

MINUTES of the meeting of the **PEOPLE, PERFORMANCE AND DEVELOPMENT COMMITTEE** held at 2.10 pm on 30 November 2017 at County Hall, Kingston upon Thames, KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on 29 January 2018.

Elected Members:

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

* = In attendance

In Attendance

Ken Akers, Head of HR & OD
Andrew Baird, Democratic Services Officer
Debbie Bala, Senior HR Advisor
Lavern Dinah, Strategic OPD Manager
Oonagh Dixon, Reward Advisor

99/17 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Mr John Furey.

100/17 MINUTES OF THE PREVIOUS MEETING: 27 OCTOBER 2017 [Item 2]

Members of the People, Performance and Development Committee sought clarity from the Head of HR & OD on whether he had reported back to the Cabinet Member for Adult Social Care regarding dissatisfaction among staff within the Adult Social Care Directorate about the new appraisal process which had been raised by the Committee at its meeting on 27 October 2017. The Committee was informed by the Head of HR & OD that he had not had the opportunity to discuss these concerns in detail with the Strategic Director for Adult Social Care and Public Health following the meeting but would brief the Cabinet Member for Adult Social Care once this discussion had taken place.

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

101/17 DECLARATIONS OF INTEREST [Item 3]

There were none.

102/17 QUESTIONS AND PETITIONS [Item 4]

There were none.

103/17 ACTION REVIEW [Item 5]

Declarations of interest:

None

Witnesses:

Ken Akers, Head of HR & OD

Andrew Baird, Democratic Services Officer

Key points from the discussion:

None

Actions/ further information to be provided:

None

RESOLVED:

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

104/17 FORWARD WORK PROGRAMME [Item 6]

Declarations of interest:

None

Witnesses:

Ken Akers, Head of HR & OD

Andrew Baird, Democratic Services Officer

Key points raised during the discussion:

1. An introduction was provided by officers who highlighted that there had been a number of additions to the Committee's Forward Work Programme since it was last agreed by Members at the People, Performance and Development Committee (PPDC) at its meeting on 27 October 2017. Specifically, Members were advised that an item had been added to the PPDC meeting in June 2018 for the Committee to discuss the progress of negotiations with trade unions regarding the Surrey Pay offer for 2018/19. The Committee was further informed that it had been necessary to postpone consideration of a number of items that were originally scheduled for consideration on 30 November 2017 and that these items had been distributed across future Committee meeting.
2. Further clarity was sought regarding the Termination of Employment Policy item which had been scheduled for consideration at the PPDC meeting in January 2018. In particular, Members asked for more detail about the 'Dying to Work Charter' mentioned within the summary that was included in the Forward Work Programme for that item. Officers

stated that this was a national initiative which established good practice for how employers supported members of staff diagnosed with a terminal illness. The Committee expressed their support for the principles of the 'Dying to Work Charter' initiative but asked officers to investigate the possibility of rebranding it before being introduced to Surrey County Council (SCC).

3. Members discussed the Council's flexibility in its terms and conditions of employment and asked officers whether a less rigid approach to employment would help SCC to recruit and retain staff more effectively thereby helping the Council to reduce the cost of employing agency staff. Members suggested that retaining some staff on more flexible contracts would help to support the Council's base workforce. Officers highlighted that the Council's arrangements in respect of bank contracts did provide a degree of flexibility although it was possible to consider establishing an associate pool to supplement bank contracts. The Committee agreed to receive a report on flexible pay and the Council's approach to working arrangements at its meeting on 26 April 2018.

Actions/ further information to be provided:

1. The Committee to consider a report on the Council's approach to flexibility on pay and working arrangements for staff where this could help to support the existing workforce

RESOLVED:

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

105/17 EMBEDDING THE COUNCIL'S VALUES AND BEHAVIOURS [Item 7]

Declarations of interest:

None

Witnesses:

Ken Akers, Head of HR & OD
Lavern Dinah, Strategic OPD Manager

Key points raised during the discussion:

1. The Committee noted that SCC's Human Resources and Organisational Development Strategy was on the agenda for consideration by the Committee and inquired as to why work undertaken to embed the Behaviours Framework had not been included as part of this item. Officers stated that the HR & OD Strategy was a high level document and that there were a number of strands to actually implementing the strategy of which the Behaviours Framework was just one. It was therefore felt to be beneficial for Committee

Members to review the steps being taken to embed the Behaviours Framework in isolation rather than considering it as part of the wider HR & OD Strategy.

