

MINUTES of the meeting of the **PEOPLE, PERFORMANCE AND DEVELOPMENT COMMITTEE** held at 10.00 am on 29 October 2015 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)
Mr Peter Martin (Vice-Chairman)
Mr Ken Gulati
Mr Nick Harrison
Ms Denise Le Gal
Mrs Hazel Watson

In Attendance

Carmel Millar, Director of People and Development
Ken Akers, Strategic HR Relationship Manager

84/15 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

There were no apologies for absence.

85/15 MINUTES OF THE PREVIOUS MEETING: 29 SEPTEMBER 2015 [Item 2]

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

86/15 DECLARATIONS OF INTEREST [Item 3]

There were none.

87/15 QUESTIONS AND PETITIONS [Item 4]

There were none.

88/15 ACTION REVIEW [Item 5]**Declarations of interest:**

None

Witnesses:

Carmel Millar, Director of People and Development

Ken Akers, Strategic HR Relationship Manager

Key points raised during the discussion:

1. In relation to A2/15, the Chairman confirmed that he had discussed a strategy for reinforcing the Think Resident Think Councillor message among staff members with the Acting Lead Manager of Democratic Services and informed the Committee that this strategy would be implemented over the coming weeks.
2. It was agreed that, as training for Members' on declaring any interests had not yet been delivered, that A5/15 would be returned to the section of the Actions Tracker which records ongoing actions.

Actions/ further information to be provided:

None

RESOLVED:

To note the tracker.

89/15 APPRAISAL COMPLETION REPORT FOR FINAL APPRAISALS CARRIED OUT IN 2015 (TO COVER PERFORMANCE IN 2014/15) [Item 6]**Declarations of interest:**

None

Witnesses:

Carmel Millar, Director of People and Development

Key points raised during the discussion:

1. An updated version of Annex A was tabled at the meeting and provided the Committee with the final number of appraisals that had been completed across the Council for the year 2014/15. The final completion rate for appraisals was tabled at the meeting.
2. The Director of People and Development introduced the report highlighting that a final completion rate of almost 92% had been completed across SCC. Although there was room for improvement within some directorates, in the main, services had managed to complete appraisals for the majority of eligible staff within a significantly shorter timeframe than in previous years.
3. Members inquired about the Adult Social Care Mental Health Team's appraisal completion rate and why it stood at just under 16%. The Committee was informed that although the team fell under the remit of Adult Social Care, it was comprised of staff members from both the NHS and Surrey County Council (SCC) and was in fact managed by a senior NHS manager. The Director of People and Development indicated that the appraisal eligibility for particular members of the Mental Health Team had been the source of some discussion. It was agreed that only those staff which are eligible for an appraisal should be included in appraisal completion data. It was further agreed that the Committee would receive a report at a future meeting on outlining the criteria for eligible staff in instances where they worked as part of a team that was integrated with the NHS.
4. Some Members of the Committee expressed concern regarding the number of staff appraisals completed within the Children, Schools and Families Directorate and asked why this number wasn't higher. The Director of People and Development stressed that the final appraisal completion rate for the Service showed significant improvement from where it had been a few months ago and that this figure could be viewed as something of a success given the challenges that the Directorate had faced over the past year. Members recognised that improving the way that the Service operated would be an iterative process and that a higher rate of appraisal completion across the Children, Schools and Families Directorate was anticipated next year.
5. Further information was also requested on why the Information Management and Technology (IMT) Team had only been able to complete 75% of appraisals. The Director of People and Development informed Members that that information would be sought from relevant senior manager regarding the appraisal completion rate and that this would be circulated to the Committee. It was, however, highlighted that initiatives such as Orbis and a number of other projects had placed a great deal of pressure on IMT and this may have impacted adversely on the number of appraisals that the Service had managed to complete.
6. The Committee expressed their satisfaction with the number of appraisals that had been completed across the organisation. It was agreed that the Chairman would write a letter to the Chief Executive of the Council to thank directors and heads of services for achieving such a high appraisal completion rate in a what was a significantly reduced timeframe from the previous year.

