

Notice of Meeting

People, Performance and Development Committee



SURREY
COUNTY COUNCIL

Date & time
Wednesday, 14
June 2017
at 3.00 pm

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

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

Chief Executive
David McNulty

andrew.baird@surreycc.gov.uk



We're on Twitter:
@SCCdemocracy

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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 CBE (Chairman), Mr John Furey (Vice-Chairman), Mr Ken Gulati, Mr Mel Few, Mr Nick Harrison and Mrs Hazel Watson

AGENDA

1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

2 MINUTES OF THE PREVIOUS MEETING [22 MARCH 2017]

(Pages 1
- 10)

To agree the minutes as a true record of the meeting.

3 DECLARATIONS OF INTEREST

All Members present are required to declare, at this point in the meeting or as soon as possible thereafter

- (i) Any disclosable pecuniary interests and / or
- (ii) Other interests arising under the Code of Conduct in respect of any item(s) of business being considered at this meeting

NOTES:

- Members are reminded that they must not participate in any item where they have a disclosable pecuniary interest
- As well as an interest of the Member, this includes any interest, of which the Member is aware, that relates to the Member's spouse or civil partner (or any person with whom the Member is living as a spouse or civil partner)
- Members with a significant personal interest may participate in the discussion and vote on that matter unless that interest could be reasonably regarded as prejudicial.

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 (*8 June 2017*).
2. The deadline for public questions is seven days before the meeting (*7 June 2017*).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

5 ACTION REVIEW

(Pages
11 - 16)

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

6 FORWARD WORK PROGRAMME

(Pages
17 - 22)

For Members to review and comment on upcoming items due for consideration by the People, Performance and Development Committee.

7 EXTENSION OF MEMBER AND EMPLOYER REPRESENTATIVE APPOINTMENTS OF THE LOCAL PENSION BOARD

(Pages
23 - 28)

This report sets out the proposed extension of Member and employer representative appointments for Local Pension Board for approval by the

People, Performance and Development Committee.

The report also recommends the new appointment of a county councillor as employer representative and Vice-Chairman, to fill a vacancy following the election on 4 May 2017.

The Local Pension Board is a requirement under section 5 of the Public Service Pensions Act 2013, and Regulation 106 of the Local Government Pension Scheme Regulations 2013.

8 APPRAISAL COMPLETION UPDATE 2016/17

(Pages
29 - 42)

To provide an update on the appraisal completion rates and distribution of appraisal ratings for performance year from 1 April 2016 to 31 March 2017. The report includes a comparison of the completion and distribution of appraisal ratings with the first year of implementation for the performance year from 1 April 2015 to 31 March 2016.

9 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

10 SURREY PAY ANNUAL REVIEW 2017/18

(Pages
43 - 66)

The purpose of this report is to provide the People, Performance and Development Committee with an update on the financial and economic context ahead of the annual Surrey Pay review for 2017/2018 and to make recommendations for achieving a pay settlement for implementation from 1 July 2017 for non-schools Surrey Pay staff on performance related terms and conditions.

In addition, the report will explain the context for achieving a different pay settlement for those groups of non-schools based Surrey Pay staff on separate terms and conditions as well as schools based Surrey Pay staff whose annual pay review is effective from 1 April 2017.

Exempt: Not for publication under Paragraph 4

Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under the authority.

11 PAY POLICY EXCEPTIONS - JUNE 2017

(Pages
67 - 74)

The People, Performance and Development 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 and amendments to existing Surrey Pay policies. This report includes a range of pay exceptions and staff

related decisions that require a decision by the Committee.

Exempt: Not for publication under Paragraph 1

Information relating to any individual.

12 COLLECTIVE GRIEVANCES AND COLLECTIVE DISPUTES

(Pages
75 - 88)

The People, Performance and Development Committee is asked to consider and endorse the proposed changes to Surrey County Council's policies on Collective Grievances and Collective Disputes.

Exempt: Not for publication under Paragraph 4

Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under the authority.

13 PUBLICITY OF PART 2 ITEMS

To consider whether the item considered under Part 2 of the agenda should be made available to the press and public.

Exempt: Not for publication under Paragraph 1

Information relating to any individual.

14 DATE OF NEXT MEETING

The next meeting of People, Performance and Development Committee will be on 25 July 2017.

David McNulty
Chief Executive

Published: Tuesday, 6 June 2017

MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE

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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 2.00 pm on 22 March 2017 at Committee Room C, County Hall, Kingston upon Thames, KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting 14 June 2017.

Elected Members:

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

Substitutes:

Mr Mel Few

In Attendance

Ken Akers, Head of HR & OD
Phillip Austen-Reed, Senior Public Health Lead
Abid Dar, Equality Inclusion & Wellbeing Manager

16/17 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Mr Peter Martin.

Mr Mel Few acted as a substitute for Peter Martin.

17/17 MINUTES OF THE PREVIOUS MEETING [17 FEBRUARY 2017] [Item 2]

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

18/17 DECLARATIONS OF INTEREST [Item 3]

There were none.

19/17 QUESTIONS AND PETITIONS [Item 4]

There were none.

20/17 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. The People, Performance and Development Committee (PPDC) discussed Action A2/17. Information was requested on what actions would be taken to prepare schools for the introduction of the Apprenticeship Levy and to help them manage the additional pressures that would be placed the budgets on them as a result of the Levy, particularly Local Authority maintained primary schools. Officers explained that Surrey County Council (SCC) is working closely with Babcock 4S to consider what steps can be taken to ensure schools are in a position to benefit from the Levy as opposed to being adversely impacted by it. Members agreed that the Committee would receive a report on how SCC is supporting schools in the successful and effective implementation of the Apprenticeship Reforms at its meeting on 14 June 2017.
2. The Chairman of Committee asked to be provided with information on all the schools in Surrey that would be impacted by the introduction of the Apprenticeship Levy. He further stated that he would write a letter to the Minister of State for Apprenticeship and Skills reiterating concerns around the impact of the Apprenticeship Levy on small Local Authority maintained primary schools.

Actions/ further information to be provided:

1. Reply from the Chairman of PPDC to be sent to the Minister of State for Apprenticeships and Skills regarding the details highlighting the implications of the Apprenticeship Levy for Local Authority maintained primary schools and the lack of fairness inherent in the fact that academies with a pay bill lower than £3 million won't be included in the levy.
2. Head of HR & OD to send the Chairman of the People, Performance and Development Committee a list of all the schools in Surrey which will be impacted by the Apprenticeship Levy.

RESOLVED:

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

21/17 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. It was agreed that a letter from the Chairman of PPDC be sent to all heads of service highlighting that the Committee would be receiving an update on appraisal completion rates at its meeting on 14 June 2017.
2. Discussions took place regarding preparations for the Chief Executive's Appraisal. The Chairman of the Committee requested that he receive a reminder to initiate the process for conducting the Chief Executive's Appraisal following County Council elections on 4 May 2017.
3. Members further agreed that an item on the termination of the Members' Pension Scheme be considered at the PPDC meeting on 14 June 2017 and that a Pay Policy Exceptions Analysis for Quarter 1 of 2017/18 be reviewed at the Committee's meeting on 25 July 2017.

