

## Notice of Meeting

# People, Performance and Development Committee



**Date & time**  
**Wednesday, 28**  
**May 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](mailto:cherylh@surreycc.gov.uk)

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**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: 19 MARCH 2014

(Pages 1  
- 10)

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 May 2014*).
2. The deadline for public questions is seven days before the meeting (*21 May 2014*).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

### 5 ACTION REVIEW

(Pages  
11 - 18)

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

### 6 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 paragraph 1 of Part 1 of Schedule 12A of the Act.

**PART 2**  
**IN PRIVATE**

## 7 SENIOR PAY POLICY EXCEPTIONS REPORT: MAY 2014

(Pages  
19 - 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 Senior Pay that fall outside the published Pay Policy.

**Confidential: Not for publication under Paragraph 1**  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

## 8 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.

## 9 DATE OF NEXT MEETING

The next meeting of People, Performance and Development Committee will be on 21 July 2014.

**David McNulty**  
**Chief Executive**

Published: Monday 19 May 2014

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

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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.

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**MINUTES** of the meeting of the **PEOPLE, PERFORMANCE AND DEVELOPMENT COMMITTEE** held at 2.00 pm on 19 March 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

**23/14 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]**

Apologies were received from Peter Martin. Helyn Clack attended as his substitute.

**24/14 MINUTES OF THE PREVIOUS MEETING: 24 FEBRUARY 2014 [Item 2]**

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

**25/14 NOTES OF THE APPOINTMENTS SUB-COMMITTEE MEETING (10 FEBRUARY 2014) [Item 3]**

The decision of the Appointments Sub-Committee on 10 February 2013 was noted. The Committee expressed its pleasure at the appointment of Helen Atkinson to the post of Director of Public Health.

**26/14 DECLARATIONS OF INTEREST [Item 4]**

There were none.

**27/14 QUESTIONS AND PETITIONS [Item 5]**

There were none.

**28/14 ACTION REVIEW [Item 6]****Declarations of Interest:**

None.

**Witnesses:**

Carmel Millar, Head of HR&OD

Matthew Baker, Deputy Head of HR&OD

**Key Points Raised During the Discussion:**

1. With regard to Action A22/13, the Deputy Head of HR&OD offered to bring a report on the roll-out of Surrey Extra to committee in May 2014. This would mark the one year anniversary of the scheme. The report would include information on the inclusion of retirees in the scheme.

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

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

**RESOLVED:**

To note the tracker.

**Committee Next Steps:**

None.

**29/14 HIGH PERFORMANCE LEADERSHIP DEVELOPMENT PROGRAMME [Item 7]****Declarations of Interest:**

None.

**Witnesses:**

Carmel Millar, Head of HR&OD

Matthew Baker, Deputy Head of HR&OD

**Key Points Raised During the Discussion:**

1. The Head of HR&OD introduced the report, explaining how the High Performance Leadership Development Programme would change the nature of leadership and support performance improvement. She informed the committee that she had been informed in the pilot of the Programme and felt that it was a game-changer. Feedback from other participants in the pilot highlighted that it was impactful, goes deep and makes the changes which are necessary. The pilot had included all of the Council Leadership Team and other senior officers. It had been decided that senior leaders needed to lead the way and attend first so they could in turn encourage their teams to attend future programme.
2. The committee supported the involvement of Members in the programme to aid their development, to enable relationship building with officers and to allow them to see firsthand the value of the programme.
3. Officers confirmed that the procurement process was seeking an external partner to deliver the programme in collaboration with the Council because it would be a large exercise. Three companies had so far expressed an interest.
4. Officers agreed that interpersonal skills should be a focus of the programme. Specific skills which would impact on the service for residents include conflict resolution skills.
5. There was some concern about how officers would fit the programme into their already busy workloads. Officers assured Members that officers so far had found the time spent on the programme to be invaluable. Directors would decide in what order their managers would go on the programme. There would be relentless attention to ensure that all those eligible do go on the programme. The programme would also help officers and Members to be more effective at managing their time.
6. Members queried the robustness of the 360° feedback as the form included just three simple questions. Officers explained that the robustness came from the honesty of the answers and the ability of staff to then identify trends for what they should continue doing and what they should do more of.
7. The Chairman pointed out that under Next Steps, six programmes should be cited rather than four programmes.
8. Officers confirmed that a recommendation of a strategic partner will be taken to Cabinet in May 2014 rather than April 2014 as stated in the paper.
9. Officers confirmed that delivery of the programme would now commence in May/June 2014 rather than April/May 2014 as stated in the paper.

