

**MINUTES** of the meeting of the **PEOPLE, PERFORMANCE AND DEVELOPMENT COMMITTEE** held at 2.00 pm on 21 July 2014 at Committee Room C, County Hall, Kingston upon Thames, Surrey KT1 2DN.

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

**Elected Members:**

Mr David Hodge (Chairman)  
Ms Denise Le Gal  
Mr Stuart Selleck  
Mr Richard Walsh  
Mrs Hazel Watson

**Apologies:**

Mr Peter Martin

**In Attendance**

Matthew Baker, Deputy Head of HR&OD  
Cheryl Hardman, Regulatory Committee Manager  
Carmel Millar, Head of HR&OD  
Julie Smyth, HR Manager – Reward & Recognition Team

**48/14 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]**

Apologies for absence were received from Peter Martin.

**49/14 MINUTES OF THE PREVIOUS MEETING: 28 MAY 2014 [Item 2]**

The Minutes were approved as an accurate record of the previous meeting.

**50/14 DECLARATIONS OF INTEREST [Item 3]**

There were none.

**51/14 QUESTIONS AND PETITIONS [Item 4]**

There were none.

**52/14 ACTION REVIEW [Item 5]**

**Declarations of Interest:**

None

**Witnesses:**

Matthew Baker, Deputy Head of HR&OD

**Key Points Raised During the Discussion:**

1. With regard to Action A5/14 (pay grade labelling), officers confirmed that the labelling of pay grades would be reviewed as part of the Reward Strategy Review.
2. With regard to Action A27/13, Matthew Baker agreed to circulate a further confidential note to the Committee.

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

- i. The action tracker will be updated to reflect the points raised during the discussion.

**RESOLVED:**

To note the tracker.

**Committee Next Steps:**

None.

**53/14 REVIEW OF THE "WORKING TOGETHER" WORKSHOPS AND FUTURE PLANS [Item 6]**

**Declarations of Interest:**

None

**Witnesses:**

Wendy Au-Yeung, OD & Skills Advisor

Jane Last, Programme Manager & Lead Manager for Community Safety and Partnership

**Key Points Raised During the Discussion:**

1. The Programme Manager & Lead Manager for Community Safety and Partnership introduced the report and provided an update on the progress of the “Working Together” workshops.
2. The Chairman expressed his view that the Council does not yet have fully effective officer/Member relationships. He explained that officers, particularly in Highways were not communicating with each other about Member involvement in issues. Officers did not yet understand that Members were an aid for officers and that if they were used properly it would result in lower costs, better outcomes and improved communications with residents. He related a recent situation in his division where a lack of communication between officers about his involvement in a local highways issue had resulted in unnecessary dissatisfaction amongst residents with the Council.
3. A Member highlighted the need for Members to also be sensitive to operational requirements. For example, at the workshop she had attended social workers had expressed concern that some Members do not understand or stick to appropriate boundaries for individual cases. It was suggested that Member training should be provided.
4. Members requested an up-to-date contact list for key officers relating to casework.
5. It was suggested that the workshops should be organised on the basis of the local committee in order to promote local networks. It was also suggested that Local Committee Chairmen be involved in the planning of these workshops. The Chairman suggested that a list of non-attendees at these workshops should be passed to their Party Whip.
6. The Chairman raised a concern about the use of voicemail amongst officers. He argued that it should be policy that someone in an office should pick up other people’s phones when they are not there. He requested ideas for an updated telephone policy to be brought to committee in autumn 2014 (**Action Review ref: A11/14**).

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

- i. Officers to provide a proposal on an updated telephone policy to minimise the use of voicemail to committee in autumn 2014.

**RESOLVED:**

- a. To note the outcomes from the “Working Together” workshops that have already taken place;
- b. To endorse the next steps as agreed with the Leader;
- c. To champion the wider aims of the “Working Together” programme throughout the organisation;
- d. To support the additional “Working Together” sessions as a way for Members to find out more about the benefits of a coaching offer for Members
- e. To introduce an extra module for officers on “Looking at my role through the Member Lens – getting better outcomes for residents”.

**Committee Next Steps:**

To receive further updates as needed.

## 54/14 OFFICER CODE OF CONDUCT [Item 7]

### Declarations of Interest:

None

### Witnesses:

Matthew Baker, Deputy Head of HR&OD

Carmel Millar, Head of HR&OD

### Key Points Raised During the Discussion:

1. The Deputy Head of HR&OD introduced the report, highlighting the proposed amendments to the Officer Code of Conduct.
2. Officers were asked who had been consulted during the drafting of the proposed amendments. The Deputy Head of HR&OD explained that he had worked closely with Internal Audit to draft the proposed amendments.
3. Members welcomed the Use of Social Media guidance as well-written and useful. The Chairman queried the phrase "If you identify yourself as an officer of the Council" and asked what if the officer does not identify themselves as such. The Head of HR&OD suggested adding "or if you can be identified as an officer of the Council". This was agreed. The Chairman requested that the order of the values listed be amended so that they are consistent with the usual order of the values. The Chairman also requested that "including Members" be inserted after "making defamatory comments about individuals" (**Action Review ref: A12/14**). The Deputy Head of HR&OD also suggested that the Member Code of Conduct be amended to mirror the Officer Code of Conduct.
4. The definitions of respect, fairness and dignity were queried. The Deputy Head of HR&OD explained that there would be links from the Code to other documents which will define terms.
5. Members queried the examples provided of groups, clubs and societies of which employees would have to declare membership. It was suggested that the examples given were no longer relevant. The Deputy Head of HR&OD agreed to remove the examples (**Action Review ref: A13/14**).
6. Members challenged the need for officers to record any offer of gifts and hospitality over the value of £5, suggesting that this was too low. It was pointed out that Members now only declare gifts and hospitality of the value of £100 or more. There was also concern that anything offered over the value of £25 had to be agreed by the Head of Service before being accepted. It was felt that this could cause offence. The Head of HR&OD argued that, while £5 was low, she would prefer to raise the minimum only to £25 as this covers flowers and meals. The Chairman also raised the need to include some wording on the accumulation of gifts and hospitality from individuals/ organisations. The Head of HR&OD agreed to revise the wording and also to consider how the Code should address who has offered the gifts or hospitality for example was it a thank you from a service user or a gift from a provider (**Action Review ref: A14/14**).

