

Notice of Meeting

People, Performance and Development Committee



Date & time
Wednesday, 29
October 2014
at 2.00 pm

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

Contact
Cheryl Hardman
Room 122, County Hall
Tel 020 8541 9075

Chief Executive
David McNulty

cherylh@surreycc.gov.uk

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 cherylh@surreycc.gov.uk.

This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Cheryl Hardman on 020 8541 9075.

Members

Mr David Hodge (Chairman), Mr Peter Martin (Vice-Chairman), Ms Denise Le Gal, Mr Stuart Selleck, Mr Richard Walsh and Mrs Hazel Watson

Ex Officio:

Mr David Munro (Chairman of the County Council) and Mrs Sally Ann B Marks (Vice Chairman of the County Council)

AGENDA

1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

2 MINUTES OF THE PREVIOUS MEETINGS: 21 JULY 2014 AND 24 JULY 2014

(Pages 1
- 10)

To agree the minutes of the meetings on 21 July 2014 and 24 July 2014 as true records of the meetings.

3 DECLARATIONS OF INTEREST

To receive any declarations of disclosable pecuniary interests from Members in respect of any item to be considered at the meeting.

Notes:

- In line with the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012, declarations may relate to the interest of the member, or the member's spouse or civil partner, or a person with whom the member is living as husband or wife, or a person with whom the member is living as if they were civil partners and the member is aware they have the interest.
- Members need only disclose interests not currently listed on the Register of Disclosable Pecuniary Interests.
- Members must notify the Monitoring Officer of any interests disclosed at the meeting so they may be added to the Register.
- Members are reminded that they must not participate in any item where they have a disclosable pecuniary interest.

4 QUESTIONS AND PETITIONS

To receive any questions or petitions.

Notes:

1. The deadline for Member's questions is 12.00pm four working days before the meeting (*23 October 2014*).
2. The deadline for public questions is seven days before the meeting (*22 October 2014*).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

5 ACTION REVIEW

(Pages
11 - 20)

An action review table is attached, detailing actions from previous meetings. The Committee is asked to review progress on the items listed.

6 OPPORTUNITIES FOR YOUNG PEOPLE LEAVING EDUCATION

(Pages
21 - 28)

Following the success of the internal apprenticeship scheme over the last 5 years, further progression opportunities are required for our apprentices to move onto higher apprenticeship qualifications.

- 7 HIGH PERFORMANCE LEADERSHIP DEVELOPMENT PROGRAMME** (Pages 29 - 32)
- To provide an update on how the programme is progressing since the introduction of the programme to People Performance and Development Committee in March 2014.

- 8 FAIRNESS AND RESPECT STRATEGY UPDATE - "BECOMING AN EMPLOYER OF CHOICE"** (Pages 33 - 46)
- This report is a progress update on the Workforce Priority in the Fairness and Respect Strategy 2013-2018.

9 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

- 10 FUTURE PAY ARRANGEMENTS FOR PUBLIC HEALTH STAFF** (Pages 47 - 56)
- This report is being brought to People, Performance and Development Committee because the Committee will approve the future pay arrangements for staff employed in public health within the Council.

Confidential: Not for publication under Paragraph 4
Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under the authority.

- 11 PAY POLICY EXCEPTIONS** (Pages 57 - 76)
- The People, Performance and Development Committee (PPDC) acts as the council's Remuneration Committee under delegated powers, in accordance with the constitution of the County Council. The purpose of this paper is to highlight decisions taken / recommendations on Senior Pay that fall outside the published Pay Policy.

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

- 12 PUBLICITY FOR PART TWO ITEMS**
- To consider whether the item considered under Part 2 of the agenda should be made available to the Press and public.

- 13 DATE OF NEXT MEETING**
- The next meeting of People, Performance and Development Committee will be on 27 November 2014.

MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE

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Anyone is permitted to film, record or take photographs at council meetings. Please liaise with the council officer listed in the agenda prior to the start of the meeting so that those attending the meeting can be made aware of any filming taking place.

Use of mobile devices, including for the purpose of recording or filming a meeting, is subject to no interruptions, distractions or interference being caused to the PA or Induction Loop systems, or any general disturbance to proceedings. The Chairman may ask for mobile devices to be switched off in these circumstances.

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 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

Chairman

MINUTES of the meeting of the **PEOPLE, PERFORMANCE AND DEVELOPMENT COMMITTEE** held at 1.00 pm on 24 July 2014 at Room 220, County Hall, Kingston upon Thames, Surrey KT1 2DN.

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

Elected Members:

Mr David Hodge (Chairman)
Mr Peter Martin (Vice-Chairman)
Ms Denise Le Gal

Apologies:

Mr Stuart Selleck, Substituted by Mr Ernest Mallett MBE
Mr Richard Walsh, Substituted by Mr Mel Few
Mrs Hazel Watson, Substituted by Mrs Fiona White

62/14 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies for absence were received from Richard Walsh, Hazel Watson and Stuart Selleck.

Mel Few attended as a substitute for Richard Walsh.
Fiona White attended as a substitute for Hazel Watson.
Ernest Mallett attended as a substitute for Stuart Selleck.

