

**MINUTES** of the meeting of the **PEOPLE, PERFORMANCE AND DEVELOPMENT COMMITTEE** held at 2.00 pm on 26 April 2018 at Committee Room C, County Hall, Kingston upon Thames, Surrey KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on 14 June 2018.

**Elected Members:**

- \* Mr David Hodge CBE (Chairman)
- \* Mr John Furey (Vice-Chairman)
- \* Mr Mel Few
- \* Mr Nick Harrison
- \* Mrs Hazel Watson
- \* Mrs Clare Curran

**Apologies:**

Mr Ken Gulati

**In Attendance**

Andrew Baird, Democratic Services Officer

Michael Coughlin, Interim Executive Director for Customer, Digital and Transformation

Jo Donoghue, Strategic Business Partner

Joanna Killian, Chief Executive

Rakhi Saigal, Strategic Business Partner

Julie Smyth, Pay and Reward Manager

**50/18 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]**

Apologies were received from Mr Ken Gulati.

Mrs Clare Curran acted as a substitute for Mr Ken Gulati.

**51/18 MINUTES OF THE PREVIOUS MEETING [Item 2]**

The People, Performance and Development Committee noted that the minutes of the meeting on 9 April 2018 would be agreed at its next meeting.

**52/18 DECLARATIONS OF INTEREST [Item 3]**

There were none.

**53/18 QUESTIONS AND PETITIONS [Item 4]**

There were none.

**54/18 ACTION REVIEW [Item 5]**

**Declarations of interest:**

None

**Witnesses:**

Andrew Baird, Democratic Services Officer

**Key points from the discussion:**

1. Members of the People, Performance and Development Committee (PPDC) discussed Surrey County Council's (SCC) Member/Officer Protocol an item on which was due to be considered by PPDC at an upcoming meeting. PPDC recognised that the Audit and Governance Committee was responsible for reviewing the Protocol but suggested that efforts should be made to promote greater knowledge of the Protocol among officers.
2. Attention was drawn to Action A1/18 on the Actions Tracker which related to the implementation of the Apprenticeship Levy. Members noted efforts being made to promote apprenticeships care leavers with channels such as the Economic Development Board being engaged to understand how apprenticeships could be communicated through specific groups. The Committee reiterated the importance of ensuring that the entirety of the funding that SCC was required to put into the Apprenticeship Levy was recouped.
3. Discussions turned to Action A7/18 on the Tracker and Members debated whether there was any merit in PPDC continuing to review SCC's Relocation Assistance Allowance. Members heard that the Chairman of the Committee would be holding discussions with officers over the coming weeks to review and streamline PPDC's Forward Work Programme.

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

None

**RESOLVED:**

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

**55/18 FORWARD WORK PROGRAMME [Item 6]****Declarations of Interests:**

None

**Witnesses:**

None

**Key points raised during the discussion:**

None

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

None

**Recommendations:**

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

**56/18 SURREY COUNTY COUNCIL'S APPROACH TO FLEXIBLE WORKING [Item 7]****Declarations of interest:**

None

**Witnesses:**

Rakhi Saigal, Strategic Business Partner

**Key points raised during the discussion:**

1. The Committee pointed out a few areas of additional information that it would have been useful for officers to have included within the report. Specifically, Members indicated that it would have been helpful for the report to provide background on the staff that fall into the seven categories of employees identified within the report. Information on the number of staff within each of these categories as well as the rate of turnover would have enabled the Committee to consider how different types of employee interact with the Council. Officers indicated that they would compile this information and send it across to the Committee following the meeting. Moreover, the Committee also indicated that more information on how benefits contribute to the retention of staff as well as specific roles identified as being hard to recruit or retain staff would also have been helpful.
2. Members highlighted that pension contributions to staff also make up a substantial element of the reward package offered by the Council and highlighted that this wasn't reflected in the content of the report. Officers indicated that the HR Team was working to tie reward packages into total statement so that pension benefits that individuals receive on a yearly basis are demonstrated more clearly.
3. Discussions turned to the reasons why many people preferred to work through an agency rather than being directly employed by the Council. Members highlighted that the flexibility that working for an agency offered was a significant attraction for staff and the Council needed to be able to respond to this in order to reduce its use of agency staff. The Committee highlighted that promoting flexible (for example term time contracts) would help to make the Council a more attractive employer due to the large number of woman employed by SCC.

Officers advised that that agency workers are entitled to terms and benefits of permanently employed staff after 12 weeks of working for the Council and that indicated that it was important to continue conversations with agency staff on why they chose not to become permanent employees if they have worked for SCC for a long time.

4. The Committee asked whether it was possible to buy out staff's pension entitlements to could cut costs over the longer term. Officers indicated that they had previously taken legal advice on this and had been advised that it was not something that the Council was allowed to do.

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

1. Officers to supply the Committee with information on the staff that fall into the seven categories of employees identified within the report as well as the number of staff and rate of turnover within each of these categories **(Action Ref: A8/18)**.
2. The People, Performance and Development Committee to be sent an update on a total reward package statement for staff and to consider how to evaluate how benefits contribute to the retention of staff especially for those roles identified as being hard to recruit to or retain staff in **(Action Ref: A9/18)**.

**RESOLVED:**

That the People, Performance and Development Committee note:

- i. the different types of working arrangements, models, costs and risks;
- ii. the promotion of Surrey rewards and benefits to staff and potential candidates; and
- iii. Surrey County Council's plans to develop a total rewards statement for all staff.

**57/18 EXCLUSION OF THE PUBLIC [Item 8]**

**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.

**58/18 CORONER'S PAY ARRANGEMENTS [Item 9]**

**Declarations of interest:**

None

**Witnesses:**

Jo Donoghue, Strategic Business Partner

**Key points raised during the discussion:**

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:**

None

**RESOLVED:**

The Committee approved the recommendations as set out in the confidential minutes.

**59/18 SURREY PAY REVIEW 2018 TO 2019 [Item 10]****Declarations of interest:**

None

**Witnesses:**

Julie Smyth, Pay and Reward Manager

**Key points raised during the discussion:**

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:**

None

**RESOLVED:**

The Committee approved the recommendations as set out in the confidential minutes.

**60/18 SENIOR PAY EXCEPTIONS - APRIL 2018 [Item 11]****Declarations of interest:**

None

**Witnesses:**

Joanna Killian, Chief Executive

**Key points raised during the discussion:**

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:**

None

**RESOLVED:**

The Committee approved the recommendations as set out in the confidential minutes.

**61/18 FUTURE LEADERSHIP MODEL: OUTCOMES FROM HAY REVIEW OF SENIOR PAY [Item 11a]**

**Declarations of interest:**

None

**Witnesses:**

Joanna Killian, Chief Executive

**Key points raised during the discussion:**

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:**

None

**RESOLVED:**

The Committee approved the recommendations as set out in the confidential minutes.

**62/18 PUBLICITY OF PART 2 ITEMS [Item 12]**

It was agreed that the information related to Part 2 items discussed at the meeting would remain exempt.

**63/18 DATE OF NEXT MEETING [Item 13]**

The Committee noted that its next meeting would be held on

Meeting ended at: 3.10 pm

---

**Chairman**