

MINUTES of the meeting of the **PEOPLE, PERFORMANCE AND DEVELOPMENT COMMITTEE** held at 3.10 pm on 14 June 2017 at Committee Room C, County Hall, Kingston upon Thames, KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on 25 July 2017.

Elected Members:

- * Mr David Hodge CBE (Chairman)
- * Mr John Furey (Vice-Chairman)
- * Mr Ken Gulati
- * Mr Nick Harrison
- * Mrs Hazel Watson
- * Mr Mel Few

Apologies:

None

In Attendance

Ken Akers, Head of HR & OD
Andy Baird, Regulatory Committee Manager
Prodromos Mavridis, Senior HR Advisor
Julie Smyth, HR Reward Manager

32/17 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

There were none.

33/17 MINUTES OF THE PREVIOUS MEETING [22 MARCH 2017] [Item 2]

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

34/17 DECLARATIONS OF INTEREST [Item 3]

Mr Nick Harrison declared a non-pecuniary interest in relation to Item 7 on the agenda arising from his role as Chairman of the Local Pension Board.

35/17 QUESTIONS AND PETITIONS [Item 4]

There were none.

36/17 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. Members noted that there were three actions which remained outstanding on the Committee's Actions Tracker. Officers highlighted that these actions were for items to be brought to future People, Performance and Development Committee (PPDC) meetings and so would be removed from the Tracker once these items had been considered by the Committee.

Actions/ further information to be provided:

None

RESOLVED:

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

37/17 FORWARD WORK PROGRAMME [Item 6]

Declarations of interest:

None

Witnesses:

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

Key points raised during the discussion:

1. Members discussed the considerable financial challenges facing Surrey County Council (SCC) and how the uncertainty caused by these budgetary pressures could impact on staff. The People, Performance and Development Committee (PPDC) agreed to the inclusion of an item on the agenda for its meeting in July to consider SCC's organisational structure to ensure it had an appropriate and effective workforce capable of addressing future challenges.
2. The Committee requested that officers review the number of items on the Forward Work Programme for the Committee's meeting on 25 July with a view to postponing consideration of some of these items to a later meeting.

Actions/ further information to be provided:

1. Item to be included on the Forward Plan on the future organisational structure of Surrey County Council for consideration at the Committee's meeting on 25 July (**Action Ref: A17/17**).

2. List of agenda items due to be considered at the PPDC meeting on 25 July to be reviewed so that there is enough time for all items to be considered fully by Members (**Action Ref: A18/17**).

RESOLVED:

That the People, Performance and Development Committee review items that it is due to consider at future meetings.

38/17 EXTENSION OF MEMBER AND EMPLOYER REPRESENTATIVE APPOINTMENTS OF THE LOCAL PENSION BOARD [Item 7]

Declarations of interest:

Mr Nick Harrison declared a non-pecuniary interest in this item as Chairman of the Local Pension Board and left the room for the discussion on this item.

Witnesses:

None

Key points raised during the discussion:

1. Committee Members were informed that the report asked them to approve the appointment of Cllr Graham Ellwood to the role of Vice-Chairman of the Local Pension Board as well as to extend the appointment of existing Members for the lifetime of the current Council.

Actions/ further information to be provided:

None

RESOLVED:

The People, Performance and Development Committee agreed that:

1. the term of office for the member representatives of the Surrey Local Pension Board are extended over the life of the next Council;
2. the term of office for the employer representatives of the Surrey Local Pension Board are extended over the life of the next Council;
3. Cllr Graham Ellwood is appointed as Vice Chairman and Surrey County Councillor employer representative to the Surrey Local Pension Board.

39/17 APPRAISAL COMPLETION UPDATE 2016/17 [Item 8]

Declarations of Interests

None

Witnesses:

Ken Akers, Head of HR & OD

Key points raised during the discussion:

1. The report was introduced by the Head of HR & OD who highlighted the excellent appraisal completion rate of 94.2% achieved across the organisation. Members congratulated officers on overhauling the previously relaxed culture towards appraisals at SCC which had made it challenging to judge the performance of individual members of staff effectively. The Committee emphasised the significance of achieving such a high appraisal rate given the diverse range of services offered by SCC creating a wide array of job roles and working patterns thereby making it more difficult to impose a centralised appraisal model.
2. Discussions took place regarding distribution across the three appraisal performance ratings. Members noted that the distribution was within the target of 90% Successful, 5% Exceptional and 5% Improvement Needed set by the organisation but drew attention to some services where significantly more than 5% of staff had received an appraisal performance rating of Exceptional. Officers advised that there were a number of services within SCC in which just one member of staff receiving the top appraisal rating would take that service over the 5% distribution guideline. The Committee was further informed that SCC had taken considerable steps to ensure that the performance of those awarded the top appraisal rating was truly exceptional. This included clear guidelines on what Exceptional performance looked like as well as introducing a moderation process which enabled managers to challenge and discuss appraisal ratings. Members requested a list of those members of staff who had been awarded an appraisal rating of Exceptional so that they could identify and contribute to the development of these individuals.
3. It was agreed that a letter should be sent to all staff expressing the appreciation of Members for successful completing the appraisal process.

Actions/ further information to be provided:

1. A letter to be sent from the Chairman of PPDC to the Chief Executive to cascade to all staff members thanking them for all of their hard work over the past year (**Action Ref: A19/17**).

RESOLVED:

The People, Performance and Development Committee noted that:

- i. the completion rate cent for eligible appraisals by 31 May deadline is **94.2 per cent**, with 0.9 percent still in progress and 4.9 per cent not yet completed;
- ii. all appraisals are now completed within the same time frame by 31 May 2017; no extensions were offered and around an additional 700 individuals were appraised in the same timeframe as last year;

- iii. the distribution of performance appraisal ratings falls within the guided distribution of 90:5:5 for successful: exceptional: improvement needed; and
- iv. 91.1 per cent of staff achieved a successful performance rating, 3.6 per cent of staff achieved an 'exceptional' and 3.0 per cent of staff have an 'improvement needed' rating (2.3 per cent were given 'not discussed' and will be changed when the appraisals are completed).

40/17 EXCLUSION OF THE PUBLIC [Item 9]

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.

41/17 SURREY PAY ANNUAL REVIEW 2017/18 [Item 10]

Declarations of interest:

None

Witnesses:

Ken Akers, Head of HR & OD
Julie Smyth, HR Reward Manager

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:

1. The Committee to receive details of the overhead costs associated with employing part time staff to cover full time equivalent positions with the Council including details of the additional National Insurance contributions the Council is required to make as a result (**Action Ref: A21/17**)
2. Committee Members to receive a copy of SCC's pay band slip (**Action Ref: A22/17**)
3. The Committee to be provided with the number of people in each service across the Council who are at the top of their pay band including details on how long individual members of staff (anonymised) have been at the top of their pay band (**Action Ref: A23/17**)

RESOLVED:

The Committee approved the recommendations set out in the confidential.

Mr Nick Harrison left the meeting at 16.00

42/17 PAY POLICY EXCEPTIONS - JUNE 2017 [Item 11]

Declarations of interest:

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.

43/17 COLLECTIVE GRIEVANCES AND COLLECTIVE DISPUTES [Item 12]

Declarations of interest:

None

Witnesses:

Ken Akers, Head of HR & OD
Prodromos Mavridis, Senior HR Advisor (Policy)

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.

44/17 PUBLICITY OF PART 2 ITEMS [Item 13]

45/17 DATE OF NEXT MEETING [Item 14]

The Committee noted that its next meeting would be held on

Meeting ended at: 4.10pm

Chairman

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of the Local Government Act 1972.

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