



---

# NOTICE OF MEETING

---

## EMPLOYMENT COMMITTEE

**TUESDAY, 6 JANUARY 2015 AT 12.15 PM**

**THE EXECUTIVE MEETING ROOM - THIRD FLOOR, THE GUILDHALL**

Telephone enquiries to Vicki Plytas 02392 834058

Email: [vicki.plytas@portsmouthcc.gov.uk](mailto:vicki.plytas@portsmouthcc.gov.uk)

---

### Membership

Councillor Donna Jones (Chair)  
Councillor Luke Stubbs (Vice-Chair)  
Councillor John Ferrett  
Councillor Darren Sanders  
Councillor Lynne Stagg  
Councillor Gerald Vernon-Jackson

### Standing Deputies

Councillor David Fuller  
Councillor Hugh Mason  
Councillor Linda Symes  
Councillor Rob Wood

---

(NB This agenda should be retained for future reference with the Minutes of this meeting.)  
Please note that the agenda, minutes and non-exempt reports are available to view online on the Portsmouth City Council website: [www.portsmouth.gov.uk](http://www.portsmouth.gov.uk)

**Deputations by members of the public may be made on any item where a decision is going to be taken. The request should be made in writing to the contact officer (above) by 12 noon of the working day before the meeting, and must include the purpose of the deputation (for example, for or against the recommendation). Email requests are accepted.**

## AGENDA

- 1 Apologies for Absence**
- 2 Declarations of Members' Interests**

- 3 Minutes from meetings held on 4 November and 16 December 2014 (attached) (Pages 1 - 18)**

**RECOMMENDED that the Minutes of the meetings of the Employment Committee held on 4 November and 16 December 2014 be confirmed and signed by the Chair as a correct record.**

- 4 Sickness Absence Quarterly Report (Pages 19 - 26)**

The purpose of this quarterly report is to update and inform the Employment Committee on actions being taken that have an effect on the levels of sickness absence across Services.

**RECOMMENDED to continue to monitor sickness absence, on a quarterly basis, and to ensure appropriate management action is taken to address absenteeism.**

- 5 Personal Development Review and Mandatory Training Requirements (Pages 27 - 42)**

The purpose of the report is to update members of the Employment Committee on a review of the Personal Development Review (PDR) process and Mandatory Training requirements for employees of the City Council and make recommendations based on the findings.

**RECOMMENDED that members agree to:**

- (1) Adopt the revised PDR and recording process enabling the HR Learning & Development team to improve the uptake and meaningfulness of PDR's as follows:**
  - i. Supporting Services to develop a proportionate PDR process that meets the needs of their staff and job roles within it using the proposed template as a guide.**
  - ii. Supporting Services to link the PDR process more closely with the Workforce planning and Business planning process that they already carry out.**
  - iii. A requirement is applied to all staff to record their PDR on the HR self-serve system.**
  - iv. Members are further recommended to support a review of the PDR process for the Chief Executive Officer and Strategic Directors with a view to bringing a proposal to the next Employment Committee.**
- (2) Adopt a three strand process to raise compliance, reduce risk and provide the necessary knowledge to the workforce around key areas as follows:**
  - i. A one-day training course for all new starters that covers the key messages of mandatory training (in consultation with the Policy Holder) - including an assessment of learning**

- ii. **Create explicit statements in the PDR form to inform staff that they have a responsibility to drive their own learning and apply the key information delivered in training (e.g. what do the Data Protection principles mean in my role)**
- iii. **Mandate consequences for non-compliance (e.g. a condition of passing probation)**
- iv. **Mandate that all staff are required to pass periodic knowledge checks of mandatory training areas (process to be supported by training, e-learning, policy hub etc.)**

## **6 Localism Act - Pay Policy Statement (Pages 43 - 52)**

Purpose of report:

The Council is required by section 38(1) of the Localism Act 2011 (openness and accountability in local pay) to prepare a Pay Policy Statement.

The Local Government Transparency Code 2014 further clarifies and describes the information and data local authorities are required to publish to increase democratic accountability.

A Pay Policy Statement must articulate the Council's policies towards a range of issues relating to the pay of its workforce, particularly its senior staff, Chief Officers and its lowest paid employees.

A Pay Policy Statement must be prepared for each financial year, approved by Full Council no later than 31<sup>st</sup> March of each financial year and published on the council's website.

**RECOMMENDED that Employment Committee be asked to**

- (1) approve the draft Pay Policy Statement attached as Appendix 1 to go forward for approval by the Full Council on 17<sup>th</sup> March 2015.**
- (2) Authorise the Head of HR, Legal and Performance to amend the Pay Policy Statement to take account of changes resulting from the senior management review, where such changes are confirmed in advance of agreement of the statement by Full Council.**

## **7 Date of Next Scheduled Meeting**

The date of the next scheduled meeting is 5 March 2015

Members of the public are now permitted to use both audio visual recording devices and social media during this meeting, on the understanding that it neither disrupts the meeting or records those stating explicitly that they do not wish to be recorded. Guidance on the use of devices at meetings open to the public is available on the Council's website and posters on the wall of the meeting's venue.



# Agenda Item 3

## EMPLOYMENT COMMITTEE

MINUTES OF THE MEETING of the Employment Committee held on Tuesday, 4 November 2014 at 12.15 pm in The Executive Meeting Room - Third Floor, The Guildhall.

(NB These minutes should be read in conjunction with the agenda and reports for the meeting which can be found at [www.portsmouth.gov.uk](http://www.portsmouth.gov.uk).)

### **Present**

Councillor Donna Jones (Chair)  
Councillor Luke Stubbs (Vice-Chair)  
Councillor John Ferrett  
Councillor Darren Sanders  
Councillor Lynne Stagg  
Councillor Gerald Vernon-Jackson

### **Officers Present**

David Williams, Chief Executive  
Michael Lawther, City Solicitor  
Julian Wooster, Strategic Director  
Jon Bell, Head of HR, Legal & Performance  
Martin Putman, Port Manager  
Ed Woodhouse, Head of Revenues and Benefits  
Rob Watt, Head of Adult Social Care  
Alan Cufley, Head of Corporate Assets, Business and Standards  
Stephen Kitchman, Head of Children's Social Care & Safeguarding, SSC  
David Mearns, Assistant Housing Manager, Housing Management  
Chris Ward, Head of Finance and S151 Officer  
Shaun Tetley, Payroll and Pensions Manager  
Frank Regan, Health and Safety Manager

### **25. Apologies for Absence (AI 1)**

There were no apologies for absence.

### **26. Declarations of Members' Interests (AI 2)**

Councillor John Ferrett declared an interest in agenda item 10 - The Living Wage - as his partner works in a school in the city. He said he would leave the meeting for that item.

**27. Minutes of the Meeting held on 16 September 2014 (AI 3)**

**RESOLVED** that the minutes of the meeting of the Employment Committee held on 16 September 2014 be confirmed and signed by the chair as a correct record subject to the third paragraph on page 4 being amended as follows:

**"Councillor Darren Sanders and Councillor Gerald Vernon-Jackson called for a vote to be taken on whether to include in proposed recommendation (iii) a specific target figure of 50 apprenticeships per year. This was lost on the casting vote of the chair."**

**28. Sickness Absence Report (AI 4)**

(TAKE IN REPORT)

Jon Bell introduced the report and reminded members that at the previous Employment Committee on 16 September a request had been made for heads of those services, where the average per person per year sickness absence level was higher than eight days per year in August 2014, to attend the Committee.

The Head of Housing & Property Services was unable to attend the meeting and David Mearns attended in his place.

The Chair welcomed all those representing the six services who had been invited to attend the meeting and invited them to address the committee.

