

## Notice of Meeting

# People, Performance and Development Committee



**Date & time**  
Tuesday, 27  
January 2015  
at 10.00 am

**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](mailto: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](mailto: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 MEETING: 18 DECEMBER 2014

(Pages 1  
- 4)

To agree the minutes as a true record of the meeting.

### 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 (*21 January 2015*).
2. The deadline for public questions is seven days before the meeting (*20 January 2015*).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

### 5 ACTION REVIEW

(Pages 5  
- 8)

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

### 6 APPRAISAL COMPLETION UPDATE REPORT FOR 2013/14

(Pages 9  
- 16)

To provide an update on the progress made towards Surrey County Council achieving 100% of eligible appraisals by May 2015. Recommendation from Council Overview and Scrutiny Committee, Wednesday 30 April 2014 (Item 35/14).

**7 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**

**8 SENIOR PAY POLICY EXCEPTIONS REPORT JANUARY 2015**

(Pages  
17 - 24)

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 Pay that fall outside the published Pay Policy.

**Confidential: Not for publication under Paragraph 1**  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

**9 PUBLICITY FOR PART TWO ITEMS**

To consider whether the items considered under Part 2 of the agenda should be made available to the Press and the public.

**10 DATE OF NEXT MEETING**

The next meeting of People, Performance and Development Committee will be on 6 March 2015.

**David McNulty**  
**Chief Executive**  
Published: Friday, 16 January 2015

## **MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE**

Those attending for the purpose of reporting on the meeting may use social media or mobile devices in silent mode to send electronic messages about the progress of the public parts of the meeting. To support this, County Hall has wifi available for visitors – please ask at reception for details.

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 9.30 am on 18 December 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)  
Mr Peter Martin (Vice-Chairman)  
Mr Stuart Selleck  
Mr Richard Walsh  
Mrs Hazel Watson

**Apologies:**

Ms Denise Le Gal

**In Attendance**

Ken Akers, Strategic Relationship Manager  
Cheryl Hardman, Regulatory Committee Manager  
Carmel Millar, Director of People and Development

**92/14 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]**

Apologies were received from Denise Le Gal.

**93/14 MINUTES OF THE PREVIOUS MEETING: 27 NOVEMBER 2014 [Item 2]**

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

**94/14 DECLARATIONS OF INTEREST [Item 3]**

There were none.

**95/14 QUESTIONS AND PETITIONS [Item 4]**

There were none.

**96/14 ACTION REVIEW [Item 5]****Declarations of Interest:**

None.

**Witnesses:**

Carmel Millar, Director of People and Development  
Ken Akers, Strategic Relationship Manager

**Key points raised during the discussion:**

1. In relation to Action A11/14 (telephone policy), the Chairman highlighted the postponement of the report pending discussions at senior officer level.
2. In relation to Action A17/14 (Fairness and Respect letter), the Regulatory Committee Manager was asked to follow up on whether the letter had been sent.
3. In relation to Action A18/14 (sickness absence data), the Chairman informed the committee that officers had provided an update on average absence in the private sector as requested, having gathered data from the Chartered Institute of Personnel and Development (CIPD) absence report. The private sector average absence is 5.5 days compared to 8.7 days for the public sector. Surrey County Council is currently reporting 6.7 days. In response to a question, it was confirmed that Adult Social Care figures were included in Surrey's average rate and that this pushed it up to the level it is. Members accepted that there were reasons for Adult Social Care reporting higher absence rates.

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

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

**RESOLVED:**

To note the tracker.

**Committee next steps:**

None.

**97/14 EXCLUSION OF THE PUBLIC [Item 6]**

**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 4 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.**

**98/14 REWARD STRATEGY REVIEW 2014-2018 [Item 7]****Declarations of Interest:**

None.

**Witnesses:**

Carmel Millar, Director of People and Development  
Ken Akers, Strategic Relationship Manager

**Key points raised during the discussion:**

1. The Strategic Relationship Manager introduced the report.
2. Concern was expressed about the risks arising from the new 'sleeping in payments' case law and officers were asked to draft a letter to the LGA requesting support in changing legislation (**Action Review ref: A19/14**).
3. The committee asked further questions which were answered by the officers present, before moving to the recommendations.

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

Officers to draft a letter to the LGA requesting support in changing legislation to mitigate the risks arising from the new 'sleeping in payments' case law.

**RESOLVED:**

To approve the recommendations in the confidential report.

**Committee next steps:**

None.

**99/14 SENIOR PAY POLICY EXCEPTIONS REPORT DECEMBER 2014 [Item 8]****Declarations of Interest:**

None.

**Witnesses:**

Carmel Millar, Director of People and Development  
Ken Akers, Strategic Relationship Manager

**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 to the recommendations.

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

None.

**RESOLVED:**

To approve the recommendations in the confidential report.