63/14 DECLARATIONS OF INTEREST [Item 2]

None.

64/14 QUESTIONS AND PETITIONS [Item 3]

None.

65/14 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 paragraphs 1 and 2 of Part 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.

66/14 APPOINTMENT OF FIXED TERM STRATEGIC DIRECTOR OF ADULT SOCIAL CARE [Item 5]

Declarations of Interest:

None.

Key Points Raised During the Discussion:

Committee reviewed all background information provided for discussion and to make an appointment to the fixed term position of Strategic Director of Adults Social Care.

Actions/Further Information to be Provided:

None.

Resolved:

That David Sargeant be appointed to the fixed term position of Strategic Director of Adults Social Care, subject to no objections being received from Cabinet Members within the specified period following their being notified of the proposed appointment.

Next Steps:

None.

67/14 PUBLICITY FOR PART TWO ITEMS [Item 6]

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

Meeting ended at: 2.30 pm

Chairman



**People, Performance and Development Committee
29 October 2014**

ACTION REVIEW

PURPOSE OF 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 A**, and the Committee is asked to review progress on the items listed.

RECOMMENDATION:

The Committee is asked to monitor progress on the implementation of actions from previous meetings (Annex A).

REPORT CONTACT: Cheryl Hardman, Regulatory Committee Manager
020 8541 9075
cherylh@surreycc.gov.uk

Sources/background papers: None

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People, Performance & Development Committee – ACTION TRACKING

ACTIONS

Number	Meeting Date	Item	Recommendation / Action	Action by whom	Action update
A23/13	21 Oct 2013	Action Review	A further report on employee volunteering scheme to be scheduled.	Deputy Head of HR&OD	Scheduled for 27 November 2014.
A27/13	9 Dec 2013	Proposed Pay Settlement for 2014/16	See confidential annex.	Head of HR&OD	See confidential annex.
A28/13	9 Dec 2013	Proposed Pay Settlement for 2014/16	See confidential annex.	Head of HR&OD	See confidential annex.
A3/14	24 Feb 2014	Surrey Pay Settlement 2014/15 and 2015/16	See confidential annex	Head of HR&OD	See confidential annex.
A11/14	21 July 2014	Review of the “Working Together” Workshops and Future Plans	Officers to bring a report on telephone policy and minimising the use of voicemail to committee in Autumn 2014.	Head of HR&OD	To be scheduled.
A15/14	21 July 2014	My Benefits – Surrey Extra: One Year On	Officers to look into protection for the family of an employee involved in the Salary Sacrifice Car Scheme should something happen to the employee.	Head of HR&OD	Leasedrive have been asked to clarify the position prior to the signing of the supplier contract which is expected to take place in mid-November.

People, Performance & Development Committee – ACTION TRACKING

COMPLETED

Number	Meeting Date	Item	Recommendation / Action	Action by whom	Action update
A22/13	18 Sept 13	Employee Benefits - Surrey Extra Update	Officers to consider including retirees in the future roll-out of Surrey Extra.	Deputy Head of HR&OD	<p>On 21 October, the Deputy Head of HR&OD informed the committee that he had received confirmation that retirees would be able to join the scheme for a fee.</p> <p>On 19 March 2014, the Deputy Head of HR&OD offered to bring a report on the roll-out of Surrey Extra to committee to a future meeting, marking the one year anniversary of the scheme. The report would include information on the inclusion of retirees in the scheme.</p> <p>This was on the agenda for 21 July.</p>
A25/13	9 Dec 2013	Proposed Pay Settlement for 2014/16	Officers to bring a paper on recruitment and retention issues at the Council to a future meeting of the Committee	Head of HR&OD	Addressed through the Reward Strategy Review paper on 21 July and going forward through the review itself.
A2/14	29 Jan 2014	Pay Policy Exceptions Report January 2013	Officers to bring a report on reward and recognition for senior staff to a future meeting	Head of HR&OD	Addressed through the Reward Strategy Review paper on 21 July and going forward through the review itself.
A5/14	24 Feb 2014	Surrey Pay Policy Statement 2014-15	Officers to review the labelling of Pay Grades	Head of HR&OD	This will take place during the Reward Strategy Review.
A8/14	19 Mar 2014	Programme: Strategy, Management and Service Delivery in a Digital Economy	Officers to set up a learning agreement which would commit staff to staying with Surrey County Council for two years after finishing the qualification	OD & Skills Advisor	A learning agreement has been set up to commit staff to fully participating and completing the course, and to commit to staying with Surrey for two years after the qualification. Advice has been sought from legal around this and we have a point of contact should any queries arise out of this.