The Head of Children's Social Care & Safeguarding, Stephen Kitchman said that since 2013 there had been a reduction of one day and the trend was downwards. However, he acknowledged that sickness absence levels were still too high. He said that much work was being done within the service. Long term sickness was a big issue in that three people had been absent for more than one month. He advised that action taken included working with HR to ensure sickness was robustly managed. This had involved meetings with staff and managers and case conferences had also been held. There were a small number of people where sickness absence was disproportionately high. He expected that there would be a decrease in sickness as a result of these interventions.

The Head of Revenues & Benefits, Mr Edward Woodhouse said that the average sickness absence had reduced over the last 12 months and that the trend was still downwards. 13 members of staff (8 leavers and 5 suffering from serious health problems), contributed 308 days of absence. If these were taken out of the equation, sickness absence would be an average of less than eight days per person per year. He said that action taken included writing to all employees to say that sickness levels would be monitored and would be looked at on an individual basis. All staff in the Service will be written to, reminding them of the issues around sickness absence and of the responsibility to maximise attendance. He said he was taking steps to ensure

that referral to Occupational Health happened more quickly where appropriate. He also advised that managers would be further trained in an HR workshop around maximising attendance.

The Head of Adult Social Care (ASC), Rob Watt said it is not uncommon for higher levels of sickness absence to be reported in front line services such as Social Care which may be associated with the nature of the work. He said there had been a reduction in the overall figure but that the removal of one area of service from ASC, with traditionally low levels of sickness, has affected the statistics. Although the short term sickness absence was in line with the PCC average, the long term sickness statistics for his service were challenging. Action taken to try to improve the situation had included running workshops in dealing with sickness absence, trying to get Occupational Health referrals made within a few days of absence, encouraging the take-up of flu jabs, and encouraging the take-up of training such as manual handling etc. Workshops had been held including personnel from Occupational Health in an attempt to increase managers' knowledge and regular meetings were being set up to include the head of service, HR and senior managers to investigate what actions could be taken to further reduce incidence of sickness.

The Head of the International Ferry Port, Martin Putman said that sickness absence had been very bad over the last year. Part of this was because of a statistical error around results being calculated on an hourly basis which resulted in a greater number of average days absence being recorded. He said that industrial injuries had accounted for much of the absence but that these were becoming less frequent. Another factor was the older profile of employees. He said that much manual handling was involved in the work and this increased the risk factor for injuries. 64% of employees were shift workers and this also had an effect on the sickness absence figures. With regard to short term sickness, action being taken was through working with Occupational Health to ensure that return to work interviews were carried out. In some cases, this monitoring continued for up to 52 weeks. With regard to long term sickness, he said that the incidents had gone on much longer than he would have liked. He said that likely outcomes perhaps could be predicted earlier and action taken sooner. Work was taking place with HR. He was pleased to report that there was a reduction in industrial injuries this year and that more training was being given and more health checks carried out.

The Head of Corporate Assets, Business & Standards, Alan Cufley said that there had been a reduction from 11.5 days average sickness to 9.8 days. One member of staff's sickness absence had accounted for one day of the average sickness absence figures. Action being taken to improve the situation included an emphasis on the importance of back to work interviews. The service was working with HR and an analysis of data was being carried out to identify trends and areas for additional staff support. He said that sickness absence was raised regularly at team meetings and there was more focus on assisting colleagues return to work. He acknowledged that the increase in average sickness days from six to 11 in one year was a very large

increase but that had been caused by a number of long term sickness absences.

David Mearns, Assistant Housing Manager, attended the meeting in place of Owen Buckwell who was unable to attend. He advised that the service had a large and diverse group of staff numbering some 750 employees and that many of these work outside. He said that the service faces the same range of problems as the other services. Absence was a complex issue and staff who were happy in their work were more likely to have good attendance. He advised that 2½ years ago the service decided to adopt a fresh approach to sickness absence which was 13.1 days at that time. Housing and Property Services recognised that focussing on the value work in jobs was a motivating factor for staff who were then more likely to have better attendance. Managers had struggled to access the absence data on EBS so they now have access to a tailored monthly report for the staff in their team, providing full details of absence over the previous two years. Sickness absence had now reduced dramatically to the current level of 8.92 days per person per year average sickness absence. He said that there was still a downward trajectory in the sickness absence figures and he hoped that this would continue. Close monitoring took place.

The Chair thanked officers for their contributions. During discussion the following matters were clarified:

- Officers agreed that working with HR on sickness absence had been beneficial.
- The Chair said that PCC paid for the Occupational Health Service and she would be happy to receive any emails should there be any occupational health issues.
- It was confirmed that there was no particular trigger point before an occupational health referral could be made. For example if a person fell over and suffered an injury then managers would be able to refer that person to Occupational Health immediately.
- It was agreed, following suggestions from members of the committee, that members of staff would be asked for their ideas on how to reduce levels of sickness absence.
- It was agreed that there was a need to change the way the general workforce views sickness absence so for example it may be beneficial to post how many days were lost during the last week owing to people being off sick.
- It was confirmed that all HR business partners review absences of three months or more.

It was suggested that a report should be brought back to this committee on actions that could be taken to reduce sickness absence levels.

**RESOLVED that the Employment Committee agrees to continue to support the implementation of good sickness absence management**



**practices and to ensure the appropriate management action is taken to consistently reduce absenteeism across services.**

## **29. Senior Management Structure (AI 5)**

(TAKE IN REPORT)

David Williams, Chief Executive, introduced the report and drew Members' attention to paragraphs 3.5 and 3.6 and section 4, People, Place and Performance. He said that section 6 sets out suggestions for consideration by Members and that the consultation process was set out in appendix C. He said that although his report was looking at reductions at Head of Service level and above, there was a need to also look at other management levels and this would require further work that would impact on other tiers of management within the organisation.

The Chair thanked Mr Williams for his report. She said in her view

- the senior grade posts should be those looked at including Strategic Directors and Heads of Service
- Education and Safeguarding should be kept separate
- With regard to Health and CCG, the new Care Act would have a big impact although it was an unknown quantity. This together with the Better Care Fund provided opportunities for management restructuring.
- Partnership working is crucial

The Chair also said that Health and Housing were important as well as Transport and Environment and perhaps a closer relationship between housing and transport would be useful.

She said she agreed with the recommendations in the report and that effectively it was now for the Chief Executive to bring back suggestions for a way forward.

Cllr John Ferrett said that the reality is that there would be cuts this year and for future years and therefore it was necessary to look at re-organisation. He said there was a need to move ahead with this in order to realise savings.

Cllr Stubbs said that PCC was facing a difficult situation and that although he personally did not think the current senior management structure was top heavy, the savings to be made meant there was no choice but to look at this again.

There was a short discussion about Education, as although central government appeared to be moving powers in relation to schools away from local authorities, the legal responsibilities were not being transferred.

Cllr Vernon-Jackson said that in order to maximise savings, definite proposals were needed as soon as possible.

Cllr Stagg said that in the event that services were merged under a new Head of Service, she had concerns about whether that person would have the requisite skills for the combined role.

In response to a query about shared services and working with others and whether others would be prepared to agree to this, the Chair advised she had

had positive responses from a number of organisations including from the NHS for example in relation to Clinical Commissioning.

The Chief Executive advised that one of the issues with shared working with the NHS is that whilst PCC has a geographical boundary, the health service does not. In general though, he said that there was much potential scope for shared working and that this was already being explored.

He also advised members that there was a potential issue with regard to amalgamating services as where the responsibilities are transferred to lower grades, the job evaluation scores would increase and pay bands may then go up. It was very difficult to predict the final impact on grades.

Cllr Vernon-Jackson said that there needs to be a balance between how the council runs against purely monetary considerations.

Members agreed that a report from the Chief Executive with specific proposals should be brought to a special meeting of this committee in December for consideration and decision in light of today's discussions.

