will be put forward to the Employment Committee for their approval and they will recommend this to Full Council

If agreement can't be reached by the JSCG then two different recommendations would be put forward to the Employment Committee, which will decide which recommendation will be recommended to Full Council for adoption.

Full Council

Following receipt of the recommendation from Employment Committee, Full Council will make the final decision.

Consultation

The consultation will be undertaken with a view to reaching agreement with staff representatives. Surrey Heath Borough Council will approach the consultation with an open mind and be prepared to consider any recommendations made by the staff representatives; these should be given proper consideration. All statements should be referred to as “proposal” and SHBC should not make its final decisions until the end of consultation.

Timeline

In September of each year, the HR Manager will present a case to JSCG outlining the proposed pay award for implementation the following April. This is the start of the consultation period and members of staff may be invited to attend this meeting.

Two weeks prior to the JSCG meeting in November Staff Representatives to submit any counter proposals.

At JSCG in November the proposed pay settlement is discussed and recommendations put forward to the Employment Committee no later than January which will then go to Full Council in February. It may be necessary to have further meetings outside the scheduled JSCG meetings, if agreement cannot be achieved.

**Surrey Heath Borough Council
Employment Committee
14 July 2022**

Electric Vehicle as a Salary Sacrifice Scheme

Strategic Director/Head of Service	Louise Livingston/Nick Steevens
Report Author:	Anna Godleman – Climate Change Officer Julie Simmonds – HR Manager
Key Decision:	no
Wards Affected:	n/a

Summary and purpose

This report provides the Employment Committee with a details of a salary sacrifice scheme for staff to purchase Electric Vehicles.

Recommendation

The Committee is advised to RESOLVE that the Council signs up to the Octopus Electric Dreams Car Scheme, as set out in Annex A to this report.

1. Background and Supporting Information

- 1.1 The report in Annex A gives details of the background and information gathered to support the report are in Annex B.

2. Reasons for Recommendation

- 2.1 This scheme would support the Council's commitment for Climate Change and actions we can do to assist impact on carbon emissions by reducing these within our environment.

3. Proposal and Alternative Options

- 3.1 Octopus Electric Dreams has been suggested as the best scheme and can provide the employee with end to end service for ease.

4. Resource Implications

- 4.1 There will be some administration resource implications arising from this report but envisaged to be minimal following each staff member sign up to scheme.

5. Section 151 Officer Comments:

- 5.1 This EV salary sacrifice scheme was presented to Corporate Management Team on 31st May 2022 for comment and contents were noted. No specific comment raised by the S151 Officer.

6. Legal and Governance Issues

- 6.1 Legal guidance would be requested before signing of any agreements with the company.

7. Monitoring Officer Comments:

- 7.1 This EV salary sacrifice scheme was presented to Corporate Management Team on 31st May 2022 for comment and contents were noted. No comment raised by the Monitoring Officer.

8. Other Considerations and Impacts

Environment and Climate Change

- 8.1 Supports the Council's pledge.

Equalities and Human Rights

- 8.2 Equalities Impact Assessment will be completed.

Risk Management

- 8.3 n/a

Community Engagement

- 8.4 Not applicable.

Annexes

Annex A – Report with background and information for EV Salary Sacrifice Scheme

Annex B – EV Employee Commuting Survey Summary

Annex A

Purpose: Salary Sacrifice Electric Car Scheme

To: Joint Staff

Author: Anna Godleman, Julie Simmonds

Date: 16th June 2022

Consultees: N/A

Summary of issues for consideration / decision:

Joint Staff are advised to note this report and attached documents and consider whether the Council should sign up to the Octopus Electric Dreams electric vehicle Salary Sacrifice scheme.

This scheme would work similarly to the Council's Cycle to Work Scheme. The Council would lease electric vehicles and the additional vehicle services from Octopus EV. In turn, the Council would provide the use of the car to the employee in return for them sacrificing an agreed amount from their gross salary. As this is before income tax and national insurance, employees would save on that monthly cost. Every vehicle taken on the Electric Dreams scheme is 100% electric which significantly reduces overall carbon emissions from the vehicle.

The scheme has been designed to be simple to run with no cost to set up, and minimal admin and risk to run - so that employers can offer their staff a benefit whilst also reducing carbon emissions.

