Notice of Meeting

People, Performance and Development Committee

SURREY
COUNTY COUNCIL

Date & time	**Place**	**Contact**	**Chief Executive**
Thursday, 30 November 2017 at **2.00 pm**	County Hall, Kingston upon Thames, KT1 2DN	Andrew Baird Room 122, County Hall Tel 020 8541 7609	Julie Fisher

andrew.baird@surreycc.gov.uk

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@SCCdemocracy**

If you would like a copy of this agenda or the attached papers in another format, eg large print or braille, or another language please either call 020 8541 9068, write to Democratic Services, Room 122, County Hall, Penrhyn Road, Kingston upon Thames, Surrey KT1 2DN, Minicom 020 8541 8914, fax 020 8541 9009, or email democratic.services@surreycc.gov.uk.

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: 27 OCTOBER 2017   (Pages 1 - 18)

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 24 November 2017.
2. The deadline for public questions is seven days before the meeting 23 November 2017.
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

5   ACTION REVIEW   (Pages 19 - 26)

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

6   FORWARD WORK PROGRAMME   (Pages 27 - 34)

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

7   EMBEDDING THE COUNCIL'S VALUES AND BEHAVIOURS

The People, Performance and Development Committee gave its endorsement to a behaviour framework created by the HR & OD Team at its meeting in June 2016. The behaviour framework applies to all staff across Surrey County Council and outlines how they can contribute to the success of the organisation and to their own development. The purpose of this report is to request the Members' approval for updates to the Behaviour Framework update and to advise on progress being made in embedding the Framework across the organisation through the HR&OD strategy.

8   POLICY STATEMENT ON VOICE RECORDING HR MEETINGS

The People, Performance and Development Committee is asked to consider a proposal for the Council to adopt a formal policy statement codifying a facility for employees to request permission to use audio recording devices at formal meetings which take place under the provisions of Surrey County Council's employment procedures. This proposal has originated from the [then] Head of Paid Service and senior management within the Council who have asked officers in the HR&OD Team to consider a potential solution following reports of staff requesting to record meetings.

9   HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT STRATEGY 2017-19

This report is being brought to People, Performance and Development Committee for the Committee to comment on the refreshed Human Resource & Organisational (HR&OD) strategy 2017-2019 in accordance with Surrey County Council's Scheme of Delegation.

10   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

11   PAY POLICY EXCEPTIONS - NOVEMBER 2017

The People, Performance and Development Committee (PPDC) acts as the Council's Remuneration Committee under delegated powers in accordance with the Constitution of Surrey County Council (SCC). The purpose of this paper is to ask the Committee to review and decide on salary awards that fall outside SCC's published Pay Policy Statement for staff within the Committee's Terms of Reference.

This report includes a range of pay policy exceptions and staff related that require a decision by Members of the Committee.

Confidential: Not for publication under Paragraph 1
Information relating to any individual.

12   INTERIM SENIOR MANAGEMENT ARRANGEMENTS FOR   (Pages
ENVIRONMENT AND INFRASTRUCTURE DIRECTORATE   91 - 96)

This papers sets out the interim senior management arrangements within the Environment and Infrastructure (E&I) that have arisen following changes to Surrey County Council's corporate leadership including the flexible retirement of the Strategic Director and the interim senior management arrangements that have been put in place following the retirement of the previous Chief Executive.

Confidential: Not for publication under Paragraph 1
Information relating to any individual.

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.

Confidential: 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 29 January 2018.

Julie Fisher
Acting Chief Executive
Published: Wednesday, 22 November 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 27 October 2017 at Committee Room G, County Hall, Kingston upon Thames, Surrey KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on 30 November 2017.

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

Apologies:

None received

In Attendance

Ken Akers, Head of HR & OD
Andrew Baird, Democratic Services Officer
Jonathan Essex, Local Member for Redhill East
Prodromos Mavridis, Senior HR Adviser (Policy)

79/17   APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

None received.

80/17   MINUTES OF THE PREVIOUS MEETING [25 SEPTEMBER 2016] [Item 2]

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

81/17   DECLARATIONS OF INTEREST [Item 3]

There were none.

82/17   QUESTIONS AND PETITIONS [Item 4]

There were none.

83/17   ACTION REVIEW [Item 5]

Declarations of interest:

None

Witnesses:

Ken Akers, Head of HR & OD

Andrew Baird, Democratic Services Officer
Prodromos Mavridis, Senior HR Adviser (Policy)

Key points from the discussion:

1. Members sought clarity on when the People, Performance and Development Committee would receive a report outlining proposed changes to Surrey County Council's (SCC) policy on annual leave accrual and carry forward arrangements as detailed at A29/17 on the Committee's actions tracker. Officers explained that the outcomes of a recent employment tribunal had impacted on the law regarding annual leave accrual and carry forward arrangements. It would be necessary to update the policy with this information once the implications of the Employment Tribunal were fully understood. Members were informed that advice would be sought from the Legal Team on this and that a new date would be found to bring the updated policy to PPDC for decision.

2. Members noted that some of the actions listed on the tracker had been there for some time and concern was subsequently expressed regarding the pace at which actions agreed by the Committee were being progressed by officers. Members agreed that a time period should be assigned to each actions to ensure that they were progressed and concluded promptly.

3. Attention was drawn to action A43/17 listed within the Part 2 section of the tracker. Members agreed that consideration of this item should be postponed until a new Chief Executive was in post.

Actions/ further information to be provided:

1. All actions agreed by the People, Performance and Development Committee to be given clear timescales for completion by officers.
2. Consideration of Action A43/17 to be postponed to a date when Surrey County Council will have a new Chief Executive in place.
3. The Committee to be advised of the date when it will consider the updated policy on the annual leave accrual and carry forward arrangements for Council Staff outlined in Action A29/17.
4. Committee Members to be informed of the date that it will receive information on the number of staff who have taken up the Council's new Learning Agreement as requested by the Committee at its meeting on 25 September and recorded as Action A 39/17.

RESOLVED:

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

84/17 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. Attention was drawn to the summary provided for the item on Honoraria for Children's Social Workers due to be considered at the PPDC meeting on 30 November 2017. Members further highlighted that no summary had been provided for the item on the Severance Review Group also due to be considered at the PPDC meeting on 30 November 2017. Officers provided a brief overview on what each of these items was about and stated that a summary would be included for each of these within the appropriate section on the Committee's Forward Plan.

2. Members highlighted that the Staff Survey would conclude in November 2017 and asked why it was necessary for PPDC to wait until its meeting in March 2018 to consider the outcomes arising from it. It was agreed that consideration of SCC's Staff Survey results should be brought forward for consideration at Committee's meeting on 29 January 2018.

Actions/ further information to be provided:

1. Summary for the item on Honoraria for Children's Social Workers to be included on the Committee's Forward Plan.
2. Summary for the item on the Severe Review Group to be included on the Committee's Forward Plan.
3. Staff Survey Results to be considered at the People, Performance and Development Committee meeting scheduled for 29 January 2018.

RESOLVED:

The People, Performance and Development Committee reviewed items that it is due to consider at future meetings.

**85/17   SURREY COUNTY COUNCIL PAY POLICY STATEMENT 2017 - 2018
[Item 7]**

Declarations of interest:

None

Witnesses:

Ken Akers, Head of HR & OD
Jonathan Essex, Local Member for Redhill East

Key points raised during the discussion:

PPDC considered a motion submitted by Mr Jonathan Essex, Local Member for Redhill, which had been referred to the Committee by Full Council at its meeting on 10 October 2017. The motion referred to PPDC is attached to these minutes as Annex 1. Mr Essex read the following statement in support of the motion:

'Thank for the opportunity to present this motion today to propose that Surrey County Council formally review and set a target for a maximum pay ratio between the Chief Executive and lowest paid. I suggest supporting for this motion for two reasons:

Firstly, there is a lot of support for introducing pay ratios into pay structures, in addition to reporting the current pay ratios, as set out in item 7 of this agenda. For example, the head of research and advocacy for the Chartered Management Institute says that pay ratio targets should be set. And our Prime Minister, Teresa May promised to make companies publish their pay ratios in July. While this is nothing like the pay ratio differences in the private sector (in August the Financial Times reported that the average pay of chief executives of Britain's biggest listed companies fell by nearly £1m, to £4.5m, in 2016) surely there should be an equal focus on public sector pay. This would be a sign that we as a Council wish to signal to Teresa May that she should honour the manifesto and introduce a bill to reform executive pay.

Secondly, this is a good time for us to review pay ratios and commitments as we seek to balance our budget in Surrey. Derby County Council have removed the post of Chief Executive entirely in their efforts to balance their council budget. However, what is proposed here is not the removal of this post but a reassessment of pay ratios through adopting a policy for this. Especially as we are currently recruiting for a new Chief Executive Officer - while at the other end of the pay scale Surrey County Council recently advertised for new staff to join as an apprentice working in the Chief Executive's Office at around £11,000, as set out in Annex 1, Table 6 of this report. And Surrey is currently recruiting full time apprentice roles to work in the Blue Badge Customer Relations Team at the same level, around £6.11 per hour.

