

MINUTES of the meeting of the **PEOPLE, PERFORMANCE AND DEVELOPMENT COMMITTEE** held at 10.00 am on 17 July 2015 at Room 107 - County Hall.

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

Elected Members:

Mr David Hodge (Chairman)
Mr Ken Gulati
Mr Nick Harrison
Ms Denise Le Gal
Mrs Hazel Watson

Apologies:

Mr Peter Martin

In Attendance

Ken Akers, Strategic HR Relationship Manager
Cheryl Hardman, Regulatory Committee Manager
Carmel Millar, Director of People and Development

53/15 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies for absence were received from Peter Martin.

54/15 MINUTES OF THE PREVIOUS MEETING: 26 JUNE 2015 [Item 2]

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

55/15 DECLARATIONS OF INTEREST [Item 3]

Nicholas Harrison declared a personal interest in Item 6 'Appointment of Local Pension Board' as nominated Chairman for the Board. He would leave the room for the duration of the item.

56/15 QUESTIONS AND PETITIONS [Item 4]

There were none.

57/15 ACTION REVIEW [Item 5]**Declarations of interest:**

None

Witnesses:

Carmel Millar, Director of People and Development

Key points during the discussion:

1. In relation to A2/15 (Think Resident Think Councillor), the Chairman stated that this needed to be addressed urgently. He requested that work be undertaken with officers in September and October 2015. The Director of People and Development assured the committee that the Lead Member for Democratic Services had a project plan for this work and it would be circulated to the committee.
2. In relation to A3/15 (employee engagement campaign), the Chairman requested that a six month progress report be brought to committee in October 2015.
3. In relation to A5/15 (training on interests), the Chairman requested a note to committee on when this will happen.
4. In relation to A7/15 (letter on Seven Standards of Public Life), the committee was informed that the Lead Manager for Democratic Services was drafting the letter. The committee requested that the letter be produced by the end of the July 2015.
5. In relation to A6/15 (Customer Promise), the Chairman expressed his disappointment with the promotional video. He requested that the video be redrafted and stated that he would be willing to make himself available. He also requested that the other members of the committee looked at the video.

Actions/Further information to be provided:

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

RESOLVED:

To note the tracker.

Committee next steps:

None.

58/15 APPOINTMENT OF LOCAL PENSION BOARD [Item 6]**Declarations of interest:**

Nicholas Harrison declared a personal interest as the nominated Chairman of the Board. He left the room for the duration of the item.

Witnesses:

Neil Mason, Senior Advisor (Pension Fund)

Key points during the discussion:

1. The committee discussed the appointments process and requested that the terms of reference make the process clearer (**Action Review ref: A8/15**).
2. Remuneration for the Chairman and Vice-Chairman of the new Board was discussed.

Actions/Further information to be provided:

Terms of reference to make the appointments process clearer.

RESOLVED:

- i. To APPROVE the proposed appointments to the Local Pension Board.
- ii. To REFER consideration and the development of a recommendation on the level of remuneration for the Chairman and Vice-Chairman of the Board back to the Appointments Panel (**Action Review ref: A9/15**).

Committee next steps:

None.

Nicholas Harrison rejoined the meeting at 10.26am.

59/15 FUTURE ARRANGEMENTS FOR HR & OD LEADERSHIP - ORBIS [Item 7]**Declarations of interest:**

None.

Key points during the discussion:

1. The Cabinet Member for Business Services and Resident Experience, who is also a member of the committee, introduced the report.
2. Members expressed regret at losing the Director of People and Development, who would shortly be leaving the Council. She was a valued member of staff who had driven improvements within HR.
3. The committee discussed the new structure for HR within Orbis. It was noted that the creation of Orbis had led to the biggest staff movement in the country, following the development of joint arrangements between councils.

Actions/Further information to be provided:

Terms of reference to make the appointments process clearer.

RESOLVED:

- i. To NOTE with regret that Carmel Millar, Director People and Development, will be leaving Surrey on 17 January 2016 after 8 years service.
- ii. To NOTE the deletion of the role of Director of People and Development for Surrey and the establishment of the new role of HR Director which will have scope across the whole Orbis Partnership.

Committee next steps:

None.

60/15 ABUSE, VIOLENCE AND ASSAULTS IN THE WORKPLACE [Item 8]**Declarations of interest:**

None.

