

**MINUTES** of the meeting of the **PEOPLE, PERFORMANCE AND DEVELOPMENT COMMITTEE** held at 2.00 pm on 19 March 2014 at Committee Room C, County Hall, Kingston upon Thames, Surrey KT1 2DN.

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

**Elected Members:**

Mr David Hodge (Chairman)  
Ms Denise Le Gal  
Mr Stuart Selleck  
Mr Richard Walsh  
Mrs Hazel Watson

**Apologies:**

Mr Peter Martin

**In Attendance**

Matthew Baker, Deputy Head of HR&OD  
Cheryl Hardman, Regulatory Committee Manager  
Carmel Millar, Head of HR&OD

**23/14 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]**

Apologies were received from Peter Martin. Helyn Clack attended as his substitute.

**24/14 MINUTES OF THE PREVIOUS MEETING: 24 FEBRUARY 2014 [Item 2]**

The Minutes were approved as an accurate record of the meeting.

**25/14 NOTES OF THE APPOINTMENTS SUB-COMMITTEE MEETING (10 FEBRUARY 2014) [Item 3]**

The decision of the Appointments Sub-Committee on 10 February 2013 was noted. The Committee expressed its pleasure at the appointment of Helen Atkinson to the post of Director of Public Health.

**26/14 DECLARATIONS OF INTEREST [Item 4]**

There were none.

**27/14 QUESTIONS AND PETITIONS [Item 5]**

There were none.

**28/14 ACTION REVIEW [Item 6]****Declarations of Interest:**

None.

**Witnesses:**

Carmel Millar, Head of HR&OD

Matthew Baker, Deputy Head of HR&OD

**Key Points Raised During the Discussion:**

1. With regard to Action A22/13, the Deputy Head of HR&OD offered to bring a report on the roll-out of Surrey Extra to committee in May 2014. This would mark the one year anniversary of the scheme. The report would include information on the inclusion of retirees in the scheme.

**Actions/Further information to be provided:**

The action tracker will be updated to reflect the points raised in the discussion.

**RESOLVED:**

To note the tracker.

**Committee Next Steps:**

None.

**29/14 HIGH PERFORMANCE LEADERSHIP DEVELOPMENT PROGRAMME [Item 7]****Declarations of Interest:**

None.

**Witnesses:**

Carmel Millar, Head of HR&OD

Matthew Baker, Deputy Head of HR&OD

**Key Points Raised During the Discussion:**

1. The Head of HR&OD introduced the report, explaining how the High Performance Leadership Development Programme would change the nature of leadership and support performance improvement. She informed the committee that she had been informed in the pilot of the Programme and felt that it was a game-changer. Feedback from other participants in the pilot highlighted that it was impactful, goes deep and makes the changes which are necessary. The pilot had included all of the Council Leadership Team and other senior officers. It had been decided that senior leaders needed to lead the way and attend first so they could in turn encourage their teams to attend future programme.
2. The committee supported the involvement of Members in the programme to aid their development, to enable relationship building with officers and to allow them to see firsthand the value of the programme.
3. Officers confirmed that the procurement process was seeking an external partner to deliver the programme in collaboration with the Council because it would be a large exercise. Three companies had so far expressed an interest.
4. Officers agreed that interpersonal skills should be a focus of the programme. Specific skills which would impact on the service for residents include conflict resolution skills.
5. There was some concern about how officers would fit the programme into their already busy workloads. Officers assured Members that officers so far had found the time spent on the programme to be invaluable. Directors would decide in what order their managers would go on the programme. There would be relentless attention to ensure that all those eligible do go on the programme. The programme would also help officers and Members to be more effective at managing their time.
6. Members queried the robustness of the 360° feedback as the form included just three simple questions. Officers explained that the robustness came from the honesty of the answers and the ability of staff to then identify trends for what they should continue doing and what they should do more of.
7. The Chairman pointed out that under Next Steps, six programmes should be cited rather than four programmes.
8. Officers confirmed that a recommendation of a strategic partner will be taken to Cabinet in May 2014 rather than April 2014 as stated in the paper.
9. Officers confirmed that delivery of the programme would now commence in May/June 2014 rather than April/May 2014 as stated in the paper.

**Actions/Further information to be provided:**

- i. For the final draft of the Equality Impact Assessment, when it is taken to Cabinet in May 2014 with the recommendation of a strategic partner, Members requested that the date approved be changed to accurately state 27/2/2014 and that Member data on disabilities be included (**Action Review ref: A6/14**).