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

- i. The Head of HR& OD to revise the Use of Social Media guidance: to add “or if you can be identified as an officer of the Council” after the phrase “If you identify yourself as an officer of the Council”; to amend the order of the Council’s values; and to insert “including Members” after “making defamatory comments about individuals”.
- ii. The Deputy Head of HR&OD to remove the examples given of groups, clubs and societies in which employees must declare membership.
- iii. The Head of HR& OD to revise the wording of the Section ‘Offers of Gifts, Hospitality or Sponsorship’: to raise the minimum value to be recorded to £25; to address the accumulation of gifts and hospitality from individuals/organisations; and to address who the gift or hospitality is from.

**RESOLVED:**

- a. The Committee approved the proposed revisions to the Officer Code of Conduct, subject to the further amendments agreed above.
- b. The Committee approved the Use of Social Media guidance subject to the amendments agreed above.
- c. The Committee commends the Officer Code of Conduct and Use of Social Media guidance to Council for inclusion in the Constitution.

**Committee Next Steps:**

None.

**55/14 MY BENEFITS - SURREY EXTRA: ONE YEAR ON [Item 8]**

**Declarations of Interest:**

None

**Witnesses:**

Matthew Baker, Deputy Head of HR&OD

Julie Smyth, HR Manager – Reward and Recognition Team

**Key Points Raised During the Discussion:**

1. The Deputy Head of HR&OD reported on HR winning an award for Most Effective Rewards Strategy at the HR Excellence Awards.
2. The HR Manager – Reward and Recognition Team gave a presentation on Surrey Extra. The presentation slides are attached as Annex A to these Minutes. She reported that 7,500 people had registered for Surrey Extra, including schools and that feedback had shown that the scheme was making a difference to employees.
3. The Chairman enquired as to whether insurance associated with the Salary Sacrifice Lease Car Scheme covered something happening to the employee. For example, would the car have to go back to the car hire company, since the car may have become important to the employee’s family in the evenings and weekends? He suggested that it may be possible for the family to continue to make payments and that the authority should seek to protect them. Officers agreed to look at this (**Action Review ref: A15/14**).
4. The HR Manager – Reward and Recognition Team reported a huge increase in the numbers of staff registering for Surrey Extra since the direct targeting exercise began.

5. Members queried whether any Councillors had signed up. The HR Manager – Reward and Recognition Team agreed to find out and report back (**Action Review ref: A16/14**). She also agreed to meet with members of the committee informally to go through how to sign up.

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

- i. Officers to look into protection for the family of an employee involved in the Salary Sacrifice Car Scheme should something happen to the employee.
- ii. The HR Manager – Reward and Recognition Team to brief the committee on how many Members are signed up for Surrey Extra.

**Committee Next Steps:**

None.

**56/14 REWARD STRATEGY REVIEW 2014-2018 [Item 9]**

**Declarations of Interest:**

None

**Witnesses:**

Matthew Baker, Deputy Head of HR&OD

**Key Points Raised During the Discussion:**

1. The Deputy Head of HR&OD presented the report and highlighted that the committee would provide views about pay and reward in Surrey at the workshop following the committee meeting.
2. The Chairman queried whether any major councils were included in the ten companies whose reward strategies would be reviewed. The Deputy Head of HR&OD stated that there would be. A Member suggested that it might also be useful to look at medium-sized companies as they may not have a reward strategy that extends beyond the salary.

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

None.

**RESOLVED:**

To note the rationale for the review of the current reward strategy and the overview of the current position.

**Committee Next Steps:**

None.

**57/14 EXCLUSION OF THE PUBLIC [Item 10]**

**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 paragraph 1 of Schedule 12A of the Act.

**THE FOLLOWING ITEMS OF BUSINESS WERE CONSIDERED IN PRIVATE BY THE COMMITTEE. HOWEVER, THE INFORMATION SET OUT BELOW IS NOT CONFIDENTIAL.**

**58/14 SENIOR PAY POLICY EXCEPTIONS REPORT: JULY 2014 [Item 11]**

**Declarations of Interest:**

None

**Witnesses:**

Matthew Baker, Deputy Head of HR&OD

Carmel Millar, Head of HR&OD

Laura Langstaff, Head of Procurement

**Key Points Raised During the Discussion:**

1. The Deputy Head of HR&OD introduced the report. The Committee asked a number of questions which were answered by the officers present, before moving on to the recommendations.

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

None

**RESOLVED:**

Recommendations 1-6 were approved subject to amendments set out in the confidential annex (Annex B).

The committee's decision with regard to recommendation 7 is set out in the confidential annex (Annex B).

**Committee Next Steps:**

None.

**59/14 FLEXIBLE RETIREMENT APPLICATION [Item 12]**

**Declarations of Interest:**

None

**Witnesses:**

Matthew Baker, Deputy Head of HR&OD

Carmel Millar, Head of HR&OD

**Key Points Raised During the Discussion:**

1. The Chairman introduced the report. The Committee asked a number of questions which were answered by the officers present, before moving on to the recommendations.

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

None

**RESOLVED:**

That the committee approve the recommendations as listed in the report.

**Committee Next Steps:**

None.

**60/14 PUBLICITY FOR PART 2 ITEMS [Item 13]**

That the items considered under Part Two of the agenda should remain confidential and not be made available to the press and public.

**61/14 DATE OF NEXT MEETING [Item 14]**

The date of the next meeting was noted.