Actions/ further information to be provided:

1. Letter to be drafted on behalf of the Chairman of PPDC to all Heads of Services and Assistant Directors stating that PPDC is looking forward to reviewing staff appraisal completion rates at its meeting on 14 June and expects that all staff appraisals should be completed by the point.
2. Head of HR to remind the Leader of the Council after County Council elections that the preparations need to be made for the Chief Executive's appraisal.
3. Pay Policy Analysis for Q1 should be moved to the July PPDC meeting.
4. The Committee to receive a paper on the termination of the pension scheme for Members and the options available for the pension following the scheme's closure at its meeting on 14 June 2017.

RESOLVED:

The People, Performance and Development Committee noted upcoming items that it is due to consider at its upcoming meetings.

22/17 SURREY COUNTY COUNCIL SEVERANCE AND CHANGE MANAGEMENT POLICIES [Item 7]

Declarations of interest:

None

Witnesses:

Ken Akers, Head of HR & OD

Key points raised during the discussion:

1. Members sought clarity on the changes to fixed term contracts arising from revisions to SCC's Severance Policy. Officers advised that the law effectively considers the ending of a fixed term contract as a dismissal meaning that, in certain instances, those staff who had not had their fixed term contract renewed once it had come to an end could be entitled to a redundancy payment from SCC. The proposed

changes to the Severance Policy would bring the Council in line with existing legislation. The Committee was further informed that it was necessary to give the use of fixed term contracts careful consideration to ensure that SCC does not breach employment regulations or cause uncertainty among staff regarding job security. Members asked that officers create a policy which limited future Fixed Term Contracts entered into by SCC to 22 months.

2. The Committee inquired as to why it was necessary for SCC to have separate Change Management and Severance policies and asked officers to consider the possibility to amalgamating these into a single policy.
3. Clarity was sought on the difference between efficiency and redundancy as identified in SCC's Severance Policy. Officers stated that whereas redundancy applies to the removal of a specific position or positions within the structure of an organisation, efficiency related specifically to the staff member holding a particular post. A termination of employment arising from efficiency would take place where the post was being retained but it was deemed that a post holder no longer had the skills to carry out their job. This could be through the introduction of new technology or software that substantially changed the technical requirements of their position.
4. Members discussed the potential for redundancies as a result of significant savings programmes being introduced by SCC over the next few years in an effort to create a sustainable budget. PPDC agreed that it should receive a report at a future meeting to consider the impact of any redundancies on staff morale and to ensure that SCC retains good employees.

Actions/ further information to be provided:

1. The Committee requested that HR review options for merging the Severance and Change Management policies into a single policy.
2. Head of HR & OD to review options for a policy limiting employee Fixed Term Contracts at Surrey County Council to a maximum of 22 months.
3. An item to be added to the Forward Plan for the Committee to consider how many redundancies are likely in light of the Council's financial position and what steps will be taken to ensure staff morale is not significantly affected by the redundancies.

RESOLVED: That;

the People, Performance and Development Committee agrees:

- i. the proposed revisions to Surrey County Council's Severance Policy; and
- ii. the proposed revisions to Surrey County Council's Change Management Policy.

23/17 POLICY ON SAFEGUARDING (DISCLOSURE & BARRING SERVICE) CHECKS [Item 8]

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 informed the Committee that the policy had been revised at the behest of the Adult Social Care Directorate whose experienced social workers were being prohibited from working while undergoing renewal of their DBS check. This had placed additional pressure on budgets due to the need to employ locums to cover caseloads.

Actions/ further information to be provided:

None

RESOLVED:

The People, Performance and Development Committee agreed to substitute the Safer Recruitment Policy with the new Policy on Safeguarding (Disclosure & Barring Service) Checks.

24/17 SURREY COUNTY COUNCIL SMOKEFREE POLICY [Item 9]**Declarations of interest:**

None

Witnesses:

Abid Dar, Equality Inclusion & Wellbeing Manager
Phillip Austen-Reed, Senior Public Health Lead

Key points raised during the discussion:

1. Officers informed the Committee that it was proposed to introduce a smokefree policy on all SCC sites as allowing smoking on SCC property was deemed to be at odds with the Council's stance on smoking. Council-run schools in Surrey already had a smokefree policy and officers recommended that, where possible, this policy be adopted across the remaining SCC sites. Staff would therefore be asked to move away off Council grounds if they wished to smoke although Members were informed that the policy would permit vaping within designated areas. The Committee advised that the objective was to move the Council to smokefree grounds within a year should the recommendations be agreed by PPDC and that it would be introduced in conjunction with messaging on support for smoking cessation.
2. Members asked whether it would mean that staff smoking breaks would take longer as a result of them having to leave Council property. Officers advised that SCC already has a policy on smoking which includes provision for staff to make up time if their breaks took an

excessive amount of time and stated that this policy would continue to be applied where it was deemed necessary to do so.

3. Officers were asked to review where smokers should be directed to when leaving Council property for a cigarette to ensure that it minimises the impact on the health of others

Actions/ further information to be provided:

1. Locations of where smoking should be allowed within Council premises in the year prior to the introduction to the ban should undergo review to ensure that it minimises the impact on the health of others.

RESOLVED:

That the People, Performance and Development Committee approved the proposed changes to Surrey County Council's Smokefree policy.

25/17 FUTURE SALARY SACRIFICE SCHEME [Item 10]

Declarations of interest:

None

Witnesses:

Ken Akers, Head of HR & OD

Key points raised during the discussion:

1. The report was introduced by officers who highlighted the significant changes that Central Government had made to the tax benefits arising from salary sacrifice schemes. Members were advised that all tax benefits arising from salary sacrifice schemes were being withdrawn by Central Government with the exception of those for Ultra Low Emissions Vehicles (ULEVs) and the cycle to work scheme. The Committee was informed that SCC did make representations to Central Government concerning the impact of these changes on Surrey where the cost of living is particularly high. The Committee was further advised that officers were also considering ways that the Council could help to mitigate the impact of these changes.
2. Members noted that tax benefits for salary sacrifice schemes associated with training loans were also being withdrawn and asked whether staff will be taxed on the interest from these loans. Officers advised that staff would not be taxed on interest arising from these loans but that PAYE would be applied before salary sacrifices were taken into account rather than afterwards.

Actions/ further information to be provided:

None

RESOLVED:

That the People, Performance and Development Committee Members note the changes to the My Benefits Salary Sacrifice Schemes arising from the Finance Bill 2017 and the steps being taken by Surrey County Council to avoid detriment to staff members already taking part in a salary sacrifice scheme.

26/17 OFF-PAYROLL WORKING IN THE PUBLIC SECTOR: REFORM OF INTERMEDIARIES LEGISLATION (IR35) [Item 11]**Declarations of Interests**

None

Witnesses

Ken Akers, Head of HR & OD

Key points raised during the discussion

1. Members sought clarity regarding who specifically the policy applied to. Officers stated that the policy primarily applies to self-employed locums many of whom work in Adult Social Care and Children's Services. They elaborated highlighting that many locums establish limited companies and pay themselves through dividends which are taxed at a lower rate than PAYE. The Government had changed legislation so that self-employed locums would pay a similar rate of tax to that imposed by PAYE. The Committee was further informed that SCC would outsource responsibility to Adecco for ensuring that locums were compliant with tax law. Adecco were in the process of engaging all companies currently delivering services on behalf of the Council to ensure compliance with the new arrangements.
2. Officers advised that SCC could benefit from these changes by providing additional leverage to put locums on permanent contracts and could therefore help to reduce the considerable amount of money that SCC spent on locums.