So how does Surrey stack up now in terms of pay ratios? Surrey County Council's pay ratio from lowest to highest salary was reported as having recently rose – from 15:1 in 2015-16 to 16:1 last year and 15:1 again this year. But this reports the minimum Surrey pay as some £4,000 above what appears to be the minimum Surrey pays, to apprentices, who are not featured on our pay scale. Comparing it to the lowest advertised post the current Surrey County Council pay ratio is just over 20. The Greater London Authority have committed to reducing the difference in pay between the lowest and highest paid staff to no more than 20 times, with a long term goal of no more than 10 times" with all staff, contractors and interns paid at or above London Living Wage of £9.75 an hour.

I looked to see the situation at other big county councils. For Essex the reported pay ratio is 13.5. For Kent it is 13. We look like we are on the high side. This suggests that a pay ratio policy may add value.

In closing, this motion aims to place before council to set out what the council's target in this areas is and therefore this is opportunity for show

leadership in this area. I urge you to support the motion, and look forward to the debate.'

1. Members enquired as to why Mr Essex felt that apprentices should be considered as part of the pay ratio. Mr Essex stated that he believed apprentices should be included within the calculation to determine SCC's pay ratio due to the fact that they fill a fulltime equivalent post, are employed on a contract by SCC and that they had to live on the salary that they received by the Council the same as other staff members. He highlighted that the SCC may not have employed apprentices when legislation on pay ratios was first introduced but indicated that not factoring them in calculations meant that SCC had not determined an accurate figure in relation to its pay ratio.

2. The Committee discussed the practicalities of including the salary award for apprentices within SCC's published pay ratio. Members highlighted that including apprentices' salaries within the pay ratio would put it outside the legal parameters set by Government meaning that it would be necessary to either reduce the pay that SCC was able to offer its Chief Executive or increase the salary for apprentices. Mr Essex was advised that PPDC had had a lengthy conversation following the announcement made by the previous Chief Executive of his intention to retire and had unanimously agreed that having a Chief Executive was fundamental to the effective functioning of SCC particularly in such challenging times. As such it was necessary to have a benefits package that would attract top talent to apply for the role of Chief Executive vacancy.

3. In terms of increasing the pay awarded to apprentices, Members indicated that it would not be possible to incorporate the cost of implementing this within SCC's staffing budget and would ultimately mean staff redundancies. The Committee also highlighted that SCC commits £2.9m annually to the Apprenticeship Levy. Mr Essex was informed that SCC had published its pay ratio for a number of years and that this had fluctuated over time but had always remained within the legal parameters and had rarely been lower than the ratio outlined in the Pay Policy Statement which PPDC was being asked to approve.

4. Mr Essex stressed that he fully supported PPDC's assessment that it was necessary for SCC to have a Chief Executive and recognised that the Council was legally compliant regarding its published pay ratio but suggested that the Committee may wish to introduce its own policy or benchmark in regard to the difference between the salary awarded to the Chief Executive and the lowest paid within the organisation.

5. PPDC Members rejected Mr Essex's proposal for SCC to introduce an aspirational policy in regard to its pay ratio. The Committee instead agreed that the report recommending the Pay Policy Statement to Full Council should state that the Council's pay ratio is in accordance with the outcomes of the Hutton Fair Pay Review and is within the legal parameters set out by Government.

<u>Mr David Hodge left the meeting at 2.48pm</u>

6. Discussion turned to the Pay Policy Statement and Members sought clarity on the definition of a Chief Officer as detailed within the Statement. Officers indicated that chief officers were those who reported directly to the Chief Executive or to a strategic director and advised that this definition had not been incorporated within the Pay Policy Statement as it was determined by SCC's Constitution and governance arrangements which are independent of its pay arrangements. The Committee agreed that for the purposes of clarity a definition of a Chief Officer should be included within SCC's Pay Policy Statement.

7. Members reviewed the Pay Policy Statement and requested a number revisions ahead of it being submitted to Full Council for approval at its meeting on 5 December 2017.

<u>Mr David Hodge returned to the meeting at 2.58pm</u>

8. Information was sought on how the Trade Unions had responded to SCC imposing the 2017 Pay Settlement. The Committee was informed that the response from Trade Unions had been muted despite UNISON Members having initially rejected the Settlement. Officers stated that there had been some reaction by staff on the Council's internal discussions forums but these had been responded to by members of the HR Team.

9. PPDC requested a report detailing the number of pay policy exceptions awarded to Council staff in the financial year 2017/18. Officers suggested that this information should be reported to the Committee at an appropriate time following the end of the financial year and it was agreed that the Committee would consider details and analysis of pay policy exceptions for the financial year 2017/18 at its meeting in April 2018.

10. A Member of the Committee highlighted concerns regarding dissatisfaction among some staff within the Adult Social Care Directorate in relation to the new appraisal framework that had been introduced by the Council. The Head of HR & OD indicated that he had had a conversation with the Strategic Director of Adult Social Care & Public Health to understand the concerns of staff within this Directorate. He highlighted that managers within the Directorate had been restrictive in the way in which they had judged staff members against the performance criteria outlined within the appraisal framework particularly during the moderation process. This had led to very few 'Exceptional' ratings within the Directorate and had been the source of this dissatisfaction. The Committee was advised that it would take time to embed the new appraisal process but work would take place with managers to enable them to strike the right balance and support the aspirations of staff. The Head of HR & OD indicated that he would have a further conversation with the Strategic Director of Adult Social Care & Public Health following which he would advise the Cabinet Member for Adult Social Care as to the outcomes of this discussion.

11. Members stated that the Committee was being asked to give its approval to the Pay Policy Statement quite late in the year and asked that it be brought earlier to the Committee in future years to ensure that SCC does not fall foul of its legal requirement to produce a Pay Policy Statement. Officers indicated that the delay in bringing this item to the Committee had arisen due to negotiations with Trade Unions who had contended some aspects of the Pay Settlement for 2017. The Committee was further informed that the Statement was accurate up until the October pay roll and so SCC had remained compliant with its duty to publish a Pay Policy Statement.

12. Concerns were raised regarding the possibility of a mandated pay rise for public sector employees being included within the 2017 Autumn Statement to be delivered by the Chancellor on 22 November as this would add significant pressure to the Council's budget for staff salaries.

Actions/ further information to be provided:

1. Report recommending the Pay Policy Statement to Full Council to state that the Council's pay ratio is in accordance with the findings of the Hutton Fair Pay Review and is within the legal parameters set out by Government.

2. SCC's Pay Policy Statement should include the definition of a Chief Officer.

3. The Committee to receive a report analysing data on pay policy exceptions for the financial year 2017/18 at its meeting in April 2018.

RESOLVED:

That the People, Performance and Development Committee are asked to recommend publication of the Pay Policy Statement to the next Surrey County Council Full Council meeting on 5 December 2017.

86/17 FAMILY LEAVE POLICIES [Item 8]

Declarations of interest:

None

Witnesses:

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

Key points raised during the discussion:

1. The report was introduced by officers who highlighted that the Committee was being asked to approve some changes to the Council's family leave policies that would help SCC to better support its staff.

2. Members sought clarity on the role of the Policy and Reward Board mentioned in the report. They were advised that this was an officer committee which reviews HR policies to understand how they will work in practice.

Actions/ further information to be provided:

None

RESOLVED:

The People, Performance and Development Committee:

i. agreed to the proposed change to the Council's policy with regards to maternity, adoption, paternity, parental/shared parental leave;
ii. agreed to the proposed change concerns the consolidation of the 'returner's payment' for new mothers/adopters into the Council's Occupational Maternity/Adoption Pay; and
iii. noted that the revised policy incorporates a provision to allow term-time only employees to be paid for the equivalent of contractual annual leave accrued during maternity/adoption leave. This is a practice that has been adopted in 2016 following the receipt of relevant legal advice.

87/17 LEADERSHIP EXPECTATIONS GUIDE [Item 9]

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 that SCC wished to introduce expectations around the approach and behaviours of those with staff management responsibilities.

2. The Committee expressed concern regarding recommendation ii which asked that Members model the leadership expectations that were outlined within the report as this was already enshrined within the Members' Code of Conduct as outlined within SCC's Constitution. The Committee indicated their intention not to vote in accordance with recommendation ii.

Actions/ further information to be provided:

None

RESOLVED:

The People, Performance and Development Committee noted Surrey County Council's Leadership Expectations.

88/17 STAFF ON THE MAXIMUM OF THE NON-SCHOOL SURREY PAY BANDS [Item 10]

Declarations of interest:

None

Witnesses:

Ken Akers, Head of HR & OD

Key points raised during the discussion:

1. Members expressed the view that staff shouldn't get an incremental pay increase if they had reached the top of their pay band as they should be seeking to gain promotion.

2. Concern was expressed regarding the figure that 42% of staff within the Adult Social Care Directorate were within the upper tier of their pay band. It was advised that there was a perception of a lack of opportunity within this directorate which would lead to employees leaving in an area that was already suffering from staff shortages.

Actions/ further information to be provided:

None

RESOLVED:

The People, Performance and Development Committee note that 465 staff are currently at the top of their pay band for grades PS7 and above, excluding grades PS12 and PS12SC, who will not receive a pay increase.

89/17 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.

90/17 ORGANISATIONAL CHANGE AND IMPACT [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 minute

91/17 PAY POLICY EXCEPTIONS OCTOBER 2017 [Item 13]

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 minute

92/17 PUBLICITY OF PART 2 ITEMS [Item 14]

It was agreed that the information in relation to the number of staff redundancies would be made available to the press and public All other information related to Part 2 items discussed at the meeting would remain exempt.

93/17 DATE OF NEXT MEETING [Item 15]

The Committee noted that its next meeting would be held on 30 November 2017.