1. Background:

- 1.1 An employee commuting survey¹ was undertaken in late 2021. Results indicated that the majority of staff travel by higher emitting transport modes (91% by diesel/petrol car or van and 4% by electric vehicle, 4% walking, 2% by train). The estimated carbon impact of employee commuting prior to agile working was 378.5 tCO2e (2017)².
- 1.2 Agile working has had a significant reduction on the amount of commuting journeys and associated carbon emissions (On average prior to the pandemic, employees spent 97% of their time in the office and 3% at home. At the time of the survey, employees spent 54% of their time in office and 46% at home). Further action is needed to support sustainable commuting.
- 1.3 Supporting the shift to electric vehicles could reduce the impact of a yearly commute by up to two thirds compared to a diesel or petrol car.

¹ Employee Commuting Survey summary in attached papers

² <https://www.surreyheath.gov.uk/sites/default/files/Surrey%20Heath%20Local%20Plan%20-%20Climate%20Change%20Study.pdf>

1.4 Surrey Heath House has two electric vehicle charging points that are available to staff (process of access to be reviewed).

2. How The Scheme Works

- 2.1 The Octopus, Electric Dreams Car scheme is an employee benefit scheme, for electric vehicles. The scheme is paid through sacrificing part of employees gross salary; making savings on national insurance and income tax contributions (similar to the cycle to work scheme). The precise savings will depend upon personal tax circumstances and the make and model of the car chosen. This in turn leads to less for the Council to pay on NI contributions.
- 2.2 Income tax or NIC won't be paid on the salary sacrificed. They will have to pay Benefit in Kind ("BiK") tax on the car as a company car, but because it is a zero-emission car the BiK tax is currently much less than the income tax and NIC savings on the sacrifice. This should provide a saving to an employee compared to the cost of leasing a brand new EV themself.
- 2.3 In the last few years the high company car tax rates for petrol and diesel cars (typically 25-35%) have made company cars generally unattractive. However, in the case of electric cars the government set these Benefit in Kind (BiK) rates, at 1% for this tax year (2021/22) and increasing to 2% over the next three years - making EV salary sacrifice a viable option. Beyond year 3, the BiK rate is not guaranteed.
- 2.4 To be eligible to participate in the scheme an employee must:
 - Be a permanent employee paid via PAYE.
 - Be employed on a permanent contract and have completed probation period.
 - Be able to afford the salary sacrifice, meaning that revised salary, after taking into account salary sacrifice, exceeds the National Living/Minimum Wage and the Lower Earnings Limit for NIC purposes.
 - Not be planning on retiring or resigning during the term of the agreement.
- 2.5 The monthly sacrifice includes the electric vehicle of choice, comprehensive motor insurance, roadside assistance, servicing, maintenance & repairs.
- 2.6 There is an estimated manufacturer lead in time of 6-8 months, depending on which model of EV.
- 2.7 The car will be leased for a fixed 2, 3 or 4 year period with a pre agreed mileage limit.
- 2.8 Octopus provide support with launching the scheme, with email comms, a webinar and pre-bookable 1-2-1 consultations and ongoing engagement.

2.9 The scheme includes account management, reporting & early termination protection as outlined in attached documentation.

2.10 Octopus have an excellent customer rating on Trust-Pilot.

3. Resource implications and risks:

3.1 There is no monetary cost for the Council to sign up to the scheme.

3.2 There is some Officer time associated with administration managing the scheme through payroll whilst in place.

3.3 Leaver protections are in place which originally did not apply in the case of employee dismissal but at our meeting on 16th May, we were advised this has now been updated to include.

3.4 Benefit-in-Kind rates are currently low for electric cars for the next 3 years. If the rates change then the scheme would be less economically appealing for staff.

3.5 Prior to 6 months on the contract, an early termination fee has to be paid by the employee to terminate - although there is no cancellation fee on the lead up to the car being delivered. However ownership of the scheme can be transferred to another member of staff.

3.6 Octopus currently do not offer a fixed method to purchase the car at the end of the contract, although indicate this might be an option on a case by case basis.