Actions/ further information to be provided

None

RESOLVED:

That the People, Performance and Development Committee note the new duty on the Council in relation to tax deductions for individuals providing their services to the council through an intermediary and the Council's response to this.

27/17 PAY POLICY EXCEPTIONS ANALYSIS QUARTER 3 2016/17 [Item 12]**Declarations of Interests**

None

Witnesses

Ken Akers, Head of HR & OD

Key points raised during the discussion

1. The Committee requested that, to aid comparison, Pay Policy Exceptions Analysis reports should include information on the number of people employed in each service for the quarter to provide a percentage on the number of those employed have received pay exceptions.

Actions/ further information to be provided

1. Reports should include information on the number of people employed in each service for the quarter to provide a percentage on the number of those employed have received pay exceptions

RESOLVED:

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

28/17 EXCLUSION OF THE PUBLIC [Item 13]

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.

29/17 PAY POLICY EXCEPTIONS REPORT MARCH 2017 [Item 14]

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.

30/17 PUBLICITY OF PART 2 ITEMS [Item 15]

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

31/17 DATE OF NEXT MEETING [Item 16]

The Committee noted that its next meeting would be held on 14 June 2017.

Meeting ended at: 3.30 pm

Chairman

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People, Performance and Development Committee
14 June 2017

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 1**, 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 1).

Report contact: Andrew Baird, Regulatory Committee Manager

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

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ONGOING ACTIONS

Number	Meeting Date	Item	Recommendation / Action	Action by whom	Action update
A1/17	17 February 2017	Apprenticeship Reforms	Report to be brought back 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.	Head of HR & OD	<p>A report on the number of employees across the Council who could potentially benefit from training as part of the new apprenticeship levy will be considered at the People, Performance and Development Committee meeting in July.</p> <p>(Updated: 26 May 2017)</p>
A2/17	17 February 2017	Apprenticeship Reforms	Report to be brought to the People, Performance and Development Committee detailing how the Council can support schools on successful and effective implementation of the Apprenticeship Reforms.	Head of HR & OD	<p>A report on how the Council can support schools on successful implementation of the Apprenticeship Reforms will be brought to the People, Performance and Development Committee meeting in July.</p> <p>(Updated: 26 May 2017)</p>
A13/17	22 March 2017	Severance and Change Management Policy	The Committee requested that HR review options for merging the Severance and Change Management policies into a single policy.	Head of HR & OD	<p>This will be taken forward as part of its review of existing HR policies and a report will be brought back to a future People, Performance and Development Committee meeting on whether it is possible to merge the Severance and Change Management policies.</p> <p>(Update: 26 May 2017)</p>

COMPLETED ACTIONS

Number	Meeting Date	Item	Recommendation / Action	Action by whom	Action update
A8/17	22 March 2017	Action Review	Reply from the Chairman of PPDC to be sent to the Cabinet Minister for Apprenticeships and Skills regarding the details highlighting how damaging the apprenticeship levy could be on smaller schools and the hypocrisy inherent in the fact that Academies with a pay bill smaller than £3 million aren't included in the levy.	Executive Assistant to the Leader	A response from the Chairman of PPDC was sent to the Cabinet Minister for Apprenticeships and Skills was on 21 April 2017. (Updated: 21 April 2017)
A9/17	22 March 2017	Forward Work Programme	Letter to be drafted on behalf of the Chairman of PPDC to all Heads of Services and Assistant Directors stating that PPDC is looking forward to reviewing staff appraisal completion rates at its meeting on 14 June and expects that all staff appraisals should be completed by the point.	Executive Assistant to the Leader	All directors have been informed by the Chief Executive that the People, Performance and Development Committee will receive an update on appraisal completion rates for each service at its meeting on 14 June. (Update: 26 May 2017)
A10/17	22 March 2017	Forward Work Programme	The Leader of the Council to be reminded to make preparations for the Chief Executive's appraisal following County Council Elections	Head of HR & OD	A summary of the appraisal process has been provided to the Chief Executive for discussion with the Leader of the Council regarding the approach and timetable for the appraisal. (Update: 26 May 2017)

People, Performance & Development Committee – ACTION TRACKING

June 2017

A11/17	22 March 2017	Forward Work Programme	Q1 Pay Policy Exceptions Analysis to be moved to the PPDC meeting scheduled for 25 July 2017	Regulatory Committee Manager	This item has been moved to the PPDC meeting scheduled for 25 July 2017. (Updated: 22 March 2017)
A12/17	22 March 2017	Forward Work Programme	The Committee to receive a paper on the termination of the pension scheme for Members and the options available for the pension following the scheme's closure at its meeting on 14 June 2017	Senior Advisor (Pension Fund)	This has been added as an item to the PPDC meeting scheduled for 14 June 2017. (Updated: 12 May 2017)
A14/17	22 March 2017	Severance and Change Management Policy	Head of HR & OD to consider introducing a policy which limits employee Fixed Term Contracts at Surrey County Council to a maximum of 22 months.	Regulatory Committee Manager	An item on the Council's Financial position and the number of staff redundancies which may result has been added to PPDC's Forward Work Programme for its meeting scheduled for 21 September 2017. (Updated: 10 April 2017)
A15/17	22 March 2017	Surrey County Council Smokefree Policy	Locations of where smoking should be allowed within Council premises in the year prior to the introduction to the ban should undergo review to ensure that it minimises the impact on the health of others	Equality, Inclusion & Wellbeing Manager	All Surrey County Council sites will be encouraged to adopt the new policy and move to being an entirely smoke free area as soon as it is practical, as this will require reviewing and removing current outside locations where smoking is permitted. (Update: 30 May 2017)
A16/17	22 March 2017	Pay Exceptions Analysis	Reports should include information on the number of people employed in each service for the quarter to provide a percentage on the number of those employed have received pay exceptions	Head of HR & OD	This request has been highlighted to the author of Pay Exceptions Analysis reports to ensure that future reports contain this information. (Updated: 10 April 2017)

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People, Performance and Development Committee
14 June 2017

Forward Work Programme

Purpose of the report:

For Members to review and comment on upcoming items due for consideration by the People, Performance and Development Committee.

Introduction:

A Forward Work Programme recording upcoming items due for consideration by the Committee is attached as **Annex 1**, and the Committee is asked to review the items due to be discussed.

A number of 'standing' items are brought to the attention of the Committee at defined intervals, either monthly (e.g. pay exception requests for officers in posts graded S13 and above), quarterly (e.g. pay exception reports for officers in all posts), or annually (e.g. Annual Pay review and Pay Policy Statement).

In addition to the permanent items, the Committee considers proposals for changes to Surrey Pay terms and conditions as well as human resource policies which govern the employment relationship between the Council and its officers.

While changes to HR policies can be driven by developments in legislation, the Council also proactively reviews its employment practices. Regular HR policy reviews aim to ensure the effectiveness and fitness for purpose of the Council's approach to people management, maintain a positive employee relations climate and ultimately contribute to making Surrey County Council an employer of choice. Proposals for changes are submitted on an ad-hoc basis, although it is likely that most PPDC meeting agendas will contain one or more items of that nature.

Additional papers/proposals are submitted for consideration by the Committee on an 'as required' basis, and may include projects or initiatives relating to the HR Strategy for people management and/or organisational development.