Meeting ended at: 3.30 pm

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<div align="right">**Chairman**</div>

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MEETING OF THE PEOPLE, PERFORMANCE AND DEVELOPMENT COMMITTEE

27 OCTOBER 2017

NOTICE OF MOTION

Mr Jonathan Essex (Redhill East) to move under Standing Order 11 as follows:

Council notes the widening gap in pay between the lowest and highest paid council employees in Surrey.

Council believes that a pay ratio policy in Surrey would be transparent, open and would increase employee participation and morale.

Surrey County Council therefore agrees that a pay ratio policy should be considered by the People, Performance and Development Committee at the earliest opportunity.

Referred to the People, Performance and Development Committee from the meeting of Full Council held on 10 October 2017.

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of the Local Government Act 1972.

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ONGOING ACTIONS

Number	Meeting Date	Item	Action	Action by whom	Action update
A29/17	25 July 2017	Human Resources Policy Update – Changes to annual Leave Accrual and Carry-Forward Arrangements	Policy to be updated to state that staff who have been on an extended period of sick leave to carry forward accrued annual leave up to a year following the period of absence. This can be extended for up to two years in exceptional circumstances with agreement from the Head of HR & OD and the relevant Strategic Director.	Senior HR Advisor	The Committee will receive a report on the Council's Annual Leave Accrual and Carry-Forward Arrangements at its meeting on 8 March 2018 **(Updated: 27 October 2017)**
A30/17	25 July 2017	Key Worker Housing	Officers to investigate the full range of options to provide housing for staff taking up a role in a hard to recruit to position. This includes talking to other public sector organisations as well as institutions such universities.	Strategic Business Partner	The Committee will receive an update report on this at its meeting on 8 March 2018 **(Updated: 27 October 2017)**
A31/17	25 July 2017	Key Worker Housing	Officers to consider ways of improving the assistance it provides for staff required to relocate to take up a position at SCC and to present a report on the outcomes of this to a future meeting of PPDC.	Strategic Business Partner	The Committee will receive an update report on this at its meeting on 8 March 2018 **(Updated: 27 October 2017)**

People, Performance & Development Committee – ACTION TRACKING   November 2017

A39/17	25 September 2017	Surrey County Council New Learning Agreement	Committee Members to receive data on the number of staff who have taken up SCC's new Learning Agreement.	Learning & Development Manager	The Committee will receive an update report on this at its meeting on 8 March 2018 **(Updated: 27 October 2017)**
A45/17	27 October 2017	Forward Work Programme	Staff Survey Results to be considered at the Committee's meeting on 29 January 2018	Chief of Staff	Officers have confirmed that they will prepare a report for consideration by Members at the Committee's meeting on 29 January 2018. **(Updated: 27 October 2017)**

COMPLETED ACTIONS

Number	Meeting Date	Item	Recommendation / Action	Action by whom	Action update
A44/17	27 October 2017	Action Review	A timeline for completion of each action to be agreed by the Committee	Democratic Services Officer	The Committee will be asked to discuss a timeframe for completion for each action which it agrees. **(Updated: 27 October 2017)**
A46/17	27 October 2017	Surrey County Council Pay Policy Statement 2017/18	Report recommending the Pay Policy Statement to Full Council to state that the Council's pay ratio is in accordance with the findings of the Hutton Fair Pay Review and is within the legal parameters set out by Government.	Pay & Reward Manager	Reference to the Hutton Fair Pay Review and SCC's compliance with legislative requirements to be made within the report submitted to Full Council in accordance with the request made by the Committee. **(Updated: 21 November 2017)**
A47/17	27 October 2017	Surrey County Council Pay Policy Statement 2017/18	The Pay Policy Statement should include a definition of a Chief Officer	Pay & Reward Manager	The definition of a Chief Officer within the context of Surrey County Council has been included within the Pay Policy Statement submitted for approval to the Council at its meeting on 5 December 2017. **(Updated: 21 November 2017)**

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By virtue of paragraph(s) 1, 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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SURREY
COUNTY COUNCIL

People, Performance and Development Committee
30 November 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 Annex 2 (Part 2)**, 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

Annexes:

Annex 1 – People, Performance and Development Committee Actions Tracker
Annex 2 - People, Performance and Development Committee Actions Tracker (Part 2)

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People, Performance and Development Committee
30 November 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 Plan recording agenda items for consideration at future People, Performance and Development Committee meetings is attached as **Annex 1**, and Members are asked to review the items listed on the Forward Plan.

Recommendations:

That the People, Performance and Development Committee review items that it is due to consider at future meetings (Annex 1).

Report contact: Andrew Baird, Regulatory Committee Manager

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

Annexes:

Annex 1 – People, Performance and Development Committee Forward Work Programme

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SURREY
COUNTY COUNCIL

People Performance and Development Committee Forward Work Programme – November 2017

29 January 2018

Item title	Pay Policy Exceptions January 2018 (Part 2)
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	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 due to the Dying to Work Charter

Item title	Staff Survey Results
Report author	Amy Bailey, Employee Engagement Lead
Item Summary	To provide the Committee with details and analysis of the results of the staff survey. This will include details of how SCC is capturing and progressing innovative staff ideas.

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

Item title	Apprenticeship Levy – update on progress
Report author	Sandie Hamilton, Learning & Development Manager
Item Summary	To provide the committee with an update on the number of staff who have taken up Learning and Development courses.

Item title	Organisational Change & Impact
Report author	Jo Donoghue, Head of HR Advisory
Item Summary	To provide the committee with an overview of the staffing changes that have been made in the last financial year, and those currently being planned or implemented. To show the proportion of staff experiencing change, including

6

	the number of redundancies, both voluntary and compulsory, and the steps taken to support staff members impacted by change.

Item title	Scrutiny Review Group
Report author	Hannah Dwight, HR Business Services & Programmes Manager
Item Summary	To provide committee with an update on the review and formalisation of the governance arrangements for the Severance Review Group.

8 March 2018

Item title	Pay Policy Exceptions March 2018 (Part 2)
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 Leave Policy
Report author	Prodromos Mavridis, Snr HR Advisor – Policy and Engagement
Item Summary	To approve revisions to the Council's Annual Leave policy on the arrangements for accrual & carry forward of annual leave

Item title	Surrey Pay Annual Review - 2018
Report author	Ken Akers, Head of HR & OD
Item Summary	To provide committee with an update on the pay award arrangements for 2018/2019

Item title	Update on Support available to find Suitable Housing
Report author	Gill Kearney, Strategic Business Partner
Item Summary	For the Committee to receive a report outlining what actions have been taken to improve support available for SCC staff in negotiating Surrey's housing market, particularly those in roles considered challenging to recruit to or were new staff relocating from outside the County.

Item title	Trade Union Facilities & partnership arrangements
Report author	Prodromos Mavridis, Snr HR Advisor – Policy and Engagement
Item Summary	To provide committee with the adoption of a new framework for a suite of recognition agreements between the council and the trade unions which it recognises. This includes a change to facility time calculations and service level agreements for schools and academies who may wish to purchase facility time.

Item title	**Employee Benefits Tender**
Report author	Julie Smyth, Reward Manager
Item Summary	To provide committee with an update on the award to the preferred supplier who will host the employee benefits portal for all staff to access a range of discounted offers and salary sacrifice schemes, plus other benefits.

Item title	**Learning Agreement update**
Report author	Sandie Hamilton, Learning & Development Manager
Item Summary	To provide committee with an update on the take up on the number of staff who have applied for courses.

Item title	**Surrey Arts & Adult Community Learning Pay Review**
Report author	Gulcin Polat, HR Advisor
Item Summary	To provide committee with an overview of the pay review for tutors in Cultural Services.

26 April 2018

Item title	**Pay Policy Exceptions April 2018 (Part 2)**
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	**Surrey Pay Negotiations update**
Report author	Ken Akers, Head of HR & OD
Item Summary	To update the Committee on the negotiations taking place.

14 June 2018

Item title	**Pay Policy Exceptions June 2018 (Part 2)**
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	**Appraisal Completion Update**
Report author	Ken Akers, Head of HR & OD Lavern Dinah, Acting Strategic OPD Manager
Item	To update the Committee on the number of appraisals that have been

6

Summary	completed to date so far for the year 2017/18.

Item title	**Surrey Pay negotiations**
Report author	Ken Akers, Head of HR & OD
Item Summary	To update the Committee on the negotiations taking place

25 July 2018

Item title	**Pay Policy Exceptions Analysis (2017/18) 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 2017/18.

Item title	**Pay Policy Exceptions July 2018 (Part 2)**
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	**Orbis Partnership Staffing**
Report author	Ken Akers, Head of HR & OD
Item Summary	To report to PPDC on Orbis staffing and integration as well as details of the savings being delivered as a result of staffing changes arising from Orbis.

Item title	**Update on Support available to find Suitable Housing**
Report author	Gill Kearney, Strategic Business Partner
Item Summary	To provide committee with a report of the outcomes on investigations into the full range of options to provide housing for staff taking up a role in a hard to recruit to position. This includes talking to other public sector organisations as well as institutions such universities.

24 September 2018

Item title	**Pay Policy Exceptions September 2018 (Part 2)**
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.

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7 November 2018

Item title	Pay Policy Exceptions November 2018 (Part 2)
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.

13 December 2018

Item title	Pay Policy Exceptions December 2018 (Part 2)
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.