People, Performance & Development Committee – ACTION TRACKING

A9/14	19 Mar 2014	Programme: Strategy, Management and Service Delivery in a Digital Economy	Officers to complete the Equality Impact Assessment when the programme design is completed	OD & Skills Advisor	An EIA is also being developed, it is a live document so has changed as the course has been developed. Key concerns are around ensuring staff across all areas of the organisation have the opportunity to participate in training such as this which has a high time commitment and may be harder in some services than others. Advice being sought from the Equalities and Diversity Manager as well as HR Strategic Relationship Managers for each directorate.
A12/14	21 July 2014	Officer Code of Conduct	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”.		A revised Use of Social Media guidance was commended to Council on 14 October 2014.
A13/14	21 July 2014	Officer Code of Conduct	The Deputy Head of HR&OD to remove the examples given of groups, clubs and societies in which employees must declare membership.	Deputy Head of HR&OD	A revised Officer Code of Conduct was commended to Council on 14 October 2014.

People, Performance & Development Committee – ACTION TRACKING

A14/14	21 July 2014	Officer Code of Conduct	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.	Head of HR&OD	A revised Officer Code of Conduct was commended to Council on 14 October 2014.
A16/14	21 July 2014	My Benefits – Surrey Extra: One Year On	The HR Manager – Reward and Recognition Team to brief the committee on how many Members are signed up for Surrey Extra.	HR Manager – Reward and Recognition Team	At present nine Members have registered to use Surrey Extra.

By virtue of paragraph(s) 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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People, Performance and Development Committee
29 October 2014

Opportunities for Young People Leaving Education

Purpose of the report:

Following the success of the internal apprenticeship scheme over the last 5 years, further progression opportunities are required for our apprentices to move onto higher apprenticeship qualifications.

This report is being brought to People, Performance & Development to update the committee.

Recommendation

The People Performance and Development Committee are asked to agree compensation changes to the apprentice scheme as set out in Appendix D to enable Surrey County Council to continue to support young people who are not participating in Employment, Education & Training (NEET) and encourage them to take up apprenticeship opportunities across a wide variety of professions.

Introduction:

1. Surrey County Council (SCC) offers a range of opportunities for young people leaving education, including paid apprenticeships and unpaid traineeships. See **Appendix A** for the current offering from HR.
2. The initial scheme offered a level 2 (intermediate) and a level 3 (advanced) qualification (**see Appendix B**) with salaries of £10,707.52 and £12,245.20, agreed at The People Performance and Development Committee in 2009 and in line with the national guidance.
3. The apprenticeship scheme has been successful in providing over 300 apprenticeship places since the scheme began in 2009.
4. For the period 1 April 2009 until 1 September 2014, 56% of apprentices have secured permanent employment at Surrey or have gone on to further training at the level 3 qualification at SCC. The personal growth of these individuals has been considerable. The other 44% have sought opportunities elsewhere, such as training, further work experience or paid employment.
5. Surrey County Council have recently been in the position where we have been able to progress some apprentices to a higher level 4 qualification.

Current Situation

6. As the popularity of apprenticeship programmes has grown at the national level, structured apprenticeship qualification frameworks have been extended across a range of professional areas and at a range of qualification levels. These are levels 4, 5 and 6 which are considered as equivalent to a work-based degree.
7. The initial salary infrastructure for our apprentices has two pay points to allow progression from a level 2 qualification to a level 3 qualification (as detailed in Appendix B); This framework was not designed to support the growth of the national scheme to a higher apprenticeship level.
8. By offering this progression opportunity, SCC would be in a position to take on more young people at different levels within the organisation, thus contributing to the reduction of NEET young people in Surrey.
9. Higher apprenticeships (qualification level 4-6) are seen as an alternative to university: The young person completes a work-based degree whilst gaining valuable work experience, and does not incur a student loan debt.
10. In the past, higher apprenticeship qualifications have been offered in subject areas which are not supported at Surrey County Council, for instance in engineering or aircraft maintenance. However, more recently, higher apprenticeship qualifications have been developed in key business areas such as HR, legal, finance, PR and other similar disciplines.
11. Some services are keen to use higher apprenticeships as part of succession planning.
12. Recent research by the Chartered Institute of Legal Executives suggests that more work could be delegated to paralegal staff, and at paralegal level, there is likely to be growth of at least 18% in the next five years. Legal now utilise the work of their paralegals within the team and a higher apprenticeship would give a young person the long-term goal of becoming a paralegal.
13. Setting up this point 3, 4, 5 pay progression route (see Appendix D for details) will enable our services to offer new opportunities to existing apprentices, which will have a positive impact on employee advocacy. It will also offer further entry-level opportunities for new apprentices into a professional discipline, thus supporting our Fairness and Respect strategy targets (See report on this agenda)

Conclusions:

14. In response to these options, the proposal is to extend the existing salary range to include a point 3, a point 4 and point 5 scale to offer progression opportunities. See **Appendix D** for details.
15. This will allow us to support more young people into our organisation and allow progression through the apprenticeship scheme without the need for multiple job specifications across the organisation.
16. It allows us to have a higher apprentice job description at all ensures consistency in financial reward, giving flexibility to the organisation and making the process easier for managers to operate.
17. The current apprenticeship pay structure works well.

18. Finance have been able to introduce a higher apprenticeship to complete a CIPFA qualification which will allow a young person to support the finance team and also compliment the team's/service's existing structure.