**RESOLVED that**

- (1) Members considered the proposed reductions to the senior management structure as the basis for consultation with staff and unions**
- (2) Members agreed the wider consultation arrangements as the basis for drawing attention of all staff through existing internal communications channels**

**30. Health and Safety Annual Report: 1/04/2013 - 31/03/2014 (AI 6)**

(TAKE IN REPORT)

Mr Frank Regan, Health and Safety Manager, introduced the report which was to update the Employment Committee on Portsmouth City Council's health and safety performance for the period 1 April 2013 to 31 March 2014.

A deputation was made on this item by Mr Chris Pickett of Unison with regard to the Harbour School at Fratton.

The Chair said she was pleased with this report and thanked the Health & Safety Manager for his work. With regard to the Harbour School, the Chair confirmed she had visited it recently and was aware of the situation. She has arranged for copies of photographs of the school to be sent to central government asking for their help and she hoped to have a response in the next few weeks.

**RESOLVED that the 2014/15 H&S action plan be agreed and endorsed by the Employment Committee.**

### **31. Discretionary Pension Policy Statement Review (AI 7)**

(TAKE IN REPORT)

A deputation was made by Mr Chris Pickett of Unison concerning paragraph 4.4 of the report which states that where a member elects to receive their pension benefits between the ages of 55 and 60, they will not receive benefits in accordance with the 85 year rule protection. Mr Pickett asked members to reconsider this. The Chair thanked Mr Pickett for his deputation.

Shaun Tetley introduced the report and said that since his original report at the last meeting, many authorities had been providing feedback to the Hampshire Pension Fund and as a result it was necessary to slightly revise it in light of the extra comments. The changes were outlined in the report and were relatively minor.

Following discussion members of the committee felt that it would be too expensive to accede to the union's request to change paragraph 4.4 to reinstate 85 year rule protection as outlined in that paragraph. Members felt that it was important to be equitable across the board. The Chair thanked the Payroll & Pension Manager for the report.

**RESOLVED that Employment Committee approves the discretionary pension policy statement set out in Appendix 1 of this report with effect from 1 April 2014.**

### **32. Shared Parental Leave and Pay (AI 8)**

(TAKE IN REPORT)

The Head of HR, Legal & Performance introduced the report which was to advise members of statutory changes affecting leave entitlements for parents and establish a rate of pay for shared parental leave. He drew members' attention to paragraph 4 of the report which provided an explanation of options available. He said that to date, most authorities appear to be paying the statutory rate of pay during shared parental leave.

The Chair said that this was a welcome change in the legislation and was happy with the report and its recommendations. Councillor Darren Sanders said he welcomed the report but suggested that 2(ii) be changed to read "welcomes the statutory changes to leave entitlements for parents." This was agreed.

**RESOLVED that the Employment Committee**

- (i) welcomes the statutory changes to leave entitlements for parents.**
- (ii) Pays the statutory rate of pay during shared parental leave.**
- (iii) Requests the Head of HR, Legal & Performance to actively review the policy in light of demand for leave and emerging employment**

**practice and report back to members if changes are required in light of experience.**

### **33. Apprenticeships Follow-up Report (AI 9)**

(TAKE IN REPORT)

The Head of HR, Legal & Performance introduced the report and outlined what had been done since the last meeting. A deputation was made by Mr Richard White. He said that although he was generally in support of apprenticeships he did have concerns that apprenticeships may be being used to replace higher paid staff. He was concerned that this was not used as a way of appointing people to do jobs at cheaper rates.

The Chair thanked Mr White for his deputation but disagreed that PCC is using apprenticeships as a form of cheap labour. She said that it was an option that was useful for getting people into work and her hope was that an apprenticeship can lead to a permanent role which would then lead to an increase in salary. She said that she fully endorses and supports the report brought forward by the Head of HR, Legal & Performance.

During discussion the following matters were clarified:

- The rate of £5.13 per hour set out in recommendation 2(iii)a. would apply to new apprenticeships only and that a salary pay protection would apply to existing apprenticeships.
- Councillor John Ferrett said that not all jobs were suitable for apprentices to be given. He did not think that roles where years of training were needed should be filled by an apprentice. He said that apprenticeships needed to be introduced with care. He was concerned to ensure that apprenticeships were only used where they were appropriate. He said he did not support the current recommendation 2(iii)a.

Following discussion, as an amendment, it was proposed by Councillor Darren Sanders, seconded by Councillor John Ferrett that the recommendations in the report be amended as follows:

1. To replace (iii)(a) with "retain existing rates for apprenticeships."
2. Insert "where appropriate" after the word "qualification" in (iii)(b).
3. To insert as a new final sentence in (iii)(c) "However, this may not be possible in some areas where agency staff are required to be fully qualified and able to operate with minimal support."

Upon being put to the vote this was carried. Upon the substantive recommendations being put to the vote, these were carried.

**RESOLVED that**

**(1) Members**

- (i) Note the positive progress to date in promotion apprenticeships within the council as detailed in Appendix 1.**
- (ii) Note the research that has been completed and the outcomes identified.**
- (iii) Agree the following recommendations for work to increase apprenticeship opportunities within the city council.**
  - a. Retain existing rates for apprenticeships.**
  - b. Continue to identify staff in post who could convert to an apprenticeship to enable access to a qualification where appropriate.**
  - c. Work with services with high agency costs to identify any possible apprenticeship opportunities. However, this may not be possible in some areas where agency staff are required to be fully qualified and able to operate with minimal support.**
  - d. Work with services to identify external funding opportunities to create supernumerary apprenticeship posts.**
  - e. HR officers to develop internal marketing and case studies to support apprenticeship recruitment.**

**34. Living Wage (AI 10)**

(TAKE IN REPORT)

Councillor John Ferrett left the meeting at this stage owing to his declared interest.

The City Solicitor advised that the report contained an exempt appendix and that if this was to be discussed at the meeting provision had been made for the committee to move into exempt session. The committee agreed to remain in open session until the exempt appendix was to be considered. The Head of HR, Legal & Performance introduced the report and said that the purpose of the report is to advise members of issues and risks associated with implementing the Living Wage and subject to these, to seek members' approval to implement the Living Wage. He said that most schools in the area appeared in principle to be in favour of introducing the Living Wage but that they had not yet committed to doing anything about it at present. He advised that he had contacted other councils. Southampton City Council had indicated that they would bring in the Living Wage but had not yet done so.

Brighton & Hove Council has introduced the Living Wage. He said that the legal advice being given to councils was probably the same, but that councils' appetite for risk differed. He advised that detailed financial comments were included in the report in section 8.

Mr Richard White of Unite gave a deputation. He said although he was in favour of the living wage being introduced, he was not in favour of it being a non-consolidated one-off payment. He said this led him to question the council's long term commitment to introducing the Living Wage as this could be removed if non-consolidated.

The Chair of the committee thanked Mr White for his deputation. She said that she was supportive of the introduction of the Living Wage.

The City Solicitor advised that if discussion on the exempt appendix took place this should be in exempt session.

It was proposed by Councillor Donna Jones, seconded by Councillor Luke Stubbs that the meeting moved into exempt session and this was agreed.

A discussion took place in exempt session. Following discussion it was proposed by Councillor Donna Jones, seconded by Councillor Luke Stubbs that the meeting moved back into open session and this was agreed.

The Chair said that the Living Wage would be ongoing and the City Solicitor was invited to read out the proposed wording which was a change to the recommendations in the original report. The committee voted to accept the revised wording.