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SURREY

People, Performance and Development Committee
30 November 2017

Embedding the Council's Values and Behaviours

Purpose of the report:

The People, Performance and Development Committee gave its endorsement to a behaviour framework created by the HR & OD Team at its meeting in June 2016. The behaviour framework applies to all staff across Surrey County Council and outlines how they can contribute to the success of the organisation and to their own development. The purpose of this report is to request the Members' approval for updates to the Behaviour Framework update and to advise on progress being made in embedding the Framework across the organisation through the HR&OD strategy.

Recommendations:

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.

Introduction:

1.   The Behaviour Framework was created in 2016 as part of Surrey County Council's Pay and Reward Strategy. To support the development of a new framework the existing 'set of behaviours' was reviewed, new research was undertaken while the communications design team provided the overall look and feel. The new framework was launched across the Council in June 2016.

2.   The Behaviour Framework provides detailed examples of experiential behaviours under six groups that uphold the values and objectives of the organisations. The six behaviour clusters are:

2.1 Be customer focused

We put the customer at the heart of our work and take responsibility to uphold the customer promise in all that we do.

2.2 Work as one team

We collaborate with and involve our partners, customers and colleagues, and build strong and lasting relationships based on listening, trust and mutual respect.

2.3 Make things happen

We plan and deliver our work on time and effectively, making sure we understand the needs and priorities and considering all our options and risks.

2.4 Communicate with purpose

We communicate clearly to all our stakeholders, making sure that we listen, understand and inform in the process.

2.5 Be the best we can be

We embrace the need for change and innovation, taking responsibility to improve our services and processes in the right way.

2.6 Develop ourselves and others

We learn continually, we seek feedback about our own performance and support others to learn.

3. During the creation of the leadership expectations in 2017, new examples of experiential behaviours were identified for inclusions within the Behaviour Framework. These work together to promote positive behaviours across the organisation

4. The purpose of the Framework is to define 'how' we can all contribute to the success of Surrey County Council (SCC) and to our personal development and successes as individuals. They are part of the long term cultural development of the organisation and are linked to SCC's values. The values are brought to life in each of the behaviour clusters.

The proposal for embedding the behaviours

5. The aim of embedding the Behaviour Framework is for people within SCC to be able to recognise and articulate how they demonstrate the behaviours and how they identify them in others.

6. This will be achieved through the HR&OD strategy embedding the behaviours into the processes and projects carried out by this service, and, longer term to widen the scope outside of HR&OD and work with colleagues across the organisation to utilise opportunities to enhance the reach of the Framework.

7. Research suggests that behaviour change is the most difficult challenge for organisations that want to change their culture and often takes several years to fully embed. It is therefore important to establish regular measure that can

provide a benchmark from which positive trends can be tracked. The staff survey can provide trends on themes that are impacted by role modelling these positive behaviours.

Progress to date

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8. **Performance management:** There is a new and updated suite of support around appraisals including a new policy and guidance. The behaviours themselves are referenced in the appraisal documentation with substantial guidance and a performance management and appraisal workshop that embeds them further.

9. **Feedback (360):** 360 feedback provides individuals with information on the impact they are having on others which is aligned to the Behaviour Framework and SCC's values. The implementation of the pilot on-line 360 tool for mid-year 2017 for managers has provided HR&OD with benchmark data on which behaviours are considered as strengths amongst leaders and has highlighted areas where more support is needed. This information will inform SCC's learning and development offer as well as other HR support mechanisms.

10. **Management and leadership development:** The new leadership development offer is based on a clear set of leadership expectations. They complement the Behaviour Framework because the leadership expectations are met through role modelling the behaviours as well as engaging with priority development linked to individual needs. The offer is accessed through Jive in a dedicated leadership and management community. This champions the behaviour 'Be the best we can be' by promoting innovative ways to learn.

11. **Learning and development:** Broadly, across the whole of learning and development, the behaviours are part of the procurement process for training providers and the behaviours form part of the quality assessment of training. Participant are made aware of behaviours being developed on courses they wish to attend so they can choose activities that support their personal development plans. All in house and external learning and development providers are required to incorporate the behaviours in their training programmes including our corporate induction programme.

12. **Recruitment:** The Recruitment and Web Ops teams are developing a values based quiz to be hosted on the eternal recruitment web pages. Refreshing SCC's "Thinking Of Joining Surrey" external recruitment page will bring the Council's values and behaviour expectations to the forefront of SCC's site for prospective candidates. Finally the Interview Guidance page will be extended to include examples of values and behaviour questions for managers to use.

13. **OD intervention:** All OD bespoke programmes, interventions, tools and activities make reference to and highlight the Behaviour Framework to support embedding. There is a self-directed behaviour based team discussion to help teams prioritise and consider which behaviours they should develop.

Outcomes and measures

The Staff Survey

15. The staff survey provides key measures of culture development in the organisation. The impact of the behaviour framework is indirectly measured through the responses to the following areas of the survey.

15.1 **Leadership.** Measures how staff feel about the head of their organisation, the senior management team and organisational values. (Mapped to: Be the best we can be, Communicate with purpose)

15.2 **My Company.** Focuses on how much employees value their organisation, how proud they are to work there and whether they make a difference. (Mapped to: One team, Be customer focussed)

15.3 **My Manager.** Measures whether staff feel supported, trusted and cared for by their immediate manager. (Mapped to all behaviours)

15.4 **Personal Growth.** Examines whether employees feel challenged by their job, whether their skills are being utilised and there are perceived opportunities for advancement. (Mapped to: Make things happen, Develop ourselves and others)

16. The staff survey data was collected three months after the launch of the Behaviour Framework. With this amount of time it was not expected that the Behaviour Framework would have any influence on the results but rather provide a benchmark for future surveys. Since the 2016 staff survey the results for Leadership, My Company and Personal Growth are unchanged. Results for My Manager increased by 1%. Officers will be comparing this with the 2017 results available in February 2018.

17. From the results of the survey, SCC made use of its MC^3 behaviour report. The output is designed for personal use as part of individual managers' performance management. The average results show strength in 'Listening' and 'Informing' (mapped to Communicate with purpose and Be customer focused). The results show there was an opportunity for development in 'Motivating' (Mapped to Be the best we can be, and Develop ourselves and others). This informs priority development in the coming year.

Behaviour Framework 360 tool

18. The second source of data for the Behaviour Framework is an on-line 360 feedback tool piloted with 115 senior leaders. This made use of in house 'Surrey Says' survey tool to provide an interactive questionnaire. The pilot provided 577 pieces of feedback. Individuals were asked to rate a person's behaviour against each of the six clusters between 0 and 5. The average ratings showed strengths in Working as one team and areas for development such as Developing ourselves and others and Be the best we can be. This complements the results of the staff survey and provides a strong position to widen the scope of the feedback tool to more leaders and managers.

19. The information provided by the 360 feedback tool will inform processes such as recruitment, wellbeing and inclusion, training and development, performance management and continuing organisational development interventions. Work is underway with the University of Surrey to refine the tool, incorporate the leadership expectations and improve the reporting function.

Conclusions:

20. Embedding the Behaviour Framework is a long term goal that ensures positive and productive behaviours are part of how staff work. It cannot operate in isolation but will work best when embedded in activities such as leadership development and performance management. The impact of these positive

behaviours will be evident in an upward trend in staff survey results for specific groups of questions and the MC^3 behaviour report.

21. Additional measures using data from the on-line 360 feedback tool will continue to inform how SCC prioritises and targets support for embedding behaviours.

Financial and value for money implications

22. The Behaviour Framework will support everyone to live the values. It will also make it easier to identify behaviours that are not supportive of the Council's values and to target resources to address these.

Equalities and Diversity Implications

23. Embedding values and behaviours will create an environment that is supportive of all cultures and difference.

Risk Management Implications

24. Risks include lack of role modelling or engagement with the Behaviour Framework. Embedding processes will help to manage these risks. Support from Members to engage in general conversation on the topic of these behaviours with leaders would be welcomed.

25. This work relies on high quality audit of staff opinion on the behaviour of others. Measuring the success of the behaviour framework is dependent on a staff survey or similar feedback process. Data from more than one source, such as the 360 feedback tool, will increase the reliability and validity of the recommendations for future culture development.

Next steps:

26. Continue to embed the behaviours and develop a forward plan for further embedding. Develop data capture and collection mechanisms for a dynamic and targeted approach to providing support for the organisation.

27. Refine and develop a management 360 feedback tool focusing on the customer experience and usability at a local level while leveraging the benefits of collective data to inform our HR&OD strategies.

Report contact: Lavern Dinah, Strategic OPD Manager

Contact details: Lavern.Dinah@surreycc.gov.uk
020 8541 8551

Annexes:

Annex 1 – Behaviours Framework Guide

Sources/background papers:
- Staff Survey Result 2016
- Output from the 360 feedback pilot

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Surrey County Council

Behaviours framework guide

Version 3, August 2017

Introduction

Welcome to the Surrey County Council behaviours framework. This framework defines 'how' we can all contribute to the success of our organisation and to our own successes as individuals. These behaviours demonstrate the attitude and approach we should bring to our work and encompasses how we do things, how we treat others and how we expect to be treated.

Employees from across the organisation identified these behaviours to be those that would help to support us achieve our corporate priorities and continue to make Surrey a great place to work.

How do the behaviours fit with our values?
Values and behaviours are very much linked. The Surrey County Council values sit at the heart of everything we do.