Recommendations:

The Committee is asked to review upcoming actions that it is due to consider at future People, Performance and Development Committee (Annex 1).

Report contact: Andrew Baird, Regulatory Committee Manager

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



People Performance and Development Committee Forward Work Programme – June 2017

25 July 2017

Item title	Pay Policy Exceptions Analysis (2016/17) Q4 and Full Year
Report author	Rahul Singh, Senior MI Specialist Ken Akers, Head of HR & OD
Item Summary	To review analysis of Pay Policy Exceptions agreed for Quarter 4 and for the full year 2016/17

Item title	HR Strategy
Report author	Ken Akers, Head of HR & OD
Item Summary	Summary of HR Strategy

Item title	Leadership Development Programme - Leadership Offer Review
Report author	Lavern Dinah, Acting OD Manager
Item Summary	Update on the new corporate leadership offer

Item title	Outcome of review into key worker housing
Report author	Ken Akers, Head of HR & OD
Item Summary	To update Members on existing key worker housing schemes as well as outcomes arising from a review into key worker housing options undertaken by a project group.

Item title	Industrial Action Policy
Report author	Prodromos Mavridis, Snr HR Advisor – Policy and Engagement
Item Summary	To approve the revised Industrial Action Policy in line with the Trade Union Act 2016.

Item title	Annual leave during sickness
Report author	Prodromos Mavridis, Snr HR Advisor – Policy and Engagement
Item Summary	To approve changes to the arrangements for the accrual and carryover of annual leave during long-term sickness.

Item title	Monthly Pay Policy Exceptions July 2017 (Part 2)
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Report author	Ken Akers, Head of HR & OD
Item Summary	For PPDC to decide on senior pay (grades S13 or above) that fall outside of the published pay policy.

Item title	Annual Surrey Pay Review
Report author	Ken Akers, Head of HR & OD
Item Summary	For the Committee to consider the proposed Annual Pay Award for staff.

Item title	Termination of Employment Policy (including review of early retirement provisions) (Part 2)
Report author	Prodromos Mavridis, Snr HR Advisor – Policy and Engagement Ken Akers, Head of HR&OD
Item Summary	To approve changes to relevant policies and their regrouping under the Termination of Employment heading.

Item title	Learning Agreement (under Study Leave and Financial Assistance Policy)
Report author	Joy Hurman, Social Care Workforce Development Team Leader Ken Akers, Head of HR&OD
Item Summary	To approve changes to allowances specified in the Learning Agreement within the Study Leave and Financial Assistance Policy

Item title	Update on Review of Staff Survey Results
Report author	Rachel Crossley, Chief of Staff
Item Summary	To update the Committee on actions being taken to areas identified for improvement in the staff survey.

Item title	Pay Policy Exceptions Analysis Q1 2017/18
Report author	Rahul Singh, Senior MI Specialist Ken Akers, Head of HR & OD
Item Summary	To review analysis of Pay Policy Exceptions for Quarter 1 of 2017/18.

Item title	Trade Union Facility Time Report
Report author	Ken Akers, Head of HR & OD
Item Summary	To advise on options for Members to access their LGPS pension.

21 September 2017

Item title	Monthly Pay Policy Exceptions September 2017 (Part 2)
Report author	Oonagh Dixon, Reward Advisor Ken Akers, Head of HR & OD
Item Summary	For PPDC to decide on senior pay (grades S13 or above) that fall outside of the published pay policy.

Item title	Pay Policy Statement 2017/2018
Report author	Ken Akers, Head of HR & OD Julie Smyth, HR Reward Manager
Item Summary	To review the Pay Policy Statement for 2017/18 for recommendation to Full Council

Item title	SCC Financial Position and its Impact on Staff
Report author	Ken Akers, Head of HR & OD
Item Summary	To review the number of redundancies likely as a result of SCC's Financial Position and to consider measures to mitigate the impact of any potential redundancies on staff morale.

Item title	Family-friendly Policies
Report author	Prodromos Mavridis, Snr HR Advisor – Policy and Engagement
Item Summary	To approve the revisions/realignments to the Council's family friendly policies including maternity, adoption and parental leave.

Item title	Termination of Employment Policy
Report author	Prodromos Mavridis, Snr HR Advisor – Policy and Engagement
Item Summary	To approve revisions to the Council's Termination of Employment Policy

Item title	Homeworking Telephone Allowances
Report author	Prodromos Mavridis, Snr HR Advisor – Policy and Engagement
Item Summary	To approve revisions to Council's allowances for homeworking telephones.

Item title	Embedding the Behaviours Framework Update
Report author	Ken Akers, Head of HR & OD
Item Summary	To update the Committee on action that has been taken to embed the Behaviours Framework

27 October 2017

Item title	Monthly Pay Policy Exceptions October 2017 (Part 2)
Report author	Oonagh Dixon, Reward Advisor Ken Akers, Head of HR & OD

Item Summary	For PPDC to decide on senior pay (grades S13 or above) that fall outside of the published pay policy.
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Item title	Pay Policy Exceptions Analysis Q1 & Q2 2017/18 (Part 2)
Report author	Rahul Singh, Senior MI Specialist Ken Akers, Head of HR & OD
Item Summary	To review analysis of Pay Policy Exceptions for Quarter 1 of 2017/18.

30 November 2017

Item title	Monthly Pay Policy Exceptions November 2017 (Part 2)
Report author	Oonagh Dixon, Reward Advisor Ken Akers, Head of HR & OD
Item Summary	For PPDC to decide on senior pay (grades S13 or above) that fall outside of the published pay policy.

Item title	Review of Senior Management Arrangements for the Environment & Infrastructure Directorate
Report author	Ken Akers, Head of HR & OD
Item Summary	To update the Committee on the senior management arrangements for the Environment and Infrastructure Directorate following changes made to the senior management structure within the Directorate.

Item title	HR Policy Changes
Report author	Prodromos Mavridis, Snr HR Advisor – Policy and Engagement
Item Summary	For the Committee to approve changes to HR policies.

Item title	Outcome of the Chief Executive's Appraisal (Part 2)
Report author	Ken Akers, Head of HR & OD
Item Summary	To update the Committee on the outcome of the Chief Executive's appraisal panel.



People, Performance and Development Committee
14 June 2017

**Extension of Member and Employer Representative
Appointments of the Local Pension Board**

Purpose of the report:

This report sets out the proposed extension of member and employer representative appointments for Local Pension Board for approval by the People, Performance and Development Committee.

The report also recommends the new appointment of a County Councillor as employer representative and Vice Chairman, to fill a vacancy following the election on 4 May 2017.

The Local Pension Board is a requirement under section 5 of the Public Service Pensions Act 2013, and Regulation 106 of the Local Government Pension Scheme Regulations 2013.

Recommendations:

It is recommended that the People, Performance and Development Committee agrees 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.

Each Local Pension Board member so appointed shall serve for the life of the current Surrey County Council, a defined, fixed period which can be extended for further periods subject to re-nomination.