#### **RESOLVED that the Employment Committee**

- (1) Agree to implement the Living Wage as decided at Employment Committee in March 2014 with effect from 1 November 2014;**
- (2) Pay the Living Wage as a non-consolidated one-off payment in March 2015 for the initial launch and thereafter as a monthly non-consolidated payment (subject to recommendation (3) below);**
- (3) Undertake an annual review to the Living Wage payment following the annual rate review by the Living Wage Foundation; that review will consider deletion of Band 1 and further consider whether it is appropriate to make the payment a consolidated payment;**
- (4) Note the legal advice in exempt Appendix A and the risks detailed in this advice.**
- (5) Request the Head of HR, Legal & Performance and the Head of Finance to draw up detailed criteria for applying the Living Wage payment where, for example, staff members start, leave or change jobs during the year, or who hold multiple jobs with the council, or who have transferred to the council from other organisations under TUPE rules;**

- (6) **Instruct officers to continue working with schools to ensure that, as far as possible, the Living Wage is also implemented in schools at the earliest possible opportunity.**

**35. Date of Next Meeting (AI 12)**

The date of the next scheduled meeting is 6 January 2015.

The meeting concluded at 3.15 pm.

---

Councillor Donna Jones  
Chair

This page is intentionally left blank



## **EMPLOYMENT COMMITTEE**

MINUTES OF THE MEETING of the Special Employment Committee held on Tuesday 16 December 2014 at 8.00am in Conference Room K, Civic Offices, Portsmouth.

(NB These minutes should be read in conjunction with the agenda and reports for the meeting which can be found at [www.portsmouth.gov.uk](http://www.portsmouth.gov.uk).)

### **Present**

Councillor Donna Jones (Chair)  
Councillor Luke Stubbs (Vice-Chair)  
Councillor John Ferret  
Councillor Hugh Mason (deputising for Councillor Lynne Stagg)  
Councillor Darren Sanders  
Councillor Gerald Vernon-Jackson

### **Officers Present**

David Williams, Chief Executive  
Julian Pike, Deputy Head of Finance & s151 officer  
Julie Barratt, Assistant Head of HR - operational  
Rochelle Brown, HR Business Partner  
Shaun Tetley, Payroll and Pensions Manager  
Peter Baulf, Assistant City Solicitor, Litigation, Enforcement and Advocacy.

### **36 Apologies for Absence**

Apologies for absence were received from. Councillor Lynne Stagg and Councillor High Mason deputised for her. He advised that he was likely to have to leave the meeting early to attend another meeting at which he was due to speak.

### **37 Declarations of Members' Interests**

There were no declarations of members' interests.

## **38 Senior Management Structure**

(TAKE IN REPORT)

Councillor Donna Jones welcomed everyone to the meeting and said that it may be necessary for the meeting to move into exempt session at some stage depending on matters under discussion.

The Chief Executive then introduced his report. He drew Members' attention to paragraphs 3.2, 3.3 and 3.4 of the report. He said that Members considered that to reduce costs, further reductions in senior management were needed. However, there would be no reduction in the requirements and obligations resting with PCC. Many avenues would need to be explored in order to reduce costs and dependency on council services and this would require very senior leadership for example to engage with our Health Partners. He said that the Council faces a far greater financial challenge than the potential savings achievable from senior management reductions alone. He said that paragraph 4.1.2 of the report sets out roles that the Council has to have but that subject to safeguards and review, these roles can be shared. He said that he would not recommend a further reduction in the number of Director posts. There was a need to ensure that PCC had enough capacity at a senior level to enable safe delivery of "critical risk" services and to ensure its obligations and responsibilities were met. The council must also ensure that it can offer the support services necessary to enable the front-line services to deliver as efficiently as possible and meet the standards of accountability, democracy, transparency and prudence demanded of it.

The Chief Executive outlined the structure he had recommended in the report (Appendix B) which would reduce the number of senior manager posts by four. Paragraph 4.3.6 indicates how the number of "Performance" Heads of Service could be reduced from 5 to 2 in order to secure the savings sought by Members. Section 5 of the report sets out the process to be followed should the proposed structure be adopted, section 7 sets out the Legal Implications and section 8 sets out the comments from the Head of Financial Services. The Chief Executive explained that Appendix A set out the current senior management structure, Appendix B sets out the proposed senior management structure, Appendix C provides an analysis of impact to existing Head of Service posts, Appendix D sets out the consultation process and Appendix E sets out the timeline.

The Chief Executive said that the conclusions are set out in paragraph 9 of the report and recommended that members accept the proposals.

The Chair thanked the Chief Executive for his report and said that she had an amendment to put forward. Whichever version went forward, the proposals would go out to consultation on 22 December. It was anticipated that a special meeting of Employment Committee would then be arranged during February to formally agree the structure.

During discussion, the following matters were clarified

- The Chief Executive was asked about the merit of keeping all of the Directors given the high quality of Heads of Service? The Chief Executive said that three Director posts had to be kept because of statutory guidance. Two of those had already been merged. The City Solicitor and Monitoring officer post oversees all support services and the Chief Executive believed that was advantageous for corporate governance. The Monitoring officer and s151 officer have to be different people and the Chief Executive is not permitted to carry out those roles as well as his own. The Chief Executive pointed out that the tabled structure comprised more layers than either the existing structure or his proposal.

With regard to the Director for Regeneration, the Chief Executive said a great deal of high profile work was going on in this area and PCC has set a lot of store by this. The work encompassed a wide spectrum of activities from infrastructure through to skills and employability. These areas were covered by a number of Heads of Service and the Council had successfully engaged with the LEP, local businesses and PUSH as a result of the cooperation among these services. The Chief Executive felt that not having a director overseeing this work may be unhelpful especially when engaging with those outside the organisation and attracting funding and investment into the city.

A general discussion then took place about there being various permutations in local authorities concerning the senior management structure and the terminology used to describe the posts, but that there was a requirement for a director of Children's Services, Adults' Services and Public Health.

### **39 Exclusion of Press and Public**

It was proposed by Councillor Donna Jones and seconded by Councillor Darren Sanders that under the provisions of Section 100A of the Local Government Act, 1972 as amended by the Local Government (Access to Information) Act, 1985, the press and public be excluded for the consideration of the following items on the grounds that the reports contain information defined as exempt in Part 1 of Schedule 12A to the Local Government Act, 1972

(Under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) England Regulations 2012, regulation 5, the reasons for exemption are shown below.

Paragraphs 1,2,3 and 4

1. Information relating to any individual

2. Information that is likely to reveal the identity of an individual
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information)
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a minister of the crown and employees of, or office holders under, the authority.

**RESOLVED that the meeting move into exempt session.**

A discussion took place in exempt session about the proposals put forward by Councillor Jones which considered

- Terminology
- Reporting lines
- Feasibility of the proposals and potential implications
- Practicalities such as timing issues.

The meeting adjourned at 9.15am to allow members time to read and discuss the amendment proposed by Cllr Jones.

The meeting resumed at 9.50am.

Following further discussion in exempt session to clarify the proposals and to further consider potential implications, it was

proposed by Councillor Donna Jones and seconded by Councillor Gerald Vernon-Jackson that the meeting move back into open session.

**RESOLVED that the meeting move into open session.**

The Committee agreed that the amendment (as attached) including subsequent minor revisions be adopted.