**Committee next steps:**

None.

**100/14 PUBLICITY FOR PART TWO ITEMS [Item 9]**

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

**101/14 DATE OF NEXT MEETING [Item 10]**

The date of the next meeting was noted.

Meeting ended at: 10.00 am

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**Chairman**





**People, Performance and Development Committee  
27 January 2015**

**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).

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**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	An update was circulated by email on 28 October 2014. A further report explaining what actions are to be taken to bring up the numbers of employees volunteering was requested and will be scheduled for 26 February 2015.
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.	Director of People and Development	On 27 November, the Chairman requested that a report be brought to the meeting on 18 December 2014. However, following the meeting the Chairman agreed to postpone the report pending further discussions at senior officer level.
A19/14	18 December 2014	Reward Strategy Review 2014-18	Officers to draft a letter to the LGA requesting support in changing legislation to mitigate the risks arising from the new ‘sleeping in payments’ case law.	Director of People and Development	Officers are drafting this letter.

## People, Performance & Development Committee – ACTION TRACKING

### COMPLETED

Number	Meeting Date	Item	Recommendation / Action	Action by whom	Action update
A17/14	29 October 2014	Fairness and Respect Strategy Update	That the Chairman sends a letter to all Members asking them to support the Fairness and Respect workforce targets and action plan. The existing plans to achieve the targets would be included with the letter for information.	Equality, Inclusion and Wellbeing Manager	A letter was circulated on 19 December 2014.
A18/14	27 November 2014	Managing Sickness Absence	The Director of People and Development to circulate information on comparative sickness absence data from the private sector.	Director of People and Development	The Chairman provided the information on 18 December 2014.



People, Performance and Development Committee  
27 January 2015

Appraisal Completion Update report for 2013/14

**Purpose of the report:** Performance Management

To provide an update on the progress made towards Surrey County Council achieving 100% of eligible appraisals by May 2015. Recommendation from Council Overview and Scrutiny Committee, Wednesday 30 April 2014 (Item 35/14).

**Recommendations:**

That:

1. The People Performance and Development Committee note progress to date; and
2. Officers report back to the committee in May 2015.

**Introduction:**

1. Following recommendations from the Council Overview and Scrutiny Committee, Surrey County Council is making good progress towards achieving 100% completion of appraisal figures for eligible staff by May 2015.
2. Eligible for appraisal means those staff who have been in post three months before the appraisal period. Those who are on maternity, career breaks or are long term sick are not eligible in the 100% target.
3. Throughout this reports figures and comments relate to those that would be eligible.
4. This report aims to update members of the People, Performance and Development Committee on:
  - a. The current appraisal completion rates and analysis.
  - b. How we are working to achieve 100% completion of eligible appraisals by May 2015 excluding commercial services

c. Next steps.

5. The diversity of the services within the Council has meant different time frames being adopted for appraisal. For example, some front line services are using a staggered approach throughout the year. However the majority of services work to a financial year cycle and appraise the previous financial year in Q1 of the next. It is this financial year cycle that will be adopted by the whole council (excluding Commercial Services) in 2015 with all appraisals completed by 30 June. For the appraisal year of 2013/14 for which appraisal meetings are still going on across the council, we aim to reach 100% by March 2015.

**Current completion rates and analysis**

- 4.1 Surrey County Council currently has an appraisal completion rate of 74% for the 2013/14 year. (Excluding Commercial Services catering section)
- 4.2 There have been exceptional circumstances for Commercial Services catering section affecting 888 staff. They have had to respond to the government's initiative for extending school meals for five year olds this year. This has resulted in an extraordinary increase in recruitment activity (400 extra posts recruited to and still recruiting) with the concomitant extra work load this brings in order to have got things up and running in time for a September 2014 start. The catering team are at risk of not being able to deliver meals on time at all schools and so a one off agreement has been reached in recognition of these extraordinary circumstances, to postpone the remainder of the catering appraisals into 2015/16. The Head of Commercial Services remains absolutely committed to getting her appraisals completed and this lee way will allow some much needed breathing space given the special circumstances.
- 4.3 HR & OD are working closely with Heads of Service and managers to monitor and actively support appraisal recording. Using system reporting, we are able to identify easily who has and hasn't completed appraisals and we are using this data to follow up with these areas. HR & OD colleagues are working with key people in each Service to ensure that each area is supported in achieving this target.
- 4.4 Reports are produced frequently, based on demand from Services and regular reports are distributed to those areas with low completion results and followed up actively. HR & OD have attended management meetings for those areas with lower completion rates.
- 4.5 The breakdown by Directorate is in the attached appendix A.
- 4.6 Strategic Directors have committed to their services achieving 100% completion of eligible appraisals by end of March 2015. This will enable us to report back positively to Council Overview and Scrutiny Committee in May 2015 following the recommendations the committee made in winter 2014.