The behaviours are what people see and are an expression of what we value. The values are brought to life in each of the behaviour clusters.

BE CUSTOMER FOCUSSED

WORK AS ONE TEAM

DEVELOP OURSELVES AND OTHERS

MAKE THINGS HAPPEN

BE THE BEST WE CAN BE

COMMUNICATE WITH PURPOSE

LISTEN · RESPONSIBILITY · TRUST · RESPECT

SURREY

The behaviours framework is made up of 6 clusters:

Be customer focussed
We put the customer at the heart of our work and take responsibility to uphold the customer promise in all that we do.

Work as one team
We collaborate with and involve our partners, customers and colleagues, building strong and lasting relationships based on listening, trust and mutual respect.

Make things happen
We plan and deliver our work on time and effectively, making sure we understand needs and priorities and have considered risks and options.

Communicate with purpose
We communicate clearly for all our stakeholders, making sure that we listen, understand and inform.

Be the best we can be
We embrace the need for change and innovation, taking responsibility to improve our services and processes in the right way.

Develop ourselves and others
We learn continually, we seek feedback about our own performance and support others to learn.

BE CUSTOMER FOCUSSED

WORK AS ONE TEAM

DEVELOP OURSELVES AND OTHERS

BE THE BEST WE CAN BE

MAKE THINGS HAPPEN

COMMUNICATE WITH PURPOSE

LISTEN

RESPONSIBILITY

TRUST

RESPECT

SURREY

How to use the framework?

The behaviours framework is made up of 6 clusters.

Within each cluster area there are several statements which outline how we can be successful in roles.

BE CUSTOMER FOCUSSED

We put customers at the heart of our work and take responsibility to uphold our Customer Promise in all that we do

I am successful when...

I listen, am helpful, polite and treat customers fairly and with respect

I provide clear information and advice in a way customers understand

I am open, give realistic expectations and explain decisions

I do what I say I am going to do, on time and to the right standard

I make it easy for customers to contact me

I give clear timescales and keep customers updated where appropriate

I take responsibility for resolving customer problems

I seek out customer insight and feedback, and use it to suggest improvements

I respect customer confidentiality

As a manager, I also make sure...

I create and sustain a customer focussed culture by embedding the Customer Promise and role modelling it.

I proactively use customer feedback, insight and quality measures to inform service improvement across the organisation

I create regular opportunities for staff and customers to help improve service quality and demonstrate a visible involvement

There is a column for any additional responsibilities for managers.

I am less successful when...

I disregard customers circumstances, requirements or needs

I fail to manage customer expectations

I miss opportunities to highlight problems or improve things for customers

I am unaware of the impact of my actions on customers

There are a number of indicators which demonstrate the sort of behaviours we would not expect to see in our colleagues.

The behaviours framework will continue to form a part of the appraisal cycle and can be used to identify areas to celebrate as well as areas you would like to improve.

It is not a tick box exercise, nor are you meant to remember every statement in every cluster! The best way to use the framework is to work with it when you set your objectives. For each objective, choose the top two or three behaviours clusters that you feel will help support you achieve that objective. This may be different for each objective and can identify any behaviour areas you do not use so frequently in your role. This may be an area you want to give some more focus to.

BE CUSTOMER FOCUSSED

We put customers at the heart of our work and take responsibility to uphold our Customer Promise in all that we do

I am successful when...

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I create regular opportunities for staff and customers to help improve service quality and demonstrate a visible involvement

I am less successful when...

I disregard customers circumstances, requirements or needs

I fail to manage customer expectations

I miss opportunities to highlight problems or improve things for customers

I am unaware of the impact of my actions on customers

WORK AS ONE TEAM

We collaborate with and involve our partners, customers and colleagues, building strong and lasting relationships based on listening, trust and mutual respect.

I am successful when...

I look for opportunities and take time to build relationships with colleagues and partners

I am aware of the council's and our partner's responsibilities outside of my own service

I work collaboratively with others to solve problems early on, taking time to listen and understand what is needed

I value my team, and am committed to achieving our goals and celebrating our successes

I show empathy and understanding for different perspectives, working to find common ground

I commit to restoring positive relationships when they have broken down

I put achievement of shared goals in front of personal goals and acheivements

I am aware of the political context I work in

As a manager, I also make sure...

I make it easy for my team to create networks, encouraging cross departmental working

I spend time working with my team, understanding what they do

I am consistent in the way I deal with those in my team

I am less successful when...

I put my self interest and reputation first and do not share knowledge, information or skills with colleagues that may help them

I work on my own when I should involve my team and colleagues from other areas

I make negative comments that de-motivate those I am working with

I take decisions without involving others who should be involved

MAKE THINGS HAPPEN

We plan and deliver our work on time and effectively, making sure we understand needs and priorities and have considered risks and options.

I am successful when...

I set achievable and realistic targets, and use the right tools for delivery

I approach my work in an organised way to make sure my plans are delivered effectively and on time

I want to do a good job, so I am motivated and work at a good pace, dealing with issues as soon as they arise

I follow processes but I am prepared to adapt these when needed

I recognise when work is urgent and I prioritise the right things

I work to my deadlines and if things change I take responsibility and renegotiate them

I assess the situation and balance risk with benefits to make sensible but courageous decisions where needed

I explore digital technologies and make the most of them in the work that I do

As a manager, I also make sure...

That my team has the right resources to do their job

I set clear expectations and time frames for my team so they are aware of their roles and responsibilities

I take into account individual strengths and areas of improvement to set achievable objectives

I am less successful when...

I am disorganised and do not often plan the detail of my work or prepare effectively for meetings

I have poor time management and do not meet my deadlines

I let the scale of tasks overwhelm me

I put personal interest before the best decision and do not take evidence and data into account when planning

COMMUNICATE WITH PURPOSE

We communicate clearly for all our stakeholders, making sure that we listen, understand and inform.

I am successful when...

I clearly present my expectations, communicate my progress and encourage others to share their progress as well

I use positive, accessible and inclusive language in order to motivate and encourage others

I am always respectful of the backgrounds, opinions and differences of others, and maintain necessary confidentiality

I am aware of my approach and adapt it to suit different people and circumstances, according to their preferred style

I am diplomatic, polite and considerate in my conversations with others, taking the time to really listen to what is being said

I use evidence and real examples to influence and persuade, rather than expecting people to understand my views

I use effective and sensitive communication to achieve the best outcome possible for all parties

As a manager, I also make sure...

I am open and honest with my team, and deliver difficult messages in an appropriate manner

I run productive and constructive team meetings where everyone is given an opportunity to get involved

I communicate my vision to my team/s

I understand in which situations it is right to ask my team and when I need to make decisions

I am less successful when...

I keep quiet if I am unclear, rather than asking for clarification

I quickly jump to conclusions and don't give people the time to explain

I gossip or complain about other people or their work, without confronting the issue

I prefer to hide the truth if it is challenging

BE THE BEST WE CAN BE

We embrace the need for change and innovation, taking responsibility to improve our services and processes in the right way.

I am successful when...

I challenge constructively 'how we have always done things' and take responsibility to make changes happen

I stretch myself in my work, always doing the best that I can and aiming to deliver to a high standard

I ensure that the health and safety of myself, colleagues and customers is considered in everything I do

I remain calm under pressure and manage my frustrations and behaviour accordingly

I approach change positively, taking time to understand the context for the change

I represent my team, service and the council in a positive way, advocating what we do

I am careful with public money, data and information

As a manager, I also make sure...

I give my team space for reflection to encourage creative thinking, new ideas and continuous improvement

I create a positive and trusting culture and am open to constructive challenge from my team about decisions I make

I work to keep the spirits of my team high, offering hope and support when our work is challenging even if I am anxious myself
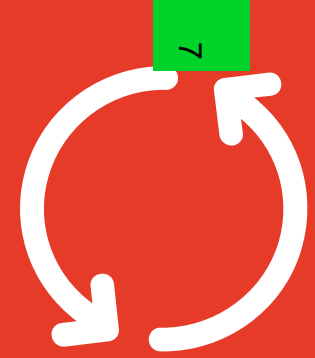
I am less successful when...

I fail to embrace the need for change, or try new things; ignoring opportunities for improvement

I dismiss ideas and contributions from others and challenge unhelpfully

I am easily influenced by the negativity of others

I make decisions based on what is easy for me and do not take considered risks

DEVELOP OURSELVES AND OTHERS

We learn continually, we seek feedback about our own performance and support others to learn.

I am successful when...

I take responsibility for my own development, seeking feedback in order to make positive changes to my approach

I learn from past experiences and look for opportunities to learn from others

I give positive and constructive feedback to others, in a respectful way avoiding blame

I share my knowledge and skills and help others to learn through coaching

I take responsibility for my wellbeing and care for the wellbeing of others

I challenge below standard behaviours when I see this happen

I trust others to do their best and help them if needed

As a manager, I also make sure...

I am open and trusting of my team so they feel safe to feedback to me and each other

I support my team to develop and promote opportunities available

I invest time in understanding my personal impact and developing my management and leadership skills

I challenge below standard performance when it arises, aiming to resolve issues together

I have regular one to ones with my team members

I am less successful when...