**RESOLVED:**

- a. That the Committee supports the development of the new High Performance and Leadership Programme for the authority.
- b. That the Committee supports the commissioning of external partner(s) to deliver this integrated programme in collaboration with the Council.

**Committee Next Steps:**

None.

**30/14 PROGRAMME: STRATEGY, MANAGEMENT AND SERVICE DELIVERY IN A DIGITAL ECONOMY [Item 8]****Declarations of Interest:**

None.

**Witnesses:**

Carmel Millar, Head of HR&OD

Matthew Baker, Deputy Head of HR&OD

Helen Tomkinson, OD & Skills Advisor

**Key Points Raised During the Discussion:**

1. The OD & Skills Advisor introduced the report, outlining the progress on designing a qualification in public sector leadership in the digital age. She suggested that the qualification would be transformational and that outcomes would include the understanding of how to apply tools and techniques practically. She suggested that in the future Surrey would be seen as a brand through which different services are provided, in a similar way to Selfridges which is a recognisable brand but through which many different services and products are provided.
2. Members discussed how Surrey residents were becoming more digital over time and considered examples such as the rise in the popularity of e-books borrowed from Surrey libraries and social care assessments which are completed using a digital platform.
3. Members queried whether there would be any interaction with the IT department. The OD & Skills Advisor confirmed that the project team had been working closely with IMT. She also explained that the selection process for delegates has yet to be agreed.
4. The Chairman raised a concern about Member understanding of the digital economy and the capacity that they would have to understand officer proposals and challenge effectively. Because of this, he suggested that a couple of Members should take part in the course.
5. There was support for any programme which would help the organisation be more efficient through the use of new technology.
6. There was some concern raised about the cost of the loss of staff time while officers were on the course. The Head of HR&OD explained that while some positions (particularly on the front-line) need to be covered and additional staff paid when officers are on training, that isn't the case for managers. At that level staff are expected to cover for each other. The OD & Skills Advisor offered to calculate how many days staff on the course would spend out of work and circulate the figures.
7. Members felt that it would be useful to set up a learning agreement which would commit staff to staying with Surrey County Council for two years after finishing the qualification.

8. Officers informed the committee that feedback had not yet been received from all authorities.
9. The Chairman informed officers that the Equality Impact Assessment will need to be completed when the programme design is finalised.

**Actions/Further information to be provided:**

- i. The OD & Skills Advisor to calculate how many days staff on the course would spend out of work and circulate the figures to the committee (**Action Review ref: A7/14**).
- ii. Officers to set up a learning agreement which would commit staff to staying with Surrey County Council for two years after finishing the qualification (**Action Review ref: A8/14**).
- iii. Officers to complete the Equality Impact Assessment when the programme design is completed (**Action Review ref: A9/14**).

**RESOLVED:**

That the Committee endorses the proposed programme and supports Surrey County Council's participation, with a first cohort starting this year.

**Committee Next Steps:**

None.

**31/14 CAREER DEVELOPMENT FRAMEWORK [Item 9]**

**Declarations of Interest:**

None.

**Witnesses:**

Carmel Millar, Head of HR&OD

Matthew Baker, Deputy Head of HR&OD

**Key Points Raised During the Discussion:**

1. The Deputy Head of HR&OD introduced the report, highlighting the effort that Debbie Bala and her team had put into the development of the career development framework tools. All job families would be published by the end of June.
2. In response to a query, the Deputy Head of HR&OD informed the committee that officers had presented the career development framework to the Surrey Personnel Officer Group which had shown some interest in the project. Borough and District Councils provide a different service but it is complementary to the work of the County Council.

**Actions/Further information to be provided:**

None.

**RESOLVED:**

- a. That the Committee notes recent developments of the tools and information on real life case studies.
- b. That the Committee gives support to the development and roll out of the remaining two job families for completion in April and July 2014 respectively.

**Committee Next Steps:**

None.

## 32/14 FAIRNESS AND RESPECT STRATEGY [Item 10]

### Declarations of Interest:

None.