Meeting ended at: 3.45 pm

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**Chairman**



# MyBenefits & '*Surrey Extra*'

## One year on



SURREY

# MyBenefits overview

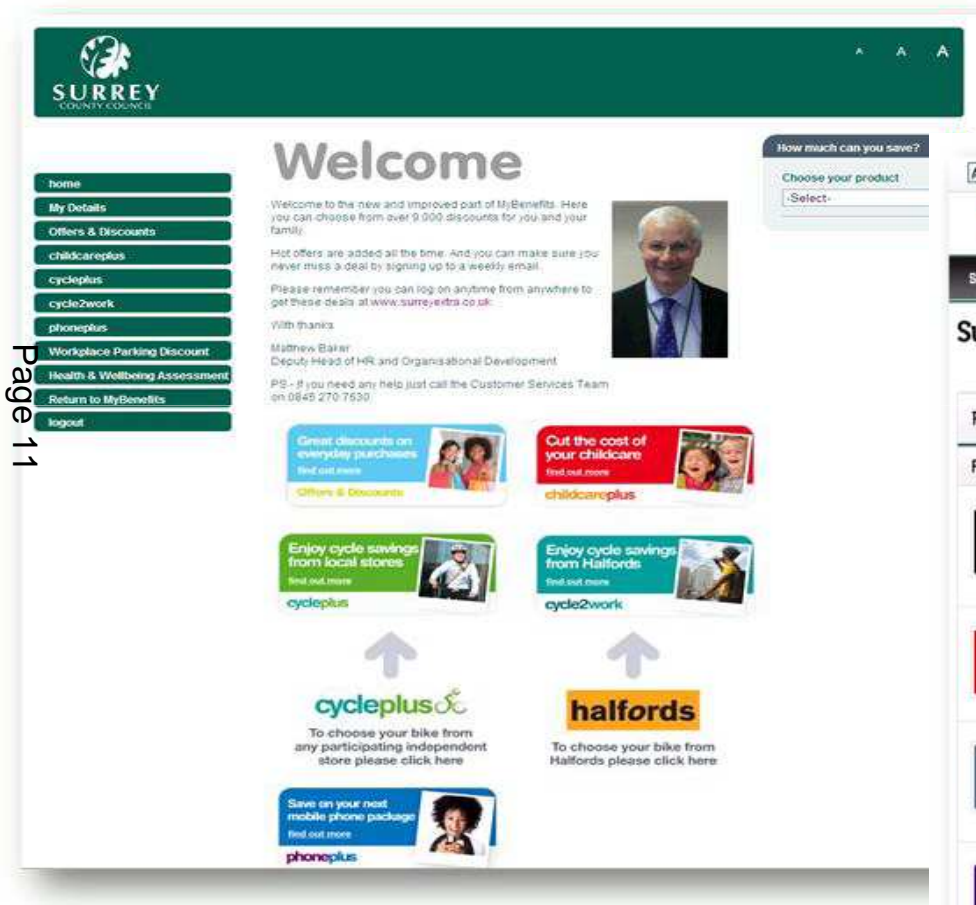
<p><b>Travel and Transport</b></p> <ul style="list-style-type: none"> <li>ACE Travel insurance**</li> <li>Cycle2work schemes*</li> <li>Workplace parking discount*</li> <li>Train discounts (including season ticket loans)**</li> <li>Holiday and airport parking discounts</li> <li>Easit bus discount scheme</li> <li>Bike loan scheme**</li> <li>Pool bikes/Car clubs and car sharing</li> </ul>	<p><b>Family and lifestyle discounts via Surrey Extra</b></p> <ul style="list-style-type: none"> <li>Childcare vouchers* Mobile phones*</li> <li>Discounted shopping cards and vouchers</li> <li>Spree card</li> <li>Discount codes and Cashback</li> <li>Discounted cinema tickets and theatre tokens</li> <li>Microsoft home office deal</li> <li>Discounts at local shops and attractions</li> </ul>
<p><b>Advice and Support staff benefits</b></p> <ul style="list-style-type: none"> <li>Money advice service</li> <li>Employee Assistance Programme</li> <li>Whistleblowing (Expolink)</li> <li>Fostering and adoption support</li> <li>SurreySave credit union</li> </ul>	<p><b>Staff health and wellbeing</b></p> <ul style="list-style-type: none"> <li>Mercer private medical insurance</li> <li>AXA PPP Healthcare/Benenden healthcare</li> <li>ACE Helping hand cancer cover</li> <li>Nuffield Health and Wellbeing assessments</li> <li>Simplyhealth healthcare cash plan**</li> <li>Private dental insurance**</li> <li>Eye tests -- ACE Personal accident cover</li> <li>Gym and Healthclub memberships</li> </ul>
<p><b>Work and Education benefits</b></p> <ul style="list-style-type: none"> <li>Buy and Sell annual leave**</li> <li>Flexible working</li> <li>MyCareer - Training development, secondments and work experience</li> <li>Training and Qualification loan*</li> <li>Discounted adult learning courses</li> <li>Give As You Earn (GAYE)**</li> <li>Employee volunteering scheme</li> </ul>	