3.7 Due to the high cost of electric vehicles, the scheme will not be accessible to all members of staff.

Attached Papers:

- Employee Commuting Survey Summary
- Electric Dreams Employer Guide [click here](#)
- Electric Dreams Driver Handbook [click here](#)
- Electric Dreams Master Hire Agreement [click here](#)

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Annex B

Agenda Item 5 – Employee Commuting Survey Summary

1. An employee commuting survey was undertaken in late 2021 to support greater understanding of the carbon impact of employee commuting and to assist in identifying measures that would encourage sustainable travel.
2. The survey was distributed to all staff via email and a total of 126 responses were collected.
3. Of those who responded, 105 were working at SHBC before March 2020, which allowed a comparison between commuting levels prior to the pandemic and since, with the rise in agile working.
4. On average prior to the pandemic, employees spent 97% of their time in the office and 3% at home.
5. At the time of the survey, employees spent 54% of their time in office and 46% at home.
6. The survey confirms that the option of agile working has therefore resulted in a significant reduction in the number of commuting journeys to and from work.
7. At the time of the survey, employees used the following modes of transport to travel to and from work for the majority of journeys:
 - 91% by car or van
 - 4% by electric vehicle
 - 4% walking
 - 2% by train
 - 0% responded that they regularly commuted by bicycle (although a small number indicated they had done so infrequently).
8. The average commuting distance for a single journey to work was 9.3 miles and an average commute time of 23 minutes each way.
9. The carbon impact of an average annual commute in 2021 (2232 miles) for each transport mode, is approximately:
 - Car/van petrol – 0.53 tonnes of CO2e

- Car/van diesel – 0.49 tonnes of CO2e
 - Train – 0.22 tonnes of CO2e
 - Electric Car – 0.18 tonnes of CO2e
 - Walking and Cycling – 0.0 tonnes of CO2e
10. The survey results indicated that the majority of employees travel by higher emitting transport modes. Therefore options to reduce single occupancy car and van travel and encourage more sustainable transport modes will be required to further reduce carbon emissions.
11. A fifth of respondents used a personal vehicle every week for business purposes. Half of those would consider using a company electric vehicle if one were available for this purpose.
12. Employees noted that a lack of walking and cycling infrastructure was prohibitive for adopting sustainable travel modes for commuting, as well as living further than a practical walking or cycling distance. Limited public transport links were also mentioned.
13. Employees indicated that some commuting journeys were multi-purpose such as including a childcare pick-up, meaning sustainable forms of transport were not always an option.
14. Results indicated there may be interest in a car share scheme if there was a system in place to support, although different working patterns, incentives for parking and emergency options for a journey home were cited as options to consider alongside any scheme to increase viability.
15. Taking into account the responses to the survey, Officers are exploring options to encourage sustainable travel modes and decrease carbon emissions further.

**Surrey Heath Borough Council
Employment Committee
14 July 2022**

Post Entry Training Policy

Strategic Director/Head of Service	Louise Livingston
Report Author:	Sarah Bainbridge – Organisational Development Manager
Key Decision:	no
Wards Affected:	n/a

Summary and purpose

This report provides the Employment Committee with a revised Post Entry Training Policy for consideration.

Recommendation

The Committee is advised to RESOLVE that the revised Post Entry Training Policy, as set out at Annex A to this report, be agreed.

1. Background and Supporting Information

- 1.1 Surrey Heath Borough Council operates a 'Post Entry Training' scheme where members of staff can apply to be sponsored by the Council to undertake relevant qualifications. The current policy which supports the scheme was last reviewed in 2013.
- 1.2 For a number of years the annual budget for Post Entry training (which is separate from the Corporate Training budget) has been £25,000 per annum. Where sponsorship is agreed, the policy stipulates that if the member of staff voluntarily leaves the Council within two years of completing their study they must pay back all/a proportion of the study costs on a sliding scale.
- 1.3 In order to achieve high-performing, motivated and capable staff, Surrey Heath Borough Council actively supports and encourages learning, development and career progression of its staff. The Post Entry Scheme is an important part of this approach.

2. Reasons for Recommendation

- 2.1 The draft revised policy at Annex A is more comprehensive than the previous version, and gives greater clarity to both the Council and employees about the operation of the scheme and the criteria for assessing applications.

3. Proposal and Alternative Options

- 3.1 The proposal is that the Employment Committee agree the updated draft Post Entry Training Policy, as amended, which is attached at Annex A. Comments and questions from the Group are invited on the draft.

4. Contribution to the Council's Five Year Strategy

- 4.1 Surrey Heath Borough Council actively supports and encourages learning, development and career progression in order to achieve high-performing, motivated and capable staff, which links directly to the Five Year Strategy theme of 'Effective and Responsive Council.'

