

Notice of Meeting

People, Performance and Development Committee



SURREY
COUNTY COUNCIL

Date & time
Monday, 26
September 2016
at 2.00 pm

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

Contact
Andrew Baird
Room 122, County Hall
Tel 020 8541 7609

Chief Executive
David McNulty

andrew.baird@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 Andrew Baird on 020 8541 7609.

Members

Mr David Hodge (Chairman), Mr Peter Martin (Vice-Chairman), Mr Ken Gulati, Mr Nick Harrison, Ms Denise Le Gal and Mrs Hazel Watson

Ex Officio:

Mrs Sally Ann B Marks (Chairman of the County Council) and Mr Nick Skellett CBE (Vice-Chairman of the County Council)

AGENDA

1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

2 MINUTES OF THE PREVIOUS MEETING

(Pages 1
- 8)

To agree the minutes of the People, Performance and Development Committee meetings held on 15 July 2016 and 25 August 2016.

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 (*20 September 2016*).
2. The deadline for public questions is seven days before the meeting (*19 September 2016*).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

5 ACTION REVIEW

(Pages 9
- 16)

For Members to consider and comment on the Committee's actions tracker.

6 APPRAISAL UPDATE 2015/16

(Pages
17 - 22)

To provide an update on the appraisal completion rates and moderated scores distribution for Surrey County Council for the performance year 1 April 2015 to 31 March 2016 and provide an update on the actions requested by PPDC in June.

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.

8 APPRENTICESHIP REFORMS

(Pages
23 - 30)

To highlight recommendations on Surrey County Council's Apprenticeship Scheme.

Exempt: Not for publication under Paragraph 1

Information relating to any individual.

9 PAY POLICY EXCEPTIONS SEPTEMBER 2016

(Pages
31 - 42)

The People, Performance and Development Committee (PPD Committee) 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 and recommendations on pay that fall outside the published Pay Policy.

This report includes a range of pay exceptions and staff related decisions that require the Committee's decision.

Exempt: Not for publication under Paragraph 1

Information relating to any individual.

10 DATE OF NEXT MEETING

The next meeting of People, Performance and Development Committee will be on [27 October 2016].

David McNulty
Chief Executive

Published: Friday, 16 September 2016

MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE

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Thank you for your co-operation

MINUTES of the meeting of the **PEOPLE, PERFORMANCE AND DEVELOPMENT COMMITTEE** held at 11.00 am on 15 July 2016 at Members' Conference Room, County Hall, Kingston upon Thames, Surrey KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting 26 September 2016.

Elected Members:

- * Mr David Hodge (Chairman)
- * Mr Ken Gulati
- * Ms Denise Le Gal
- * Mrs Hazel Watson

* =present

Apologies:

Mr Peter Martin
Mr Nick Harrison

In Attendance

None

Substitutes

- * Ernest Mallett

64/16 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Mr Peter Martin and Mr Nick Harrison.

Mr Ernest Mallett acted as a substitute for Mr Nick Harrison.

65/16 MINUTES OF THE PREVIOUS MEETING: 30 JUNE 2016 [Item 2]

The Committee was advised that the minutes of the meeting on 30 June 2016 had not yet been finalised and that they would be made available for the meeting on 26 September 2016.

66/16 DECLARATIONS OF INTEREST [Item 3]

None were received.

67/16 QUESTIONS AND PETITIONS [Item 4]

None were received.