Actions/further information to be provided:

- i. The Committee to receive a report providing clarification on eligible staff in instances where they are part of an integrated service delivery team with the NHS (**Action Review Ref: A22/15**).
- ii. The Director of People and Development to circulate further information to the People, Performance and Development Committee on the reasons behind the Information Management and Technology Team's comparatively low appraisal completion rate (**Action Review Ref: A23/15**).
- iii. The Chairman to send a letter to the Chief Executive congratulating directors and heads of service for achieving such a high appraisal completion rate (**Action Review Ref: A24/15**).

RESOLVED:

That;

- i. The People, Performance and Development Committee note that the final completion rate for eligible appraisals, as recorded on the system, stands at **91.71%** completion, which is a great achievement across the organisation.
- ii. The Council will now focus on the appraisal year 2016 and the support which services will need in relation to completing high quality appraisals. The proposal for 2016 will be to link appraisal to the new pay and reward strategy which People Performance and Development Committee Members will consider later this year.
- iii. The Committee continue to request reports for appraisal completion data on a quarterly basis.
- iv. Members note a period of two years for completion of a significant programme of appraisal training for over 300 team leaders has commenced for Commercial Services to facilitate completion of all appraisals for the 1,500 staff in that service.

90/15 RESHAPING SENIOR OFFICER ROLES [Item 7]**Declarations of interest:**

None

Witnesses:

Carmel Millar, Director of People and Development

Key points raised during the discussion:

1. Discussions began with the Chairman stressing the importance of combining the Adult Social Care and Public Health directorates in SCC to help facilitate the continued integration of adult social care and health services across the county.
2. Members inquired about the recommendation to create a Deputy Director of Adult Social Care post and whether this was a management structure which was mirrored within other parts of the organisation. The Committee was informed that the deputy model was a good model for other services to aspire to. It was highlighted that this would create a resilient management structure and it was anticipated that adult social care services in the county would benefit from the creation of two strong Deputy Director positions.
3. In relation to recommendation iii, the Committee were informed that the Leader of the Council and Chief Executive have a strict policy of ensuring that senior officers who left the employment of the Council only receive the amount of money that they are legally and contractually entitled to. It was noted that all such exits were subject to scrutiny by the District Auditor who checks that procedures around the departure of senior officers are followed. It was highlighted that, as their post became redundant, the departed Assistant Chief Executive was entitled to a redundancy payment from the Council, in accordance with the Council's policy.
4. The Director of People and Development agreed to circulate a note to Members outlining the roles and responsibilities of the Corporate Leadership Team following the restructure ahead of the next PPDC meeting on 27 November 2015.

Actions/ further information to be provided:

The Director of People and Development to circulate a note to Members of the Committee outlining the roles and responsibilities of Members of the Corporate Leadership Team following its restructure ahead of the People, Performance and Development Committee meeting on 27 November **(Action Review Ref: A25/15)**

RESOLVED:

- i. The amalgamation of Adult Social Care with Public Health and the creation of a new post of Strategic Director of Adult Social Care and Public Health, with effect from 27 November 2015.
- ii. That a meeting of the People, Performance & Development Committee will be convened on a date to be agreed in November, which will:
 - a. Interview Helen Atkinson for the role of Strategic Director of Adult Social Care and Public Health.
 - b. Interview shortlisted candidates with a view to appointing to the newly created post of Deputy Director (Adult Social Care) and note that the post of Deputy Director (Public Health) already exists and that Ruth Hutchinson matches to this role.
- iii. The People, Performance and Development Committee notes that the Assistant Chief Executive has left the employment of the Council and

that the Chief Executive will not be replacing her post on a like for like basis.

91/15 UPDATE TO SPECIAL LEAVE POLICY [Item 8]

Declarations of interest:

None

Witnesses:

Hana Alipour-Mehraban, Commissioning Project Officer, Children's and Safeguarding Service

Linda Johnson, Fostering and Adoption Recruitment Officer, Children's Safeguarding Service

Key points raised during the discussion:

1. The Committee commended the report and the changes that it proposed to the Council's Special Leave Policy. Members agreed that a report should be considered by PPDC in 2016 to consider the impact of these changes to the Special Leave Policy and the extent to which it had encouraged more SCC staff to become foster carers or adopters.

