

Schools Reward Review
Consultation on the Introduction of Job Families
Update to Head Teachers, Unions and Governors
19 July 2017

Dear Colleagues,

This week's meeting of the schools Forum provided an opportunity for Head Teachers and others to feedback on the proposed implementation of job families within schools. I know that many of you asked questions about the approach being adopted and wanted to hear more about the next steps before any final decisions are reached.

I would like to thank everyone for contributing to the feedback which helps the Steering Group focus support for this work.

The schools Reward Steering Group is due to meet on Thursday 20 July, however I am mindful that many schools will be closing shortly for the summer break, I wanted to take the opportunity and write to you now in order reach as many people as possible.

Rationale for phased approach to reward review in schools

The reward review in schools will run over two years, this was supported by the Schools Forum at the beginning of the year and agreed by the People Performance and Development Committee (PPDC) on 17 February 2017.

This phased approach was agreed for two key reasons:

1. To assist schools to manage the significant funding challenges arising from the education transformation agenda.
2. To obtain a full set of data, to ensure potential impacts are fully understood and managed fairly.

As previously explained we don't have a full set of data for potential areas of focus for schools based staff. Data is held locally and we need this in order to enable us to undertake any pay analysis and understand the cost implications of any proposed changes.

Given these, particular challenges the review will focus on:

- **Phase 1:** Job families
- **Phase 2:** Pay and policies.

Where are we now?

Within Phase 1; there are a number of stages to follow before any final decision is made on the implementation of job families.

Please be assured that we will provide an update and consult on the outcome of every stage before progressing to the next. We are keen for a successful outcome which will meet the needs of the whole schools community and wish to continue to work in partnership with Head Teachers in order to achieve this. Your feedback is therefore important.

Job families; Phase 1, Stage 1, May – July 2017.

Having worked with colleagues in Babcock 4S and the Touchstone group, draft job families were developed. Stage 1, which has just concluded commenced on 15 May. The purpose of this stage was to provide line managers and staff with the opportunity to test the proposed job families through role mapping existing positions onto the proposed job families, provide the opportunity to give feedback via the workforce data spreadsheet and to gather the workforce information we do not hold.

Briefing sessions for all schools to attend were set up, information has been provided on a dedicated schools reward website and several emails have been sent to yourselves as Head Teachers to keep you informed.

Job families; Phase 1, Stage 2, Commencing July 2017.

The outcome of the initial consultation at Stage 1, will enable discrepancies between individual employee grades and the initial mapping onto the job families to be identified along with any roles which do not fit onto the proposed job families that will need to be considered separately. In addition consideration will also be given to feedback received on the content of the job family in relation to:

- Role summaries
- Education, knowledge, skills and abilities, experience and personal characteristics, and
- Representative accountabilities

From discussions with yourselves we are anticipating a number of anomalies to be identified. These will be mainly legacy issues that have arisen over the years where the job capsules do not reflect current roles and duties have evolved over time or where due to particular circumstances pay rates have fallen behind market rates and therefore grades have been adjusted locally to compensate.

It is during this stage that the councils HR Reward team will work on analysing the returned worksheets, undertaking any further investigation with yourselves with regard to the correct grades for Surrey Pay roles, proposing options for resolving any remaining anomalies as well as providing schools with more detail on the cost impact of these proposals.

Taking this forward

We are clear that as part of the next phase will need to make sure that schools, Phase Councils, school governors, academies and the trade unions are fully engaged and will discuss how best to achieve this at the Steering Group.

I would like to thank those many schools who have already returned their workforce spreadsheet and those who have confirmed that they are still finalising their information for return as soon as possible. We estimate that 60% of workforce data spreadsheets have been returned. At Thursdays meeting of the Steering Group will revisit the time lines for Phase 1 and determine how best to address the remaining issues:

I will be in touch again, in the autumn term with the outcomes from our discussions and ask you to bear with us in the meantime.

Kind regards

Ken Akers
Head of Human Resources & Organisational Development
On behalf of the Schools Reward Steering Group

Steering Group Members

Trevor Pugh, Strategic Director (Chair),
Liz Mills and Mark Scarborough, Schools & Learning,
Ken Akers, SCC HR & OD,
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Kate Keane and Carol Worne, Ewell Grove Nursery & Infants School
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