I ignore suggestions about my work and opportunities to improve my approach

I fail to ask for help or support from others

I miss opportunities to support others to develop

I get defensive or confrontational when challenged by others

SURREY

People, Performance and Development Committee
30 November 2017

Policy Statement on Voice Recording HR Meetings

Purpose of the report:

The People, Performance and Development Committee is asked to consider a proposal for the Council to adopt a formal policy statement codifying a facility for employees to request permission to use audio recording devices at formal meetings which take place under the provisions of Surrey County Council's employment procedures. This proposal has originated from the [then] Head of Paid Service and senior management within the Council who have asked officers in the HR&OD Team to consider a potential solution following reports of staff requesting to record meetings.

Recommendations:

It is recommended that the People, Performance and Development Committee agrees to the introduction of a policy statement on employee requests for permission to record formal meetings which take place as part of its employment procedures. The proposed statement is attached to this report (Annex 1).

Introduction:

1. Officers participating in discussions within the Council's Statutory Responsibilities Network (SRN) brought to the attention of the [then] CEO/Head of Paid Service reports that officers participating in meetings under HR policies and procedures (most commonly on the issues of sickness, grievance, and/or discipline) had requested permission to record those meetings using their mobile telephones or other portable electronic devices.

2. SRN asked officers in the HR&OD Team to explore the possibility of introducing a policy that would allow officers to record HR meetings- potentially mirroring the way in which public Council meetings can be recorded by journalists and members of the public.

3. At the September meeting of the People, Performance and Development Committee, Members asked officers in the HR&OD Service to prepare a relevant proposal for deliberation by the Committee.

4. Officers within the HR&OD Service have investigated the relevant legal, technological, and social developments, and asked for input from the senior officers/workforce leads who participate in the HR Subgroup of the Continuous Improvement and Performance Network of the Council (CIPN HR).

Policy Statement on the Recording of HR Meetings

8

Key Issues:

5. The Council currently has no policy on whether employees are permitted to obtain audio recordings of meetings that take place under its employment procedures.

6. The Council normally arranges for formal meetings of this type to be minuted by an officer who is not directly associated with the proceedings- typically one whose role focuses on administrative or secretarial duties.

7. Such meetings are normally held privately but the contents of the discussions held therein may end up being shared more widely. In cases where an employment dispute culminates in legal action, the minutes of those meetings may have to be published as part of the proceedings.

8. There is no explicit legal right to use, or prohibition from using, voice recording devices to capture audio at such meetings, however, there normally exists a requirement for the parties involved to consent to the meeting being recorded.

9. A number of employers maintain a policy of not providing such consent. A proportion of those employers also consider unauthorised recording of HR meetings to constitute a disciplinary offence. However, the enforceability of such a provision seems to be less than universal; unauthorised voice recordings have been admitted as evidence in Employment Tribunal proceedings in a number of cases.

10. At the CIPN HR meeting on 19 October 2017, officers in the HR&OD Service presented the operational workforce leads from across Council directorates with a number of potential ways for addressing the issue, outlining the associated benefits and risks of each option. The full spectrum of options was considered; including one that would formally prohibit voice recording at any HR meetings and another that would require the Council to arrange for all such meetings to be recorded.

11. Workforce leads in the CIPN HR Subgroup reached consensus in recommending the adoption of a policy statement to allow officers to request permission to use recording devices to capture audio at formal [minuted] HR meetings.

12. The acceptance of a request for a meeting to be recorded can be done without any obligation on the part of the Council to use such devices to substitute or complement written minutes. However, the proposed Policy Statement includes a facility that would allow management to make a separate recording of a meeting.

13. In order for such a proposal to be implemented with due regard to the Council's commitment to restorative practice and the informal resolution of employment disputes, meeting chairs will be expected to accept such request unless they believe that voice recording is likely to compromise the success of a meeting- e.g. when a compromise agreement is being discussed on a 'without prejudice' basis. Meeting chairs will be encouraged to obtain detailed HR advice if they require additional clarification.

Financial and value for money implications:

14. It is expected that the introduction of the proposed Policy Statement will not result in any discernible financial impact to the Authority, although there may be

some minor savings in officer time through the avoidance of disputes on whether a meeting should be recorded.

Equality and Diversity implications:

15. The proposed Policy Statement is not expected to result in any changes to the way in which the Council manages equality and diversity in employment.

Risk Management implications:

16. The proposed Policy Statement is not expected to result in major changes to the Council's approach to risk management. However, officers in the HR&OD Service believe that it is likely to have some impact on organisational culture and indirectly reduce the risk of confrontation and friction in employment relationships through reinforcing the Council's commitment to its corporate value of 'Trust'.

17. Officers within the Council's Legal Services department have suggested that there may be a risk in the Council not having control of the process where officers record meetings, and that there could be a possibility of audio recordings being altered. The wording of the Policy Statement aims to manage those risks by reinforcing the requirement for minutes to be taken regardless of whether audio recording takes place, and by introducing the facility for management to make a separate recording.

Next Steps:

18. Publish the statement on s-net and arrange for the new policy to be disseminated to officers within HR and managers across the Council.

Report contact: Prodromos Mavridis, Senior HR Advisor – Policy and Engagement

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Annexes:

Annex 1 – Policy Statement on Meeting Notes and Audio Recordings at Formal HR Meetings.

Sources/background papers:
The proposed changes have been developed through consultation between officers within the Council's HR service, and extensive discussion with operational workforce leads within the Human Resources Subgroup of the
Continuous Improvement and Performance Network of the Council. Legal Services officers have also been consulted in the development of the Policy Statement.

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ANNEX 1

SURREY

POLICY STATEMENT ON MEETING NOTES AND AUDIO RECORDING AT FORMAL HR MEETINGS

Surrey County Council is committed to fostering a culture of openness and transparency within its workforce, and seeks to resolve differences in employment in the most constructive and least formal manner possible. To that end, employees and managers have access to a comprehensive support network which has been designed to encourage open dialogue and restorative practice, in order to resolve differences and improve working relationships. To that end, managers should aim to offer staff the opportunity to discuss issues on an one-to-one basis wherever possible.

The Council recognises that there will be some cases which present the need for HR meetings or hearings to be conducted in a formal manner. When a formal meeting is organised, the Council will normally arrange for an impartial officer to take notes/minutes of the discussions. Employees participating in these meetings will be able to review the minutes before they are confirmed.

The Council accepts that there will be occasions on which a participant may want to use an audio recording device to accurately record discussions at a HR meeting. In the interests of maintaining a positive employment relations climate, any participants who intend to use such a device are required to request permission to do so from the meeting Chair. Such requests can only be submitted for meetings for which minutes are to be taken, and they should be submitted with adequate notice before the meeting.

Meeting Chairs should not unreasonably withhold permission for a meeting to be recorded; however there may be instances in which they feel that the purpose or the success of the meeting may be undermined. Meeting Chairs should obtain detailed HR advice before making a decision to withhold permission for audio recording at a meeting.

Where a meeting Chair accepts a request from a participant who wishes to record the meeting, the participant will be welcome to bring their own recording equipment to the venue of the meeting. Meeting Chairs should note that the submission and/or acceptance of such a request will not negate the requirement for minutes to be taken. However, where a request has been accepted, the meeting Chair may arrange to obtain a separate audio recording of the meeting.

It is important to note that the Council is unable to supply participants with recording equipment or arrange for their equipment to be tested. The Council

will not accept any responsibility or liability in respect of equipment failure or poor audio quality.

SURREY

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People, Performance and Development Committee
30 November 2017

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Human Resource & Organisational Development Strategy 2017-2019

Purpose of the report:

This report is being brought to People, Performance and Development Committee for the Committee to comment on the refreshed Human Resource & Organisational (HR&OD) strategy 2017-2019 in accordance with Surrey County Council's Scheme of Delegation.

Recommendations:

It is recommended that the People, Performance and Development Committee:

i.   review and comment on the refreshed two year HR&OD Strategy.

ii.   PPDC agree to take six monthly reports to review progress of key aims and measures.

Introduction:

1.   The strategies in Human Resources & Organisational Development (HR&OD) have been reviewed by the HR&OD leadership team who considered the challenges and opportunities for the workforce over the next two years. This strategy identifies our key aims and how the members of the HR&OD team in Surrey County Council will enable the workforce to deliver the best possible services to Surrey residents.

Background

Key elements of the strategy

2.   The HR & OD Strategy, which can be seen in Annex 1, starts with SCC's vision, outlining our key intentions and what this will look like in the years to come.

Engagement to shape the strategy

3.   It is essential that colleagues shape and support the strategy, ensuring our vision and priorities are the right ones for services and the organisation. We have engaged with the Continuous Improvement Network, the HR sub-group and Chief Executive's Direct Reports to this aim and will continue to report back its progress.

Measuring its effectiveness

4. It is recognised that measuring the progress of strategic work programmes and monitoring health and productivity are key to understanding both our successes and our key drivers moving forward. There are two methods for monitoring its effectiveness:

    4.1 Monitor progress against the delivery of our strategic work programme and are updating our reporting to provide timely and accurate reporting to members.

    4.2 Develop a dashboard to monitor the range of health and productivity measures featured within each of the key aims in the strategy. The Committee will be asked to comment on the dashboards as part of the development.

Our key aims

5. There are five key aims in the strategy, to ensure the workforce is supported to perform most effectively: sustain, enable, achieve, collaborate and transform. Each element includes:

    - a description of purpose and why this is important;
    - the challenges to address;
    - the opportunities to develop further work;
    - why this is important to focus on this issue;
    - what is being done now in terms of business as usual; and
    - what is being developed as a strategic intervention.