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

- i. For the final draft of the Equality Impact Assessment, when it is taken to Cabinet in May 2014 with the recommendation of a strategic partner, Members requested that the date approved be changed to accurately state 27/2/2014 and that Member data on disabilities be included (**Action Review ref: A6/14**).

**RESOLVED:**

- a. That the Committee supports the development of the new High Performance and Leadership Programme for the authority.
- b. That the Committee supports the commissioning of external partner(s) to deliver this integrated programme in collaboration with the Council.

**Committee Next Steps:**

None.

**30/14 PROGRAMME: STRATEGY, MANAGEMENT AND SERVICE DELIVERY IN A DIGITAL ECONOMY [Item 8]****Declarations of Interest:**

None.

**Witnesses:**

Carmel Millar, Head of HR&OD

Matthew Baker, Deputy Head of HR&OD

Helen Tomkinson, OD & Skills Advisor

**Key Points Raised During the Discussion:**

1. The OD & Skills Advisor introduced the report, outlining the progress on designing a qualification in public sector leadership in the digital age. She suggested that the qualification would be transformational and that outcomes would include the understanding of how to apply tools and techniques practically. She suggested that in the future Surrey would be seen as a brand through which different services are provided, in a similar way to Selfridges which is a recognisable brand but through which many different services and products are provided.
2. Members discussed how Surrey residents were becoming more digital over time and considered examples such as the rise in the popularity of e-books borrowed from Surrey libraries and social care assessments which are completed using a digital platform.
3. Members queried whether there would be any interaction with the IT department. The OD & Skills Advisor confirmed that the project team had been working closely with IMT. She also explained that the selection process for delegates has yet to be agreed.
4. The Chairman raised a concern about Member understanding of the digital economy and the capacity that they would have to understand officer proposals and challenge effectively. Because of this, he suggested that a couple of Members should take part in the course.
5. There was support for any programme which would help the organisation be more efficient through the use of new technology.
6. There was some concern raised about the cost of the loss of staff time while officers were on the course. The Head of HR&OD explained that while some positions (particularly on the front-line) need to be covered and additional staff paid when officers are on training, that isn't the case for managers. At that level staff are expected to cover for each other. The OD & Skills Advisor offered to calculate how many days staff on the course would spend out of work and circulate the figures.
7. Members felt that it would be useful to set up a learning agreement which would commit staff to staying with Surrey County Council for two years after finishing the qualification.



8. Officers informed the committee that feedback had not yet been received from all authorities.
9. The Chairman informed officers that the Equality Impact Assessment will need to be completed when the programme design is finalised.

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

- i. The OD & Skills Advisor to calculate how many days staff on the course would spend out of work and circulate the figures to the committee (**Action Review ref: A7/14**).
- ii. Officers to set up a learning agreement which would commit staff to staying with Surrey County Council for two years after finishing the qualification (**Action Review ref: A8/14**).
- iii. Officers to complete the Equality Impact Assessment when the programme design is completed (**Action Review ref: A9/14**).

**RESOLVED:**

That the Committee endorses the proposed programme and supports Surrey County Council's participation, with a first cohort starting this year.

**Committee Next Steps:**

None.

**31/14 CAREER DEVELOPMENT FRAMEWORK [Item 9]**

**Declarations of Interest:**

None.