Financial and value for money implications

19. The cost of progressing an apprentice to a higher apprentice qualification and consequently a higher point on the apprentice pay scale would be the cost of the salary plus the cost of training. Training costs depend upon the qualification subject and will be borne by the service or central budget. The organisation benefits from the new skills acquired by the young person completing the qualification. It is expected that this will have a positive impact on employer advocacy and we would contribute to reducing the NEET community.

Equalities and Diversity Implications

20. These proposals will impact positively on residents and staff as it will provide them with more entry routes to join our organisation, and give existing apprentices the opportunity to progress into higher qualifications.
21. With the creation of this route, those individuals with special needs would have a greater opportunity to apply. This is because we are creating a stepping stone for them to progress up from a traineeship route (which covers unpaid work experience through to a higher level qualification).
22. An EIA has been undertaken initially on the apprenticeship scheme so no further impact assessment is required.

Risk Management Implications

23. Turnover could increase without offering this progression opportunity, and we may lose existing apprentices we have invested in and trained and we will be unable to "grow our own" staff.

Report contact: Laura Cook, Organisational Development Advisor

Contact details: Laura.cook@surreycc.gov.uk, 0208541 7689

Sources/background papers: None

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Opportunities for Young People: SCC offer

Scheme	Qualification Level
National Graduate Development Programme (NGDP)	Post Graduate Level 7
Higher Apprentices	Work based degree: level 6, 5 & 4
Apprentices	Advanced Level 3 Intermediate Level 2
Traineeships	Level 1, Unpaid work experience

Opportunities for Young People: Apprentice Pay Scale

Scheme	Pay point	Qualification Level
Apprenticeship	£12,245	Advanced Level 3
	£10,707	Intermediate Level 2
Traineeship	Unpaid work experience	Level 1

Salary comparison rates for higher apprentices

Higher Apprenticeship Rates							
Gloucester City Council	Hertfordshire CC	West Sussex CC	Brighton & Hove	Kent CC	Leicestershire CC	Cambridgeshire CC	Median Rate
£13,506	£13,725	£ 16,243	£12,174	£11,678	£14,622	£12,174	£13,961

Opportunities for Young People: Extended Apprentice Pay Scale to incorporate higher apprentices

6

Scheme	Pay point	Qualification Level
Higher Apprentice	Entering S3 £15,850	Work based degree; Level 6
	Entering S1/2 £15,069	Work based degree: Level 5
	£14,000	Work based degree: Level 4
Apprenticeship	£12,245	Advanced Level 3
	£10,707	Intermediate Level 2
Traineeship	Unpaid work experience	Level 1



People Performance and Development Committee
29th October 2014

HIGH PERFORMANCE LEADERSHIP DEVELOPMENT PROGRAMME

Purpose of the report:

To provide an update on how the programme is progressing since the introduction of the programme to People Performance and Development Committee in March 2014.

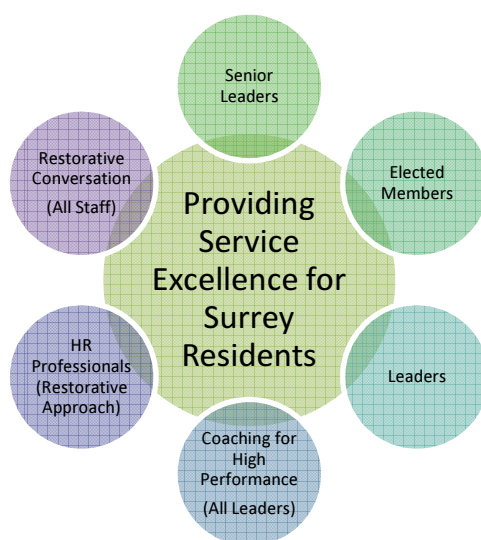
Recommendation:

PPDC are asked to note the progress to date.

Introduction:

1. The High Performance Development Programme (HPDP) has been developed in response to the challenges identified for our Leaders and Managers. (At Surrey, all managers – whether 1st line managers or senior managers are considered leaders. In this report, therefore we refer to leaders and senior leaders in this context.)
2. HPDP has been designed to take performance to a higher level, and will focus on enabling leaders and managers to address the most difficult issues they face at work; the issues which challenge them the most.
3. The design of the HPDP focuses on 6 strands:
 - i. Senior Leaders (Graded S13 and above)
 - ii. Elected Members (a tailored offer still in design)
 - iii. Leaders (Managers up to, and including, Grade S12)
 - iv. Coaching for High Performance (All Leaders, a prerequisite for the Leader and Senior Leader programme)
 - v. HR Restorative practice (a tailored programme for HR professionals to support managers in difficult conversations)
 - vi. Restorative Conversations for Better Outcomes; confronting the difficult while it's still easy (a programme for all staff to support them in challenging circumstances)

4. As a result of these programmes Senior Leaders, Managers and staff will be able to:
- Engage in more open and straight conversations around performance.
 - Have greater awareness of their impact as a leader.
 - Put into effect skills and knowledge to make appropriate changes in their leadership approach, so that you can:
 - Build their own resilience;
 - Support their team and colleagues through difficult times;
 - Have more courageous, honest conversations in the most challenging of circumstances.
 - Exercise choice to behave differently and prevent unnecessary conflict at work.