2. Members asked whether there was a role for the Behaviours Framework in supporting staff to remain motivated. Officers emphasised that the majority of staff are motivated by recognising their role in helping SCC to deliver its stipulated goals and that continuing to highlight these will contribute to staff remaining focused. The Committee was advised that the Behaviours Framework had been developed in consultation with a variety of stakeholders and that the aim of the report was to outline how the officers were embedding the Council's values and behaviours through the framework. An MC3 tool was deployed through the Staff Survey to provide feedback on SCC's managers. This tool can be used to support the embedding of the Behaviours Framework and to identify any areas that Learning & Development and Organisational Development need to focus on in work plans.
3. Further clarity was sought regarding the extent to which the Behaviours Framework applied to staff within the Orbis Partnership. Officers acknowledged that there were some challenges to embedding SCC's values within Orbis on account of it being an independent organisation. Staff within the Partnership were, however, aligned to the SCC's appraisal process which was closely tied to the Behaviours Framework while training had also been provided to Orbis employees.
4. The Committee expressed concern that the report didn't make any specific mention of how the Behaviours Framework applied to County Councillors, particularly in regard to how officers and Members worked together and understood each other's specific roles within the organisation. Members stipulated that officers should consider how the corporate and executive aspects of the organisation understand each other and the role that they play within the running of the Council. It was agreed that the Committee would receive a report at its meeting in June 2018 outlining work being undertaken to support closer working between officers and Members within SCC and to help them better understand each other's roles and responsibilities.

Actions/ further information to be provided:

1. The Committee to receive a report on work being undertaken to support closer working between officers and Members within the organisation and to help them better understand each other's roles and responsibilities.

RESOLVED:

It is recommended that People, Performance and Development Committee:

- i. approves the updated behaviour framework guide; and
- ii. notes progress made to embed the behaviours within the organisation.

106/17 POLICY STATEMENT ON VOICE RECORDING HR MEETINGS [Item 8]

Declarations of interest:

None

Witnesses:

Ken Akers, Head of HR & OD

Key points raised during the discussion:

1. Committee Members inquired as to whether all disciplinary meetings between managers and line reports at SCC are audio recorded. Officers indicated that to ensure staff members felt able to talk candidly with their manager regarding a specific issue or concern it wasn't always appropriate to audio record disciplinary meetings. Flexibility was built into the Policy so that it wasn't mandatory to audio record these meetings.
2. Concern was expressed regarding the implications of allowing staff to use their own devices to record disciplinary meetings. Members stressed that there was a risk that audio recordings made by staff members could become the definitive record of the meeting as these were relatively easy to doctor. The Committee instead proposed that the Council purchase dictaphones that make two recordings of the meeting, one of which can then be kept by the Council and the other given to the member of staff involved in the meeting. It was agreed that the policy should be amended in accordance with this suggestion and that the revised policy should be brought back to the Committee for consideration.

Actions/ further information to be provided:

1. The Council's Policy on Voice Recording at HR meetings considered by the Committee at its meeting on 30 November 2017 to be amended to state that SCC will record HR meetings where appropriate and that a copy of the original tape will be shared with the member of staff at the meeting. The revised policy to be brought back to the Committee at its meeting on 29 January 2018.