Witnesses:

Ken Akers, Strategic HR Relationship Manager

Key points during the discussion:

1. The Strategic HR Relationship Manager introduced the item.
2. Members highlighted that it is inevitable that some staff would be in situations where they would be dealing with abusive individuals or families. It was also stressed that some abusive or violent behaviour was the result of mental health problems. Officers agreed that staff do have to deal with difficult situations but highlighted the need to undertake risk assessments and to know what procedures can be followed. For example, staff could meet with a family in the company of a second staff member or take safety devices.
3. The committee discussed the need for Members to step in at public meetings when local residents are overstepping the mark with officers. The Chairman suggested that Members be reminded of their responsibilities during Think Resident Think Councillor sessions (**Action Review ref: A2/15**).
4. Members queried the need for a project manager when this should be part of every manager's responsibilities. Officers clarified that the project concerned with data analysis. The Senior Equality, Inclusion and Well-being Officer had developed a project plan which a support officer would implement.
5. The Chairman informed officers that the values in the report were in the wrong order and that the order of the values showed a process from listening to respect.
6. The application to schools was queried. The Strategic HR Relationship Manager explained that the policy does apply to schools and that officers were working closely with the Schools and Learning Service to implement this.

Actions/Further information to be provided:

Think Resident Think Councillor sessions to include reminder of Member responsibilities in supporting officers at public meetings.

RESOLVED:

To ENDORSE and SUPPORT the following approach:

- i. The key message that the council will never tolerate abuse of our staff is re-established;
- ii. Reporting and management of incidents is reviewed to identify improvements needed;
- iii. Services make sure that risk management policies are properly applied and embedded into culture;
- iv. Restorative practice in frontline services is introduced and applied when dealing with difficult behaviours; and
- v. Cabinet Members sponsor any campaigns or related activity in relevant service areas.

Committee next steps:

None.

61/15 APPRAISALS COMPLETION UPDATE REPORT FOR APPRAISALS CARRIED OUT IN 2015/16 [Item 9]

Declarations of interest:

None.

Witnesses:

Carmel Millar, Director of People and Development

Key points during the discussion:

1. The Chairman expressed disappointment with the progress of appraisal completion so far. While Adult Social Care had greatly improved since the previous year and the new Deputy Chief Executive would need some time to bring performance in Children's Service up, other directorates needed to improve performance in this area. He stated that appraisals should be completed in the first three months of a new financial year. It was suggested that appraisals should be completed by the date of the next committee meeting, 29 September 2015. If appraisals are not completed, the relevant Strategic Director should be invited to attend the committee to explain (**Action Review ref: A10/15**).
2. Members requested that in future Appendix A include an explanatory note on whether these are FTEs, whether the figures include those not eligible for appraisals etc.
3. The Director of People and Development reminded the committee that if Members decide to link pay progression to performance, appraisals will need to be completed by the end of June in future years.

Actions/Further information to be provided:

If 100% of eligible appraisals within a directorate are not completed by 29 September 2015, the relevant Strategic Director will be invited to attend the committee to explain.

RESOLVED:

- i. That the People Performance and Development Committee note the current level of completion of eligible appraisals, as recorded on the system, stands at 43% completion, across the organisation.

- ii. That the committee agree an extension of the completion date to September 2015, in recognition of the scale of some services. That this would be on the understanding that, should a link between pay and performance be established, appraisals would need to be completed by the end of the first quarter in future years.
- iii. That the committee continue to request reports for appraisal completion data on a quarterly basis.
- iv. That a period of two years for completion of a significant programme of appraisal training for over 300 team leaders be agreed for Commercial Services and for the completion of all appraisals for the 1,500 staff in that service.

Committee next steps:

To receive a further report in September 2015.

62/15 CHANGES TO CONDITIONS OF SERVICE [Item 10]

Declarations of interest:

None.

Witnesses:

Ken Akers, Strategic HR Relationship Manager

Key points during the discussion:

1. The Strategic HR Relationship Manager introduced the item.
2. Officers agreed to develop a promotional campaign aimed at Councillors regarding access to MyBenefits (**Action Review ref: A11/15**). It was suggested that this could be raised at Think Resident Think Councillor sessions.
3. Members were concerned about not backdating the adjusted salary sacrifice scheme for buying leave to when the new Government regulations regarding pensionable pay were introduced in April 2014. Officers were asked to circulate clarification on this issue (**Action Review ref: A12/15**).

Actions/Further information to be provided:

- a) Officers to develop a promotional campaign aimed at Councillors regarding access to MyBenefits.
- b) Officers to circulate clarification on whether the adjusted salary sacrifice scheme for buying leave can be backdated to when the new Government regulations regarding pensionable pay were introduced in April 2014.