Progress to date

5. We have procured two highly experienced companies to deliver the Senior Leader, Coaching and Manager programmes. WillisClare Coaching will deliver the senior and member coaching programmes and Penna will deliver the manager programme.
6. The Senior Leader and Manager programmes were launched in October 2014, and a total of 13 cohorts have been commissioned until March 2015.
7. The Elected Member programme will be designed in conjunction with Elected Members, senior officers and WillisClare Coaching, with a view of a programme being available late December, early January 2015.
8. The HR Restorative programme will be delivered by Mayvin, and will commence in November. The course will also include colleagues from our partner organisations such as East Sussex County Council.
9. Senior Officers and the Organisational Development Team have designed a half-day session, which will be available to all staff, on understanding how to deal with difficult situations. This programme was piloted late September 2014 and will aim to be open to all staff early November.

Targets and completion:

10. Targets for the next 3 years have been set for all the programmes.

Programme	2014/15	2015/16	2016/17	2017/18	Total
Senior Leaders (Commences Oct 14)	125*	168	120	48	461
Elected Members (Commences Dec14)	12	35	34		81
Leaders (Commences Oct 14)	96	336	336	288	1056
Coaching (Commences Apr 14)	145**	108	48		301
HR Professionals (Commences Oct 14)	12	12			24
All Staff (Commences Jan 15)	This programme will not have any targets assigned to it, as will be employee led, and will have regular courses running across all 4 years.				

11. Communications launched in August for all the programmes and bookings to date have been good, with the following numbers achieved so far:
- i. Senior Leaders: 116 booked to attend
 - ii. Elected Members: still to be agreed and designed
 - iii. Leaders: 76 booked to attend
 - iv. Coaching: 140 booked to attend
 - v. HR Professionals: 28 booked (all to be run in this financial year now)
 - vi. All Staff: Targets to be assigned.

Report contact: Carmel Millar, Director of People & Development

Contact details: 0208 541 9824

Sources/background papers:

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People, Performance and Development Committee
29th October 2014

Fairness and Respect Strategy Update – “Becoming an Employer of Choice”

Purpose of the report:

This report is a progress update on the Workforce Priority in the Fairness and Respect Strategy 2013-2018.

This report is being brought to the People, Performance and Development Committee because of the Committee’s role in promoting equalities and diversity according to the Scheme of Delegation.

Recommendations:

1. The People Performance and Development Committee is asked to note the progress to date.
2. The People Performance and Development Committee is asked to consider and support the proposed Fairness and Respect workforce targets for 2015 /16 of 5.6% age and 3.2 for disability, as set out in point 5.
3. The People Performance and Development Committee is asked to support the recommendation that the Continual Improvement Network will monitor and drive progress. PPDC will receive an annual progress update.
4. The People Performance and Development Committee is asked to consider what role Members could play in promoting this activity.

Introduction:

Surrey's Commitment to Local People

1. The Council is committed to a workforce which reflects the diversity of Surrey's residents, in line with the 2011 Census data. As a Council we have a Public Sector Equality Duty in the Equality Act 2010. As such, SCC has published a [Fairness and Respect Strategy, 2013-18](#).

As part of this strategy, we have committed "To be a local employer of choice, for people from all our diverse communities, including disabled and younger people."

2. When we compare the profile of the Council workforce against the Surrey population, there are still significant gaps in two areas :
 - Age – Under 24 and
 - Disability

In addition our data also shows that, although half of our workforce are part time workers a considerable majority do not progress further to become line managers.

3. We have completed a series of workshop conversations with every directorate in the Council, to look at what we needed to do to become an alternative employer, for part time workers, disabled and young people.

Our Aims

4. Each directorate has agreed to carry out actions in their services, so we can, as a council, continue to build a workforce which better reflects the communities we serve. The aims and priorities from these workshop conversations are now in one document (Annexe 1), which:
 - **Is focused** - on the three big priorities highlighted by the data - age, disability and part-time workers.
 - **Is simple** – sets out three aims per directorate.

This means we can really focus our attention, resources and leadership on delivering real results.

Our Commitments

5. Each directorate has three key priorities, one for each area of focus. Additional activities across all areas have also been highlighted. Each directorate has nominated a senior sponsor and will nominate a delivery lead.
6. Examples of priority work areas in directorates and services include:
 - **Adult Social Care (ASC)** - A Mentoring Scheme, focusing on career progression of younger people.

