

MINUTES of the meeting of the **PEOPLE, PERFORMANCE AND DEVELOPMENT COMMITTEE** held at 2.00 pm on 17 February 2017 at Committee Room C, County Hall, Kingston upon Thames, KT1 2DN.

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

Elected Members:

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

* = in attendance

In Attendance

Ken Akers, Head of HR & OD
Rachel Crossley, Chief of Staff
Prodromos Mavridis, Senior HR Advisor (Policy)

1/17 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

There were none.

2/17 MINUTES OF THE PREVIOUS MEETING: 24 NOVEMBER 2016 [Item 2]

The minutes were agreed as a true record of the meeting.

3/17 DECLARATIONS OF INTEREST [Item 3]

Mr Nick Harrison, Ms Denise Le Gal and Mrs Hazel Watson each declared a non-pecuniary interest in relation to item 13 arising from their role as school governors.

4/17 QUESTIONS AND PETITIONS [Item 4]

There were none.

5/17 ACTION REVIEW [Item 5]

Declarations of interest:

None

Witnesses:

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

Key points from the discussion:

1. Attention was drawn to Action A49/16 on the People, Performance and Development Committee's (PPDC) Actions Tracker. The Committee noted that the request to circulate a letter to staff and Members outlining their responsibilities in respect of the Council's Information Governance Policy had been outstanding since November 2016 and asked that this action be finalised as soon as possible.

Actions/ further information to be provided:

None

RESOLVED:

That the People, Performance and Development Committee noted progress on the implementation of actions arising from previous meetings.

6/17 PROPOSED CHANGES TO HR POLICIES [Item 6]**Declarations of interest:**

None

Witnesses:

Ken Akers, Head of HR & OD

Key points raised during the discussion:

1. An updated version of the report was tabled at the meeting.
2. The Committee received an introduction to the report from officers who provided both a synopsis of the changes that Members were being asked to approve to each of the three policies and an outline of why it had been deemed necessary to revise these policies.
3. Members sought confirmation on the legality of making a probationary period mandatory for members of staff who had moved to Surrey County Council (SCC) from another local authority. Officers advised that legislation does not prohibit the imposition of a probationary period on staff who have transferred from another local authority with the exception of employees who have come to SCC as part of a TUPE arrangement in which case the probationary period would not apply. The Committee was informed that Council's probation policy was clearly stated in the contract for all new employees and that it was opportunity for both SCC and new members of staff to reflect on whether the move was the right one.
4. For the purposes of clarity the Committee made a minor amendment to Recommendation i. It was agreed that in the final line of the recommendation the word 'on' should be changed to 'during'.

Actions/ further information to be provided:

None.

RESOLVED; that the People, Performance and Development Committee:

- i agrees to amend contracts of employment to require all new entrants to the Council to be subject to a probation period, usually six months, and to provide for a period one month notice period for all during probation;
- ii recommends the amended Code of Conduct policy for approval at the next full Surrey County Council meeting on 21 March 2017; and
- iii agrees the proposed amendments to Surrey County Council's Gifts and Hospitality Policy.

7/17 SHORT TERM RESOURCING NEEDS POLICY [Item 7]

Declarations of interest:

None

Witnesses:

Ken Akers, Head of HR & OD

Key points raised during the discussion:

- 1. An introduction to the report was provided by officers who advised Members that the proposal to introduce a short term a Short Term Resourcing had arisen from a review of agency staffing which had been conducted by the Council Overview Board.
- 2. Further information was requested on what limitations existed for staff in respect of taking Time off in Lieu (TOIL). The Committee was informed that existing policies enable staff to take TOIL where they have agreement from their manager. In certain instances staff are entitled to accrue TOIL which they can then take off in reasonable chunks. PPDC has previously indicated that it does not support payments for staff who have accrued but are unable to take TOIL and Members were therefore advised that this only happens on very rare occasions.

Actions/ further information to be provided:

None

RESOLVED; That the People, Performance and Development Committee:

- i. notes the update on agency staffing given to the Council Overview Board (COB) and notes COB's feedback;
- ii. notes work in progress regarding the monitoring of agency worker usage; and
- iii. reviews and approves the draft policy on short term resourcing needs prior to its publication and cascade to all managers.

