

Notice of Meeting

People, Performance and Development Committee



Date & time
Thursday, 2 April
2015
at 10.00 am

Place
Room 107 - County
Hall

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 MEETING: 6 MARCH 2015

(Pages 1
- 6)

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 (27 March 2015).
2. The deadline for public questions is seven days before the meeting (26 March 2015).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

5 ACTION REVIEW

(Pages 7
- 10)

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

6 CUSTOMER PROMISE - THE COUNCIL'S COMMITMENT TO DELIVERING EXCELLENT RESIDENT SERVICE

(Pages
11 - 16)

The People, Performance and Development Committee is invited to:

- consider research and feedback from staff, customers and members on the key drivers behind excellent customer experience
- endorse the new Customer Promise and the proposed approach to improving resident experience.

A presentation will be provided at the meeting.

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 APRIL 2015

(Pages
17 - 30)

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. In addition this report sets out the Surrey Pay settlement for the financial year 2015/2016 which has been agreed with the Trade Unions.

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 12 May 2015.

David McNulty
Chief Executive

Published: Tuesday, 24 March 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.

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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.

Thank you for your co-operation

MINUTES of the meeting of the **PEOPLE, PERFORMANCE AND DEVELOPMENT COMMITTEE** held at 10.00 am on 6 March 2015 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)
Ms Denise Le Gal
Mr Stuart Selleck
Mr Richard Walsh
Mrs Hazel Watson

In Attendance

Cheryl Hardman, Regulatory Committee Manager
Carmel Millar, Director of People and Development
Julie Smyth, HR Manager – Reward and Recognition Team

11/15 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

There were no apologies for absence.

12/15 MINUTES OF THE PREVIOUS MEETING: 27 JANUARY 2015 [Item 2]

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

13/15 DECLARATIONS OF INTEREST [Item 3]

There were none.

14/15 QUESTIONS AND PETITIONS [Item 4]

There were none.

15/15 ACTION REVIEW [Item 5]**Declarations of Interest:**

None.

Witnesses:

Carmel Millar, Director of People and Development

Key points during the discussion:

1. In relation to Action A11/14 (voicemail), the committee agreed to bring the plan to improve Resident Experience to committee. The Chairman went on to request a further paper on how to reinforce the Think Resident Think Councillor message from the 2014 campaign (**Action Review ref: A2/15**).
2. In relation to A19/14 (sleeping in law), the Chairman stated that he had a draft letter which he would review and feedback to officers.
3. In relation to A1/15 (Appraisal completion), the committee was informed that performance had improved and completion rates were now on target.
4. In relation to A23/13 (employee volunteering), the Chairman outlined the new approach that was to be taken to embed volunteering.

Actions/Further information to be provided:

- i. The Director of People and Development to bring a paper to committee on how to reinforce the Think Resident Think Councillor message from the 2014 campaign.
- ii. The action tracker will be updated to reflect the points raised during the discussion.

RESOLVED:

To note the tracker.

Committee next steps:

None.

16/15 EMPLOYEE ENGAGEMENT CAMPAIGN [Item 6]

Declarations of Interest:

None.

Witnesses:

Carmel Millar, Director of People and Development

Key points during the discussion:

1. Members were very supportive of the campaign and the report. A Member suggested that the statement on 'The Surrey Way' should emphasise more that residents are at the heart of everything we do.

Actions/Further information to be provided:

None.

RESOLVED:

- i. That the committee gives its endorsement and support to the campaign;
- ii. That officers report back to the committee later in the year with an update on the campaign (**Action Review ref: A3/15**).

Committee next steps:

None.

17/15 SURREY PAY POLICY STATEMENT 2015-2016 [Item 7]

Declarations of Interest:

None.

Witnesses:

Carmel Millar, Director of People and Development
Julie Smyth, HR Manager – Reward and Recognition Team

Key points during the discussion:

1. The Chairman introduced the report, reminding the committee that local authorities are required to publish a Pay Policy Statement, approved by full Council, with effect from 1 April each year.
2. Officers confirmed that only post titles needed to be published for those staff earning over £50,000. Where officers earn over £150,000 they needed to be named.
3. The Chairman suggested that the pay range can be misleading if staff earn closer to the bottom than the top of the range.
4. It was suggested that a note be included on the London Living Wage. Officers were asked to provide information to be discussed at full council (**Action Review ref: A4/15**).