68/16 ACTION REVIEW [Item 5]

Declarations of interests:

None

Witnesses:

Ken Akers, Head of HR & OD

Key points raised during the discussion:

1. The People, Performance and Development Committee (PPDC) inquired about the progress that had been made on Action A28/16 as recorded in the Committee's Actions Tracker. The Head of HR & OD informed Members that a briefing had been drafted for the Cabinet Member for Business Services and Resident Experience on the work which had been undertaken by Surrey County Council in developing and implementing its new Pay and Reward Strategy. Members asked that a copy of the briefing also be sent to the Leader of the Council for discussion with the Chairman of the Local Government Association (LGA) about the possibility of providing guidance to other local authorities on modernising their pay and reward structures.
2. The Head of HR & OD drew attention to Action A30/16 advising the Committee that all services would be required to complete staff appraisals for the year 2016/17 by 30 June 2017 including those staff members that were not on Surrey Pay terms and conditions. This would allow more time to fully reflect on the distribution of appraisal ratings across the organisation before they are finalised through the moderation process.
3. In relation to Action A32/16, Members were informed that the results of the management review into the distribution of appraisal ratings would be brought to the PPDC meeting which was scheduled for 26 September 2016.
4. Discussion turned to SCC's new Behaviours Framework and how Members could be given the opportunity to determine success in embedding the Framework across the organisation and whether it had improved customer service. The Committee stated that an update on embedding the Behaviours Framework should be provided at its meeting in July 2017 and requested that Council Overview Board (COB) also be given the opportunity to review the Framework following consideration by PPDC.

Actions/ further information to be provided

1. Head of HR & OD to send briefing prepared for the Cabinet Member for Business Services and Resident Experience on the Pay and Reward Strategy to the Chairman of PPDC. It was further requested that a briefing on the Behaviours Framework also be put together to share with other local authorities (**Action Ref: A37/16**).
2. Head of HR & OD to suggest to the Chairman of Council Overview Board that it review progress of embedding the Behaviours Framework in July 2017 (**Action Ref: A38/16**).

RESOLVED:

The People, Performance and Development Committee noted the actions tracker.

69/16 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 the relevant paragraphs of Part 1 of Schedule 12A of the Act.

70/16 FUTURE OPERATING MODEL - FINANCE [Item 7]**Declarations of interests:**

None

Witnesses:

Ken Akers, Head of HR & OD

Key points raised during the discussion:

1. 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.

71/16 PUBLICITY OF PART 2 ITEMS [Item 8]

It was agreed that the information in relation to the Part 2 items discussed at this meeting would remain exempt.

72/16 DATE OF NEXT MEETING [Item 9]

The Committee noted that its next meeting would take place on 26 September 2016.

Meeting ended at: 11.25am

Chairman

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MINUTES of the meeting of the **PEOPLE, PERFORMANCE AND DEVELOPMENT COMMITTEE** held at 4.00 pm on 25 August 2016 at Chief Executive's Office, County Hall, Kingston upon Thames, KT1 2DN.

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

Elected Members:

Mr Peter Martin (Vice-Chairman, in the Chair)
Mr Ken Gulati
Mr Nick Harrison
Ms Denise Le Gal
Mrs Hazel Watson

Apologies:

Mr David Hodge

In Attendance

David McNulty, Chief Executive
Rakhi Saigal, Head of HR Operations

73/16 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from the chairman of the Committee, Mr David Hodge. In his absence the meeting was chaired by Mr Peter Martin, vice-chairman of the Committee.

74/16 DECLARATIONS OF INTEREST [Item 2]

There were none.

75/16 QUESTIONS AND PETITIONS [Item 3]

There were none.

76/16 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 the relevant paragraphs of Part 1 of Schedule 12A of the Act.

77/16 SENIOR APPOINTMENT OF CHIEF FINANCE OFFICER FOR THE ORBIS JOINT PARTNERSHIP [Item 5]

Declarations of interest:

None

Witnesses:

David McNulty, Chief Executive
Rakhi Saigal, Head of HR Operations

Key points raised during the discussion:

1. The Chief Executive introduced the report and informed Members that this item was to confirm the appointment of the proposed candidate to the role of Director of Finance for the Orbis Joint Partnership. He explained that there was a process in place to move towards single points of leadership across the Orbis Partnership and that this role would provide a strong strategic finance lead.
2. 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:

The Vice-Chairman of the Committee and Mr Nick Harrison to have an informal conversation with the successful candidate about her vision for the role at a later date and provide feedback on this to the rest of the Committee at its next meeting.