## Working to achieve 100% - Directorate approaches

- 5.1 **Adult Social Care** has set up a dedicated team to focus on ensuring accurate records are made for completed appraisals and all outstanding appraisals are scheduled. This approach has been very successful and has ensured that hundreds of appraisals completed over the year have been accurately recorded on SAP. The project group includes members of the ASC leadership support team and HR & OD and is sponsored by senior management. The group is also focused on raising the quality of appraisal conversation with a number of initiatives planned for 2015 including standardised objectives.
- 5.2 **Business Services** have achieved 99% completion of appraisals. A very high level of completed appraisals was achieved early on which has allowed HR to focus on using the data to support senior management team discussions around service capacity, performance management and succession planning. The value of these discussions to services will support their commitment effective early completion next year.
- 5.3 **Chief Executive's Office** - There have been significant improvements [16% increase] in the response rate in the last month. Cultural Services are now reporting 71% which is an improvement of 3% from last month. Registration and Nationality Services are doing a joint 2013/14 and 2014/15 appraisal before the end of the financial year so there will be a marked increase in the next few months. Targeted communications will continue to take place with those staff who have yet to submit their Appraisals.
- 5.4 **Children, Schools and Families** - The current total of Appraisals for 2013/14 properly recorded for CSF (excluding Commercial Services catering) is 47%. Nick Wilson, the Strategic Director is aware of this situation and work is planned to address this involving the various Services, supported by staff from HR and OD. This work will include identifying and training business support staff to input appraisal data, to relieve this additional pressure for managers.

The services within CSF have differing levels of completion with some areas achieving better scores, e.g. Children's Services at 78% and Schools and Learning at 36%.

Work is currently being completed within Schools & Learning to develop an appraisal for Centrally Employed Teachers (approx 450 FTE) which aligns the new performance related pay process with Surrey's values. This work is expected to be completed in time for the end of the Financial Year 2014-15.

An identified HR resource will support the Directorate with targeted communications for those managers and an action plan who have yet to submit their Appraisals with a view to increasing the returns over the coming months.

- 5.5 **Customers and Communities** – The Strategic Director, Yvonne Rees has been notified of the few remaining appraisals to be completed for the 2013/14 year and this has been cascaded down to relevant managers. This area is currently at 92% completion.
- 5.6 **Environment and Infrastructure** - Current completion rates are 82%. Whilst some areas of E&I achieved good levels of completion earlier in 2014 Highways in particular has only recently started to show a higher level of completed appraisals. This has been achieved through tracking data, discussions with senior managers and starting to use the data to support discussions around performance management and succession planning so its value and importance is appreciated.

### Conclusions:

- 8.1 Directorates and Services are committed to recording 100% completion of eligible appraisals by end of March 2015.
- 8.2 The majority of services have demonstrated their commitment by accurately recording the appraisals they have done on SAP and scheduling outstanding appraisals.
- 8.3 Final figures will be subject to audit and reported back to Council Overview and Scrutiny Committee, in May 2015.

### Financial and value for money implications

- 8.4 None

### Equalities and Diversity Implications

- 8.5 None

### Risk Management Implications

- 8.6 None

### Next steps

- 9.1 Digital Appraisal: HR & OD and Shared Services are investigating options for a digital appraisal at Surrey County Council. Research is being done into systems used at other organisations including Surrey Choices and other county councils. Future partnership working with East Sussex County Council will also have an impact on decisions surrounding improvements to our systems.
- 9.2 Appraisal and performance will be a key part of the pay and reward project. The current process will be reviewed in order to ensure performance levels given are consistent and embedded across the organisation.