Actions/Further information to be provided:

Officers to provide information to the Chairman on the London Living Wage.

RESOLVED:

- i. That the committee gives its endorsement and support to the campaign;

- ii. That officers report back to the committee later in the year with an update on the campaign (**Action Review ref: A3/15**).

Committee next steps:

Chairman to report on the committee's support for the Pay Policy Statement at the meeting of full Council on 17 March 2015.

18/15 EXCLUSION OF THE PUBLIC [Item 8]

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.

19/15 SENIOR PAY POLICY EXCEPTIONS REPORT MARCH 2015 [Item 9]

Declarations of Interest:

None.

Witnesses:

Carmel Millar, Director of People and Development
Julie Smyth, HR Manager – Reward and Recognition Team

Key points during the discussion:

1. The Chairman introduced the report and invited discussion on each section in turn. 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:

- i. Recommendations 1.1 to 1.4 in the confidential report were APPROVED.
- ii. That the committee AGREED to bring forward pay day for January 2016 by one week to Thursday 21 January.

Committee next steps:

None.

20/15 PUBLICITY FOR PART TWO ITEMS [Item 10]

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

21/15 DATE OF NEXT MEETING [Item 11]

The date of the next meeting was noted.

Meeting ended at: 10.45 am

Chairman

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**People, Performance and Development Committee
2 April 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).

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 |
|--------|------------------|--|--|------------------------------------|------------------------------------|
| 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 | A letter has been sent to the LGA. |
| A1/15 | 27 January 2015 | Appraisal Completion Update Report for 2013/14 | Officers to provide a further progress report in May 2015 and that the progress report specifically addresses the situation in the Schools and Learning Service. | Director of People and Development | Scheduled for 12 May 2015 |
| A2/15 | 6 March 2015 | Action Review | The Director of People and Development to bring a paper to committee on how to reinforce the Think Resident Think Councillor message from the 2014 campaign. | Director of People and Development | To be scheduled. |
| A3/15 | 6 March 2015 | Employee Engagement Campaign | That officers report back to the committee later in the year with an update on the campaign. | Director of People and Development | To be scheduled. |

People, Performance & Development Committee – ACTION TRACKING

COMPLETED

| Number | Meeting Date | Item | Recommendation / Action | Action by whom | Action update |
|--------|--------------|---|---|--|--|
| 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 Customer Services and Head of Customer and Communities Directorate Support | <p>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.</p> <p>The action to minimise the use of voicemail and make it easier for customer to contact us will be built into the plan to improve Resident Experience. The plan to improve Resident Experience focuses on delivering the commitments made in our new Customer Promise and is to be reviewed by Communities Select Committee on 19 March 15 and then Cabinet in April / May (TBC).</p> <p>On 6 March 2015, the committee agreed to bring the plan to improve Resident Experience to committee before it is signed off by Cabinet.</p> |
| A4/15 | 6 March 2015 | Surrey Pay Policy Statement 2015-2016 | Officers to provide information to the Chairman on the London Living Wage. | HR Manager – Reward and Recognition Team | Officers provided this information to the Chairman on the afternoon following the meeting. |



People, Performance and Development Committee
2 April 2015

**Customer Promise – the Council's commitment to
delivering excellent service**

Purpose of the report: Policy Development and Review

The People, Performance and Development Committee is invited to:

- consider research and feedback from staff, customers and members on the key drivers behind excellent customer experience
- endorse the new Customer Promise and the proposed approach to improving resident experience.

Recommendations:

1. It is recommended that the People, Performance and Development Committee endorse the new Customer Promise and the proposed approach to improving resident experience.

Introduction:

2. On 10 February 2015, the County Council approved the Corporate Strategy and agreed that focusing on 'Resident Experience' is one of the organisation's three strategic goals.
3. To better define Resident Experience the Council conducted research including speaking to staff, Members and customers about what they thought were the most important principles behind excellent service.
4. The research has been used to create the Council's new Customer Promise which will be used as a framework to drive improved Resident Experience.

Research:

5. The Council's Customer Services team spoke to people at road shows and in workshops, and conducted an online poll which received 1,136 responses and 240 comments.
6. The following four principles emerged as being most important to people:
 - Treating people in the right way
 - Making it easy
 - Keeping people informed
 - Getting it right
7. These principles have been used to create the new Customer Promise (Annex 1). The Council has confidence that these are the right principles to focus on because they reflect the conclusions of other studies into the key drivers of customer satisfaction in the public sector, such as:
 - 'What do people want, need and expect from public services?' Ipsos MORI (2010).
 - 'The Customer Service Excellence standard' Cabinet Office (2008).