8/17 APPRENTICESHIP REFORMS [Item 8]

Declarations of interest:

None

Witnesses:

Ken Akers, Head of HR & OD

Key points raised during the discussion:

1. An additional paper was tabled at the meeting which provided details of how the apprenticeship levy could contribute towards training for existing members of staff. The paper is attached as Annex 2 to these minutes.
2. The Committee asked whether the provision of training through the apprenticeship levy would require participating staff to be granted time off work in order to complete qualifications. Officers stated that in some instances this would be necessary although the expectation was that in most cases training would be completed at work.
3. Members requested further information on the extent to which SCC would be able to claw back funds committed as part of the Apprenticeship Levy. The Committee was informed that under the Government's Apprenticeship Reforms SCC had been required to commit 0.5% of its annual staff budget to a ring-fenced digital account the money from which could only be used to train apprentices. There were, however, opportunities for SCC to claw back some funding by reducing duplication in spend from its training budget. The Apprenticeship Reforms could also lead to improved efficiency through enhanced training opportunities for staff. Officers indicated that SCC had also been working with other large local authorities in the South East to create lists of accredited providers and to deliver improved economies of scale.
4. Officers were asked to return to the Committee with a report detailing the number of employees across SCC who could benefit from training as part of the Apprenticeship Reforms.
5. The Chairman of the Committee told Members that he had written to the Secretary of State for Education expressing concern regarding the inclusion of schools within the reforms on account of the fact that it may be necessary for some smaller schools to make staff members redundant in order to take on an apprentice. The Chairman stated that he would share the Secretary of State's response with the Committee once it had been received. Members highlighted that some lateral thought would be required around training opportunities to ensure that schools were not adversely impacted by the introduction of the Apprenticeship Reforms. Officers advised that SCC would work closely with Babcock 4S in order to achieve this and would bring a report to PPDC at a future date which included proposals to ensure that staff benefitted from the reforms.
6. PPDC was informed that SCC had not submitted an individual response to the Government's consultation on the introduction of the reforms but had taken the decision to endorse the Local Government Association's (LGA) response. Members stressed that they felt SCC should have provided an individual response to the consultation.

Actions/ further information to be provided:

1. The Head of HR & OD to bring a report to the People, Performance and Development Committee to facilitate a discussion on the number of employees across the organisation who could benefit from training as part of the Government's Apprenticeship Reforms. **(Action Ref: A1/17)**
2. The Head of HR & OD to bring a report to the People, Performance and Development Committee detailing how the Council can support schools on successful and effective implementation of the Apprenticeship Reforms. **(Action Ref: A2/17)**
3. Response to the Chairman of PPDC's letter to the Secretary of State for Education regarding the Apprenticeship Reforms to be shared with the Committee. **(Action Ref: A3/17)**

RESOLVED: That;

the People, Performance and Development Committee note updates on the Apprenticeship Reforms.

9/17 STAFF SURVEY RESULTS [Item 9]

The Staff Survey Results were taken after item 10 on the agenda.

Declarations of interest:

None

Witnesses:

Rachel Crossley, Chief of Staff
Ken Akers, Head of HR & OD

Key points raised during the discussion:

1. The Committee received an introduction to the report from officers who informed Members that the response rate to the Staff Survey had been encouraging. More people had responded to the Staff Survey than last year and SCC's response rate was above average for large public sector organisations. Overall, the outcomes of the survey were broadly similar to the previous year. Improved results for the Children, Schools and Families Directorate were encouraging although there had been a slight dip in results for Orbis; Environment and Infrastructure and Legal, Democratic and Cultural Services.
2. Members sought clarification on the system used by Best Companies to rate organisations in accordance with their Staff Survey results. Officers explained that SCC had achieved a 'Ones to Watch' rating which effectively meant that its results were categorised as good. 1, 2 and 3 Star ratings denoted organisations which were very good, excellent and outstanding respectively. The Committee was further advised that Best Companies had an 'unclassified' rating for results that were considered low.
3. Discussions took place regarding the comparatively low scores recorded for the 'Leadership' category and what steps could be taken