**RESOLVED that the amendment attached to these minutes be adopted.**

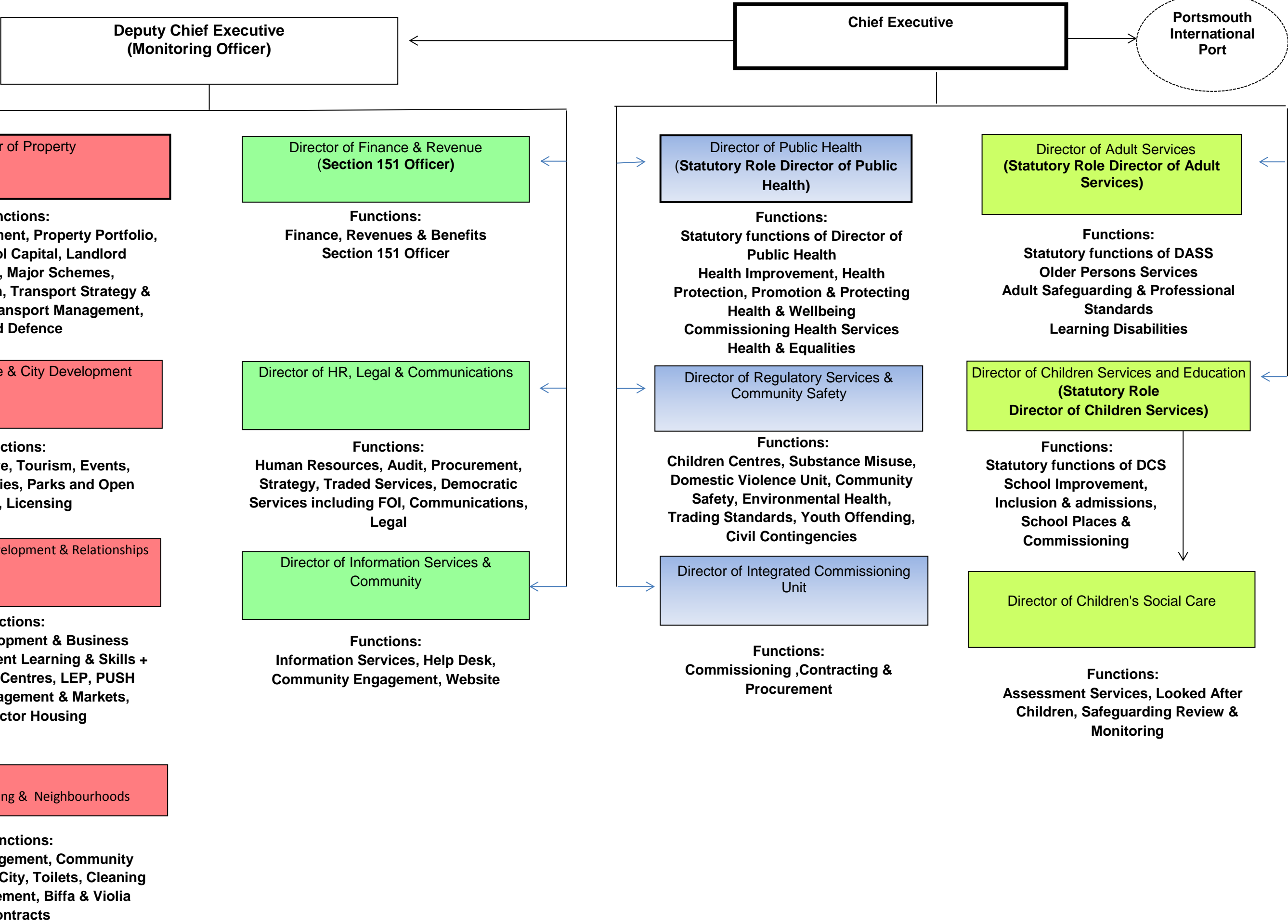
**40 Date of Next Meeting**

The date of the next scheduled meeting is 6 January 2015 at 12.15pm.

The meeting concluded at 9.50am.

Chair.....  
Councillor Donna Jones

Proposed Management Structure



This page is intentionally left blank

# Agenda Item 4



Portsmouth  
CITY COUNCIL

Agenda item:

**Title of meeting:** Employment Committee

**Date of meeting:** 6<sup>th</sup> January 2015

**Subject:** Sickness Absence - Quarterly Report

**Report by:** Jon Bell - Head of HR, Legal & Performance

**Wards affected:** N/A

**Key decision:** No

**Full Council decision:** No

---

## 1. Purpose of report

The purpose of this quarterly report is to update and inform Employment Committee on actions being taken that have an effect on the levels of sickness absence across Services.

## 2. Recommendations

- To continue to monitor sickness absence, on a quarterly basis, and to ensure appropriate management action is taken to address absenteeism.

## 3. Background

- 3.1** The Chartered Institute of Personnel and Development (CIPD) survey states that the average sickness absence rate for the public sector is 7.9 days per person per year. This compares with 5.5 days per person per year in the private sector and 7.4 days per person per year in the voluntary sector.
- 3.2** The annual survey from the Health and Social Care Information Centre (HSCIC) indicates that the NHS Sickness Absence rates were 14.8 average days per person per year in 2013-14.
- 3.3** In the period since the last quarterly update in September 2014 the level of sickness absence has decreased from 8.21 to 7.90 average days per person per year. This is against a corporate target of an average 8 days per person per year.
- 3.4.** Absence levels by Services for the period from 01 December 2013 to 30 November 2014 compared to figures prepared in August 2014 are attached in Appendix 1.

**3.5** 6 of the 16 Service areas are over the corporate target of an average 8 days per person per year. 3 Services are over 10 days per person per year.

**3.6** At the Employment Committee on 16<sup>th</sup> September 2014 members heard presentations from six heads of services whose sickness absence levels were higher than eight days per year in August 2014.

#### **4. Occupational Health**

**4.1** There is an ongoing process for managers and HR staff to meet with our provider (NHS) to discuss the service and how both parties can work together to fully utilise the service.

#### **4.2 Fit for Work**

Health Management Limited has been appointed to deliver Fit for Work in England and Wales on behalf of the UK Government. Fit for Work provides an occupational health assessment and general health and work advice to employees, employers and General Practitioners (GPs) to help individuals stay in or return to work.

Fit for Work will complement, rather than replace, existing occupational health provision and will fill the gap in support where that currently exists.

We are awaiting further guidance on how this government led provision will dovetail with our existing occupational health supplier.

#### **5 Health and Well Being**

##### **5.1 Flu Jabs**

Public Health has been co-ordinating the flu jabs vaccination campaign for 2014. The cost of vaccinations has been covered by Services.

The levels of flu jabs uptake by Service for 2014 compared to 2013 is attached in Appendix 2. These figures are still subject to final uptake data from QA.

This year 21.8% of employees, excluding schools, have taken advantage of organised clinics or vouchers. This year has seen an increase from 15.4% employees, excluding schools, who took advantage of the vaccination during the 2013 campaign. This promotion will also assist in working days lost to viral illnesses, especially if there is an increased level of flu infections over the winter.

#### **6. Reasons for recommendations**

The continued monitoring of sickness absence and the identification of good management practices is an important part of maximising attendance, which will in turn increase productivity, improve engagement and build resilience.



**7. Equality impact assessment (EIA)**

A preliminary Equality Impact Assessment has been completed.

**8. Legal implications**

There are no immediate legal implications arising from this report.

**9. Finance comments**

There is no significant cashable saving resulting from the reduction in sickness absence. However there will be an improvement in productivity in terms of total days worked.

.....  
Signed by:

**Appendices:**

Appendix 1: Sickness Absence by Service

Appendix 2: Uptake of flu jabs by Service in 2014

**Background list of documents: Section 100D of the Local Government Act 1972**

The following documents disclose facts or matters, which have been relied upon to a material extent by the author in preparing this report:

<b>Title of document</b>	<b>Location</b>
CIPD Sickness Absence Survey	CIPD website
Health and Social Care Information Centre - Absence statistics	HSCIC website

The recommendation(s) set out above were approved/ approved as amended/ deferred/ rejected by ..... on .....

.....  
Signed by:

This page is intentionally left blank

## Appendix 1: Sickness Absence by Service

Sickness Absence Report for the period 01/12/2013 to 30/11/2014.

