

MINUTES of the meeting of the **PEOPLE, PERFORMANCE AND DEVELOPMENT COMMITTEE** held at 10.00 am on 24 November 2016 at Members' Conference Room, County Hall, Kingston upon Thames, 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
- * Mrs Hazel Watson
- Ms Denise Le Gal

* = in attendance

Substitutes:

Mr Mel Few

In Attendance

Ken Akers, Head of HR & OD

117/16 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Ms Denise Le Gal.

Mr Mel Few acted as a substitute for Denise Le Gal.

118/16 MINUTES OF THE PREVIOUS MEETING [27 OCTOBER 2017] [Item 2]

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

119/16 DECLARATIONS OF INTEREST [Item 3]

There were none.

120/16 QUESTIONS AND PETITIONS [Item 4]

There were none.

121/16 ACTION REVIEW [Item 5]

Nick Harrison arrived during discussions on this item.

Declarations of interest:

None

Witnesses:

Ken Akers, Head of HR & OD

Andrew Baird, Regulatory Committee Manager

Key points from the discussion:

1. In relation to Action A36/16, the People, Performance and Development Committee (PPDC) was informed that the decision had been taken to postpone the All Member Seminar on the Behaviour's Framework until after the County Council elections in May 2017. Responsibility for determining when this All Members' Seminar would take place following the elections had been passed to the Member Development Group. Members were further advised that any All Member Seminars planned in advance of the County Councils elections in May had been cancelled unless deemed to be absolutely necessary.
2. The Committee discussed Action A47/16 and noted that a Motion had been submitted for consideration at the Full Council meeting scheduled for 6 December 2016 which would ask Members to support investment in key worker housing to assist in the recruitment and retention of key frontline staff such as social workers, occupational therapists and engineers.

Actions/ further information to be provided:

None

RESOLVED:

That the People, Performance and Development Committee agreed to monitor progress on the implementation of actions from previous meetings.

122/16 PAY POLICY STATEMENT 2016 - 2017 [Item 6]

Declarations of interest:

None

Witnesses:

Ken Akers, Head of HR & OD

Key points raised during the discussion:

1. An updated version of the Pay Policy Statement "the Statement" was tabled at the meeting for consideration by the Committee and is attached to these minutes as Annex 1. Members received an introduction to the item from officers who highlighted that it had been necessary to amend the Statement as a result of changes to staff members' terms and conditions of employment arising from the implementation of a new Pay & Reward Strategy. PPDC were advised that Full Council would be asked to formally agree the revised Statement at its meeting on 6 December 2016.
2. Members were concerned that language and formatting made some of aspects of the Statement difficult to understand and a number of

changes to the Statement were therefore requested before it was submitted to Full Council for consideration and approval. Officers stated that the Statement would be amended in accordance with the Committee's suggestions and advised that a final version would be tabled for agreement at Full Council on 6 December 2016.

3. Discussions took place regarding pay progression for political assistants who, due to restrictions on pay imposed by Central Government, had not seen an increase in their pay band maximum since 2006. The Committee stated that it was unfair that political assistants' pay had remained stagnant for such a long period and it was agreed that the Chairman of the Committee should write a letter to the Secretary of State making this point and requesting that consideration be given to increasing the pay band maximum for political assistants.

Actions/ further information to be provided:

1. That the following amendments be made to the Pay Policy Statement:
 - a. Condense the Pay Policy Statement by first covering schools based staff, followed by non-schools based staff.
 - b. Details of staff benefits should be removed from the section titled 'Chief Officers Remuneration'. Staff benefits should instead be given its own standalone section.
 - c. A cover sheet to be added to the Pay Policy Statement providing a brief synopsis of what the Statement covers and a brief outline of the changes arising as a result of the revised Pay and Reward Strategy.
 - d. The first paragraph under Surrey Pay should highlight that the negotiations around Surrey Pay terms and conditions are made through collective bargaining.
 - e. Reference to the CEX and senior pay grades should be removed from the Schools based Surrey Pay Staff section
 - f. Further clarity should be provided in respect of what is meant by job-based pay models and career based pay models.