- **ASC** - Create relationships and outreach initiatives with Schools and Colleges to encourage and inspire young people about working in public service. Promote working for the Council, through workplace promotion with partners and services users.
- **Business Services** – Leadership campaign to encourage more people in the Business Services Workforce to declare if they have a disability; to be explicit & proactive in building a disability-friendly working environment.
- **Business Services** - Recruitment system and process changes; jobs in Business Services will all open to full time, part time or job share. Widely promote and ensure adoption across services.
- **Chief Executive’s Office** – Make more of Surrey’s strong brand to better encourage and inspire people to work for Surrey, emphasising the array of positive career opportunities at the Council.
- **Children’s, Schools & Families (CSF)** – Better guidance & training for managers in supporting disabled staff in making any necessary adjustments to help people carry out their jobs effectively.
- **CSF** - Understand the motivations and aspirations of part time workers in relation to career progression. Respond to any changes which may be needed to remove any barriers to progression and/or help support development.
- **Cultural Services** - Conduct building access audits in areas used by the public and staff, to improve access. Where possible, work with community groups to assist with access assessments.
- **Cultural Services** - Pro-actively consider job share opportunities, in particular in middle and senior management, supporting the drive for part time progression opportunities.
- **Environment & Infrastructure** - Greatly improve links with 6th form colleges, to attract more applicants from the 16 – 24 age groups via work experience offering. Consider mentoring or internship programmes.
- **Surrey Fire & Rescue Services** - Where opportunities permit, ensure that the applicant pool is reflective of Surrey’s communities, through continued community engagement.

Corporate Work streams

7. Examples of Corporate priority work areas include:
- **Community Engagement** - Working with the Surrey Coalition of Disabled People and Youth Services, to have a more visible presence as an employer in local hubs & make improvements in our application process.
 - **Attraction** – Target our brand to become more inspiring through its messaging to young people and people with a disability.
 - **Recruitment** - Change recruitment systems and processes to make them easier to access.
 - **Selection** - Improve monitoring of selection decisions for fairness and transparency.
 - **Retention & Inclusive Culture**
 - Through the High Performance Development Programme and HR Restorative practice, building a culture which is mindful, supportive and encouraging for all
 - Lead a campaign to encourage staff to declare if they have a disability.

- Conduct equality impact assessments in key services to ensure policies and practices are accessible and non-discriminatory.

How will we measure progress?

8. The Council is working towards reflecting our population, as measured by the Census, by 2018. High level monitoring milestones that measure our progress have been identified.

Good performance will require any negative trends to initially move in a positive direction e.g. disability. Therefore a first year 10% improvement on the difference between the current workforce and the Census figures has been recommended.

	Current Workforce %	2011 Census figure & 2018 SCC Workforce targets	10% of difference between current workforce and census	2015/16 10% increment monitoring milestone
Age – 24 years & under	5.08	10.2	0.512	5.6
Disability	2.6	8.5	0.589	3.2
Part time	54	TBC*	TBC*	TBC*

* **Part-time workers** – To encourage, support & remove any barriers to part time staff progression, we will continue to engage with staff and set an informed target plus 2015/16 milestone by Q3 2014/15.

Other Supporting Activity

9. The Leader of the Council has referred HR to the excellent attraction work carried out by the Standard Chartered Bank (SCB) led by its Chairman, Sir John Peace. Carmel Millar and Abid Dar are scheduled to meet with SCB's HR Director to understand what it is SCB does to make it such an attractive employer to people with disabilities.
10. As well as providing case studies for the website, the Council will be further engaging with the Accessible Britain Challenge that removes barriers to participation for disabled people and encourages communities to be inclusive and accessible.

How the Council is Promoting this Work

11. The key areas include:
- a) Fairness and Respect Strategy 2013-2018 on the public website.
 - b) The Surrey Coalition of Disabled People - access to publish on their website and newsletters.
 - c) Using local radio interviews to promote the Council.

- d) Scrolling jobs and messages on video screens in locality hubs across Surrey.
- e) It is included within the [Surrey People Strategy](#); available on the public website.
- f) Time To Change Organisational Health Checks.
- g) Focus Groups at youth clubs and promotion via our own Youth Services.
- h) Best practice recruitment messages, systems, processes and selection.
- i) Leader letter to all District and Borough Leaders, promoting the disability agenda.
- j) Engagement with the Accessible Britain Challenge.

Conclusions

12. Through local leadership, there will be opportunities for Members to promote the Council as an employer of choice, in conversations with local people. The steps set out above are our commitment to our residents. We are actively working towards becoming an age and disability friendly workplace and hope that members can help by this in promoting the message that Surrey offers fulfilling and rewarding career opportunities to local people from all backgrounds.

Financial and value for money implications

13. None.

Equalities and Diversity Implications

14. The Strategy will support the Council in demonstrating that we are working towards meeting our Public Sector Equality Duties, as part of the Equality Act 2010. This Strategy will be highly beneficial in providing greater access and opportunity to our residents, with regards to working opportunities and the offering rewarding career opportunities, working in fair, supportive and inclusive workplaces.

Risk Management Implications

15. None

Next steps:

- To identify lead officers to scope and deliver their specific Directorate projects.
- To continue to progress community engagement with our residents.
- To monitor and report the progress of the Fairness and Respect Strategy.

Report contact: Abid Dar, Equality, Inclusion and Wellbeing Manager,
Business Services

Contact details: 020 - 8541 9591 / abid.dar@surreycc.gov.uk

Sources/background papers:

- Equality Act 2010
- Census Surrey-i data
- PPDC Report – 19 March 2014
- Directorate Datapacks
- Fairness and Respect Strategy Action Plan for directorates.