5. Resource Implications

- 5.1 There are no additional resource implications arising from this report.

6. Section 151 Officer Comments:

- 6.1 The revised draft policy has been discussed with the S151 Officer.

7. Legal and Governance Issues

- 7.1 There are no legal implications arising from this report. The revised policy will improve the governance of the Post Entry Scheme.

8. Monitoring Officer Comments:

- 8.1 The revised draft policy has been discussed with the Monitoring Officer.

9. Other Considerations and Impacts

Environment and Climate Change

- 9.1 No direct impacts. Many post entry courses are now run entirely or partly online which reduces the need for travel.

Equalities and Human Rights

- 9.2 Under the proposed draft policy the Post Entry Training scheme is open to application for all permanent staff, and greater clarity is set within the policy on the considerations to be used when assessing applications, which will be applied equally across all applications.

Risk Management

9.3 The draft revised policy at Annex A is more comprehensive than the previous version, and gives greater clarity to both the Council and employees about the operation of the scheme, which reduces any risk to either party.

Community Engagement

9.4 Not applicable.

Annexes

Annex A – Draft Revised Post Entry Training Policy

Background Papers

n/a

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Post Entry Training SchemePolicy

1 Post Entry Training (PET) Scheme Policy

In order to achieve a high-performing, motivated and capable staff team, Surrey Heath Borough Council actively supports and encourages learning, development and career progression of its staff. As part of the Staff Learning and Development Strategy, Surrey Heath Borough Council acknowledges the need to develop a framework for training and career development to meet Council objectives.

In order to fulfil this aim, the Council has identified the need for that staff may request to undertake 'Post Entry Training' in the form of professional/technical qualifications or examinations, or the completion of National Vocational Qualifications.

Initial applications for the Post Entry Training scheme will be requested by 30 June each year. If there are funds remaining in the Post Entry Training budget following the initial application deadline ad hoc applications will be accepted throughout the year. The Post Entry Training scheme runs annually from September to August.

In most cases approval will be granted for the whole duration for the course of study for the qualification. Any member of staff who attends a PET course for more than one year will be required to resubmit their application annually. All continuous study will be bound by paragraph 5 of the Post Entry Training Scheme.

If a qualification is staged over a number of years, approval may be granted on a staged basis, with the employee being required to resubmit an application for each stage of the qualification. In this instance, paragraph 5 of this policy will apply separately to each stage funded by the Council. E.g. the foundation level of a longer course, or a modular qualification that takes place over an extended number of years.

Qualifications that have a total cost of less than £500 will not be treated as post-entry training under the remit of this policy (unless a staged qualification where the combined cost of the different planned stages would be above £500).

2 Applications Procedure

Applications for post entry training may be made by any member of staff, subject to the approval of the relevant member Strategic Director/Head of Service (or the Chief Executive if the application is from a Strategic Director/Head of Service). If an application is submitted by the Chief Executive this would be approved or rejected by the Head of HR.

Performance and Communication in consultation with the Leader. However the Council would normally expect employees at Grades 7 and above to have obtained the major part of their professional/technical qualifications and therefore, would not generally support day or block release for these staff. Assistance with study is not automatically granted, and each application will be individually assessed to ensure there is a substantial benefit to both the Council and individual.

The following considerations will be taken into account when assessing applications:

- A business case based on the benefit to the Council and relevance to the individual's role
- Perceived capability and capacity of the individual making the application to successfully complete the qualification
- Impact on the capacity within the team – this could include consideration of whether day/block release for the qualification is granted or whether the qualification will be completed solely within the employee's own time
- Whether the qualification request could be achieved via an apprenticeship route

Applications would not normally be approved while an employee is still in their probationary period. An exception to this is where a role has specifically been recruited to as a 'career grade' or trainee role which includes sponsorship for a qualification.

Applications will not normally be granted for employees on fixed-term contracts unless the qualification meets a specific and urgent business requirement of the Council.

This post entry policy, and specifically Section 5, will also apply where the Head of HR, Performance and Communication agrees, for new starters, to reimburse monies owed to previous employers under similar post entry policies. In these instances the repayment periods set out in the table in Section 5 will commence from the start date of the employee at Surrey Heath Borough Council, and will cover the amount paid by Surrey Heath to the previous employer.