Introduction:

1. Under the provisions of section 5 of the Public Service Pensions Act 2013 (“the 2013 Act”) and regulation 106 of the Local Government Pension Scheme (LGPS) Regulations 2013 (as amended) (“the Regulations”) each LGPS Administering Authority must establish a new Local Pension Board for the purposes of assisting the Administering Authority in all aspects of governance and administration of the LGPS, including funding and investments.
2. The Local Pension Board is constituted separately to the Surrey Pension Fund Committee which has delegated authority to carry out pensions functions for the Council as the Administering Authority.
3. On 17 March 2015, the Council established the Local Pension Board, and delegated the appointment of members of the Local Pension Board to the People, Performance and Development Committee (PPDC). An appointment panel of officers and Members was established to oversee the recruitment process and produce recommendations for PPDC.
4. On 17 July 2015 PPDC appointed the required eight employer and member representatives of the Local Pension Board. Further to this one member of Local Pension Board resigned and a replacement was appointed by the PPDC on 29 January 2016. A further termination and appointment of a replacement was made by the PPDC on 3 May 2016.
5. This report sets out the recommendation of the Appointment Panel to extend the membership of the current employer and member representatives, with the exception of the Vice-Chairman who stood down as a County Councillor at the last election. The Appointment Panel has recommended a candidate to fill this vacancy, in consultation with the Leader of the Council.
6. The proposed extension recognises the significant work undertaken by the Pension Board membership over the past two years to develop knowledge and expertise in the areas covered by the Board terms of reference. Each Board member is compliant with the attendance, knowledge and understanding policy.
7. Previous appointment processes have demonstrated low appetite and interest from both the employer and member pools. To this end, the recommended extension will benefit the Administering Authority and Fund by ensuring a skilled and engaged Board membership continues to assist in all aspects of governance and administration of the LGPS.
8. The role of the Local Pension Board, the constitution of its membership and the roles and responsibilities of the Board members are set out in the Local Pension Board terms of reference. It is expected that each Local Pension Board member so appointed will serve for the life of the current Surrey County Council which will continue until spring 2021.

Appointments can be extended for further periods subject to re-nomination.

Financial and value for money implications

9. Training expenses are borne by the administration cost centre of the Pension Fund and must be approved by the Director of Finance. Retaining skills and expertise minimises the cost to the Pension Fund, provides assurances with respect to good governance and, in the long term, informs better decision making.

Equalities and Diversity Implications

10. The establishment of the Board is a statutory requirement. There are no specific equality implications arising from these appointments.

Risk Management Implications

11. All risk related issues related to the termination and appointment of Board members are managed within the Board's terms of reference, as agreed by Council on 17 March 2015 and amended by the Pension Fund Committee on 18 September 2015.

Next steps:

The next public meeting of the Local Pension Board is planned for 27 July 2017.

Report contact: Neil Mason, Senior Advisor (Pension Fund and Treasury)

Contact details: Tel: 020 8213 2739 Email: neil.mason@surreycc.gov.uk

Annexes:

Annex 1 – Recommendation to the People, Performance and Development Committee for the appointment of an individual member of the Local Pension Board

Sources/background papers:

Public Service Pensions Act, 2013

Local Government Pension Scheme (LGPS) Regulations, 2013

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SURREY LOCAL PENSION BOARD

RECOMMENDATION TO THE PEOPLE, PERFORMANCE & DEVELOPMENT COMMITTEE FOR THE APPOINTMENT OF REPRESENTATIVES TO THE LOCAL PENSION BOARD



1. **Appointment of Local Pension Board members**

- 1.1 Appointment of Local Pension Board members is carried out by the People, Performance and Development Committee following recommendations from the Appointment/Termination panel.
- 1.2 The Appointment/Termination panel overseeing the process consist of the following representatives of the Administering Authority:
- The Chairman of the Pension Fund Committee;
 - The Director of Finance (or her nominee);
 - The Strategic Finance Manager – Pension fund and treasury;
 - The Director of Legal & Democratic Services (or her nominee).
- 1.3 The requirement is to appoint employer representatives as follows:
- 2 x Surrey County Councillors;
 - 2 x representatives to come from nominations from other employers (e.g. District, Borough and Parish Councils, Academies, Police and other scheduled, designated or admitted body employers in the Surrey Pension Fund).
- 1.4 The requirement is to appoint member representatives as follows:
- 1 x GMB nominated representative;
 - 1 x Unison nominated representative;
 - 2 x other member representatives.
- 1.5 Any independent representatives will be directly appointed by the Appointment Panel through an open and transparent process.
- #### 2. **Appointment of the Chairman and Vice Chairman of the Local Pension Board**
- 2.1 Appointment of the Chairman and Vice Chairman of the Local Pension Board is be carried out by the People, Performance and Development Committee on the recommendation of the Appointment/Termination panel.

3. The Constitution of the current Local Pension Board

3.1 The current Employer representatives are:

- 2 x Surrey County Councillors:
 - Cllr Nick Harrison
 - Vacancy (formerly John Orrick, stepped down as a County Councillor in May 2017)
- 2 x representatives to come from nominations from other employers (e.g. District, Borough and Parish Councils, Academies, Police and other scheduled, designated or admitted body employers in the Surrey Pension Fund):
 - Paul Bundy (Surrey Police)
 - Claire Morris (Guildford Borough Council)

3.2 The current member representatives of the Local Pension Board are:

- 1 x GMB nominated representative:
 - Tina Hood
- 1 x Unison nominated representative:
 - Paresh Ranjani
- 2 x other member representatives:
 - David Stewart
 - Trevor Willington

3.3 The requirement for independent representatives of the Local Pension Board is regularly reviewed by the newly formed Local Pension Board. There are no appointments at this stage.

3.4 The current Chairman of the Local Pension Board is:

- Cllr Nick Harrison

3.5 The current Vice Chairman of the Local Pension Board is:

- Vacancy (formerly John Orrick, stepped down as a County Councillor in May 2017)

3.6 The Appointment panel recommends:

- That the term of office for the member representatives of the Surrey Local Pension Board are extended over the life of the next council
- That the term of office for the employer representatives of the Surrey Local Pension Board are extended over the life of the next council

3.7 The appointment panel further recommends:

- That Cllr Graham Ellwood is appointed as Vice Chairman and Surrey County Councillor employer representative to the Surrey Local Pension Board.



People, Performance and Development Committee
14 June 2017

Appraisal Completion Update 2016/17

Purpose of the report: Performance Management

To provide an update on the appraisal completion rates and distribution of appraisal ratings for performance year from 1 April 2016 to 31 March 2017. The report includes a comparison of the completion and distribution of appraisal ratings with the first year of implementation for the performance year from 1 April 2015 to 31 March 2016.