\* HMRC Salary sacrifice scheme

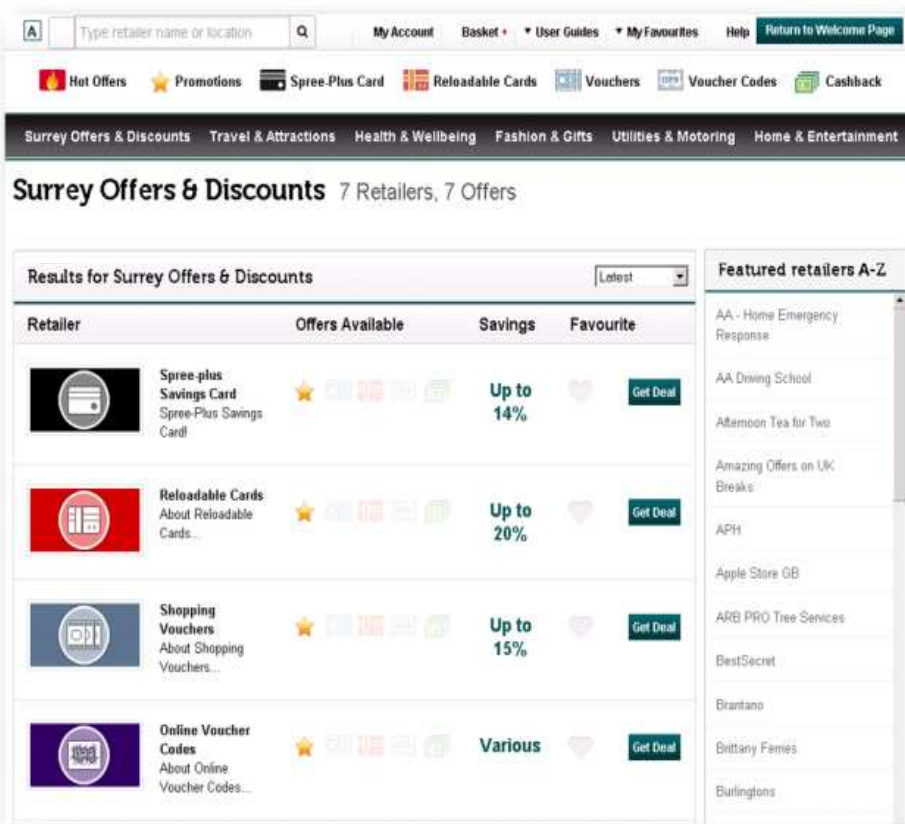
\*\* deducted from net pay

## 'Surrey Extra' approach

To help employee salaries stretch further and provide choice via a wide range of voluntary benefits. The benefits are delivered through the 'Surrey Extra' scheme, which brings together salary sacrifice and employee discounts in a single portal.



Surrey Extra' benefits home page