All applications must be made on the Post Entry Training Application Form and signed by the relevant Strategic Director/Head of Service. The completed application form should be submitted to the Organisational Development Team, and will be approved or rejected at a Corporate Management Team meeting. The completed application form must be submitted to the Head of HR by the Post Entry Scheme closing date. The member of staff will be notified by the Head of HR if their application has been approved or rejected.

3 Enrolment

Once the employee has received notification that their application has been approved, it is the employees' responsibility to ensure they have enrolled before application deadline with the education provider.

4 Financial Assistance

For employees' who have had their applications approved, the Council will:

- (i) pay full salary, and;
- (ii) reimburse all prescribed course fees and other approved educational expenses arising from the attendance at the course and;
- (iii) reimburse the cost of approved additional expenditure (excluding meals) incurred by the employee on traveling and subsistence ~~provided that they do not exceed the limit of the employee's normal entitlement according to their terms and conditions.~~

~~Expenses will only be reimbursed in full on completion of a Post Entry Training expense claim form, all receipts must be attached.~~

5 Conditions of Grant

That, where an employee without good reason, fails to sit for a qualification within a reasonable period or fails to show satisfactory progress, facilities for learning and development may be withdrawn. In the event that facilities for learning and development are withdrawn, at the discretion of the Head of HR, Performance, and Communications and HR, in consultation with the relevant Executive Head Strategic Director / Head of Service-the employee shall be required to repay up to 100% of the financial assistance granted to them. Notice of the withdrawal and the required repayment will be given by the Head of HR Performance & Communications and HR Head of HR and, repayment will be required to be made forthwith.

The continuance of facilities, for a second attempt for a qualification, shall be granted only if the Head of HR, Performance & Communications and HR is satisfied that the employee merits assistance to enable them to sit the examination.

If an employee's contract of employment is terminated through no fault of their own, for example redundancy, they will not need to repay any of the funding provided for their training. In all other circumstances an employee will be required to repay the funding as follows if they leave the service of the Council:

Where an employee voluntarily leaves the service of the Council, other than for reasons of redundancy, they will be required to repay the following. In all other instances of an employee leaving the service of the Council this will be subject to review by the Head of HR, Performance and Communications:

Up to 12 months after completion of the whole course	100% of the total course fees, material and all other expenses incurred as a result of attending the course
From 12 months up to 18 months after completion of the whole course	75% of the total course fees, material and all other expenses incurred as a result of attending the course
From 18 months up to 24 months after completion of the whole course	50% of the total course fees, material and all other expenses incurred as a result of attending the course

Where an employee voluntarily leaves the service of the Council, other than for reasons of redundancy, part way through their course they will be required to repay the following. In all other instances of an employee leaving the service of the Council this will be subject to review by the Head of HR, Performance and Communications:

Under and up to 12 months of attending the course	100% of the total course fees, material and all other expenses incurred as a result attending the course
From 12 months up to 18 months after attending the course	75% of the total course fees, material and all other expenses incurred as a result attending the course
From 18 months up to 24 months after attending the course	50% of the total course fees, material and all other expenses incurred as a result attending the course

Employees will be entitled to take a maximum of one day's study leave per examination, dissertation/coursework if there is not an exam - and the time to sit the exam. Any use of work time for study towards the qualification (e.g. day release to attend a formal part of the course) will

be agreed as part of the initial application, but the expectation is that most study will take place in the employee's own time.

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**Surrey Heath Borough Council
Employment Committee
14 July 2022**

Pay Policy Statement

Strategic Director/Head of Service	Louise Livingston
Report Author:	Julie Simmonds – HR Manager
Key Decision:	no
Wards Affected:	n/a

Summary and purpose

This report provides the Employment Committee with a revised Pay Policy statement for 22/23 for publication on Surrey Heath Borough Council website as required for Transparency as per Government Guidelines.

Recommendation

The Employment Committee is advised to RECOMMEND to Full Council that the Council's Pay Policy Statement 2022/23, as attached at Annex A, be agreed

1. Background and Supporting Information

- 1.1 This Pay Policy Statement is provided in accordance with Section 38(1) of the Localism Act 2011.
- 1.2 The Council is required to update this on an annual basis and the requirement is for it to be adopted by the Employment Committee and Full Council.
- 1.3 The Policy Pay Statement 2022/23 is attached at Annex A.

2. Reasons for Recommendation

- 2.1 There is a requirement for publication of a Pay Policy Statement on Surrey Heath Borough Council website.