Recommendation:

That the People Performance and Development Committee notes that:

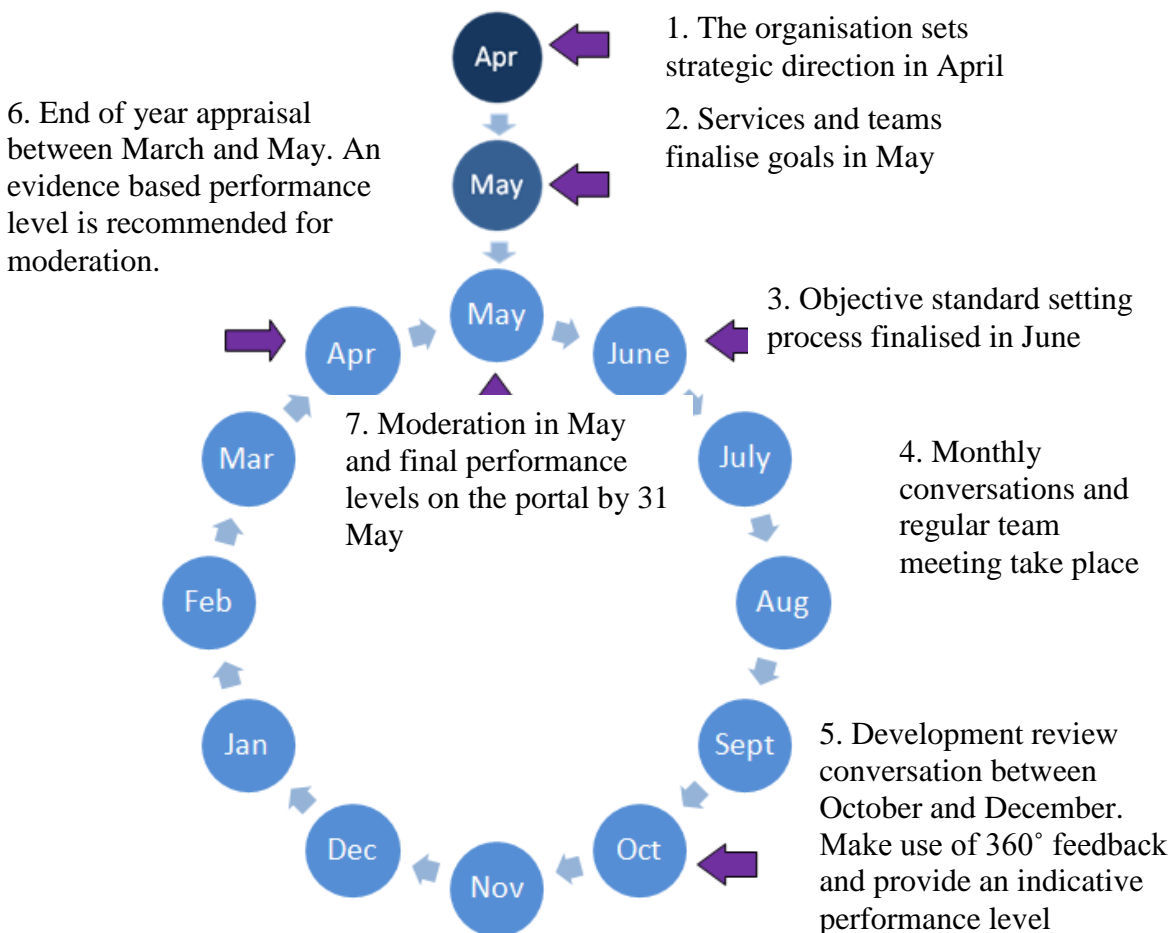
- I. the completion rate cent for eligible appraisals by 31 May deadline is **94.2 per cent**, with 0.9 percent still in progress and 4.9 per cent not yet completed;
- II. all appraisals are now completed within the same time frame by 31 May 2017; no extensions were offered and around an additional 700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

Introduction:

1. Surrey County Council (SCC) is a values led organisation with effective staff management is at the heart of the Council's culture which is delivered through its appraisal process. In 2016 the Council introduced an updated behaviours framework and created a link between appraisal and pay progression as part of the reward strategy agreed with Trade Unions.
2. The Council expects 100 per cent compliance with appraisal policy and every manager is required to have completed, moderated and logged all appraisals on the Surrey Access Portal (SAP) system by 31 May 2017.

Overview of the Appraisal process and performance levels

3. The appraisal year falls in line with the business planning cycle and follow on from the Strategic direction set in April. The previous years' objectives are reviewed with all staff and appropriate performance levels are given determined, moderated and recorded by 31 May each year.
4. The objectives are then set by June for the coming year and are reviewed between October and November with the support of 360-degree feedback where practicable. Regular monthly team meeting and conversation with individuals keeps the focus on performance.
5. To ensure fairness and transparency, the process includes a final moderation of performance levels given to all staff. Services also review objectives set for similar roles at the beginning of the appraisal year to encourage consistency in standards of performance required. The diagram below gives an overview of the appraisal process.



6. The Council will be successful when individual staff are successful so the aim for everyone is to do a great job to a high standard. On this basis, the appraisal process provides for three ratings of performance:
 - Successful,
 - Exceptional, and
 - Improvement needed.

7. Every individual must be given a level in accordance with their achievement against their service standards, objectives and the behaviours. The right support should be in place if the standards are not being met. The Council has set out a guided distribution for appraisal ratings; approximately five per cent will achieve an exceptional rating, five per cent will have improvement needed and 90 per cent will be successful. See summary of outcome ratings below.

1) Successful	2) Exceptional	3) Improvement needed	4) Not discussed
The majority of us will be successful , completing high quality work, delivering our objectives consistently for residents and role modelling the behaviors.	A small number of those achieving 'successful' may also experience a year where they have consistently delivered exceptional results and have had a significant and positive impact on others. For those who have really excelled themselves and the standards expected, the level 'exceptional' can be used to recognize their achievement.	This level will be given where an individual is not able to demonstrate they have met the requirements of the job they are employed to perform. There may be formal or informal measures already in place, appropriate to the improvement needed. Improvement measures should be in place to help the individual be successful as soon as possible. The effect of this performance level on pay is to pause any eligible pay increase until such time as the required improvement is made	This is given to someone as a temporary measure who is absent from their appraisal and it was not possible to reschedule before the deadline required by the service. An updated level of either successful, exceptional or improvement needed will be discussed when they return to work. The effect of this performance level on pay is to pause any eligible pay increase until such time as the appraisal can be completed

8. Managers who give 'improvement needed' can change this level to 'successful' when the individual has demonstrated and sustained the improvement required according to their improvement plan. This action allows the individual to receive any eligible pay increase they are entitled to from that point on wards. This provides an incentive for individuals to improve quickly.

9. Managers who give 'not discussed' are expected to have an appraisal discussion at a time that is appropriate for the individual. In the case of sickness it might not be appropriate to have the appraisal immediately, therefore any eligible pay increase will stay paused and then back dated.

Appraisal completion rates 2016/17

10. A summary of the organisational and directorate appraisal completion rates is included in the table below and a breakdown of the service completion is included as Annex 1.

Personnel Area	Not Completed	In Process	Completed
Adult Social Care Services	4.70%	0.24%	95.06%
Business Services	0.88%	0.69%	98.43%
Chief Executive Office	1.82%	0.00%	98.18%
Children Sch & Fam Service	6.55%	1.75%	91.70%
Customer and Communities	7.19%	0.00%	92.81%
Environment & Infrastructure	8.30%	0.35%	91.34%
Legal, Demo & Cultural Service	0.45%	0.28%	99.27%
Grand Total	4.90%	0.92%	94.18%

11. The total appraisal completion of 94.2 percent on the 31 May 2017 includes services granted an extension in 2016 who have now come in line with the rest of the organisation. This represents a good achievement given that all staff are now in the same timeline. There will be some staff where appraisals cannot be completed due to sickness absence. HR will continue to remind managers about completing appraisals and will expect outstanding staff appraisals to be completed by the end of June.
12. By way of comparison, the appraisal completion rate for the Council in 2015/16 was 100 per cent by 23 August 2016 (PPDC report 26 September 2016). A breakdown of the completion rate for each service in 2015/16 is included as Annex 2.