to improve staff perceptions of SCC's Leadership. Members were advised that training for managers such as the High Performance Development Programme had helped to improve SCC's Leadership scores particularly in relation to staff feeling as though they were listened to. Training for senior managers could therefore be used to target areas where surveys show that staff have specific concerns. Officers highlighted that work would be taking place with managers to improve the flow of information to staff on key messages and strategic issues. Members were further informed that there may be ambiguity for staff in particular areas of the organisation as to who they deem to be leaders and that this may have some impact on results in this category.

4. Members expressed concern regarding the results relating to staff wellbeing and inquired about the steps being taken to improve wellbeing among SCC employees. Officers advised that the Strategic Director of Adult Social Care and Public Health was leading on a piece of work to across Surrey to promote the healthy workplaces. This is supported by an in house programme providing specific interventions to help managers tackle stress among team members.
5. The Committee asked to receive a chart comparing the results of the 2015 and 2016 Staff Surveys.
6. Discussions took place regarding how SCC monitors and measures staff morale. Members were informed that some questions from the Staff Survey do provide an insight into morale across the organisations and that the results from these had been synthesised into a Russell Circumplex Model of Emotion which the Chief of Staff indicated that she would circulate to the Committee.
7. Officers were asked to work with services scoring below the ones to watch category in both 2015 and 2016 surveys to understand the results in more detail and the actions being proposed in those service areas. Members requested that a report be brought back to the Committee outlining the actions agreed to improve these service areas.

Actions/ further information to be provided:

1. Chief of Staff to share the table comparing the results with those from last year's survey which is currently being created for the Council Overview Board. **(Action Ref: A4/17)**
2. Chief of Staff to work with services scoring below the ones to watch category in both 2015 and 2016 surveys to understand the results in more detail and the actions being proposed in those service areas. A report should then be brought back to the Committee on this. **(Action Ref: A5/17)**
3. People, Performance and Development Committee Members to receive Russell Circumplex model of emotion arising from Staff Survey. **(Action Ref: A6/17)**

RESOLVED:

That the People, Performance and Development Committee noted the results of the 2016 Surrey County Council Staff Survey.

10/17 PAY EXCEPTIONS ANALYSIS 2016/17 QUARTERS 1 AND 2 [Item 10]

Declarations of interests:

None

Witnesses:

Ken Akers, Head of HR & OD

Key points raised during the discussion:

1. Members received an introduction to the report from officers who highlighted that there had been a general reduction in pay exceptions across SCC for Quarters 1 and 2 of 2016/17. There had been a significant number of pay exceptions granted for social workers within the Children, Schools and Families Directorate although the Committee was advised that this was to be expected as pay exceptions were more frequent for social workers.
2. PPDC requested that future Pay Policy Exceptions Analysis reports include details of the amount of money that pay exceptions recorded in the report would cost SCC.

Actions/ further information to be provided:

1. Future Pay exceptions analysis reports should provide detail of the total financial outlay to the Council arising from the pay exceptions listed.

RESOLVED:

That the People, Performance Development Committee review and comment on the analysis of pay exceptions for the period April 2016 to September 2016.

11/17 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 the relevant paragraphs of Part 1 of Schedule 12A of the Act.

12/17 PAY POLICY EXCEPTIONS FEBRUARY 2017 [Item 12]

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 report.

13/17 PAY AND REWARD STRATEGY REVIEW BUSINESS CASE FOR SCHOOLS STAFF ON SURREY PAY [Item 13]

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 report.

14/17 PUBLICITY OF PART 2 ITEMS [Item 14]

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

15/17 DATE OF NEXT MEETING [Item 15]

The Committee noted that its next meeting would be held on 22 March 2017.

Meeting ended at: 3.20 pm

Chairman

How will the introduction of the Apprenticeship Levy reduce spend and change the internal training offer?

Adult Social Care

We currently offer fully funded level 2, 3, 4 & 5 Health and Social Care Diplomas in Adult Social Care. We split the full cost into 3 equal parts over a fixed period of time depending on the level being undertaken.