Services	Average HeadCount	Working Days Lost to Sickness	Total		Long Term		Medium Term		Short Term		Average Number of Occasions per Person Per Year		Average Per Person per Year (Previous Report)
			% Working Time Lost To Sickness	Average per Person per Year	Working Days Lost To Sickness	Average per Person per Year	Working Days Lost To Sickness	Average per Person per Year	Working Days Lost To Sickness	Average per Person per Year			
Adult Social Care	807	9195.3	5.84%	11.39	5522.48	6.84	1399.42	1.73	2273.40	2.82	1.66		9.35
Chief Executive Service	21	30.4	0.62%	1.45	0.00	0.00	17.40	0.83	13.00	0.62	0.62		0.95
Children's Social Care and Safeguarding	367	3725.9	4.59%	10.15	2036.64	5.55	619.35	1.69	1069.87	2.92	1.74		10.74
City Development and Cultural Services	211	914.83	2.37%	4.34	346.77	1.64	92.41	0.44	475.66	2.25	1.36		3.84
Corporate Assets, Business and Standards	176	1533.9	3.96%	8.72	971.76	5.52	184.20	1.05	377.92	2.15	1.38		9.09
Customer, Community and Democratic Services	126.5	824.48	2.95%	6.52	333.67	2.64	249.88	1.98	240.93	1.90	1.25		6.59
Education and Strategic Commissioning	286.5	1513.2	3.42%	5.28	746.18	2.60	250.90	0.88	516.10	1.80	1.18		5.58
Finance	180.5	1191.9	3.01%	6.60	563.78	3.12	200.06	1.11	428.05	2.37	1.39		7.85
Health, Safety and Licensing	143.5	991.46	3.14%	6.91	420.57	2.93	180.39	1.26	390.50	2.72	1.60		7.06
Housing and Property Services	785.5	6601.2	3.80%	8.40	3222.27	4.10	1048.90	1.34	2330.06	2.97	1.72		9.26
HR, Legal and Performance	139.5	430.12	1.36%	3.08	221.66	1.59	50.51	0.36	157.95	1.13	0.72		4.28
Information Services	109	336.6	1.27%	3.09	90.00	0.83	68.50	0.63	178.10	1.63	1.11		3.65
Integrated Commissioning Unit	16	119.8	3.42%	7.49	23.00	1.44	22.50	1.41	74.30	4.64	2.75		2.39
Internal Agency	134.5	94.915		0.71	0.00	0.00	17.84	0.13	77.08	0.57	0.33		0.00
Port	87	925	4.33%	10.63	504.00	5.79	99.15	1.14	321.85	3.70	1.14		12.37
Revenues and Benefits	141.5	1323.7	4.25%	9.35	603.94	4.27	257.35	1.82	462.42	3.27	2.01		8.75
Transport and Environment	329	2310.1	4.24%	7.02	1311.95	3.99	370.35	1.13	627.84	1.91	1.15		8.81
Schools	2998	20093	3.75%	6.70	8323.55	2.78	3520.59	1.17	8248.71	2.75	1.68		6.39
Grand Total	7059	52156	3.89%	7.39	25242.23	3.58	8649.70	1.23	18263.72	2.59	1.55		7.27
Total (exc Schools)	4061	32063	3.98%	7.90	16918.68	4.17	5129.11	1.26	10015.01	2.47	1.46		8.21

(Long term absences are those that total or exceed 21 days, Short term are those up to and including 7 days in total)

This page is intentionally left blank

## Appendix 2: Uptake of flu jabs by Service in 2014

Service	Clinic	GP	Voucher	Total	Headcount	2014 Uptake	2013 Uptake	Difference
Adult Social Care	85	0	46	131	810	16.2%	14.5%	1.7%
Chief Executive	4	0	0	4	23	17.4%	11.1%	6.3%
Children's Social Care and Safeguarding	77	0	3	80	375	21.3%	7.5%	13.8%
City Development and Cultural Services	29	0	5	34	204	16.7%	13.9%	2.8%
Corporate Assets, Business and Standards	43	0	10	53	179	29.6%	23.6%	6.0%
Customer, Community and Democratic Services	31	0	2	33	132	25.0%	11.5%	13.5%
Education and Strategic Commissioning	33	0	11	44	287	15.3%	9.5%	5.8%
Finance	45	0	5	50	178	28.1%	22.0%	6.1%
Health, Safety and Licensing	57	2	5	64	149	43.0%	42.0%	1.0%
Housing and Property Services	108	1	50	159	811	19.6%	8.8%	10.8%
HR, Legal and Performance	36	0	6	42	135	31.1%	28.0%	3.1%
Information Service	27	0	1	28	114	24.6%	22.1%	2.5%
Integrated Commissioning Unit	21	0	0	21	34	61.8%	14.7%	47.1%
Port	0	0	9	9	85	10.6%	13.2%	-2.6%
Revenues and Benefits	36	0	10	46	134	34.3%	23.7%	10.6%
Transport and Environment	45	0	22	67	326	20.6%	14.7%	5.9%
<b>Total</b>	<b>677</b>	<b>3</b>	<b>185</b>	<b>865</b>	<b>3976</b>	<b>21.8%</b>	<b>15.4%</b>	<b>6.4%</b>

This page is intentionally left blank

# Agenda Item 5



Portsmouth  
CITY COUNCIL

Agenda item:

**Title of meeting:** Employment Committee

**Date of meeting:** 6<sup>th</sup> January 2015

**Subject:** Personal Development Review and Mandatory Training Requirements

**Report by:** Jon Bell - Head of HR, Legal & Performance

**Wards affected:** N/A

**Key decision:** No

**Full Council decision:** No

---

## 1. Purpose of report

To update members of the Employment Committee on a review of the Personal Development Review (PDR) process and Mandatory Training requirements for employees of the City Council and make recommendations based on the findings.

## 2. Recommendations

Members are **recommended** to:

2.1. Adopt the revised PDR and recording process enabling the HR Learning & Development team to improve the uptake and meaningfulness of PDRs as follows:

- i. Supporting Services to develop a proportionate PDR process that meets the needs of their staff and job roles within it using the proposed template as a guide.
- ii. Supporting Services to link the PDR process more closely with the Workforce planning and Business planning process that they already carry out.
- iii. A requirement is applied to all staff to record their PDR on the HR self-serve system.
- iv. Members are further recommended to support a review of the PDR process for the Chief Executive Officer and Strategic Directors with a view to bringing a proposal to the next Employment Committee.

2.2. Adopt a three strand process to raise compliance, reduce risk and provide the necessary knowledge to the workforce around key areas as follows:

- i. A one-day training course for all new starters that covers the key messages of mandatory training (in consultation with the Policy Holder) - including an assessment of learning

- ii. Create explicit statements in the PDR form to inform staff that they have a responsibility to drive their own learning and apply the key information delivered in training (e.g. what do the Data Protection principles mean in my role)
- iii. Mandate consequences for non-compliance (e.g. a condition of passing probation)
- iv. Mandate that all staff are required to pass periodic knowledge checks of mandatory training areas (process to be supported by training, e-learning, policy hub etc.)

### **3. Background**

- 3.1. The present PDR pro forma has been in place since 2012 and updated further in 2013. Data from the most recent Employee Opinion Survey (November 2014) indicated that 65.8% of staff said they had received a PDR in the last 12 months which was a 5.8% increase on the 2012 survey. However the number of staff who found their PDR a meaningful experience decreased by 4.9% to 50.1% indicating less engagement in the process.
- 3.2. Best Practice guidance indicates that good performance management helps everyone in the organisation to know:
  - what the business is trying to achieve
  - their role in helping the business achieve its goals
  - the skills and competences they need to fulfil their role
  - the standards of performance required
  - how they can develop their performance and contribute to the development of the organisation
  - how they are doing
  - when there are performance problems and what to do about them.
- 3.3. PDR's are a key element in supporting effective workforce planning and ensuring that workforce development needs are considered and factored into the business planning process to aid service delivery and support change management.
- 3.4. The present Mandatory Training Requirements have evolved over time and have become disproportionate in relation to the legal requirements for training in these areas. We currently have a compliance level of between 20% and 40% which varies across service area and subject. For example the compliance level for Information Governance is around 40% which is the result of a drive to ensure staff had undertaken this training.