RESOLVED:

That the People, Performance and Development Committee agreed to appoint Sheila Little to the role of Director of Finance for the Orbis Partnership.

78/16 PAY POLICY EXCEPTIONS AUGUST 2016 [Item 5a]

This item was deferred to the next meeting of the People Performance and Development Committee.

79/16 PUBLICITY OF PART 2 ITEMS [Item 6]**RESOLVED:**

It was agreed that the information in relation to the Part 2 items discussed at this meeting would remain exempt.

80/16 DATE OF NEXT MEETING [Item 7]

The Committee noted that its next meeting would be held on 26 September 2016.

Meeting ended at: 4.35pm

Chairman



People, Performance and Development Committee
26 September 2016

Action Review

Purpose of the 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.

Recommendations:

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

Report contact: Andrew Baird, Regulatory Committee Manager

Contact details: 020 8541 7609, andrew.baird@surreycc.gov.uk

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ACTIONS

Number	Meeting Date	Item	Recommendation / Action	Action by whom	Action update
A17/16	5 April	Improving Resident Experience: Update on Telephone and Voicemail Policy	Results of the voicemail mystery shopper exercise to be circulated to PPDC Members.	Head of Customer Services	<p>This exercise is in the process of being planned and the results will be circulated to the Committee once the results have been compiled and analysed. The Head of Customer Services has been contacted to provide an update on when the results of the Mystery Shopper exercise will become available.</p> <p>(Updated: 15 September 2016)</p>
A31/16	30 June	Appraisal Update 2015/16	The Head of Surrey Fire and Rescue Service and the Head of Youth Services to explain why these services were unable to complete 100% of appraisals within the specified deadline.	Head of HR & OD	<p>It has been agreed that this information should be requested by the Chief Executive and will be shared with PPDC once a response has been received from the relevant heads of service.</p> <p>(Updated: 12 August 2016)</p>
A32/16	30 June	Appraisal Update 2015/16	PPDC recommends a management review of the distribution of appraisal ratings across the three categories. A report should be brought back to PPDC detailing the outcomes of the management review including a clear definition of what constitutes exceptional performance	Head of HR & OD	<p>This information has been commissioned and will be put into a report for the PPDC meeting in October.</p> <p>(Updated: 12 August 2016)</p>

People, Performance & Development Committee – ACTION TRACKING

September 2016

A36/16	30 June	Surrey County Council Behaviours Framework Launch and Plan for Embedding into the Organisation	The Cabinet Member for Business Services and Resident Experience to ask the Member Development group to consider how the Behaviours Framework can be used to improve customer service delivery among County Councillors.	Head of HR & OD	<p>A Cabinet Informal briefing has been scheduled for 18 October and an all Member Seminar will be set up, to share the behaviours with Members and discuss how they can be used to improve customer service.</p> <p style="text-align: center;">(Updated: 15 September 2016)</p>
A40/16	25 August	Senior Appointment of Chief Finance Officer for the Orbis Joint Partnership	The Vice-Chair of PPDC and the Leader of the Residents' Association and Independent Group to update the Committee on the outcome of their discussion with the newly appointed Chief Finance Officer for the Orbis Joint Partnership.		<p>The Committee will receive an update on this discussion at its meeting on 26 September 2016.</p> <p style="text-align: center;">(Updated: 16 September 2016)</p>