Surrey Extra discounts

# Surrey Extra-Objectives

- To help recruitment and retention
- Accessible scheme for all employees
- To target 'lower earners' Grades S1/2 – S7
- Save money on everyday shopping
- Increase enrolment in salary sacrifice products



# HR Excellence Awards 2014 Winner

## Most Effective Rewards Strategy

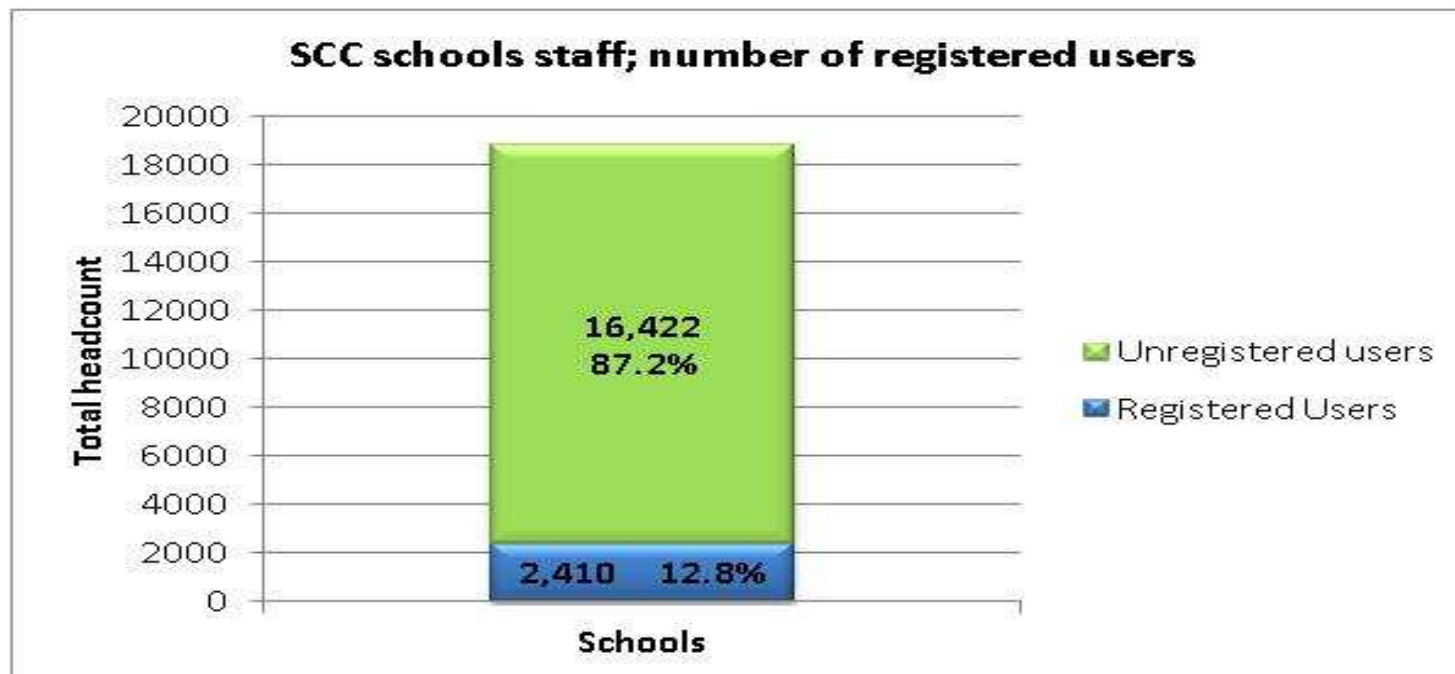
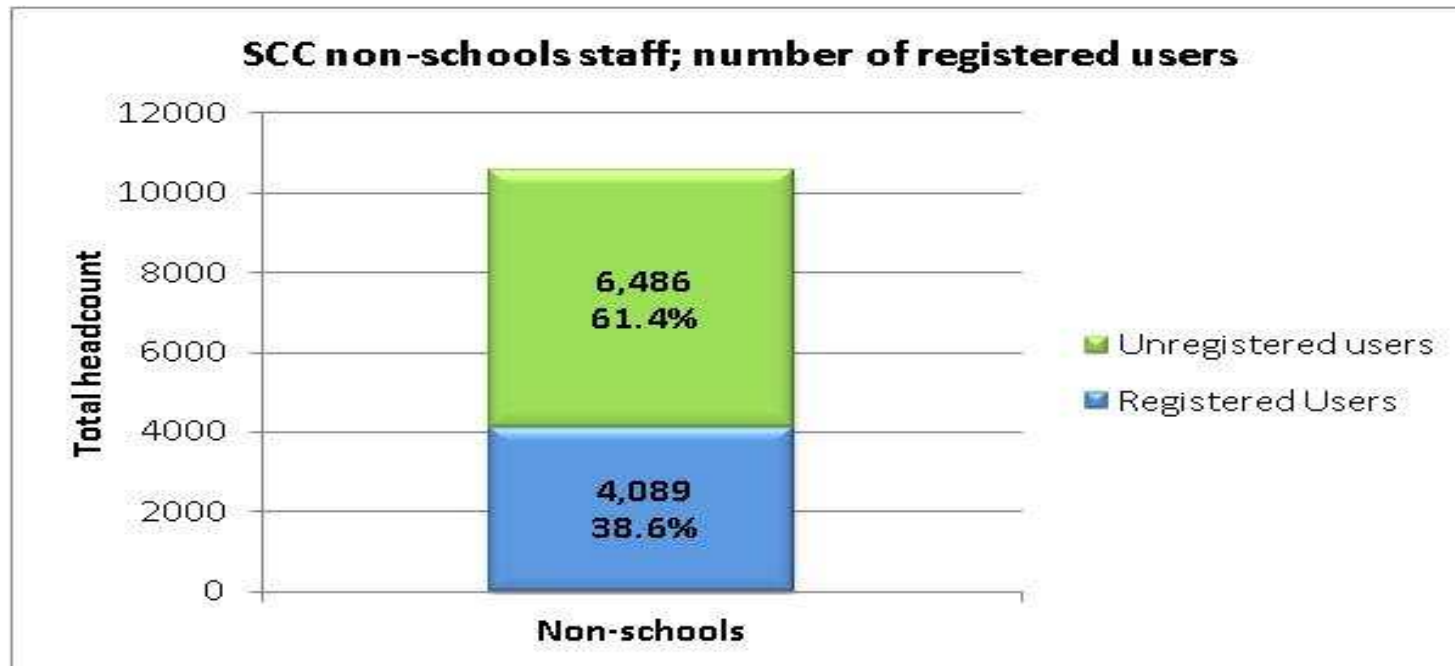