Embedding the Customer Promise to improve resident experience

8. The following steps will be taken to embed the Customer Promise into the organisation's culture and operating processes:

Leadership

- 8.1 Strong leadership is critical to creating a customer-focused culture. Leaders in the Council must role model the required behaviour, communicate the importance of the Customer Promise and ensure there are plans in place to deliver improved customer experience.

Employee Engagement

- 8.2 It is essential for managers at all levels of the organisation to champion the Customer Promise. Managers must articulate how it relates to people's roles and support their teams so that everyone in the Council feels ownership of the Customer Promise.
- 8.3 This will be achieved through such initiatives as the organisation's 'Employee Engagement Campaign' where managers will be asked to actively promote and participate in creating a customer-focused culture.

Systems and standards

- 8.4 The principles in the Customer Promise must be underpinned by effective systems and clear service standards.

- 8.5 To fulfil the commitment to being responsive the Council will undertake a comprehensive review of its telephone policy, including the use of voicemail, capturing customer and staff feedback about how well teams respond to calls.
- 8.6 A number of services are currently pursuing the Government's 'Customer Service Excellence' standard which is a well established and proven approach designed to deliver customer-focused improvement.
- 8.7 It is important that the Customer Promise extends to those services which are not directly managed by the council. The Council will therefore ensure that the appropriate standards are built into the Council's commissioning processes.

Recruitment, induction and training

- 8.8 The recruitment process will be reviewed to ensure that competency based questions which reflect the commitments in the Customer Promise are included at interview.
- 8.9 The Customer Promise will be built into the induction process and will form the foundation for all customer service training.

Reward and recognition

- 8.10 It is very important that managers value and recognise the right behaviours. To support managers in doing this, customer-focused competencies will be built into the staff appraisal system.

Measuring success

- 8.11 The following methods will help us measure success and drive improvement:
- The Council's quarterly resident survey.
 - Feedback measures at the point of customer interaction.
 - A decrease in complaint escalation and a decrease in avoidable complaints, such as those resulting from staff behaviour.
 - Changes in customer behaviour (e.g. increasing use of self-service).

| |
|-------------------|
| Conclusion |
|-------------------|

9. The Council's new Customer Promise has been based on research and feedback from staff, Members and customers.
10. The Customer Promise sets clear principles for improving Resident Experience which will be embedded into the Council to improve resident experience.

Financial and value for money implications

11. It is expected that improved customer service will reduce costs as unnecessary customer contact will be avoided, self-service will be made easier, and principles such as getting it right first time will reduce the number of complaints that unnecessarily escalate.

Equalities and Diversity Implications

12. The adoption of the principles in the Customer Promise will improve access and make it easier for customers to use services.

Risk Management Implications

13. Failure to improve resident experience may cause the Council reputational damage.

| |
|--------------------|
| Next steps: |
|--------------------|

The Customer Promise will be endorsed by Cabinet on 28 April 2015.

Report contact: Mark Irons, Head of Customer Services

Contact details: 0208 541 8567, mark.iron@surreycc.gov.uk

Sources/background papers:

- The Government's 'Customer Service Excellence standard (2008).
- What do people want, need and expect from public services? Ipsos MORI (2010).
- Engaging for success: enhancing performance through employee engagement, the MacLeod report (2009).
- 'SCC Employee Engagement Campaign' presented to People, Performance and Development Committee (6 March, 2015).

Our customer promise

We are committed to delivering excellent service



Treating you in the right way

We will:

- put your needs at the heart of what we do
- listen, be helpful, polite, and treat you fairly and with respect
- be open, upfront and explain our decisions



Keeping you informed

We will:

- deal with your request the first time you contact us, or as soon as we can
- tell you what will happen next, and by when
- keep you updated of progress



Getting it right

We will:

- do what we say, on time and to the right standard
- provide clear information and advice
- say sorry if we get it wrong and do our best to put it right
- use your feedback to improve how we do things



Making it easy

We will:

- ensure our services are accessible and responsive
- make it easier, quicker and more convenient to deal with us

In return, we ask you to:

- treat us politely and with respect
- give us your feedback so that we can learn from your experience

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

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