### **4. Review Completed and Methodology**

- 4.1. A series of meetings with Heads of Service and Senior Managers was carried out by the HR Learning and Development Business Partner to establish the level of engagement with the PDR process and gather feedback on the practicalities of putting it into practice.
- 4.2. The Operational Training Manager reviewed the requirements for Mandatory Training with Strategic Directors Board, Policy holders, Heads of Service and Senior Managers.



The meetings were to gather feedback and establish the needs of these groups in terms of improving compliance and engagement with mandatory training.

4.3. The PDR meetings with Heads of Service and Senior Managers looked at the following:

- i. The logistics of delivering PDR's to a diverse workforce within their service
- ii. The views of staff and managers on the process
- iii. Improvements they would like to see in the process

4.4. The mandatory training meetings looked at the following:

- i. Establishing the level of training required to keep the organisation safe
- ii. Gaining a better understanding of the reasons behind the low compliance
- iii. Gathering feedback from services as to the most appropriate model to achieve a balance between risk and engagement

## **5. Findings from the review**

5.1. For PDR's the feedback from Heads of Service and their Senior Managers can be grouped as follows:

- i. Challenges for managers of large teams to deliver PDR's in a timely manner
- ii. A degree of repetition in the process for managers and staff receiving regular monthly 1:1 meetings
- iii. The relevance of the existing PDR format for some job roles due to the diverse nature of the workforce.
- iv. A general unhappiness with the existing PDR form in its present format.
- v. A desire to have greater flexibility within services to deliver PDR's that are proportionate to job roles and enable services to tailor the PDR process to the needs of their workforce.
- vi. A lack of consistency in recording PDR's.
- vii. A desire to include an optional element of 360 degree feedback for those with management roles.

5.2. For Mandatory Training the feedback from SDB, Policy leads, Heads of Service and their Senior Managers can be grouped as follows:

- i. There was a general confusion around what constituted mandatory training and the present PDR form was contributing to this

- ii. The impact on the operational ability of services to release staff to undertake all of the mandatory training listed
- iii. Concern around the risk to the organisation around compliance levels and a lack of consequence in relation to this
- iv. Establishing with Policy leads the exact legal requirements for training in these areas.

## **6. Conclusions**

- 6.1. The level of compliance with the PDR process remains less than 100% and the lack of consistency in recording is preventing accurate reporting in this area. A mandate to record PDR's onto the HR self-serve system as they are completed would enable greater reporting and follow up in terms of compliance.
- 6.2. The PDR has a valuable place to play in workforce planning as well as linking the strategic direction of travel (business planning) to workforce development needs, ensuring the organisation has staff with the necessary skills and knowledge.
- 6.3. An element of assessment against objectives or competencies is widely accepted as an integral part of the PDR process. The PDR does support performance management but feedback has shown that managers have found the present format difficult to relate to especially with regard to the PCC 'Ways of Working'. Introducing an assessment system would assist managers, and their staff, to identify the levels achieved and indicate clearly, further areas for development. Sometimes this form of assessment is linked to a pay and reward strategy but this would not be the case in PCC.
- 6.4. Introducing core elements that are mandatory (Appendix 1 pages 1-4) with flexibility to include other areas would ensure the PDR process has a consistency across PCC with the facility to further 'bespoke' the process to reflect the diverse job roles and service provision within the City Council.
- 6.5. The mandatory training requirements should be proportionate to the level of risk and compliance required by legislation. Reducing the amount of training required whilst improving its relevance and accessibility will contribute to an increase in compliance.
- 6.6. Introducing a three strand approach to raise compliance, reduce risk and provide the necessary knowledge to the workforce that has a mandate and consequence for non-compliance would reinforce the importance of mandatory training for all staff.

## **7. Legal implications**

- 7.1. There are no legal implications arising directly from the recommendations in this report.

## **8. Finance comments**

- 8.1. There are no additional costs arising directly from the recommendations in this report.

.....  
Signed by:

**Appendices:**

Appendix 1 - Proposed revised format for PDR form.

Appendix 2 - Proposed Induction training to cover mandatory elements

**Background list of documents: Section 100D of the Local Government Act 1972**

The following documents disclose facts or matters, which have been relied upon to a material extent by the author in preparing this report:

<b>Title of document</b>	<b>Location</b>

The recommendation(s) set out above were approved/ approved as amended/ deferred/ rejected by ..... on .....

.....Signed by

Personal Development Review - All staff	
Name	
Post	
Service	
Date of PDR	
Date of Previous PDR	
Appraiser Name	
Appraiser post title	

**Portsmouth City Council Ways of Working** - please enter Level achieved as follows:

Level 1 - not demonstrating the required standard

Level 2 - demonstrating some of the required standards with some development required

Level 3 - demonstrating all the standards required

Level 4 - exceeding the standards required

Ways of Working	Level Achieved	Comments
<b>We focus on what's important</b>		
<ul style="list-style-type: none"> <li>• Understand our customers' needs and expectations</li> <li>• Understand the organisation's priorities</li> <li>• Are open to change</li> <li>• Provide an efficient service</li> <li>• Evaluate our performance, so we can continue to improve</li> </ul>		
<b>We take pride in our work</b>		
<ul style="list-style-type: none"> <li>• Take personal responsibility</li> <li>• Meet deadlines and do what we say we will</li> <li>• Are committed to our customers (both internal and external)</li> <li>• Strive to do it right first time</li> <li>• Continually learn and develop</li> </ul>		

Ways of Working	Level Achieved	Comments
<b>We value others</b>		
<ul style="list-style-type: none"> <li>• Are open minded, and without prejudice</li> <li>• Respect and value other people's opinions</li> <li>• Work well with team members, other services and partners</li> <li>• Listen to feedback and act on it</li> <li>• Speak up openly, candidly and respectfully</li> </ul>		
<b>We make a positive difference</b>		
<ul style="list-style-type: none"> <li>• Want to help and know when to ask for it from others</li> <li>• Are motivated and empowered to do our jobs with confidence</li> <li>• Use resources wisely and innovatively</li> <li>• Know what works</li> <li>• Constructively support and challenge</li> </ul>		

### Personal Development

Current Strengths - Summarise the individual's skills and attributes / achievements

### Future career plans and aspirations

### Mandatory Training requirements

I take personal responsibility for ensuring that I have the knowledge and understanding required to undertake my role including:

- Protecting PCC's data and understanding what Data Protection means in my area of work
- Knowing what the law says about equalities and what I need to be aware of in my role
- The implications of the financial rules for my area of work
- Effective and safe use of the IT tools provided for me to undertake my role
- How to keep myself safe at work and protect my health and safety (including completing the Health & Safety training that is relevant to my role)
- Protecting the reputation of the council through my actions
- Protecting the city's resources and assets
- PCC's standards and expectations of behaviour (the Ways of Working)

### Overall Performance Assessment

Assessment	Description	Tick agreed assessment level
Outstanding performance	Performance in the role exceeded	
Standard performance	Performance in the role meets required standards	
Less than standard performance with development needs	Performance in the role satisfactory but some development required	
Unsatisfactory performance	Performance in role unacceptable and under-performance action underway.	

Development areas identified. This could include training, job shadowing, research etc.

Area of development	How this will be developed	By when

**Signatures**

Employee: ..... Date: .....

Line Manager: ..... Date: .....

Countersigning Manager: ..... Date: .....

Countersigning Manager's comments

.....

.....

.....

.....

Personal Development Review form 1a	
Name	
Post	
Date of PDR	

**Review of the previous years' objectives and expectations.**

Which were successfully achieved: what actions were taken to help?
Which were not achieved or still underway: are there any other actions or support needed to help achievement?