Actions/ further information to be provided:

A report to be considered by the People, Performance and Development Committee at its meeting in October 2016 outlining the impact of changes to the Council's Special Leave Policy. **(Action Review Ref: A26/15).**

RESOLVED:

That PPDC;

- i. Agrees to the introduction of an additional leave category in the Council's Special Leave Policy for Council employees who are prospective and approved foster carers, prospective and approved friends and family carers, prospective special guardians, prospective adopters, former foster carers under a "Staying Put" arrangement and supported lodgings providers, to support looked after children and those young people previously in foster care who may be transitioning into adult services or in becoming independent.
- ii. Recognises foster children and young people under a "Staying Put" arrangement or in supported lodgings as dependents for the purposes of emergency leave.

92/15 EMPLOYEE ENGAGEMENT CAMPAIGN UPDATE [Item 9]

Declarations of interest:

None

Witnesses:

Carmel Millar, Director of People and Development.

Key Points raised during the discussion:

1. The report was introduced by the Director of People and Development who highlighted some of the work which had been done to engage SCC staff in the Council's values and ways of working. The strategy aims to inspire managers to promote these values among their line reports particularly those who work either part-time or remotely. It was highlighted the 'Leading with Confidence' programme and that further events would take place in spring 2016 to promote engagement among staff. This included draft proposals to extend the engagement to up to 2,000 members of staff. This would be an opportunity to feedback directly to staff about the staff survey results, to better understand how staff are feeling and for it to be an interactive event directly with the Chief Executive and other senior officers of the Council.
2. Members expressed their support for the strategy and the steps that were being taken to engage with the whole workforce. The Committee stressed the importance of staff being given the opportunity to meet with members of the Cabinet and/or the Corporate Leadership Team (CLT) as a means of boosting morale and promoting the Council's values across the organisation. This also enables the Cabinet and CLT to better understand the roles and responsibilities of staff across the different services.
3. Attention was drawn to the targeted increase in advocacy rates outlined by the report and it was suggested by Members that achieving a staff advocacy rate of 55% by 2016 was ambitious. The Director of People and Development acknowledged that this was a challenging target particularly given the varied services that the Council provides and the diverse workforce that was required to deliver these services. The Committee was informed that more would be understood about how the Council was performing in improving advocacy rates once the results of the staff survey had been published.
4. The Director of People and Development was asked to clarify what an on-line collaboration system was. It was highlighted that this was an on-line resource for connecting staff across different services and different sites together.

Actions/ further information to be provided:

None

RESOLVED:

That;

- i. The Committee notes the achievements to date;
- ii. The Committee supports the further events being suggested, and
- iii. Officers report back to the Committee in March 2016 with an update on the campaign and outcomes from the survey.

93/15 EXCLUSION OF THE PUBLIC [Item 10]

RESOLVED: That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information under the relevant paragraphs of Schedule 12A of the Act.

94/15 PAY POLICY EXCEPTIONS [Item 11]**Declarations of interest:**

None

Witnesses:

Ken Akers, Strategic HR Relationship Manager

Key Points raised 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 recommendations.

Actions/further information to be provided:

The actions arising from this report are laid out in the Part 2 minutes.

RESOLVED:

The Committee approved the recommendations set out in the confidential report, these recommendations are highlighted in the Part 2 minutes.

95/15 ADULT SOCIAL CARE - TRAINEE SCHEME - SOCIAL WORKERS AND OCCUPATIONAL THERAPISTS [Item 12]**Declarations of interest:**

None

Witnesses:

Ken Akers, Strategic HR Relationship Manager

Key Points raised during the discussion:

2. 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 recommendations.

Actions/further information to be provided:

The actions arising from this report are laid out in the Part 2 minutes.

RESOLVED:

The Committee approved the recommendations set out in the confidential report, these recommendations are highlighted in the Part 2 minutes.

96/15 DATE OF NEXT MEETING [Item 13]

Meeting ended at: 11 am

Chairman

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