**Witnesses:**

Carmel Millar, Head of HR&OD

Matthew Baker, Deputy Head of HR&OD

**Key Points Raised During the Discussion:**

1. The Deputy Head of HR&OD introduced the report, highlighting the effort that Debbie Bala and her team had put into the development of the career development framework tools. All job families would be published by the end of June.
2. In response to a query, the Deputy Head of HR&OD informed the committee that officers had presented the career development framework to the Surrey Personnel Officer Group which had shown some interest in the project. Borough and District Councils provide a different service but it is complementary to the work of the County Council.

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

None.

**RESOLVED:**

- a. That the Committee notes recent developments of the tools and information on real life case studies.
- b. That the Committee gives support to the development and roll out of the remaining two job families for completion in April and July 2014 respectively.

**Committee Next Steps:**

None.

## 32/14 FAIRNESS AND RESPECT STRATEGY [Item 10]

### Declarations of Interest:

None.

### Witnesses:

Carmel Millar, Head of HR&OD

Matthew Baker, Deputy Head of HR&OD

Vicky McHugh, HR Advisor

### Key Points Raised During the Discussion:

1. The HR Advisor introduced the report, reminding the committee that the council has been working towards a workforce which reflects the diversity of the county in line with the 2011 Census data. She explained that through the analysis of workforce data and census data, and through workshops with senior managers across different directorates and services, an understanding of where the Council has made positive progress and where further progress is needed has been achieved. She highlighted the three themes which had emerged: age; disability; and part time working.
2. The HR Advisor informed the committee that in response to a request for comparative data, officers had conducted a benchmarking exercise with 14 other local authorities. It was found that Surrey County Council was doing a similar level of work in response to the Public Sector Equality Duty as the other local authorities considered.
3. It was suggested that culture change would be required to remove barriers to part-time working. Examples of practical activities include a proposal to make all posts job share or part-time as standard. Barriers include managers not wanting to have double the staff to manage. Perception amongst managers that part-time workers could not fulfil responsibilities also needs to be addressed.
4. Members expressed concern that applicants were put off from declaring a disability because of credible experience which indicated that making a declaration would prevent them from getting the post.
5. The Chairman raised Recommendation 2 which asked the committee to consider how all Members of the Council could be encouraged to promote the council as an employer of first choice. He suggested that he could prepare a letter for Members to send to Parish Councils, include in bulletins etc. The Surrey Leaders Group could also be approached to circulate the letter as this would help local people to get local jobs. It was agreed to circulate this to the committee for comments before it is published.

### Actions/Further information to be provided:

None.

### RESOLVED:

- c. That the Committee notes the progress to date.
- d. That the Chairman prepares a letter promoting the council as an employer of first choice for all Members of the Council to send to Parish Councils, include in bulletins etc. The Surrey Leaders Group would also be approach to circulate the letter (**Action Review ref: A10/14**).

**Committee Next Steps:**

None.

**33/14 EXCLUSION OF THE PUBLIC [Item 11]**

**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 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.**

**34/14 CHIEF EXECUTIVE'S APPRAISAL 2013 - REPORTING OF OUTCOME [Item 12]****Declarations of Interest:**

None.

**Witnesses:**

Carmel Millar, Head of HR&OD

Matthew Baker, Deputy 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 addressed by the officers present, before moving on to the recommendations.

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

None.

**RESOLVED:**

- a. That the Chief Executive be advanced within his current grade to a salary level of £220,000, to take effect from the date of this committee. Hazel Watson requested that her vote against the decision be recorded (To note: the Chief Executive sent a letter declining the offered salary increase and stating that he would not seek for the salary increase to be backdated at a later point. The letter is attached as a confidential annex to the Minutes).
- b. That the second recommendation in the report be APPROVED. Hazel Watson requested that her vote against the decision be recorded.

**Committee Next Steps:**

None.

**35/14 FLEXIBLE RETIREMENT APPLICATION [Item 13]****Declarations of Interest:**

None.