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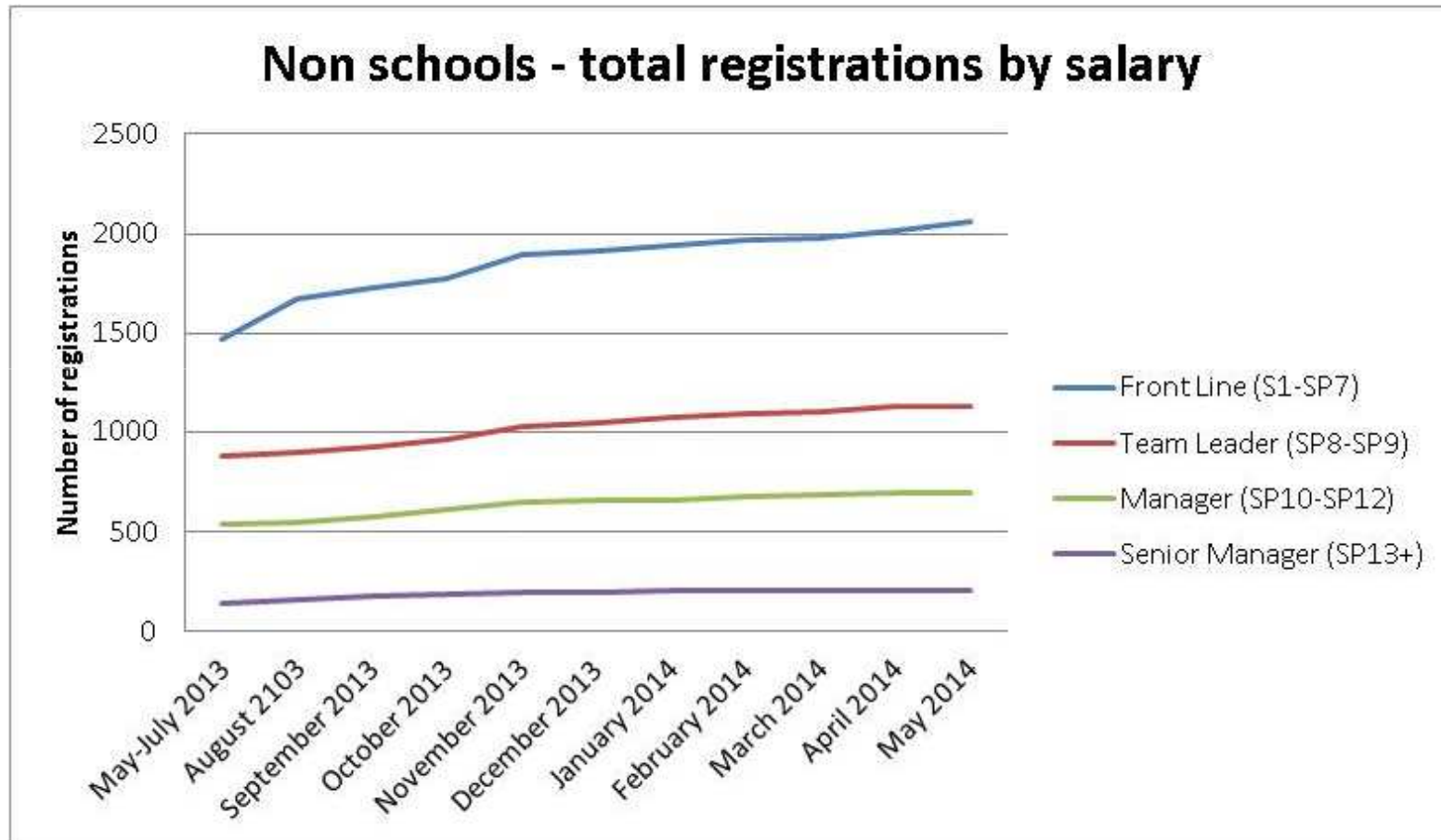
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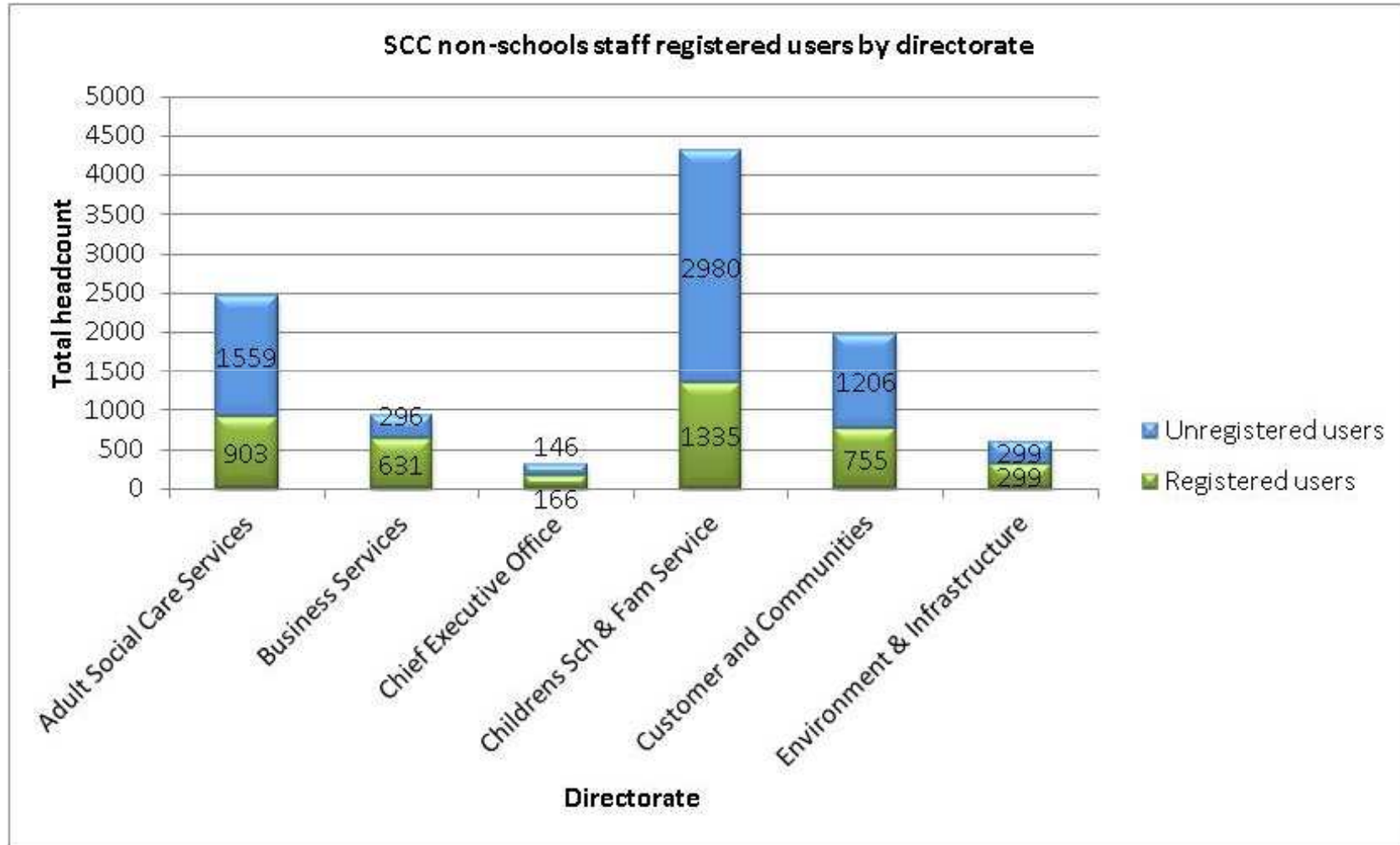