3. Proposal and Alternative Options

- 3.1 There are no options for the Employment Committee to consider as the Council is required to publish its Pay Policy Statement as detailed in the Localism Act 2011.

4. Contribution to the Council's Five Year Strategy

4.1 n/a

5. Resource Implications

5.1 There are no additional resource implications arising from this report.

6. Section 151 Officer Comments:

6.1 This Pay Policy Statement was presented to Corporate Management Team on 31st May 2022 for comment and contents were noted. No comment was raised by the S151 Officer.

7. Legal and Governance Issues

7.1 This meets the requirement of the Localism Act 2011

8. Monitoring Officer Comments:

8.1 This Pay Policy Statement was presented to Corporate Management Team on 31st May 2022 for comment and contents were noted. No comment was raised by the Monitoring Officer.

9. Other Considerations and Impacts

Environment and Climate Change

9.1 No direct impacts.

Equalities and Human Rights

9.2 It is for transparency this document is published.

Risk Management

9.3 n/a

Community Engagement

9.4 Not applicable.

Annexes

Annex A – Pay Policy Statement 22/23

Annex B – SHBC Payscales

Background Papers

n/a

Surrey Heath Borough Council Pay Policy Statement Financial year 2022-1232

1 Purpose

This Pay Policy Statement is provided in accordance with Section 38(1) of the Localism Act 2011 and this will be updated annually from April each year.

This pay policy statement sets out Surrey Heath Borough Council's policies relating to the pay of its workforce for the financial year 2022-1232.

2 Background

Remuneration at all levels needs to be adequate to secure and retain high-quality employees dedicated to fulfilling the council's business objectives and delivering services to the public. This has to be balanced by ensuring remuneration is not, nor is seen to be, unnecessarily excessive. Each council has responsibility for balancing these factors and each council faces its own unique challenges and opportunities in doing so and retains flexibility to cope with various circumstances that may arise that might necessitate the use of recruitment and retention allowances or other such mechanisms for individual categories of posts where appropriate.

3 Responsibility for decisions on remuneration

Pay for all employees including Corporate Management Team (CMT) Officers is agreed by Full Council when it sets the budget but this is completed by way of in consultation with the Joint Staff Consultative Group on the recommendation of the Employment Committee¹. The Joint Staff Consultative Group comprises elected Councillors from the main political parties and staff representatives and has responsibility for local terms and conditions of employment for staff within Surrey Heath Borough Council's pay framework.

The Surrey Heath Borough Council's pay framework was implemented in April 1988 and is based on Local Pay Conditions.

All new appointments to the Council's service since April 1988 have been made on the basis of locally devised and negotiated conditions of service, with the facility that all existing members of staff had the opportunity to enter voluntarily into a fresh contract of employment based on these conditions. Contracts of employment are entirely local and do not incorporate the provisions of the National Conditions. The aims of local conditions are:-

- a) To offer a competitive salary and benefits package;
- b) To link progression to personal performance;
- c) To take account of skills shortages by the use of recruitment and retention allowances (if required);
- d) That all salary and conditions of service matters are negotiated internally by the Joint Staff Consultative Group and agreed by the Employment Committee as set out in Part 3 of the Constitution.

¹ The Employment Committee comprises of 9 members based on political proportionality.

4 Salary grades and grading framework

Each post within the establishment has a salary scale determined by job evaluation using the Local Government Management Board Scheme. The starting salary on appointment is subject to negotiation within the evaluated grade and will be dependent upon the appointee's level of experience, attained qualifications and the salary being paid to others undertaking the same work.

As part of this, Surrey Heath Borough Council determined a local pay framework, dividing established posts into 1²³ grades (SH1 – SH¹⁰⁹ and SH²⁰³¹ – SH²²³³), grade SH1 being the lowest and grade SH²²³³ the highest (see Appendix 1). Each employee will be on one of the 1²³ grades based on the job evaluation of their role. Employees can progress to the salary range maximum of their grade subject to assessment of their performance in the annual performance appraisal process. It is only Apprentices in their first year who will be appointed to grade SH1 and will be reviewed in year 2 in line with Government Apprenticeship guide on pay and conditions (<https://www.gov.uk/apprenticeships-guide/pay-and-conditions>)

Pay awards are considered annually for staff, the year running from 1st April until 31st March. Subject to agreement of the new Pay Policy Procedure, Local pay negotiation is used but consideration is given to the national award in negotiation with the Joint Staff Consultative Group and Trades Unions locally and recommended to the Council by the Employment Committee.