Appraisal distribution – 2016/17

13. A summary of the appraisal distribution rate is included in the table below and a breakdown of service distribution is included as Annex 3.

Personnel Area	Not Discussed	Improvement Needed	Successful	Exceptional
Adult Social Care Services	2.04%	2.65%	93.47%	1.84%
Business Services	1.69%	2.79%	90.84%	4.68%
Chief Executive Office	0.00%	0.00%	96.30%	3.70%
Children Sch & Fam Service	3.12%	5.04%	88.01%	3.83%
Customer and Communities	3.10%	3.10%	87.60%	6.20%
Environment & Infrastructure	0.69%	0.77%	92.37%	6.16%
Legal, Demo & Cultural Service	2.16%	0.51%	95.17%	2.16%
Grand Total	2.29%	3.01%	91.13%	3.57%

14. The overall distribution is within the guided distribution parameters for staff appraisals which suggest that approximately five per cent will achieve an exceptional rating, five per cent will have improvement needed and 90 per cent will be successful.
15. There is a variation between services which is to be expected and is reasonable. It is good to note that there is more consistency in the results and less variability between services than was the case last year. This improvement follows a due to the management review of last year's results.

- 16. By comparison the rating distribution for 2015/16 was 5.82 per cent exceptional, 94.17 per cent successful and 0.01% improvement needed by June 2017. (At 23 August 2016 improvement needed stood at 4.6%) A breakdown of distribution of ratings across each service for 2015/16 is included as Annex 4.

Conclusions:

- 17. At the end of the second year of the Pay and Reward Strategy Members can draw confidence from the fact that performance ratings are within the guided distribution patterns and the vast majority of staff have had an appraisal in line with the specified timeline. Officers continue to monitor and follow up where appraisals are outstanding in order to complete the process by 30 June 2017.

Financial and value for money implications

- 18. An embedded culture of performance management is an essential part of achieving value for money on behalf of Surrey residents.

Equalities and Diversity Implications

- 19. Annual appraisals are an essential way in which the Council ensures its values and behaviours are embedded across the organisation, as standard. Effective staff management and moderation of appraisal outcomes helps manage bias and ensure outcomes feel fair to staff.

Risk Management Implications

- 20. There are no specific risks associated with this report.

Next steps

- 21. HR will continue to embed a culture of quality performance appraisals as part of the implementation of the Pay and Reward Strategy.

Report contact: Lavern Dinah, Organisational Development Manager

Contact details: lavern.dinah@surreycc.gov.uk

Annexes:

- Annex 1 - Services and directorate breakdown for Appraisal completion 2016/17
- Annex 2 - Services and directorate breakdown for Appraisal completion 2015/16
- Annex 3 - Service and directorate breakdown for Appraisal Rating 2016/17
- Annex 4 - Service and directorate breakdown for Appraisal Rating 2015/16

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Service and directorate breakdown for Appraisal completion – 2016/17

Personnel Area	Personnel Subarea	Not Completed	In Process	Completed	Grand Total
Adult Social Care Services	Comms & Ops	8.17%	0.38%	91.45%	100.00%
	Mental Health	2.84%	0.47%	96.68%	100.00%
	Prac Develop	0.00%	0.00%	100.00%	100.00%
	Public Health	0.00%	0.00%	100.00%	100.00%
	Ser Delivery	0.70%	0.00%	99.30%	100.00%
	St Dir for ASC	0.00%	0.00%	100.00%	100.00%
Adult Social Care Services Total		4.70%	0.24%	95.06%	100.00%
Business Services	Business Ops	0.00%	0.00%	100.00%	100.00%
	Customer Serv	1.79%	4.46%	93.75%	100.00%
	Finance	0.00%	0.00%	100.00%	100.00%
	HR & Org Dev	0.00%	0.00%	100.00%	100.00%
	IT & Digital	0.51%	0.00%	99.49%	100.00%
	Proc&Com	0.00%	2.22%	97.78%	100.00%
	Property	2.29%	0.57%	97.14%	100.00%
	St Dir for BUS	15.38%	0.00%	84.62%	100.00%
Business Services Total		0.88%	0.69%	98.43%	100.00%
Chief Executive Office	Communications	3.45%	0.00%	96.55%	100.00%
	Strategy & Perf	0.00%	0.00%	100.00%	100.00%
Chief Executive Office Total		1.82%	0.00%	98.18%	100.00%
Childrens Sch & Fam Service	Childrens Serv	6.63%	3.14%	90.24%	100.00%
	Comm & Prev	10.90%	2.78%	86.32%	100.00%
	Sch & Learning	4.62%	0.42%	94.97%	100.00%
Childrens Sch & Fam Service Total		6.55%	1.75%	91.70%	100.00%
Customer and Communities	C Part & Safety	0.00%	0.00%	100.00%	100.00%
	St Dir for CC	0.00%	0.00%	100.00%	100.00%
	Trade Standard	9.35%	0.00%	90.65%	100.00%
Customer and Communities Total		7.19%	0.00%	92.81%	100.00%
Environment & Infrastructure	Economy, T&P	0.00%	0.00%	100.00%	100.00%
	Emergency Mgt	0.00%	0.00%	100.00%	100.00%
	Environment	0.00%	0.00%	100.00%	100.00%
	Fire & Rescue	15.15%	0.54%	84.32%	100.00%
	Highways	0.77%	0.15%	99.07%	100.00%
	St Dir for E&I	0.00%	0.00%	100.00%	100.00%
Environment & Infrastructure Total		8.30%	0.35%	91.34%	100.00%
Legal, Demo & Cultural Service	Cultural Serv	0.37%	0.24%	99.39%	100.00%
	Legal&Demo Ser	1.55%	0.78%	97.67%	100.00%
	St Dir for LDC	0.00%	0.00%	100.00%	100.00%
Legal, Demo & Cultural Service Total		0.45%	0.28%	99.27%	100.00%
Grand Total		4.90%	0.92%	94.18%	100.00%

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Service and directorate breakdown for Appraisal completion – 2015/16