# Surrey Extra Registrations by Grade

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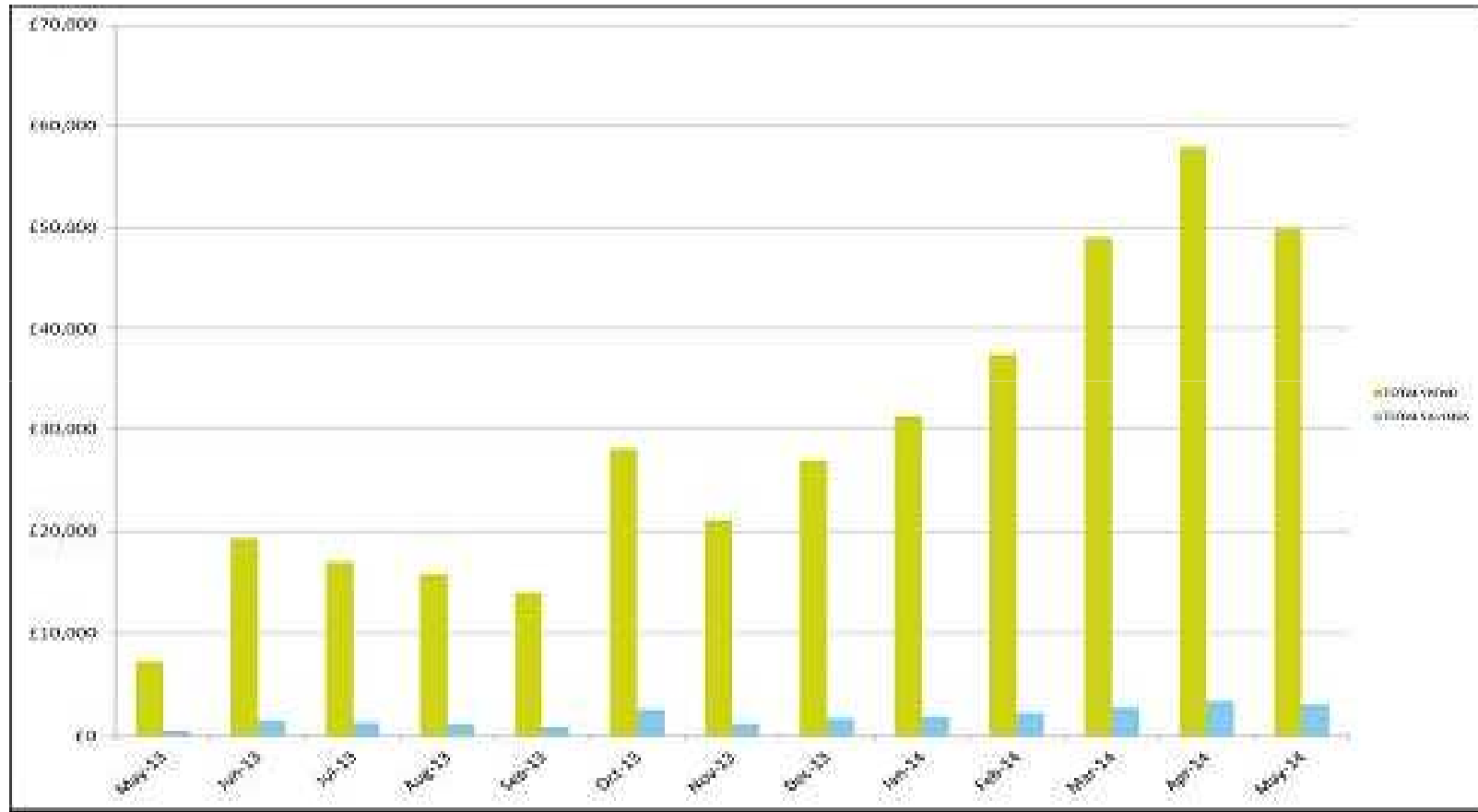
# Surrey Extra Registrations by Directorate



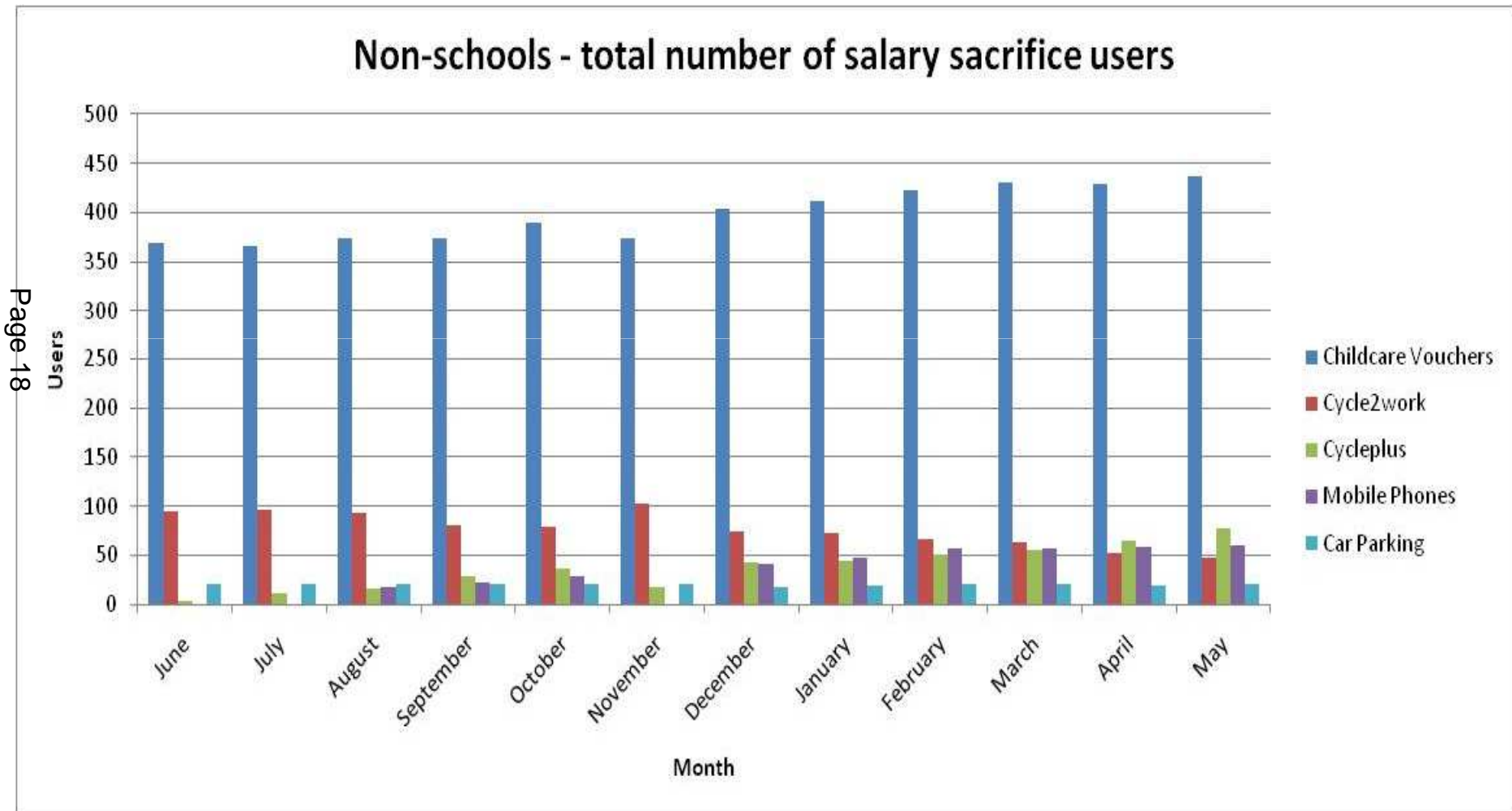


# Spend & Save through Surrey Extra

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# Salary Sacrifice Products



# Salary Sacrifice Products

- 20% increase in CCV, 1,126 current users
- 44% increase in cycle scheme, 245 current users.
- January 2014 launched a new training and qualification loan salary sacrifice scheme.



