

MINUTES of the meeting of the **PEOPLE, PERFORMANCE AND DEVELOPMENT COMMITTEE** held at 2.00 pm on 26 September 2016 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 Peter Martin (Vice-Chairman)
- * Mr Ken Gulati
- * Ms Denise Le Gal
- * Mrs Hazel Watson

* = In attendance

Apologies:

Mr David Hodge
Mr Nick Harrison

In Attendance

Ken Akers, Head of HR & OD

81/16 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Mr Nick Harrison and Mr David Hodge

Mr Ernest Mallett acted as a substitute for Nick Harrison

Mrs Helyn Clack acted as a substitute for David Hodge

82/16 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Mr Nick Harrison and Mr David Hodge

Mr Ernest Mallett acted as a substitute for Nick Harrison

Mrs Helyn Clack acted as a substitute for David Hodge

97/16 MINUTES OF THE PREVIOUS MEETING [Item 2]

The minutes from the meetings on 15 July 2016 and 25 August 2016 were agreed as true records of those meetings.

98/16 DECLARATIONS OF INTEREST [Item 3]

There were none.

99/16 QUESTIONS AND PETITIONS [Item 4]

There were none.

100/16 ACTION REVIEW [Item 5]

Declarations of interests:

None

Witnesses:

Ken Akers, Head of HR & OD
Andrew Baird, Regulatory Committee Manager

Key points raised during the discussion:

1. The results from the outcome of the voicemail mystery shopping exercise, recorded on the actions tracker as A17/16, were tabled at the meeting and have been attached to these minutes as Annex 1. Members requested that the Head of Customer Services be invited to attend the People, Performance and Development Committee (PPDC) meeting on 27 October to discuss the results with the Committee.
2. In relation to Action A40/16, the Committee received an update on discussions which the Deputy Leader of the Council and the Leader of the Residents' Association/Independent Group had held with the Chief Finance Officer regarding her vision for the role of the Integrated Director of Finance for the Orbis Partnership. Members were informed that the discussions had been positive and that they were happy with the responses which had been given by the Chief Finance Officer.

Actions/ further information to be provided:

None

RESOLVED: To;

Note the Actions Tracker.

101/16 APPRAISAL UPDATE 2015/16 [Item 6]

Declarations of interests:

None

Witnesses:

Ken Akers, Head of HR & OD

Key points raised during the discussions:

1. The Committee received an introduction to the report by the Head of HR & OD who informed Members that appraisals had been completed for all staff members who were to receive performance related pay as part of the new Pay & Reward Strategy. It was further stated that a final deadline of 31 October 2016 had been set for the completion of all staff appraisals. Members highlighted that there were a number of services that still had a significant proportion of appraisals still outstanding and cast doubt on whether it would be possible for these

all to be completed by 31 October. The Committee asked that the Chief Executive provide a comment on outstanding appraisals and steps that could be taken to ensure that appraisal completion dates were met in future years.

2. Members were concerned by discrepancies in the distribution of appraisal performance ratings across different services within the Council. A number of services recorded appraisal ratings that were outside the distribution guidelines with some services recording high numbers of ratings that were either 'Exceeds Expectations' or 'Outstanding' while other services had no staff which were deemed to 'require improvement'. PPDC was informed that certain services simply had a disproportionate number of high-performing individuals but were given assurances that the message had been communicated to service heads that the guideline distribution for appraisal ratings should be adhered to where possible.
3. The Committee congratulated the Head of HR & OD for the work that he had done in delivering an appraisal completion rate of 100% for staff members who had been moved onto performance related pay as part of the revised Pay and Reward offer. This was a particularly significant accomplishment given that the deadline for appraisal completion had been brought forward from previous years.

Actions/ further information to be provided:

1. The Committee requested that the Chief Executive comment on this services that still had appraisals outstanding as of 26 September 2016

RESOLVED:

The People, Performance and Development Committee noted that:

- i. by 23 August 2016 **100 per cent** of staff included in performance related pay have completed appraisals.
- ii. of the 845 staff not included in performance related pay:
 - a. 503 were due to complete by 30 June, 90 per cent achieved this; and
 - b. 342 are due to complete by 31 October.
- iii. The overall performance levels fall broadly in line with the Council's guided distribution of 5 per cent 'improvement needed', 90 per cent 'successful' and 5 per cent 'exceptional'; and
- iv. the Management Review on performance level distribution detailing the rationale of services whose combined total of the performance levels 'exceeds expectations' and 'outstanding' was 10 per cent or greater will be submitted for information in October along with a further update on appraisal completion.