RESOLVED: That;

subject to the amendments requested by Members, the People, Performance and Development Committee agreed to recommend publication of the Statement to the next meeting Surrey County Council Full Council on 6 December 2016.

123/16 APPRAISAL COMPLETION REPORT FOR FINAL APPRAISALS CARRIED OUT IN 2016 (TO COVER PERFORMANCE IN 2015/16) [Item 7]

Declarations of interest:

None

Witnesses:

Ken Akers, Head of HR & OD

Key points raised during the discussion:

1. Officers provided Members with an update on the figures related to appraisal completion rates in the published report. The Committee was advised that Surrey Fire & Rescue Service (SFRS) had completed 100% of staff appraisals and that there was just a small number of appraisals which remained outstanding across SCC. Members congratulated officers on reducing the amount of time it took for staff appraisals to be completed across the organisation.
2. The Committee requested that the Council Overview Board be given the opportunity to review appraisal completion rate figures.

Actions/ further information to be provided:

1. That the appraisal completion rate figures be submitted to the Council Overview Board for possible consideration at a future meeting.

RESOLVED:

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

- i. note the final recorded completion rate for eligible appraisals;
- ii. note that Surrey County Council will now focus on the appraisal year 2017 and the support which services will need in relation to completing high quality appraisals; and
- iii. Continue to request reports providing appraisal completion data in line with the specified appraisal timescales for 2017.

124/16 HIGH PERFORMANCE DEVELOPMENT PROGRAMME [Item 8]**Declarations of interest:**

None

Witnesses:

Ken Akers, Head of HR & OD

Key points raised during the discussion:

1. The Committee received an introduction to the report from officers who highlighted that SCC had invested heavily in developing its management team as a means of driving improved performance across the organisation. Members were advised that the High Performance Development Programme “the Programme” had been an important part of steps to develop managers throughout the Council and had been successful in improving organisational performance. Officers stated, however, that fewer managers within frontline services had attended the Programme as had been anticipated and so any future changes to it would encourage increased participation by frontline service managers.

2. The Committee expressed concern regarding the limited number of frontline service managers that had attended the Programme and requested further details on how they would be encouraged to sign up to future iterations of the Programme. Officers indicated that frontline service managers hadn't been adequately engaged in the Programme offer and so careful monitoring and management would be put in place to develop the offer and help to tailor it towards the needs of those delivering frontline services. Members were informed that a steering group had already been set up to assist in directing the development of the Programme and that this steering group included frontline service managers so that they were fully engaged in this process. The Committee stated that improved uptake on the Programme may be achieved by discussing the benefits of attending the course with relevant staff members.
3. Further information was requested in regard to the increased resignation rate which has been recorded among staff across the Council since the High Performance Development Programme was introduced. Officers stated that the Programme had empowered managers to tackle entrenched behaviours which ran counter to the expectations of the organisation and that this had resulted in a slight increase in staff turnover.
4. Members were advised that the next iteration of the Programme would aim to link SCC staff with managers from other public sector bodies in Surrey so as to aid collaborative working between organisations across the county.
5. The Committee stated that effective coaching and professional development programmes had enabled SCC to bring on and improve many of its own staff at a time when lots of organisations were choosing to reduce training budgets as a result of financial pressures. Half of managers across SCC had completed the High Performance Development Programme and this was contributing to improvements in service delivery across the organisation.
6. Members requested that the Corporate Leadership Team undertake an evaluation of the Programme and consider what improvements could be made to it for the next cohort managers.

Actions/ further information to be provided:

1. Corporate Leadership Team to be engaged on the development of the next iteration of the High Performance Development Programme.

RESOLVED: That;

the People, Performance and Development Committee:

- i. note the findings of the University of Surrey's evaluation report of the High Performance Development Programme and the positive difference the investment has made in starting to develop the shift in culture of the organisation; and
- ii. support plans in place to re-focus the leadership and management programme to continue this journey to service excellence; building on areas identified in the evaluation report as needing more attention.

125/16 DATE OF NEXT MEETING [Item 9]

The Committee noted that its next meeting would be held on 26 January 2017.

Meeting ended at: 11.10 am

Chairman

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