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020 8541 9824

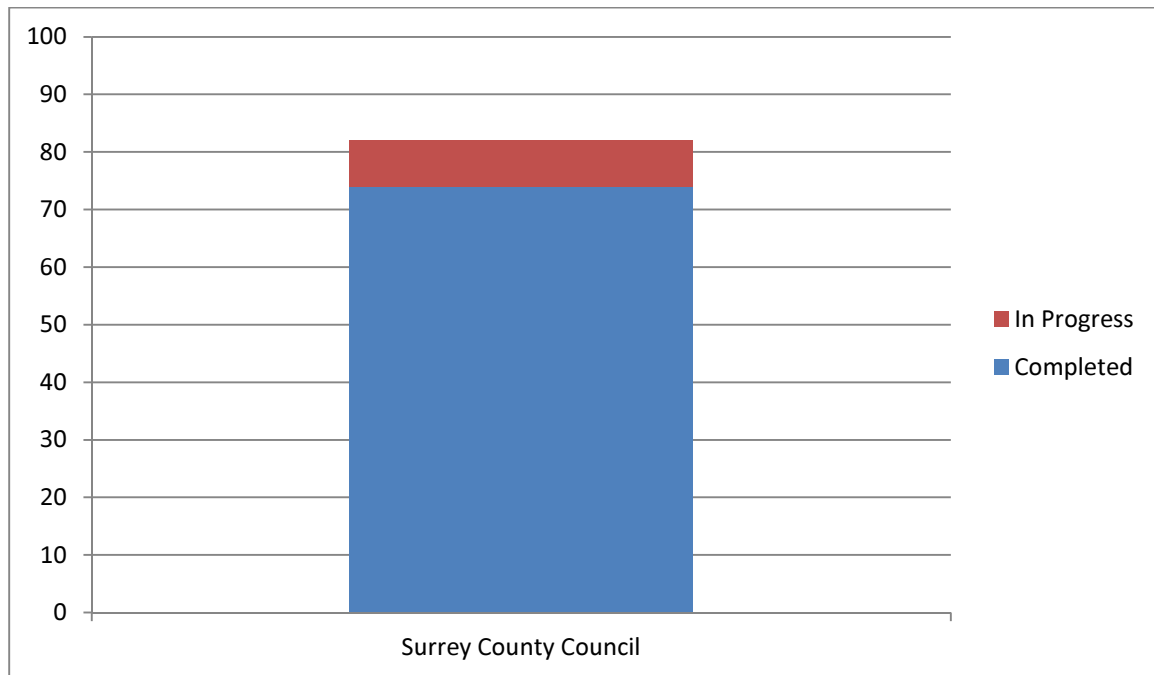
**Sources/background papers:**

Appendix A – Breakdown of current appraisal completion figures

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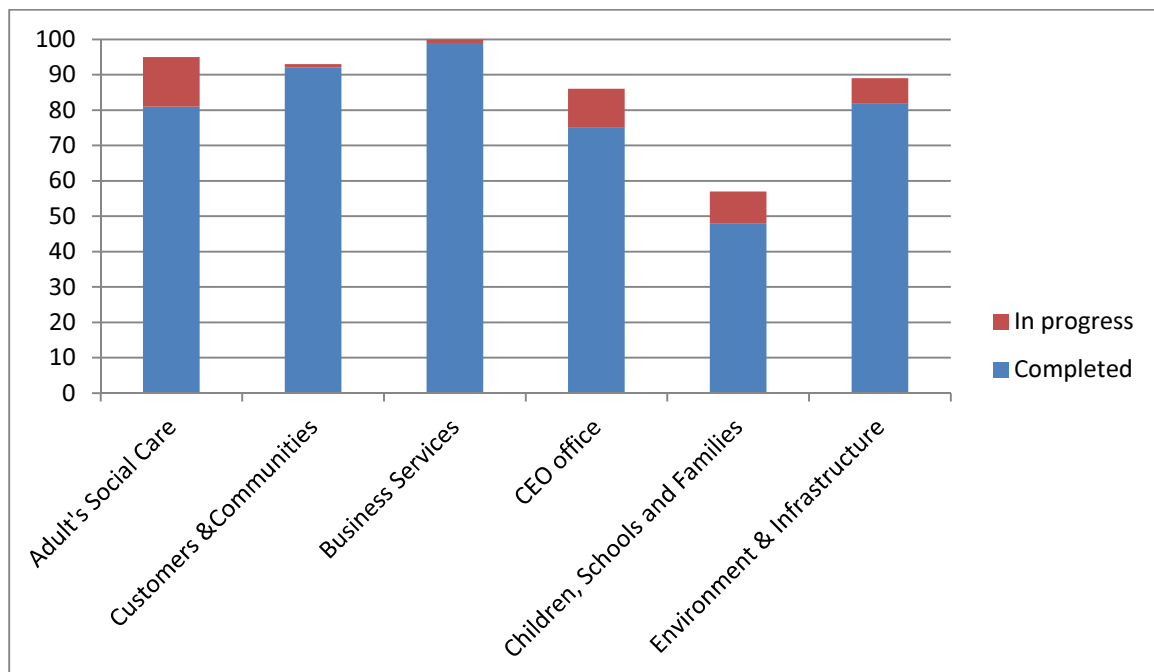
**Appendix A – Breakdown of appraisal completion figures, 31 December 2014**

**Figure 1 – Surrey County Council appraisal completion rates, 31 December 2014**



Surrey County Council	Appraisal	
	In Progress	Completed
	8%	74%

**Figure 2 – Breakdown of appraisal completion rate by Directorate, 31 December 2014**



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## Appendix A – Breakdown of appraisal completion figures, 31 December 2014

	Appraisal In progress	Completed
Adults Social Care	14%	81%
Customers & Communities	1%	92%
Business Services	1%	99%
CEO's office	11%	75%
Children Schools & Families	9%	48%
Environment & Infrastructure	7%	82%

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