The Annual Pay Settlement procedure is to determine the value of the annual pay settlement that will be paid to all staff when determined on/or backdated to 1st April each year. The pay award for all grades is determined in the same way.

An award of £²⁵⁰⁵⁰⁰ per annum (consolidated) for all grades ~~1—3 only~~ was awarded for 202²⁴/202³² (see Appendix 1).

5 CMT Officers Remuneration

The Council has a group of ⁷⁹ CMT Officers (including three statutory roles) which currently consists of the following:

Statutory responsibilities	SHBC posts
Head of Paid Service	Chief Executive
Section 151	<u>Executive Head of Finance</u> <u>Strategic Director Finance and Customer Service</u>
Monitoring Officer	<u>Head of Legal & Democratic Services</u>
N/A	<u>Executive Head Business</u> <u>Strategic Director Environment and Community</u>
N/A	<u>Executive Head Community</u> <u>Head of HR, Performance and Communications</u>
N/A	<u>Executive Head Corporate</u> <u>Head of Investment and Development</u>

N/A	Executive Head Regulatory Head of Planning Regulatory
N/A	Executive Head Transformation
N/A	Head of Investment and Development

Surrey Heath publishes the salaries of the Chief Executive, ~~Executive Heads~~
~~Strategic Directors~~ and Heads of Service, this means that all our senior salaries (including all those of £50,000 and above) are easily accessible:

<https://www.surreyheath.gov.uk/council/about-council/transparency>

<http://www.surreyheath.gov.uk/council/information-governance/publication-scheme/what-we-spend-and-how-we-spend-it>

6 The level and elements of employee remuneration, including performance related pay and bonuses

There is no provision for bonus payments. Pay for all employees (including CMT Officers) comprises payments by way of salary, pensions and other standard elements of contractual remuneration required in law. Employees have the opportunity to join the private medical scheme after three years' service at Surrey Heath Borough Council.

All employees (including CMT Officers) are subject to an annual assessment of performance, and where performance meets the appropriate standard, contractual increments will be given, until the maximum of the pay scale is reached.

Any allowance or other payments will only be made to staff in connection with their role or the patterns of hours they work and must be in accordance with the Council's policies which include Recruitment & Retention Allowances, Statutory Officer allowances (S151 and Monitoring Officer), Car Allowance and Exceptional Payments Policy.

7 Exceptional increases and additions to remuneration for CMT Officers

One or more CMT Officers will be eligible for payments for election duties (e.g. as Returning Officer or Deputy Returning Officer/s). Some of these payments will be made direct by Government or other Authorities e.g. Surrey County Council.

8 The approach to the payment of CMT Officers on their ceasing to hold office under or to be employed by the Authority

CMT Officers who leave the Council's employment, where appropriate, will receive compensation in line with the Council's Employment Stability
Organisational Change Policy or through a negotiated settlement. The Employment Committee will make recommendations to Full Council for any mutually agreed departures of Statutory Officers and CMT Officers.

9 New starters joining the Council

Employees new to the Council will normally be appointed to the first point of the salary range for their grade. Where the candidate's current employment package would make the first point of the salary range unattractive (and this

can be demonstrated by the applicant in relation to current earnings) or where the employee already operates at a level commensurate with a higher salary, a higher salary may be considered by the recruiting manager subject to negotiation. This will be within the salary range for the grade and agreement with HR Manager or Head of HR, Performance and Communications to keep a consistent and fair approach. The candidate's level of skill and experience should be consistent with that of other employees in a similar position on the salary range.

As with the recruitment of employees across the Council, CMT Officers are generally appointed at the minimum point on their pay scale or at a market level of pay negotiated on appointment, account will be taken of other relevant available information, including the salaries of CMT Officers in other similar sized organisations. Decisions to approve these negotiations are made by the Head of Paid Service with the Employment Committee or in the case of the Head of Paid Service, by the Employment Committee who will recommend to Full Council.