### Witnesses:

Carmel Millar, Head of HR&OD

Matthew Baker, Deputy Head of HR&OD

Vicky McHugh, HR Advisor

### Key Points Raised During the Discussion:

1. The HR Advisor introduced the report, reminding the committee that the council has been working towards a workforce which reflects the diversity of the county in line with the 2011 Census data. She explained that through the analysis of workforce data and census data, and through workshops with senior managers across different directorates and services, an understanding of where the Council has made positive progress and where further progress is needed has been achieved. She highlighted the three themes which had emerged: age; disability; and part time working.
2. The HR Advisor informed the committee that in response to a request for comparative data, officers had conducted a benchmarking exercise with 14 other local authorities. It was found that Surrey County Council was doing a similar level of work in response to the Public Sector Equality Duty as the other local authorities considered.
3. It was suggested that culture change would be required to remove barriers to part-time working. Examples of practical activities include a proposal to make all posts job share or part-time as standard. Barriers include managers not wanting to have double the staff to manage. Perception amongst managers that part-time workers could not fulfil responsibilities also needs to be addressed.
4. Members expressed concern that applicants were put off from declaring a disability because of credible experience which indicated that making a declaration would prevent them from getting the post.
5. The Chairman raised Recommendation 2 which asked the committee to consider how all Members of the Council could be encouraged to promote the council as an employer of first choice. He suggested that he could prepare a letter for Members to send to Parish Councils, include in bulletins etc. The Surrey Leaders Group could also be approached to circulate the letter as this would help local people to get local jobs. It was agreed to circulate this to the committee for comments before it is published.

### Actions/Further information to be provided:

None.

### RESOLVED:

- c. That the Committee notes the progress to date.
- d. That the Chairman prepares a letter promoting the council as an employer of first choice for all Members of the Council to send to Parish Councils, include in bulletins etc. The Surrey Leaders Group would also be approach to circulate the letter (**Action Review ref: A10/14**).

**Committee Next Steps:**

None.

**33/14 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 paragraph 1 of Part 1 of Schedule 12A of the Act.

**THE FOLLOWING ITEMS OF BUSINESS WERE CONSIDERED IN PRIVATE BY THE COMMITTEE. HOWEVER, THE INFORMATION SET OUT BELOW IS NOT CONFIDENTIAL.**

**34/14 CHIEF EXECUTIVE'S APPRAISAL 2013 - REPORTING OF OUTCOME [Item 12]****Declarations of Interest:**

None.

**Witnesses:**

Carmel Millar, Head of HR&OD

Matthew Baker, Deputy Head of HR&OD

**Key Points Raised During the Discussion:**

1. The Chairman introduced the report. The Committee asked a number of questions which were addressed by the officers present, before moving on to the recommendations.

**Actions/Further information to be provided:**

None.

**RESOLVED:**

- a. That the Chief Executive be advanced within his current grade to a salary level of £220,000, to take effect from the date of this committee. Hazel Watson requested that her vote against the decision be recorded (To note: the Chief Executive sent a letter declining the offered salary increase and stating that he would not seek for the salary increase to be backdated at a later point. The letter is attached as a confidential annex to the Minutes).
- b. That the second recommendation in the report be APPROVED. Hazel Watson requested that her vote against the decision be recorded.

**Committee Next Steps:**

None.

**35/14 FLEXIBLE RETIREMENT APPLICATION [Item 13]****Declarations of Interest:**

None.

**Witnesses:**

Carmel Millar, Head of HR&OD

Matthew Baker, Deputy Head of HR&OD

**Key Points Raised During the Discussion:**

1. The Deputy Head of HR&OD introduced the report. The Committee asked a number of questions which were answered by the officers present, before moving on to the recommendations.

**Actions/Further information to be provided:**

None.

**RESOLVED:**

- a. That the Committee approves the application for flexible retirement from the Head of Cultural Services which has the support of his line manager, Susie Kemp, Assistant Chief Executive.
- b. That the flexible retirement takes effect on 1 April 2014.

**Committee Next Steps:**

None.

**36/14 PAY POLICY EXCEPTIONS REPORT MARCH 2014 [Item 14]****Declarations of Interest:**

None.

**Witnesses:**

Carmel Millar, Head of HR&OD

Matthew Baker, Deputy Head of HR&OD

**Key Points Raised During the Discussion:**

1. The Deputy Head of HR&OD introduced the report.

**Actions/Further information to be provided:**

None.

**RESOLVED:**

- a. That the Committee retrospectively agreed to the recommendation to appoint Helen Atkinson, Director of Public Health, above the minimum of pay grade 15C (Salary Range - £87,441 to £103,717) with effect from 18 February 2014. Her starting salary would be £100,000.

**Committee Next Steps:**

None.

**37/14 PUBLICITY FOR PART 2 ITEMS [Item 15]**

**RESOLVED:** That the item considered under Part Two of the agenda should remain confidential and not be made available to the press and public.

**38/14 DATE OF NEXT MEETING [Item 16]**

The date of the next meeting was noted.

Meeting ended at: 4.00 pm

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**Chairman**