COMPLETED

Number	Meeting Date	Item	Recommendation / Action	Action by whom	Action update
A28/16	14 June	Pay and Reward Strategy Review Amendments to the Formal Offer	The Cabinet Member for Business Services and Resident Experience to together a briefing for distribution to other local authorities about how SCC had worked with staff and trade unions in order to produce a revised pay and reward offer	Cabinet Member for Business Services and Resident Experience	A briefing on the Pay and Rewards Strategy has been drafted by the Head of HR & OD and this has been circulated to both the Cabinet Member for Business Services and Resident Experience and to the Leader of the Council. The briefing was circulated to PPDC Members on Monday 12 September. (Updated: 12 September 2016)
A29/16	30 June	Action Review	Head of HR & OD to prepare a report for the Leader of the Council and the Chief Executive in regard to the number of sick days taken by new starters including a breakdown of sick days taken by new starters in individual services. Ensure that the original statistics sent to PPDC Members are correct.	Head of HR & OD	This was circulated to PPDC Members on 12 September 2016. (Updated: 12 September 2016)
A30/16	30 June	Appraisal Update 2015/16	The Committee to be provided with information on when the appraisal for tutors and music teachers will be completed.	Head of HR & OD	The Head of HR & OD confirmed that the deadline for tutors and music teachers has been set as 31 August 2016. (Updated: 8 July 2016)

People, Performance & Development Committee – ACTION TRACKING

September 2016

A33/16	30 June	Surrey County Council Behaviours Framework Launch and Plan for Embedding into the Organisation	A report to be brought to a future PPDC meeting detailing the work that the Chief of Staff is doing on developing a process for picking up and progressing ideas which are generated by staff that could help to improve SCC.	Chief of Staff	A report on this will be brought to the People, Performance and Development Committee for its meeting on 12 September. (Updated: 12 September 2016)
A34/16	30 June	Surrey County Council Behaviours Framework Launch and Plan for Embedding into the Organisation	Behaviours Framework to be brought to a future PPDC meeting to give Members a chance to consider how successfully it has been embedded across the organisation	Head of HR & OD	At its meeting on 15 July, the Committee requested an update on progress being made on embedding the Behaviours Framework to be brought to its meeting on 25 June 2017 and has been added to the (Updated: 15 July 2016)
A35/16	30 June	Surrey County Council Behaviours Framework Launch and Plan for Embedding into the Organisation	Re-order Behaviours Framework so that 'Be Customer Focussed' is used as the example on the 'How to use the Framework' section	Head of HR & OD	The Behaviours Framework has been re-ordered as requested by PPDC. (Updated 12 August 2016)
A37/16	15 July	Action Review	Head of HR & OD to send briefing prepared for the Cabinet Member for Business Services and Resident Experience on the Pay and Reward Strategy to the Chairman of PPDC. It was further requested that a briefing on the Behaviours Framework also be put together to share with other local authorities.	Head of HR & OD	A briefing has been prepared in draft and will be sent to Members on the w/c 15 August. (Updated: 12 August 2016)

A38/16	15 July	Action Review	Head of HR & OD to suggest to the Chairman of Council Overview Board that it review progress of embedding the Behaviours Framework in July 2017.	Head of HR & OD	The Head of HR and OD has suggested this to the Chairman of the Council Overview Board. (Updated: 12 August 2016)
A39/16	15 July	Action Review	Surrey County Council's contingent of the panel to appoint of the Chief Finance Officer to comprise of the following three Members: the Cabinet Member for Business Services and Resident Experience, the Leader of the Residents' Association/ Independents Group and the Leader of the Surrey Opposition Forum.	Head of HR & OD	As this is a partnership role and an important senior role in both East Sussex and Surrey, members from both East Sussex and Surrey will have separate appointment panels. The East Sussex panel will sit first and will make a recommendation for appointment pending the decision by Surrey. Recruitment panels are being arranged for members in East Sussex and Surrey in September.

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People, Performance and Development Committee
26 September 2016

APPRAISAL UPDATE 2015/16

Purpose of the report: Performance Management

To provide an update on the appraisal completion rates and moderated scores distribution for Surrey County Council for the performance year 1 April 2015 to 31 March 2016 requested by the People, Performance and Development Committee (PPDC) at its meeting in June 2016. The report also provides an update on the actions requested by PPDC at its meeting in June 2016.