Directorate/Service		Age	Disability	Part-time Working	Lead
Adult Social Care	Essential	Introduce a positive action Mentoring Scheme, focusing on career progression of younger people.	Create relationships and outreach initiatives with School and Colleges, to improve our community position. Promote working for the Council, through workplace promotion with partners and services users.	Conduct a review of current full-time employees to offer flexible working, including reducing hours for senior managers, to aid work-life balance.	Vernon Nosal
	Desirable	Explore learning opportunities from other Local Authorities – how do we compare to other LA's? Raise awareness of job sharing through an employee survey. Conduct functional EIAs of all main services, ensuring that in relation to employment and service delivery, all end to end policies, processes, procedures and practice is fully inclusive, accessible and any discriminatory barriers are removed.			

Directorate/Service		Age	Disability	Part-time Working	Lead
Business Services	Essential	Promote SCC to schools and colleges, highlighting mainstream career opportunities (outside apprenticeships and graduate progs).	Ensure best practice competence for hiring managers and specific services eg IMT and Property, relating to the Social Model and supporting disabled people and access.	Recruitment system and process changes, to create default position of full time, part time or job share, with manager opt out. Widely promote and ensure adoption across services.	Simon Pollock
	Desirable	Show we are a progressive employer through leadership initiatives and visibility – Be advocates. Conduct functional EIAs of all main services, ensuring that in relation to employment and service delivery, all end to end policies, processes, procedures and practice is fully inclusive, accessible and any discriminatory barriers are removed.	Fully support the campaign to improve self-declaration accuracy on disability.	Unlock our talent – for over qualified women returners, due to the working patterns on offer.	



Directorate/Service		Age	Disability	Part-time Working	Lead
Chief Executives Office	Essential	Use the branding reach of external communications, to cross promote key messages on positive career opportunities at the Council.	Through further analysis and reporting of Surrey i, lead on educating the leadership on the demographics and challenges of disabled people within Surrey re worklessness and economic activity.	Understand fully and support the career progression of part time employees, addressing any cultural barriers and gather insight on the aspirations of current part time employees. Support the Council's shift to the Job Share default position.	Liz Mills
	Desirable	Ensure all externally focussed EIAs on service provision consider retention and workforce implications of all protected characteristics. Conduct functional EIAs of all main services, ensuring that in relation to employment and service delivery, all end to end policies, processes, procedures and practice is fully inclusive, accessible and any discriminatory barriers are removed.			

Directorate/Service		Age	Disability	Part-time Working	Lead
Children's, Schools & Families	Essential	Improve the offer of detailed face to face feedback to younger applicants during recruitment.	Improve management competence on supporting disabled staff and making effective adjustments.	Understand the motivations and aspirations of part time workers, in relation to career progression. Respond to any cultural or systemic change required.	Caroline Budden
	Desirable	Understand the career prospects of people under 24. Use effective workforce development and planning to potentially address the gaps. Conduct functional EIAs of all main services, ensuring that in relation to employment and service delivery, all end to end policies, processes, procedures and practice is fully inclusive, accessible and any discriminatory barriers are removed.			

Directorate/Service		Age	Disability	Part-time Working	Lead
Cultural Services	Essential	Encourage under 24 weekend assistants to apply for permanent roles, when available. When posts become available, use community outreach to improve a diverse applicant pool.	Conduct building access audits, for all customer facing environments and internal areas, to improve access and reputation. Where possible, work with community groups to assist with access assessments.	Pro-actively consider job share opportunities, in particular in middle and senior management, supporting the Corporate drive for full time positions to provide default options of job share or part time.	Kelly Badwal (STC)
	Desirable	<p>Understand why men generally do not apply for roles within Library services - what are the barriers?</p> <p>Conduct functional EIAs of all main services, ensuring that in relation to employment and service delivery, all end to end policies, processes, procedures and practice is fully inclusive, accessible and any discriminatory barriers are removed.</p>			

Directorate/Service		Age	Disability	Part-time Working	Lead
Environment & Infrastructure	Essential	Greatly improve links with 6 th form colleges, to attract more applicants from the 16 – 24 age groups via work experience offering. Consider positive action mentoring or internship programmes.	Understand whether physical accessibility is a barrier to our locations. If required, conduct building access audits, for all customer facing environments and internal areas, to improve access and reputation. Where possible, work with community groups to assist with access assessments.	Pro-actively consider job share opportunities, in particular in middle and senior management, supporting the Corporate drive for full time positions to provide default options of job share or part time.	Ian Boast
	Desirable	<p>Conduct functional EIAs of all main services, ensuring that in relation to employment and service delivery, all end to end policies, processes, procedures and practice is fully inclusive, accessible and any discriminatory barriers are removed.</p>			