RESOLVED:

None

107/17 HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT STRATEGY 2017-19 [Item 9]

Declarations of interest:

None

Witnesses:

Ken Akers, Head of HR & OD
Debbie Bala, Senior HR Advisor

Key points raised during the discussion:

1. The report was introduced by officers who informed the Committee that there had been discussions as to the period of time that the Human Resources & Organisational Development (HR & OD) Strategy should cover. It had, however, been agreed that the Strategy should span two (2017- 2019) rather than five years (2017 – 2022) due to potential changes in the structure of SCC's workforce as part of the Orbis integration and recognising that the new Chief Executive may wish to review the Strategy.
2. Members requested further detail on the dashboard that would be used to measure performance against the HR & OD Strategy. Officers stated that key metrics including turnover, promotion, retention, career development and equality would be used to judge the success of the Council in embedding the Strategy. The dashboard was being developed to collect data from these key metrics which would then presented in a series of graphs and charts. It was agreed that the Committee should receive a report which provided details of how the dashboard was developing, with examples of how the charts/ graphs would be formatted, at its meeting on 29 January 2018 for comment by the Committee. PPDC further agreed that the performance against the HR & OD Strategy should be regularly reported to the Committee on a biannual basis.
3. Members were informed that Chief Executives Direct Reports had given its approval for HR to review the quality of workforce data that was available at service level to support SCC in strategic planning around staffing levels in specific areas of the organisation. The Committee asked the extent to which the number of staff on the Council's payroll provided officers with sufficient information to undertake workforce planning. They were informed that this was a crude measure and didn't provide detail on the structure of the workforce or the recruitment being undertaken to vacancies. Further clarity was sought on whether cross-checking took place between the Council's payroll and the structure of the organisation. The Committee was informed that an annual audit was undertaken by officers but stated that there was a disconnect between how the HR and Finance Teams viewed SCC's organisational structure. Specifically, officers indicated that the Finance Team planned budgets around what heads of service anticipated their staffing levels would be for the coming year which created a mismatch in data reported by the Management Information as posts were not always recruited to.
4. The discussion turned to staff recruitment within individual services and Members asked whether the Council could create a contingency staffing budget that managers could apply to for employing additional members of staff. Officers indicated that there was a need for heads of service to retain a degree of flexibility within their staffing budgets to

enable them to respond to specific challenges and opportunities that may arise. Members were advised that SCC could benefit from a policy on holding vacancies to ensure that the service delivery wasn't being adversely impacted although this was a conversation that would need to take place once the new Chief Executive was in post.

5. The Committee inquired about the extent to which the Orbis Partnership was part of the HR & OD Strategy. Members were informed that Orbis was included under the Transformation Section of the Strategy although it had been created for SCC as an Orbis customer and so was more applicable to staff directly employed by the Council

Actions/ further information to be provided:

- i. The Committee to receive an update on the indicators that will be used to measure performance against the HR & OD Strategy at the Committee's meeting on 29 January 2017.

RESOLVED:

The People, Performance and Development Committee:

- i. reviewed and comment on the refreshed two year HR&OD Strategy; and
- ii. agreed to take six monthly reports to review progress of key aims and measures.

108/17 EXCLUSION OF THE PUBLIC [Item 10]

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.

109/17 PAY POLICY EXCEPTIONS - NOVEMBER 2017 [Item 11]

Declarations of interest:

None

Witnesses:

Ken Akers, Head of HR & OD

Key points raised during the discussions:

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

Actions/ further information to be provided:

The Committee agreed a number of actions which are recorded in the Part 2 minutes.

RESOLVED:

The Committee approved the recommendations set out in the confidential minutes.

110/17 INTERIM SENIOR MANAGEMENT ARRANGEMENTS FOR ENVIRONMENT AND INFRASTRUCTURE DIRECTORATE [Item 12]

Declarations of interest:

None

Witnesses:

Ken Akers, Head of HR & OD

Key points raised during the discussions:

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

Actions/ further information to be provided:

The Committee agreed a number of actions which are recorded in the Part 2 minutes.

RESOLVED:

The Committee approved the recommendations set out in the confidential minutes.

111/17 SURREY PAY ANNUAL REVIEW 2017 TO 2018 [Item]

Declarations of interest:

None

Witnesses:

Ken Akers, Head of HR & OD

Key points raised during the discussions:

The report was introduced by officers. 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 minutes.

112/17 PUBLICITY OF PART 2 ITEMS [Item 13]

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

113/17 DATE OF NEXT MEETING [Item 14]

The Committee noted that its next meeting would be held on 29 January 2018.

Meeting ended at: 16:05

Chairman

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of the Local Government Act 1972.

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