Recommendation:

The People, Performance and Development Committee is asked to note 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.

Introduction:

3. The performance appraisal process provides the central mechanism for formal staff management and is evidence of active management within the organisation.

4. As part of the Pay and Reward Review, managers were asked to complete their appraisals for 2015/16 by 31 May 2016; complete a moderation process across their team or service and record the date and performance rating on the HR database.
5. Following the People, Performance and Development Committee (PPDC) meeting on 30 June 2016 Members requested:
 - a. a progress update on the appraisal completion of services with extended completion dates;
 - b. the agreed completion date for ACL Tutors and Music Teachers; and
 - c. a 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.
6. As set out in the recommendations, this report provides information on the following:
 - a. current appraisal completion rates, appraisal completion by those services with extended completion dates, and agreed completion dates for ACL tutors and Music Teachers;
 - b. the distribution of performance levels by directorate; and
 - c. an update on the Management Review on performance level distribution.

Current appraisal completion rates

7. By 23 August 2016 **100 per cent** of staff included in performance related pay have completed appraisals.
8. This completion rate includes appraisals recorded on the portal as 'not discussed' where the individual was unable to attend their appraisal. These records are updated as the individuals return to work. This represents 0.5 per cent of the total number of staff included in performance related pay.
9. Of the 845 staff not included in performance related pay:
 - a. 503 staff from Children, Schools and Families as well as from Surrey Fire and Rescue Service (SFRS) were due to have completed appraisals by 30 June. 90 per cent achieved completed records on the HR database by this date (See Table 1, rows 1-3);and
 - b. 342 staff from Children, Schools and Families, and Cultural Services are due to complete by 31 October and are on track with 58 per cent completed by 23 August. (See Table 1, row 5 and 6)
10. ACL Tutors and Music Teachers have an agreed completion date of the 31 October 2016.

11. The following table details the services with an agreed extension of the 30 June or the 31 October to complete their appraisals on the HR database:

Table 1

	Service	Directorate	Number of staff	Deadline	Outstanding 23/08/2016
1	Educational Psychologist	Children, Schools and Families	42	30 June 2016	9
2	Youth Service	Children, Schools and Families	182	30 June 2016	33
3	Fire and Rescue Service	Environment and Infrastructure	279	30 June 2016	7
4	SUB TOTAL FOR JUNE DEADLINE		503		49
5	Specialist Teaching	Children, Schools and Families	125	31 October 2016	110
6	ACL Tutors and Music Teachers	Legal, Democratic and Cultural Services	217	31 October 2016	34
7	SUB TOTAL FOR OCTOBER DEADLINE		342		144
8	TOTAL		845		193

12. Directors have been informed of the outstanding appraisals.

Distribution of performance levels:

13. A summary of distribution levels by directorate is included in the table below and a detailed breakdown by service is included at Annex A.

Directorate	Unsatisfactory	Developing	Fully effective	Exceeds expectations	Outstanding
Adult Social Care		4.7%	91.4%		3.9%
Business Services		3.8%	86.0%		10.1%
Children, Schools and Families		6.1%	86.3%		7.5%
Customers and Communities		3.3%	89.3%		7.3%
Environment and Infrastructure		2.0%	94.9%		3.1%
Legal, Demo & Cultural Service		2.8%	94.8%		2.4%
Surrey County Council		4.6%	89.6%		5.8%

17. On the 31 May 2016 the distribution of performance levels was 5.0 per cent 'Unsatisfactory/Developing', 89.2 per cent 'Fully effective' and 5.8 per cent 'Exceeds expectations/Outstanding'. The small change represents individuals with a 'not discussed' level being given a 'Fully effective' level.
18. There is ongoing data analysis and development of guidance to support the standard setting and moderation processes for 2017.