# Employee Spend & Savings

## CHILDCAREPLUS/CYCLE2WORK SCHEME SPEND YEAR 1:

•Total spend– Surrey Extra lifestyle includes cashback:	£659,669
•Total childcareplus spend:	£2,342,231 (June 13-May 14)
•Total cycle to work scheme spend:	£220,495
• <b>TOTAL COMBINED SPEND:</b>	<b>£3,222,395</b>

## EMPLOYEE SAVINGS (cycles and childcareplus)

•Surrey Extra Lifestyle savings–	£48,238
•*Surrey CC childcareplus savings:	£749,513
•*Surrey CC cycle to work scheme savings:	£70,558
• <b>TOTAL COMBINED SAVINGS:</b>	<b>£868,309</b>

**OVER £3.2M SPEND & OVER £868K EMPLOYEE SAVINGS**

\* Assumes 32% tax & NI savings



**SURREY**

# Employer Savings

- Total employer NIC savings- childcareplus: £243,592\*
- Total employer NIC savings -cycle scheme: £22,931\*

**TOTAL EMPLOYER NIC PRODUCT SAVINGS: £266,523**

**TOTAL EMPLOYER & EMPLOYEE SAVINGS: £1,134,832**

\* Based on 10.4% NIC



**SURREY**

# Salary Sacrifice Lease Car Scheme

Procurement Process Completed – June 2014

- Leasedrive appointed as provider
- Potential Benefits : E.g Ford Mondeo 1.6 Diesel, estimated annual savings
  - Employee net Tax & NI saving £654 per annum.
  - Employer net NI saving £91 per annum.
- Monthly employee payments cover cost of car, insurance & insurance against risks including redundancy.
- No expenditure required by Council - scheme funded via employee monthly salary sacrifice
- Potential estimate of savings to Council over 4 - years, fleet 200 cars £0.68 million - £1.6 million.



# Salary Sacrifice Lease Car Scheme

Implementation: July – October 2014

- Implementation to include :-
  - design of on-line *MyCar* ordering website, administered by Leasedrive.
  - development of new SCC Lease Car Policy with Q&As.
  - links to SCC My Benefits *Surrey Extra* portal, SAP, Employee Services & Payroll system.
- SCC project team will include Communications, Finance, HR, Legal, Procurement and Transportation.
- Advance publicity to start in September. Initial target population circ. 10,000 staff (i.e. Surrey Pay staff, except those working in schools, plus Firefighters).
- Go-live date for orders : 1 October.



# Promotion & Communication

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# Promotion & Communication

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# Promotion & Communication

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# Promotion & Communication



# Website development

The screenshot displays the Surrey County Council website. At the top, there is a navigation bar with links for 'Book an Visit', 'Members Login', and 'Join Now!'. Below this is the Surrey County Council logo. A large promotional banner features an image of a hand holding a box of colorful markers. The text on the banner reads: 'Huge Discounts For You. Never pay full price again!'. It lists several benefits: 'Tax Free Childcare', 'Save as much as £333 per year', 'Available for children up to age 10 or 16 if registered disabled', and 'Use for breakfast clubs & after-school clubs plus holiday activity camps'. There are two buttons: 'Join Now! Access in Under 90 Seconds' and 'Members Login 8337 Discounts Available'. Below the banner, there are three sections: 'Key Benefits: How you can save money today...', 'Over 8337 Discounts: What's in that cupboard this week...', and 'Savings Calculator: Where you could save this year...'. A central heading reads 'Access to all your employee benefits. Simply click on the links below...'. Below this heading is a grid of 20 icons representing various benefits: Online Caravan, Online Voucher Codes, Shopping Vouchers, Flexible Cards, Tax Free Cycle Scheme, Health Care Lockdown Scheme, Tax Free Encyclopaedia and Kids Clubs, Tax Free Mobile Phones, Museum Entry Tickets, Discount Holidays, Flight Deals, Discount Gym and Health Club Memberships, Smartphone Storage Units, iPhones/iPads, Personal Accident Cover, Healthcare Cash Plan, Private Dental Plans, Health And Wellbeing Assessments, and Tax Free Training And Qualification Loans. A 'Join Now!' button is located at the bottom of the grid.



SURREY

# Website Development

## Surrey Extra upgrade in Partnership with P&MM

### The Front End: login page

- A simplified joining process under 60 seconds
- New product Channel icons which provide an image and bullet points
- Surrey CC own product channels have been included
- Tabs providing a quick Overview of: Key Benefits/most popular discounts
- weekly/ savings calculator breakdown
- Employee testimonials on how they have saved money through Surrey Extra
- Bookmark (add to favourites)

### Inside the portal

- Surrey CC branded - look and feel continued through the site
- New layout of key discount category classification to ensure ease of offer location
- Category listing by offer type/redemption/most popular/highest discount / Alphabetical sort/ featured offers
- Surrey Offers and Discounts
- Product spotlights – showcasing key offers for individual categories
- Hot offers and exclusive discounts (example flash sales)
- Most popular searches and weekly top picks
- Enhanced search facility
- Bookmark 'my favourites'
- Reloadable card details now stored in the system



# Direct targeting exercise

- 8372 front line staff Grades S1/2 – S3 had not registered for MyBenefits
- In partnership with P&MM undertook a communications exercise
- Key object was to drive awareness, interest and participation
- Highlighted the benefits/savings of MyBenefits & Surrey Extra scheme
- Focused on savings available on everyday shopping items
- The pack consisted of a letter, a leaflet and a branded envelope for maximum impact
- The mailing packs were sent out to home addresses on July 15 2014 in line with the summer holidays.
- The campaign will be monitored and measured to ensure further support where required



# Next Steps

- Further Website Development
  - Upgrade checkout process
  - Upgrade desktop site
  - Develop options for local/regional offers
- Local Business Discount Scheme
- Surrey Pensioners



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

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