6. These key aims align to five of the Corporate Strategic Goals, as demonstrated in the last section of the strategy.

Outcomes from delivery

7. HR is improving and implementing effective workforce data reporting and using this data with services to help them understand their challenges and opportunities and how to develop flexible resource and workforce models. We anticipate this will work will provide us with key drivers going forward.

Longer term strategic planning

8. It is anticipated that the recent appointment of a new Chief Executive and the refreshed corporate plan will provide an opportunity to refresh the strategy for the coming period.

Conclusions:

9. The refreshed HR&OD strategy gives a renewed focus to the range of programmes and activities that the HR&OD team will develop and deliver to achieve the vision of a healthy and productive workforce and delivery of key aims. These have been reviewed against the directorate strategies and service priorities to ensure they are effectively aligned and that the work identified in the strategy will support the delivery of council services.

Financial and value for money implications

10. The strategy is within the agreed revenue budget/capital programme and strives to introduce greater efficiencies through Orbis integration and economies of scale.

Equalities and Diversity Implications

11. A high level equality impact assessment has been completed for the HR&OD Strategy 2017-19, the key elements from which are as follows:

12. Key actions and issues:

- Ensure that all key change programmes, supporting the strategy have a detailed EIA, based on some of the key findings in this strategic Equalities Impact Assessment (EIA):
  - Ensure all policies, processes and proposals have an EIA that informs the decision-making process and shapes the final design.
  - Ensure that for any change to policies, processes and proposals there must be demonstrable evidence that equality impacts have been considered as part of the design and delivery process.
- Ensure that all findings in this strategic EIA are reflected with identified actions in the diversity and inclusion plan.

13. Consultation on the key policies, guidance, strategies and programmes of work, relating to the HR&OD Strategy have been through:

- Trade Union Forums eg Surrey County Council Trades Unions (SCCTU); Central Joint Health and Safety Committee and its HR sub-group;
- Continuous Improvement and Performance Network (CIPN);
- Chief Executive's Direct Reports (CEDR).

14. The impact of the revised strategy, taken from the EIA, is outlined below:

14.1 This Strategy is a refresh of previous People Strategies, which have shown a high organisational benefit to staff from all protected characteristics. A lot of learning has been derived from the successes of the approach which have been embedded, improved and taken forward in this strategy.

14.2 The expectation will be that this Strategy will have net significant benefits for all employees and particularly for employees who require further support to enable them to work to their highest potential. It will also open up new opportunities for different groups of employees to thrive and aspire.

14.3 Part of this Strategy is the successful design and delivery of the Inclusion and Wellbeing Programmes both of which are working towards specific positive and successful outcomes for staff from different protected characteristics.

14.4 The other HR and OD strands also have detailed equalities input, to ensure practices and approaches are free from discrimination. This strategy will also work towards ensuring the Council adopts, follows and grows best practice from an equalities and inclusion perspective and grows a culture of respect, fairness, accessibility and equity.

Risk Management Implications

15. The integration of the HR&OD teams as part of Orbis has the potential to impact or disrupt the resource available to deliver against this strategy. This will be mitigated through close collaborative working of the HR&OD team as part of the integration journey. Regular review of progress of each strategic programme of activity in relation to engagement and resourcing, will enable early and prompt action to support any areas of activity that might be adversely impacted.

Next steps:

16. The refreshed strategy will be published on the Council's external website. A report will be presented to PPDC in six months, to apprise Members on progress of the key aims and measures.

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Annexes:

Annex 1 – Human Resources and Organisational Development Strategy 2017-2019

HUMAN RESOURCES & ORGANISATIONAL DEVELOPMENT STRATEGY 2017 – 2019

HR & OD Services in Surrey are provided through the Orbis partnership. This provides resilience in service delivery for our customers, including:

- Nearly 12,000 teachers and support staff working in 179 community and voluntary controlled schools in Surrey;
- Nearly 10,000 employees working in around 30 non-schools services across the county, within six directorates;
- The workforce profile comprising:
  - 53% part time employees, 45% of which are women
  - 73% employees, of whom are women
  - 10% of employees are over 60 and 5% are under 25
  - 3% of employees, declare themselves with a disability
  - 9% (approx) are black, minority, ethic employees, of which 5% (approx) are managers

Ken Akers
Head of HR & OD

OUR VISION

To ensure we support and improve the behaviours recommended, the health and wellbeing, motivation, innovation, connectivity, creativity and productivity of our workforce.

What this will look like

1. Our Leader role models and lives the organisational values, inspiring and energising the organisation, with clear direction, purpose and support.
2. Managers have the confidence and skills to create and maintain respectful workplaces, building relationships, resolving conflicts, with a strong emphasis on wellbeing, inclusion and involvement.
3. We fully understand and meet the diverse needs of our colleagues and customers and meet those needs in a high quality and safe way.
4. Our colleagues feel valued, appreciated, fairly rewarded and contribute to the organisation, feeling part of One Team.

Listen   Responsible   Trust   Respect

5. We all adopt an open and honest coaching style, giving and receiving valued feedback.
6. We commit to a continuous learning culture, recognising and responding to our learning needs.
7. Everyone understands and commits to their performance, targets, objectives and the organisational strategy, which will be clear and understood.
8. Working and thinking more flexibly, is a natural way of working, where individuals are able to contribute ideas, be innovative and influence decisions, working along organisational boundaries.

Engagement

It is essential that colleagues shape and support the HR & OD Strategy. The Continuous Improvement and Performance Network and Chief Executive's Direct Reports have ensured our vision and priority areas are the right ones for their services and the organisation.

Measurement

We will use two methods to monitor the effectiveness of the HR & OD strategy:

HR & OD programme tracking

- Each of our work programme leads update our tracker quarterly. We use this to monitor the progress of our strategic work and identify risks in relation to progress against milestones, stakeholder engagement and resources.
- We will be reporting our progress to management networks regularly.

Developing a dashboard to monitor health and productivity

- We are currently developing a dashboard of a range of measures around attraction, retention and performance.
- These will provide baselines from which we will determine our targets.
- They will be monitored and formally reported to the People, Performance and Development Committee and the HR Leadership team bi-annually.
- These measures are included within each of the following key aims.

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SUSTAIN

We recruit people with the right skills, at the right time, in the right place to deliver high quality and affordable services for our residents.

Why this is important to us

Our colleagues are our greatest asset. We want to attract people with the right skills to deliver key services, to feel motivated and happy in their work. We want to reduce the costs associated with turnover and take a planned approach to our people resources, in terms of time, energy and money.

Our challenges

- We have to compete with organisations in London for our workforce.
- There are national shortages in some of our key occupations in the council.
- We are reliant on more temporary workers in key areas such as social care.

Our opportunities

- Establish more opportunities for staff to develop their skills and career with us
- Ensure we have a competitive total reward package for staff
- Shape and influence new, flexible workforce models

What we're doing now

Employee resourcing

- We support hiring managers in the recruitment and on-boarding of new employees, using cost effective advertising methods.
- We advise managers on selection, resourcing strategies and plan recruitment/campaigns.

Business Support and Contracts

- We deliver HR projects resourcefully; we monitor; report and support compliance with audit and governance; and with contract management, standards and performance.

Business partnering

- Business partners work closely with services to ensure HR workforce plans are developed for their services.

What we're developing

Employer brand We are developing Surrey County Council's employer brand and communicating it through our web presence and the media to make our vacancies attractive to potential candidates.

New entrants We will implement a coordinated offer to introduce the council as a prospective workplace to potential employees, which builds on our existing programmes. We are committed to the apprenticeship levy; making more entry level routes available to help employ younger people; increasing interns and job trials together with positive engagement with schools, colleges and universities.

Review of flexible benefits We are reviewing

Listen   Responsible   Trust   Respect

our flexible benefits offer to deliver a competitive range of benefits that provide value for money, rewards exemplary behaviours through a recognition scheme, enhancing attraction and retention.

Workforce Planning

We are improving and implementing effective workforce data reporting; using this data with services to help them understand their opportunities and challenges and how to develop flexible resources and workforce models.

Our key measures and why they are important

Vacancy and first time fill rates

To know what vacancy rates we are running with, how attractive we are as a prospective employer and how effective our recruitment and selection activities are.

Apprentices

To monitor the number of employees undertaking an apprenticeship and how close we are to meeting our target.

Listen   Responsible   Trust   Respect

ENABLE

Our colleagues feel nurtured, valued and empowered to be innovative and effective.

Why this is important to us

We need to work in a different way to create efficiencies and to design services, focused around residents rather than council processes. Our colleagues know what we need to do differently to improve. We want them to feel trusted to make decisions and manage their time and work, through supportive managers and family friendly policies. This will build their engagement and resilience for the road ahead.

Our challenges

- More residents are developing complex health and social care needs as a result of living longer
- Growing demand for our school places
- People are working longer:
  - 10% of our workforce are over 60
  - Surrey's residents 65+ are expected to increase from 19% to 25% in 20 years.
  - 13.5% of people in Surrey have a long-term limiting illness.
- More flexible working approaches are needed to enable work-life balance.

Our opportunities

- Further promote the health and wellbeing of our workforce and create and encourage safe and healthy workplaces
- Support people to work flexibly and provide them with the resources to do so.
- From workforce planning, review:
  - Devolution
  - Health and social care integration
  - Cabinet corporate planning process

What we're doing now

Employee pay and reward

- We ensure that employees receive a fair and competitive salary, which maximises the value of their total reward package.
- We continue to review and improve our staff benefits scheme, ensuring best use of resident's money.