102/16 EXCLUSION OF THE PUBLIC [Item 7]

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 the relevant paragraphs of Part 1 of Schedule 12A of the Act.

103/16 APPRENTICESHIP REFORMS [Item 8]

Declarations of interests:

None

Witnesses:

Ken Akers, Head of HR & OD

Key points raised during the discussions:

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

Actions/ further information to be provided:

None

RESOLVED:

The Committee did not approve the recommendations set out in the confidential.

104/16 PAY POLICY EXCEPTIONS SEPTEMBER 2016 [Item 9]

Declarations of interests:

None

Witnesses:

Ken Akers, Head of HR & OD

Key points raised during the discussions:

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

Actions/ further information to be provided:

None

RESOLVED:

The Committee approved the recommendations set out in the confidential.

105/16 DATE OF NEXT MEETING [Item 10]

The Committee noted that its next meeting would be held on 27 October 2016.

Meeting ended at: 3.05 pm

Chairman

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Is voicemail active?

Row Labels	Yes	Redirect to help desk	No	Sample size
Adult Social Care and Public Health	92%	0%	8%	12
Business Operations	63%	38%	0%	8
Childrens, Schools and Families	100%	0%	0%	10
Communications	100%	0%	0%	5
Community Partnerships Team	80%	0%	20%	5
Cultural Services	80%	0%	20%	10
Finance	90%	0%	10%	11
Highways	91%	0%	9%	10
HR & Org Dev	60%	0%	40%	10
Information Management and Technology	100%	0%	0%	4
Legal and Democratic Services	100%	0%	0%	12
Procurement and Commissioning	100%	0%	0%	6
Property	100%	0%	0%	6
Schools and Learning	83%	0%	17%	4
Trading Standards	100%	0%	0%	6
Grand Total	89%	3%	8%	119

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Is voicemail up to date?

Row Labels	Yes	Redirect to help desk	Unknown	Expired message	No voicemail	Sample size
Adult Social Care and Public Health	50%	0%	33%	8%	8%	12
Business Operations	0%	38%	50%	13%	0%	8
Childrens, Schools and Families	50%	0%	50%	0%	0%	10
Communications	10%	0%	90%	0%	0%	5
Community Partnerships Team	60%	0%	20%	0%	20%	5
Cultural Services	20%	0%	60%	0%	20%	10
Finance	0%	0%	90%	0%	10%	11
Highways	27%	0%	64%	0%	9%	10
HR & Org Dev	50%	0%	10%	0%	40%	10
Information Management and Technology	0%	0%	100%	0%	0%	4
Legal and Democratic Services	0%	0%	75%	25%	0%	12
Procurement and Commissioning	8%	0%	83%	8%	0%	6
Property	0%	0%	100%	0%	0%	6
Schools and Learning	83%	0%	0%	0%	17%	4
Trading Standards	50%	0%	50%	0%	0%	6
Grand Total	25%	3%	61%	3%	8%	119

Does voicemail indicate 'in office' or 'on leave'?

Row Labels	Yes	Redirect to help desk	No	No voicemail	Sample size
Adult Social Care and Public Health	25%	0%	67%	8%	12
Business Operations	13%	38%	50%	0%	8
Childrens, Schools and Families	17%	0%	83%	0%	10
Communications	10%	0%	90%	0%	5
Community Partnerships Team	20%	0%	60%	20%	5
Cultural Services	0%	0%	80%	20%	10
Finance	10%	0%	80%	10%	11
Highways	9%	0%	82%	9%	10
HR & Org Dev	0%	0%	60%	40%	10
Information Management and Technology	0%	0%	100%	0%	4
Legal and Democratic Services	25%	0%	75%	0%	12
Procurement and Commissioning	8%	0%	92%	0%	6
Property	0%	0%	100%	0%	6
Schools and Learning	50%	0%	33%	17%	4
Trading Standards	0%	0%	100%	0%	6
Grand Total	12%	3%	77%	8%	119

If stated on leave, is alternate contact provided?

(actual numbers have been used opposed to % as sample size is lower due to low number of 'on leave' messages)

Row Labels	Yes	No	n/a	No voicemail
Adult Social Care and Public Health	1	1	9	1
Business Operations	1	3	4	
Childrens, Schools and Families	2		4	
Communications	2	1	7	
Community Partnerships Team	1		3	1
Cultural Services			4	1
Finance	1		8	1
Highways	1	1	8	1
HR & Org Dev			6	4
Information Management and Technology			10	
Legal and Democratic Services		1	3	
Procurement and Commissioning	1	6	5	
Property			6	
Schools and Learning	1		4	1
Trading Standards			4	
Grand Total	11	13	85	10

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

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