**Witnesses:**

Carmel Millar, Head of HR&OD

Matthew Baker, Deputy Head of HR&OD

**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:**

- a. That the Committee approves the application for flexible retirement from the Head of Cultural Services which has the support of his line manager, Susie Kemp, Assistant Chief Executive.
- b. That the flexible retirement takes effect on 1 April 2014.

**Committee Next Steps:**

None.

**36/14 PAY POLICY EXCEPTIONS REPORT MARCH 2014 [Item 14]****Declarations of Interest:**

None.

**Witnesses:**

Carmel Millar, Head of HR&OD

Matthew Baker, Deputy Head of HR&OD

**Key Points Raised During the Discussion:**

1. The Deputy Head of HR&OD introduced the report.

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

None.

**RESOLVED:**

- a. That the Committee retrospectively agreed to the recommendation to appoint Helen Atkinson, Director of Public Health, above the minimum of pay grade 15C (Salary Range - £87,441 to £103,717) with effect from 18 February 2014. Her starting salary would be £100,000.

**Committee Next Steps:**

None.

**37/14 PUBLICITY FOR PART 2 ITEMS [Item 15]**

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

**38/14 DATE OF NEXT MEETING [Item 16]**

The date of the next meeting was noted.

Meeting ended at: 4.00 pm

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**Chairman**

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**People, Performance and Development Committee  
28 May 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).

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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
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&amp;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&amp;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>
A23/13	21 Oct 2013	Action Review	A further report on employee volunteering scheme to be scheduled.	Deputy Head of HR&OD	To be scheduled.
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	To be scheduled.
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.
A29/13	9 Dec 2013	Proposed Pay Settlement for 2014/16	See confidential annex.	Head of HR&OD	See confidential annex.
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	To be scheduled.

## People, Performance & Development Committee – ACTION TRACKING

A3/14	24 Feb 2014	Surrey Pay Settlement 2014/15 and 2015/16	See confidential annex	Head of HR&OD	See confidential annex.
A5/14	24 Feb 2014	Surrey Pay Policy Statement 2014-15	Officers to review the labelling of Pay Grades	Head of HR&OD	A report to be scheduled.
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	An update to be scheduled.
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 update to be scheduled.
A10/14	19 Mar 2014	'Confident in our Future' Fairness & Respect Strategy 2013-2018	The Chairman to prepare a letter promoting the council as an employer of first choice for all Members of the Council to send to Parish Councils, include in bulletins etc. The Surrey Leaders Group would also be approached to circulate the letter.	Chairman	A letter is in the process of being prepared and approved.

## People, Performance & Development Committee – ACTION TRACKING

### COMPLETED

Number	Meeting Date	Item	Recommendation / Action	Action by whom	Action update
A6/14	19 Mar 2014	High Performance Leadership Development Programme	For the final draft of the Equality Impact Assessment, when it is taken to Cabinet in May 2014 with the recommendation of a strategic partner, Members requested that the date approved be changed to accurately state 27/2/2014 and that Member data on disabilities be included.	Head of HR&OD	A summary of the Equality Impact Assessment was taken to Cabinet on 27 May 2014.
A7/14	19 Mar 2014	Programme: Strategy, Management and Service Delivery in a Digital Economy	The OD & Skills Advisor to calculate how many days staff on the course would spend out of work and circulate the figures to the committee	OD & Skills Advisor	<p>The information calculated by the OD &amp; Skills Advisor was circulated to the Committee on 1 April 2014 and is replicated below:</p> <ul style="list-style-type: none"> <li>- Intro session, 8 workshops and a final feedback session = 9/10 days at Surrey University campus, over 40 week period</li> <li>- 4 assignments, each with approx 1 day of work over 4 weeks managed flexibly around work commitments= 4 days, but not necessarily out the office</li> <li>- 1 learning log, approx 2 days of work over the 40 week period, managed flexibly around work commitments = 2 days, but not necessarily out of the office</li> </ul> <p><b>Answer: 9/10 days out of the office, over 40 week period. In addition, approx 6 days managed flexibly around work commitments.</b></p>

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

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