Directorate/Service		Age	Disability	Part-time Working	Lead
Surrey Fire & Rescue Service	Essential	Where opportunities permit, ensure that the applicant pool is reflective of Surrey's communities, through continued community engagement.	Improve self-declaration rates through improved access. Use OH referral and Health Checks data to understand health and cultural challenges, growing a supportive culture around this.	Where opportunities exist, ensure that the potential for job share or part time progression opportunities are fully explored, prior to advertising the role.	Matthew Baker
	Desirable	<p>Continue to work towards the "Excellence Standard" of the Local Government Equality Framework, addressing all specific issues in relation to age and disability.</p> <p>Conduct functional EIAs of all main services, ensuring that in relation to employment and service delivery, all end to end policies, processes, procedures and practice is fully inclusive, accessible and any discriminatory barriers are removed.</p>			

Appendix A – Corporate Work Plan - Supported by all Directorates

Directorate/ Service	Age	Disability	Part-time Working	Lead
SECTION 1 - STRAND SPECIFIC	<ol style="list-style-type: none"> Progression from apprenticeships – entry level posts and developmental grades. Stepping Stone initiatives to ensure early entry into SCC to grow the next generation of workforce. 	<ol style="list-style-type: none"> Services to support accuracy of declaration rates Council wide campaign. Services to identify who your core local residents groups are to promote your best practice. Grow a culture of support, duty of care and wellbeing, focussing on Reasonable Adjustments and best practice attendance management. 	<ol style="list-style-type: none"> A readymade pool of candidates available when opportunities arise through part-time pre-registration. System led change ie part time, job share by default, for manager opt out. Policy change to reflect this. Services to change workplace practice to reflect this. Use innovative ways to job design and tapping into part time talent pools, to create external job share opportunities and internal progression. Guidance and case studies on ensuring and promoting job shares. 	Abid Dar/ Carmel Millar/ HRLT

SECTION 2 - COMMUNITY ENGAGEMENT				
2014-15 Priorities				Abid Dar/ Carmel Millar/ HRLT
<ol style="list-style-type: none"> Work with the Surrey Coalition of Disabled People and Youth Services, as part of community engagement, to identify and create action plans. Start a series of promotions and marketing initiatives with Hubs, Web, Radio, Video. Evaluate and test recruitment systems to identify key changes. 				
2014-15 Priorities				
<ol style="list-style-type: none"> Change recruitment systems, process, to create more accessible and supportive recruitment platforms. 				





SECTION 3 - ATTRACTION

2014-2018 Priorities

- 1. Work with TMP to improve and establish key targeted messaging, community campaigns and positive action advertising.
- 2. Work closely with Communications team to develop and improve our brand to younger people and disabled people.

Abid Dar/
Carmel
Millar/
HRLT

SECTION 4 - RECRUITMENT

2014-15 Priorities

- 1. Ensure all required actions, to make recruitment systems and processes fully accessible, through the joint Coalition plan.
- 2. Improved monitoring systems, to track candidate progress and response.

2015-16 Priorities

- 1. Create opt out, default full time, part time and job share, for senior management positions.
- 2. Review and ensure the Diversity Recruitment Toolkit, is used throughout each recruitment episode.

2016-17 Priorities

- 1. Recognise and consider potential, aptitude, volunteering and values based recruitment, as well as experience/qualifications.
- 2. Identify and deliver positive action approaches in various job categories and localities.

Abid Dar/
Carmel
Millar/
HRLT

SECTION 5 - SELECTION		
2014-15 Priorities	<ol style="list-style-type: none"> 1. Monitor success rates between CVs and application forms. 2. Improve monitoring of selection decisions for fairness, proportionality and transparency. 	Abid Dar/ Carmel Millar/ HRLT
2015-16 Priority	<ol style="list-style-type: none"> 1. Improved recruitment and selection training to remove bias in criteria, JDs, selection decisions. 	
2017-18 Priority	<ol style="list-style-type: none"> 1. Through live monitoring, ensure interventions are made, when candidate balance is disproportional. 	

SECTION 6 - RETENTION + INCLUSIVE CULTURE		
2014-15 Priorities	<ol style="list-style-type: none"> 1. Agree all Fairness and Respect Strategy Directorate projects, with lead sponsors, accountable officers and project plans. 2. Review and revise current policies on supporting both physical and mental health disability in the workplace, including a series of staff guidance notes. 3. Respond fully, to the findings of the Time To Change Employee Study. 4. Agree and scope a strategic plan and target to reduce long term absence. 5. Promote the Fairness and Respect Strategy and activity, including more fairness champions, increased mediation. 6. Promote Wellbeing and deliver initiatives, in accordance to the People Strategy. 	Abid Dar/ Carmel Millar/ HRLT
2015-16 Priorities	<ol style="list-style-type: none"> 1. Lead on a campaign, to improve accuracy of declaration rates from all staff. 2. Promote transparent secondment/development opportunities, accessible to all. 3. Engage and complete the National Wellbeing Charter self and peer assessment, delivering identified improvements. 4. Monitor all areas of the workplace, including the Employee Survey, to identify and remove any discriminatory practice. 	





2016-18 Priorities

1. All teams to complete Flexible Working Team Charters.
2. All project leads to attend EIA Workshops and e-learning and senior officers to lead and deliver on EIAs.
3. Support completion of functional EIAs for all core services.

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