Engagement, retention, wellbeing

- We support the health and wellbeing of our colleagues, ensuring access and provision to help.

What we're developing

Career development We are developing career pathways, programmes and online options to help colleagues who want to develop their council career.

Pay and reward review We are undertaking phase two of the pay and reward review for schools support staff, to design and deliver a modern and flexible reward policy that attracts and retains talent and rewards high performers.

Listen   Responsible   Trust   Respect

- We provide services and fairness champions to help resolve problems, early and informally, to avoid grievances, disciplinary and capability procedures.

Family friendly

- Our policies and technology enable people to work flexibly, to aid work-life balance and reduce travel.

Wellbeing and Inclusion

- We are building inclusive, safe and healthy, discrimination free workplaces

Health Protection

- We are delivering a range of activities to protect health, night working and working at heights and promoting driver wellbeing.

Total reward statements We are exploring the provision of total reward statements for our employees to raise awareness of the financial and non-financial benefits of working for the council.

Recognition policy review We are also exploring the introduction of a new scheme that rewards members of the workforce who demonstrate exemplary council behaviours and values in their work.

Security
We are reviewing staff security in response to national threats and supporting guidance, to ensure colleagues are safe.

Our key measures and why they are important

Equality and diversity

To improve the representation of our workforce to reflect Surrey's resident population, focusing specifically on black, minority, ethnic, disability, age and gender profiles.

Turnover

To benchmark our turnover against the Chartered Institute of Personnel and Development (CIPD), focusing on voluntary turnover and leavers within 12 months of appointment and establish suitable targets based on different services.

'Productive' workforce days

To examine the number of days our workforce are available to attend work and how many potential working days are lost through sickness absence.

Sustainable absence

To benchmark our levels of sickness absence against the CIPD average of 8.5 days per year.

Workplace wellbeing

To progress our journey to 'excellent', the highest level of the Wellbeing Workplace Charter.

Health and Safety

To reduce the number of incidents of violence, contact with objects, slips, trips and falls across the council.

Listen   Responsible   Trust   Respect

ACHIEVE

Colleagues are skilled, with access to the right resources and opportunities to grow and develop.

Why this is important to us

For the council to perform at its best, we must recognise the value of professional growth and development, to encourage people to be the best they can be. It is important for colleagues to have the time and space needed to learn, develop, adapt and evolve to meet the daily challenges and changing needs of our services.

Our challenges

- Learning provision needs to be affordable and flexible to meet changing needs.
- Learning provision needs to be fully utilised to achieve value for money
- Leaders and managers must commit to continuous development both on and off the job.

Our opportunities

- Optimise the use and procurement of our learning resources
- For colleagues to set ambitious performance targets and take responsibility for development planning.
- Supporting the improvement of practice

What we're doing now

Learning and Development

- We are providing self-directed learning, producing a quality, blended and seamless approach to meet the changing needs of the workforce.

Operational HR advice and expertise

- We coach line managers in HR self-service, providing expert advice for policy and legislative compliance to manage risk.
- We support leaders and managers to enhance performance, through team building, coaching and performance appraisal.
- We support teams to manage change and work with trade union colleagues and other partners.

Essential Training

- We identify and annually review our essential training requirements.

What we're developing

Induction We are streamlining induction processes to aid retention; ensuring employees are better equipped to develop and take on the challenges of a new role.

Virtual handbook We are reviewing and updating our policies and guidance in the form of a virtual handbook for all staff, to make them more accessible.

Learning and Development

Improving quality and cost effectiveness, establishing a bank of trainers to deliver at a much lower cost.

Essential Training

We are building requirements in SAP training histories to enable effective monitoring and management of essential training for our colleagues.

Improving practice We are supporting a strengths based approach with Children's Services for Signs of Safety.

Listen   Responsible   Trust   Respect

Our key measures and why they are important

9 **Performance appraisals:**

- Rated 'successful' and 'exceptional' scores

  To reflect how effectively the workforce are meeting their personal objectives.

- Rated 'improvement needed' for two years in succession

  To know how effectively we support and manage underperforming employees.

Employees completing essential training

To examine the proportion of employees in the workforce who are up to date with their essential training requirements.

Leadership

To monitor the effectiveness of our leaders through the feedback provided by the annual staff survey.

Listen   Responsible   Trust   Respect

COLLABORATE

We show our values and team behaviours working with others

Why this is important to us

We recognise that good relationships are fundamental to success and we want other people and organisations to want to work with us. Our attitudes and behaviours are key to ensuring we engage well with our colleagues and partners, to pave the way and open doors to new possibilities and ways of working in an ever changing world.

Our challenges

- The necessity to forge effective working relationships with our colleagues and partners to work more efficiently and effectively.
- To get comfortable with the discomfort of change and evolution.

Our opportunities

- Work more effectively with others to utilise the wider workforce including partners and volunteers
- Cultivate a culture of change and new possibilities

What we're doing now

Organisational and cultural development

- We ensure Surrey behaviours and values form the basis of all organisational development programmes and individual performance reviews.

Engagement and communications

- We listen and respond to the feedback from our colleagues through our annual engagement survey, to make positive changes.
- We engage with service colleagues and Unions in designing and developing HR policies.
- We recognise where our colleagues make a real difference and encourage them to tell their stories.
- We raise awareness of our functions and support through improved use of digital communications.

What we're developing

Behaviour framework We are embedding the new behaviour framework and an online 360 feedback system into our performance assessments and processes.

Succession planning We are developing succession tools and programmes to identify and develop talented staff for career progression and leadership positions.

Listen   Responsible   Trust   Respect

Our key measures and why they are important

9 **Internal and external appointments**

To sustain a balance between appointments made from existing employees and externally.

Tenure

To examine the balance of tenure across the organisation for six duration groups: less than 6 months, 6-12 months, 1-5 years, 5-10 years, 10-20 years, over 20 years and establish monitoring arrangements.

Staff engagement

To increase employee satisfaction, engagement and morale, as evidenced by the staff survey.

Listen   Responsible   Trust   Respect

TRANSFORM

We embrace and respond to the changing needs and expectations of residents.

Why this is important to us

We have finite resources and need to optimise our collective capacity; by working together as one team, creating economies of scale, sharing good practice and ideas, being creative and innovative, in order to thrive and grow.

Our challenges

- Surrey's population, is estimated to rise from 1.17m in 2015, to 1.38m by 2039.
- Government funding has reduced and at the same time, there is an increase in demand for many of our services.
- We must continuously strive to provide value for money, drive further savings and efficiencies.
- Health and social care colleagues need help with the integration agenda.
- Children, Schools and Families need support to meet the Improvement Programme.

Our opportunities

- Find more creative and innovative ways of organising ourselves and delivering our services
- Create and sustain more effective working partnerships with health, charities and the voluntary sector to deliver our services
- Try out different ways of collaborating through Orbis integration

What we're doing now

Strategic Insight

- We support senior management teams to understand and explore how directorate and service plans impact the workforce.

Partnership working

- We collaborate with partners to find new ways of working and support organisational change.

Orbis Partnership

- We are working with HR & OD colleagues from East Sussex and Brighton & Hove councils as part of a new partnership called Orbis.

What we're developing

Leadership, management and Members

We are developing a programme that equips our Members and workforce to respond effectively to our changing environment.

Children Schools & Families improvement

We are supporting colleagues to implement the HR elements of these programmes.

Health and Social Care Integration We are supporting colleagues to develop new ways of working, to deliver person centred services.

Orbis Partnership

We are part of a wider community which includes SCC, East Sussex and Brighton & Hove councils following the creation of Orbis.

Listen   Responsible   Trust   Respect

Our key measures and why they are important

9 **Savings targets for Orbis**

Setting ambitious savings targets helps to drive the integration agenda and benefits achieved from working with economies of scale.

We are on track to achieve the 2017/18 target for savings from ORBIS HR&OD, which is £499k, made up as follows:

> £400k – Surrey and East Sussex
> £99k – Brighton & Hove

The respective 2018/19 Organisational Medium Term Financial plans set net savings targets required from HR&OD is £832k, made up as follows:

> £625k – Surrey and East Sussex (who already have a combined budget)
> £207k – Brighton & Hove

In excess of £200k savings (full year equivalent) have already been identified through management of vacancies across the Partnership.

The current FTE for HR&OD is 185 and this is proposed to reduce to 175 for 2018/19.

Further savings will need to be made in the next 18 months in order to achieve the 2019/2020 available budget, expected to be reduced further.

Listen   Responsible   Trust   Respect

ALIGNNMENT

To ensure our key aims align to corporate strategic goals

Corporate Strategic Goals	HR&OD key aims
Wellbeing • Support young people to participate in education, training or employment	**Sustain** – Promoting employment schemes for new entrants.
Resident Experience • Enhance opportunities for residents to influence and shape council services • Make better use of digital technology to improve services for residents • Support our residents to live longer and live well by integrating health and social care services	**Enable** – Liaising with community engagement partners in the formulation of health and wellbeing plans. **Collaborate** - raising awareness of our functions and support through improved use of digital communications. **Transform** - supporting colleagues to develop new ways of working, to deliver person centred services.
Economic Prosperity • Deliver the savings set out in the Medium Term Financial Plan	**Achieve** - Evaluating our provision with employees and providers to ensure impact and value for money. **Transform** – Partnership working to make the most of resources and changing needs.

Listen   Responsible   Trust   Respect

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