Personnel Area	Personnel Subarea	Delayed Return	In process	Completed	Grand Total
Adult Social Care Services	Comms & Ops	0.00%	0.11%	99.89%	100.00%
	Mental Health	0.00%	0.00%	100.00%	100.00%
	Prac Develop	0.00%	0.00%	100.00%	100.00%
	Public Health	0.00%	0.00%	100.00%	100.00%
	Ser Delivery	0.00%	0.00%	100.00%	100.00%
	St Dir for ASC	0.00%	0.00%	100.00%	100.00%
Adult Social Care Services Total		0.00%	0.05%	99.95%	100.00%
Business Services	Business Ops	0.00%	0.43%	99.57%	100.00%
	Customer Serv	0.00%	0.00%	100.00%	100.00%
	Finance	0.00%	0.00%	100.00%	100.00%
	HR & Org Dev	0.00%	0.00%	100.00%	100.00%
	IT & Digital	0.00%	0.00%	100.00%	100.00%
	Proc&Com	0.00%	0.00%	100.00%	100.00%
	Property	0.00%	0.60%	99.40%	100.00%
	St Dir for BUS	0.00%	0.00%	100.00%	100.00%
Business Services Total		0.00%	0.21%	99.79%	100.00%
Chief Executive Office	Communications	0.00%	0.00%	100.00%	100.00%
	Strategy & Perf	0.00%	0.00%	100.00%	100.00%
Chief Executive Office Total		0.00%	0.00%	100.00%	100.00%
Childrens Sch & Fam Service	Childrens Serv	0.00%	0.18%	99.82%	100.00%
	Comm & Prev	0.00%	0.00%	100.00%	100.00%
	Sch & Learning	0.05%	0.21%	99.74%	100.00%
Childrens Sch & Fam Service Total		0.03%	0.16%	99.82%	100.00%
Customer and Communities	C Part & Safety	0.00%	0.00%	100.00%	100.00%
	St Dir for CC	0.00%	0.00%	100.00%	100.00%
	Trade Standard	0.00%	0.00%	100.00%	100.00%
Customer and Communities Total		0.00%	0.00%	100.00%	100.00%
Environment & Infrastructure	Economy, T&P	0.00%	0.00%	100.00%	100.00%
	Emergency Mgt	0.00%	0.00%	100.00%	100.00%
	Environment	0.00%	0.00%	100.00%	100.00%
	Fire & Rescue	0.00%	0.00%	100.00%	100.00%
	Highways	0.00%	0.42%	99.58%	100.00%
	St Dir for E&I	0.00%	0.00%	100.00%	100.00%
Environment & Infrastructure Total		0.00%	0.16%	99.84%	100.00%
Legal, Demo & Cultural Service	Cultural Serv	0.00%	0.00%	100.00%	100.00%
	Legal&Demo Ser	0.00%	0.00%	100.00%	100.00%
	St Dir for LDC	0.00%	0.00%	100.00%	100.00%
Legal, Demo & Cultural Service Total		0.00%	0.00%	100.00%	100.00%
Grand Total		0.01%	0.12%	99.87%	100.00%

Service and directorate breakdown for Appraisal Rating – 2016/17

Personnel Area	Personnel Subarea	Not Discussed	Improvement Needed	Successful	Exceptional	Grand Total
Adult Social Care Services	Comms & Ops	1.04%	2.60%	93.15%	3.22%	100.00%
	Mental Health	0.98%	2.94%	95.59%	0.49%	100.00%
	Prac Develop	0.00%	2.78%	97.22%	0.00%	100.00%
	Public Health	2.22%	0.00%	93.33%	4.44%	100.00%
	Ser Delivery	3.81%	2.82%	93.08%	0.28%	100.00%
	St Dir for ASC	0.00%	0.00%	100.00%	0.00%	100.00%
Business Services	Business Ops	0.00%	5.00%	90.00%	5.00%	100.00%
	Customer Serv	2.86%	5.71%	87.62%	3.81%	100.00%
	Finance	2.78%	1.85%	91.67%	3.70%	100.00%
	HR & Org Dev	0.89%	0.89%	97.32%	0.89%	100.00%
	IT & Digital	2.58%	0.52%	90.21%	6.70%	100.00%
	Proc&Com	2.27%	2.27%	84.09%	11.36%	100.00%
	Property	2.35%	2.35%	92.35%	2.94%	100.00%
	St Dir for BUS	0.00%	0.00%	81.82%	18.18%	100.00%
Chief Executive Office	Communications	0.00%	0.00%	100.00%	0.00%	100.00%
	Strategy & Perf	0.00%	0.00%	92.31%	7.69%	100.00%
Childrens Sch & Fam Service	Childrens Serv	6.32%	1.26%	88.39%	4.03%	100.00%
	Comm & Prev	3.47%	1.24%	91.09%	4.21%	100.00%
	Sch & Learning	1.02%	8.85%	86.58%	3.55%	100.00%
Customer and Communities	C Part & Safety	0.00%	6.67%	83.33%	10.00%	100.00%
	St Dir for CC	50.00%	0.00%	50.00%	0.00%	100.00%
	Trade Standard	3.09%	2.06%	89.69%	5.15%	100.00%
Environment & Infrastructure	Economy, T&P	0.00%	0.00%	100.00%	0.00%	100.00%
	Emergency Mgt	0.00%	0.00%	100.00%	0.00%	100.00%
	Environment	0.00%	0.00%	100.00%	0.00%	100.00%
	Fire & Rescue	0.79%	0.95%	92.85%	5.41%	100.00%
	Highways	0.63%	0.63%	91.56%	7.19%	100.00%
	St Dir for E&I	0.00%	0.00%	100.00%	0.00%	100.00%
Legal, Demo & Cultural Service	Cultural Serv	2.33%	0.55%	95.16%	1.96%	100.00%
	Legal&Demo Ser	0.00%	0.00%	95.24%	4.76%	100.00%
	St Dir for LDC	0.00%	0.00%	100.00%	0.00%	100.00%
Grand Total		2.29%	3.01%	91.13%	3.57%	100.00%

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Service and directorate breakdown for Appraisal Rating – 2015/16

Personnel Area	Personnel Subarea	Developing	Successful	Exceptional	Grand Total
Adult Social Care Services	Comms & Ops	0.00%	96.55%	3.45%	100.00%
	Mental Health	0.00%	81.91%	18.09%	100.00%
	Prac Develop	0.00%	89.66%	10.34%	100.00%
	Public Health	0.00%	87.80%	12.20%	100.00%
	Ser Delivery	0.00%	99.72%	0.28%	100.00%
	St Dir for ASC	0.00%	60.00%	40.00%	100.00%
Business Services	Business Ops	0.00%	90.18%	9.82%	100.00%
	Customer Serv	0.00%	87.23%	12.77%	100.00%
	Finance	0.00%	91.43%	8.57%	100.00%
	HR & Org Dev	0.00%	97.85%	2.15%	100.00%
	IT & Digital	0.00%	87.98%	12.02%	100.00%
	Proc&Com	0.00%	93.18%	6.82%	100.00%
	Property	0.00%	92.26%	7.74%	100.00%
	St Dir for BUS	0.00%	71.43%	28.57%	100.00%
Chief Executive Office	Communications	0.00%	96.43%	3.57%	100.00%
	Strategy & Perf	0.00%	48.00%	52.00%	100.00%
Childrens Sch & Fam Service	Childrens Serv	0.00%	89.65%	10.35%	100.00%
	Comm & Prev	0.13%	91.55%	8.32%	100.00%
	Sch & Learning	0.00%	93.34%	6.66%	100.00%
Customer and Communities	C Part & Safety	0.00%	88.00%	12.00%	100.00%
	St Dir for CC	0.00%	100.00%	0.00%	100.00%
	Trade Standard	0.00%	98.00%	2.00%	100.00%
Environment & Infrastructure	Economy, T&P	0.00%	100.00%	0.00%	100.00%
	Emergency Mgt	0.00%	88.89%	11.11%	100.00%
	Environment	0.00%	100.00%	0.00%	100.00%
	Fire & Rescue	0.00%	99.31%	0.69%	100.00%
	Highways	0.00%	95.63%	4.37%	100.00%
	St Dir for E&I	0.00%	100.00%	0.00%	100.00%
Legal, Demo & Cultural Service	Cultural Serv	0.00%	98.68%	1.32%	100.00%
	Legal&Demo Ser	0.00%	94.39%	5.61%	100.00%
	St Dir for LDC	0.00%	100.00%	0.00%	100.00%
Grand Total		0.01%	94.17%	5.82%	100.00%

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of the Local Government Act 1972.

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