The Diplomas costs vary by level and on average ASC have been commissioning the following:

- Level 2 x 20 new starts a year at £1400 per head = £28,000 over 12 months
- Level 3 x 20 new starts a year at £1800 per head = £36,000 over 18 months
- Level 4 x 10 new starts a year at £2250 per head = £22,500 over 24 months

Therefore over a 12 months period we would be looking to spend approximately **£54,000**. Payments are based on candidate progress so vary from learner to learner. We are currently accessing funding for Level 5 via the Apprenticeship Framework route.

From the Apprenticeship Levy we would look to access funding Band 4 for the levels 2 & 3 which has a maximum allocation of £4000 per learner (£160,000). This value would be paid to the provider via the digital account on a monthly basis generally over a 12/18 month period. The funding band for levels 4 & 5 are yet to be determined.

Children's Services

In Children's services we offer fully funded Level 3 & 5 Diplomas. As for ASC we split the full cost into 3 equal parts over a fixed period of time depending in the level being undertaken.

The Diplomas costs vary by level and on average ASC have been commissioning the following:

- Level 3 x 20 new starts a year at £2100 per head = £42,000 over 18 months
- Level 5 x 7 new starts a year at £3000 per head = £21,000 over 24 months

Therefore over a 12 months period we would be looking to spend approximately **39,000**. Payments are based on candidate progress so vary from learner to learner.

The standards for this sector are not yet ready for delivery so a band has yet to be allocated.

Leadership & Management

We currently offer awards and diplomas at level 3, 5 & 7 from the Institute in Management qualifications suite in Leadership and Management. In 16/17:

- we spent £55,000 on level 3 qualifications
- we spent £54,000 on level 5 qualifications
- and £15,000 on level 7 qualifications.

Totally a spend of **£124,000** in a 12 month period.

We would look to access funding band 7 (£5000 per learner) for level 3 Apprenticeship Standards in Leadership and Management at Team Leader and Supervisor roles. Band 9 (£9000 per learner) for level 5 Apprenticeship Standards in Leadership and Management for Operations and Departmental Managers. There is currently a Level 6 Chartered Manager Degree at funding band 15 (£27,000 per learner). They standards are all ready for delivery.

How an apprenticeship helps with career development

As well as covering the cost of a proportion of our current training budget spend, the Apprenticeship Levy will also allow us to offer a wider range of fully funded qualifications for staff. Apprenticeships are a valuable option for anyone looking to progress their career and develop new skills.

- Gain the skills and knowledge to help your career progression
- Unique way of developing professional-level, job specific skills while remaining in employment and earning a salary
- Learning and 1-1 support with allocated tutors
- Service funded with no personal contributions expected meaning no debt via student or training loans.

Who is eligible?

Any member of staff is eligible to undertake an apprenticeship regardless of age or position. The apprenticeship must be relevant to the role they are currently in to allow them to draw on their own experiences through work to meet the criteria of the qualification.

What levels of qualification are on offer?

Apprenticeship Levels	Equivalent
Level 2	5 GCSE's
Level 3	2 A Levels
Level 4	Higher Education Certificate/Diploma
Level 5	Foundation Degree
Level 6 & 7	Bachelors/Master's Degree

The level of an Apprenticeship standard does not dictate which funding band it will sit in as shown in the examples below. It depends on the complexity of the qualification and the requirements within it.

Areas approved and ready for delivery include:

Sector	Apprenticeship Standard	Level	Band	Max Cost
Customer Service	Customer Service Practitioner	2	6	£4,000
Accounting	Assistant Accountant	3	9	£9,000
Transport	Transport Planning Technician	3	10	£12,000
Financial Services	Financial Services Administrator	3	10	£12,000
Financial Services	Workplace Pensions Administrator/Consultant)	3	9	£9,000
Hospitality	Hospitality Supervisor	3	7	£5,000
Law	Paralegal	3	9	£9,000
Project Management	Associate Project Manager	4	9	£9,000
Law	Chartered Legal Executive	6	10	£12,000

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

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