Management Review: Performance Level Distribution

19. The report on appraisal completion rates submitted for consideration by PPDC at its meeting on 30 June identified the number of staff awarded an 'exceeds expectations' and 'outstanding' performance level. For those services with a combined total of 10 per cent or greater, directors have requested that their heads of service provide their distribution criteria and rationale for the award.
20. The data was gathered early September and is due for discussion at the Chief Executive's Direct Reports (CEDR) meeting on 19 September. The Management Review will be submitted for consideration in October.

Conclusions:

21. The organisation has brought all appraisals for those eligible for Performance Related Pay in line with the financial year and continues to improve the timeliness for all appraisal completion.

Financial and value for money implications

22. An embedded culture of performance management is an essential part of ensuring proper control of the pay bill.

Equalities and Diversity Implications

23. Annual appraisals are an essential way in which the Council ensures its values and behaviours are embedded across the organisation. This is a way of ensuring a culture which is supportive of all cultures and difference.

Risk Management Implications

24. Appraisals are an essential element of a health and safety management culture.

Next steps

25. HR will continue to embed a culture of quality performance conversations as part of the implementation of the Pay and Reward Strategy
26. Embedding moderation and enhancing the process through the learning achieved from the 2016 process.

Report contact: Ken Akers – Head of HR and OD

Contact details: ken.akers@surreycc.gov.uk

Sources/background papers:

Annex A – Breakdown of final performance rating distribution

Annex A – Breakdown of final performance rating distribution

Personnel Area	Personnel Subarea	Improvement needed	Successful	Exceptional
Adult Social Care Services	Comms & Ops	4.3%	92.0%	3.7%
	Mental Health	1.9%	79.4%	18.7%
	Prac Develop	42.4%	57.6%	0.0%
	Public Health	12.2%	75.5%	12.2%
	QA Safeguarding	5.6%	94.4%	0.0%
	Ser Delivery	4.0%	95.8%	0.2%
	St Dir for ASC	0.0%	75.0%	25.0%
Adult Social Care Services total		4.7%	91.4%	3.9%
Business Services	Business Ops	2.3%	88.7%	9.1%
	Communications	3.6%	92.9%	3.6%
	Customer Serv	6.0%	81.9%	12.1%
	Finance	2.9%	90.5%	6.7%
	HR & Org Dev	5.6%	91.6%	2.8%
	Info Man & Tech	2.0%	84.8%	13.1%
	Policy & Perf	0.0%	54.3%	45.7%
	Proc&Com	5.8%	88.5%	5.8%
	Property	6.9%	85.6%	7.5%
	St Dir for BUS	0.0%	75.0%	25.0%
Business Services total		3.8%	86.0%	10.1%
Childrens Sch & Fam Service	Childrens Serv	8.4%	82.4%	9.2%
	Sch & Learning	6.2%	87.8%	6.0%
	Serv Yng People	2.3%	88.9%	8.8%
Childrens Sch & Fam Service total		6.1%	86.3%	7.5%
Customer and Communities	Programme Team	3.1%	78.1%	18.8%
	St Dir for CC	0.0%	100.0%	0.0%
	Trade Standard	3.4%	92.3%	4.3%
Customer and Communities total		3.3%	89.3%	7.3%
Environment & Infrastructure	Economy, T&P	0.0%	93.8%	6.3%
	Emergency Mgt	0.0%	91.7%	8.3%
	Environment	0.7%	93.4%	5.9%
	Fire & Rescue	1.7%	97.4%	0.9%
	Highways	4.0%	89.4%	6.6%
	St Dir for E&I	0.0%	100.0%	0.0%
Environment & Infrastructure total		2.0%	94.9%	3.1%
Legal, Demo & Cultural Service	Cultural Serv	3.1%	94.8%	2.1%
	Legal&Demo Ser	0.0%	95.0%	5.0%
	St Dir for LDC	0.0%	100.0%	0.0%
Legal, Demo & Cultural Service total		2.8%	94.8%	2.4%
Grand Total		4.6%	89.6%	5.8%

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of the Local Government Act 1972.

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