RESOLVED:

- i. That the committee APPROVES the operation of a net pay scheme for staff buying annual leave, subject to clarification of whether the adjusted scheme can be backdated to when the new Government regulations regarding pensionable pay were introduced in April 2014.
- ii. That the committee APPROVES opening the MyBenefits voluntary and flexible benefits scheme to all non-Surrey Pay staff and elected Members within the Council with immediate effect.

Committee next steps:

Procedures, policy updates and communications to be developed in relation to extending salary sacrifice schemes to elected members for consideration at a future PPDC meeting.

63/15 PAY POLICY EXCEPTIONS ANALYSIS 2012-2014 [Item 11]**Declarations of interest:**

None.

Witnesses:

Ken Akers, Strategic HR Relationship Manager

Key points during the discussion:

1. The Strategic HR Relationship Manager introduced the item.
2. Members questioned if the increase in the number of pay exceptions indicates that there is a market anomaly. Officers responded that the Pay and Reward Strategy was looking at how to react to the economy improving and other employers scaling up their pay offer.
3. Officers confirmed that in recent years there had been an annual pay increase given to those to the bottom of their pay grade. All staff were paid on or more than the national living wage.
4. An analysis of pay exceptions would be shared with the committee on a regular basis.

Actions/Further information to be provided:

None.

RESOLVED:

1. The committee APPROVED that:
 - i. the current delegations and process for approval of pay exceptions is maintained and all services must adhere to this process;
 - ii. pay exceptions, including exceptional starting salaries, for grades S12 and below are delegated by PPDC for decision by the Director of People and Development;
 - iii. pay exceptions for grades S13 and above are presented to the Director of People & Development, for challenge, review and endorsement before being presented to PPDC for decision;
 - iv. all pay exceptions must be first recommended by the relevant Strategic Director;
 - v. where it is necessary to expedite decisions for exceptional starting salaries of grades 13 and above in order to secure new staff, then the business case will be forwarded to the Director of People & Development for challenge, review and decision, in consultation with the Leader on behalf of PPDC, and will be reported to the next PPDC for information. The Council's Pay Policy Statement will be amended to reflect these changes and presented to Council for approval; and
 - vi. services will be required to use a standard business case template to improve consistency of decision; a central record of

all approved exceptions will be maintained in Human Resources and reported to PPDC on a quarterly basis.

2. The HR&OD team will provide guidance and support to managers should there be any uncertainty about the process and determining the appropriateness for exceptions.
3. That committee AGREED that the Chairman should write a letter to all relevant Strategic Directors and Heads of Service to explain the rules for pay exceptions. All officers are to acknowledge receipt of the letter (**Action Review ref: A13/15**).

Committee next steps:

None.

64/15 EXCLUSION OF THE PUBLIC [Item 12]

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 Schedule 12A of the Act.

65/15 PAY POLICY EXCEPTIONS REPORT JULY 2015 [Item 13]

Declarations of interest:

None.

Witnesses:

Ken Akers, Strategic HR Relationship Manager

Key points during the discussion:

1. The Strategic HR Relationship Manager introduced the report. The committee asked a number of questions which were responded to by the officers present, before moving to the recommendations.

Actions/Further information to be provided:

None.

RESOLVED:

The Committee APPROVED the recommendations set out in the confidential report.

Committee next steps:

None.

66/15 CHANGES TO RESIDENTIAL CONDITIONS OF SERVICE [Item 14]

Declarations of interest:

None.

Witnesses:

Ken Akers, Strategic HR Relationship Manager

Key points during the discussion:

1. The Strategic HR Relationship Manager introduced the report. The committee asked a number of questions which were responded to by the officers present, before moving to the recommendations.

Actions/Further information to be provided:

Officers to report back when work being undertaken as part of the Surrey Pay review is completed (**Action Review ref: A14/15**).

RESOLVED:

The Committee APPROVED the recommendations set out in the confidential report.

Committee next steps:

None.

67/15 ARRANGEMENTS TO ADDRESS RECRUITMENT AND RETENTION PROBLEMS [Item 15]**Declarations of interest:**

None.

Witnesses:

Ken Akers, Strategic HR Relationship Manager

Key points during the discussion:

1. The Strategic HR Relationship Manager introduced the report. The committee asked a number of questions which were responded to by the officers present, before moving to the recommendations.

Actions/Further information to be provided:

None.

RESOLVED:

The Committee APPROVED the recommendations set out in the confidential report.

Committee next steps:

None.

68/15 DATE OF NEXT MEETING [Item 16]

The date of the next meeting was noted.

Meeting ended at: 11.50 am

Chairman

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