10 Relationship between remuneration of CMT Officers and all other employees

The difference between the highest paid salary and the average full time equivalent salary of the workforce (as at 1st April 2022²⁴):

Salary	Amount per annum	Ratio with highest salary
Highest Basic Salary (Chief Executive)	£126, <u>6178</u> ²	n/a
Mean (average) Basic Salary	£ <u>39,502</u> <u>50,231</u>	<u>3.19</u> <u>2.52</u> :1
Lowest point on standard pay scales to which an employee is appointed	£14, <u>7284</u>	<u>8.83</u> <u>57</u> :1

²⁴ Note: this figure does not include the Additional Duties Allowance agreed in January 2019.

SURREY HEATH BOROUGH COUNCIL

SALARY SCALES

PAY SCALES 2022

Increase of £500 on all pay scale points effective from 1 April 2022

SH1		SH2		SH3		SH4	
SCP	£	SCP	£	SCP	£	SCP	£
1.2	13942	2.7	17631	3.11	21651	4.15	25149
1.3	14784	2.8	18614	3.12	22493	4.16	26421
1.4	15624	2.9	19633	3.13	23321	4.17	27678
1.5	16470	2.10	20793	3.14	24146	4.18	28887
1.6	17040	2.11	21363	3.15	24714	4.19	29456

SH5		SH6		SH7		SH8	
SCP	£	SCP	£	SCP	£	SCP	£
5.19	30157	6.23	35180	7.28	41173	8.33	47291
5.20	31415	6.24	36436	7.29	42604	8.34	48947
5.21	32653	6.25	37660	7.30	44031	8.35	50613
5.22	33909	6.26	38933	7.31	45432	8.36	52297
5.23	34476	6.27	39500	7.32	46000	8.37	52868

SH9		SH10		SH31 HEAD OF SERVICE		SH32 STRATEGIC DIRECTOR	
SCP	£	SCP	£	SCP	£	SCP	£
9.37	54122	30.101	62510	31.106	72500	32.111	91500
9.38	55864	30.102	64859	31.107	74500	32.112	93500
9.39	57607	30.103	67000	31.108	76500	32.113	95500
9.40	59346	30.104	69000	31.109	78500	32.114	97500
9.41	59914	30.105	71000	31.110	80500	32.115	99500

SH33 CHIEF EXECUTIVE	
SCP	£
33.301	114421
33.302	118506
33.303	122594
33.304	126678

Human Resources - April 2022

**Surrey Heath Borough Council
Employment Committee
14 July 2022**

Work Programme 2022/23

Head of Service	Louise Livingston – HR, Performance & Communications
Report Author:	Julie Simmonds – HR Manager
Key Decision:	No
Wards Affected:	n/a

Summary and purpose

To agree the work programme for the remainder of the 2022/23 municipal year.

Recommendation

The Committee is advised to RESOLVE that the work programme for the 2022/23 municipal year be agreed, as set out at Annex A.

1. Background and Supporting Information

- 1.1 At each meeting the Committee will consider the work programme, be advised of updates and agree amendments as appropriate.
- 1.2 Meetings have been scheduled for the 2022/23 municipal year as follows:
 - 13 October 2022
 - 26 January 2023
 - 30 March 2023

2. Proposal and Alternative Options

- 2.1 It is proposed that the Committee considers the list of topics listed in Annex A of the work programme and makes such amendments as appropriate.

Annexes

Annex A – proposed Work Programme for 2022/23

**Employment Committee
Work Programme
2022/23**

Consultative Group meetings for the municipal year are scheduled to be held on the following dates:

- 13 October 2022
- 26 January 2023
- 30 March 2023

The following work for the 2022/23 municipal year has been identified for consideration by the Committee.

Meeting	Topic	Source
13 October 2022	Leave and Special Leave	HR (review)
	Sickness Absence Policy	HR (review)
	Agile Working Policy	HR (review)
	Christmas Closure	HR (new)
	Vexatious & Persistent Complaints Policy	Contact Centre Manager (review)
	Pay negotiations 2023/24	HR
26 January 2023	Pensions Discretion Policy –	HR (review)
	Expenses Policy	HR (review)
	Pay Settlement 2023/24	HR
	Speak Up Policy annual report	HR
	Car and Road Users Policy	HR (review)
	Staff Terms and Conditions of Employment	HR (review)
	Family Friendly Policy	HR (review)
30 March 2023	Pay Settlement 2023/24	HR
	Data Breaches Policy	ICT/Information Governance (review)
	Information Security Policy	ICT (review)
	Data Protection Policy	ICT/Information Governance (review)
	Social Networking Policy	ICT/Information Governance (review)