Personal Development Review form 1a	
Name	
Post	
Date of PDR	

Objectives for the next 12 months

Objective	Resources required and timescale

## PDR Guidance for Managers and Employees

<b>Step 1</b>	<p><b>Preparation:</b> The manager should arrange the PDR meeting, allowing enough time for the staff member and manager to prepare.</p> <p>Prior to the PDR meeting, the employee and manager should prepare by considering all the areas / questions covered on the PDR form and making brief notes. This will assist them contributing fully to the discussion during the PDR.</p>
<b>Step 2</b>	<b>PDR Meeting:</b> Hold the PDR meeting covering Steps 3 to 7 below
<b>Step 3</b>	<p>Using the 'All Staff' PDR form agree an assessment against the PCC 'Ways of Working' using the level descriptor on the form as a guide and make any comments in the space provided. This will be in relation to their role and especially with regard to their contribution to the overall objectives and work of the Service.</p> <p>Discuss and agree the 'current strengths' of the employee</p> <p>Discuss the employees future career plans and aspirations exploring their transferable skills</p> <p>Discuss the mandatory training requirements for the employees' job role</p> <p>Agree an overall performance assessment for the employee.</p> <p>Identify and agree upon the areas for development.</p> <p>Both parties sign and date the PDR form and pass to Countersigning manager for signature and comments.</p>
<b>Step 4</b>	<p><b>PDR from 1a optional areas discussion</b></p> <p>For some roles it will be appropriate to set objectives and reflect on the achievement of these set for the preceding year. PDR form 1a gives managers additional areas for consideration as follows:</p> <p>Review of Objectives and expectations for the previous year including a discussion on the objectives that were not achieved and the reasons behind this.</p> <p>Agreeing upon the objectives and expectations for the forthcoming year</p>
<b>Step 5</b>	<p><b>360 Degree Feedback</b></p> <p>For some staff and job roles an optional 360 Degree feedback exercise may be a useful addition to the PDR (carried out before the PDR meeting). The HR Learning and Development team are able to support this process and assist managers and staff to tailor questions to meet individual need.</p>
<b>Step 6</b>	<p><b>Recording the PDR</b></p> <p>Following the PDR meeting the event should be recorded onto the HR self-serve system.</p>
<b>Step 7</b>	<p><b>Personal Development needs</b></p> <p>Personal Development may not involve attending a training course. Where this is the preferred option the employee will need to book a training place via MLE. Other options for development include (this list is not exhaustive)</p> <ul style="list-style-type: none"> <li>• Coaching and / or mentoring</li> <li>• Action Learning</li> <li>• Skills reviews for teams and services</li> <li>• Service level behaviours and attitudes</li> <li>• "In the work" discussions</li> <li>• Research opportunities</li> </ul>

	<ul style="list-style-type: none"><li>• Project opportunities</li><li>• Online training resources e.g. webinars, e-learning</li></ul>
<b>NB:</b> If services or teams identify a unique development need advice and guidance on meeting those needs can be obtained from HR Learning and Development.	

### Induction / Mandatory Training Proposal

Session to include all mandatory training areas (as per the governance controls), including a formal test of knowledge. All new starters required to complete this session and pass the knowledge test.

New starters therefore only need to complete one 'classroom' session to complete their induction mandatory training (plus the H&S e-learning packages).

HR to report regularly on compliance to:

- Governance, Audit and Standards (GAS) and the Employment Committee (service compliance stats)
- The relevant HOS (non-compliance of their new starters)
- The relevant Policy Holder

Estimates indicate the session would need to run monthly with approx. 12 delegates attending. Invites would be sent retrospectively to new starters from 2014

Session	Topic
<b>Welcome to PCC</b>	What does it mean to work for local government?
	Structure of PCC
	Role of Councillors / decision making / democracy
	Our priorities and finances
	The ways of working and what this means for you
	What's great about working for PCC
<b>Equalities</b>	What the law says about equalities and what this means for you
	Equalities for our customers
	Equalities in this organisation
	Customers and complaints
<b>Dealing with information</b>	What the law says about how you work with information and data
	Your responsibility to find out what this means in your area of work
	Key messages of Data Protection (as directed by the lead officer)
<b>Financial Rules</b>	What are the financial rules and what do they mean for you?
	Your responsibility to find out what this means in your area of work
	Key messages of Financial Rules (as directed by the lead officer)
<b>Using IT</b>	Your responsibilities for the safe use of IT (data safety and emails)
	Logging on, storing information, where to go for help
<b>H&amp;S</b>	Direction to the H&S e-learning mandatory training
<b>The PCC Employee</b>	Timekeeping, attendance and sickness
	Expectations we have of you - Code of Conduct
	Anti-fraud, bribery, corruption and whistle blowing
	People management policies and Policy Hub
	Flexible working
	Probation and PDR's
	Your responsibility to safeguard vulnerable adults and children
<b>Test</b>	Either as part of the session or an automated process afterwards

### PDR process proposal - all staff (new and existing)

- Explicit statements in the PDR process to assign responsibility to individuals and their managers around mandatory areas

For example - I understand that I should not share PCC's data illegally and I understand what Data Protection means for my area of work.....

- This arrangement would help ensure that new staff have had the necessary conversations with their managers about the local arrangements for key areas of responsibility
- This arrangement would also help ensure that existing staff are aware that they have responsibilities under the key areas and that they are taking responsibility for keeping their knowledge up to date
- Information (e.g. via policy hub) and training sessions can be offered to those who feel that they don't have the required level of knowledge - but the responsibility lies with the individual and their manager to access the support

### **Assess knowledge via e-learning - all staff**

All staff in the organisation are required to complete and pass electronic learning assessments (for minimal impact on business time and to undertake a formal knowledge check via the test) on a periodic basis (as agreed with the Policy Holder)

- Support (via training sessions, policy hub, e-learning, support from manager etc.) will be offered to support staff to develop the knowledge required to pass the knowledge assessment
- This helps to ensure the correct part of the process is mandated (i.e. that we provide information and people demonstrably have the required level of knowledge - rather than simply mandating that people are present in the training room)

HR to report regularly on compliance to:

- GAS and the Employment Committee (service compliance stats)
  - The relevant HOS (non-compliance of all staff)
  - The relevant Policy Holder
- 
- An agreed consequence needs to be mandated if a member of staff is unable to demonstrate the agreed level of knowledge (after all support has been exhausted) - for example formal performance management for capability

This page is intentionally left blank



Agenda item:

**Decision maker:** Employment Committee  
**Subject:** Localism Act - Pay Policy Statement  
**Date of decision:** 6<sup>th</sup> January 2015  
**Report by:** Jon Bell - Head of HR, Legal and Performance  
**Wards affected:** n/a  
**Key decision (over £250k):** n/a  
**Full Council Decision:** Yes

---

## 1. Purpose of report

The Council is required by section 38(1) of the Localism Act 2011 (openness and accountability in local pay) to prepare a Pay Policy Statement.

The Local Government Transparency Code 2014 further clarifies and describes the information and data local authorities are required to publish to increase democratic accountability.

A Pay Policy Statement must articulate the Council's policies towards a range of issues relating to the pay of its workforce, particularly its senior staff, Chief Officers and its lowest paid employees.

A Pay Policy Statement must be prepared for each financial year, approved by Full Council no later than 31<sup>st</sup> March of each financial year and published on the council's website. This statement has been prepared on the basis of the current senior management structure, which is currently under review. The statement may need to be updated, subject to the review, and in advance of its approval by Full Council.

## 2. Recommendations

The Employment Committee is asked to:

- 2.1 Approve the draft Pay Policy Statement attached as **Appendix 1** to go forward for approval by the Full Council on 17<sup>th</sup> March 2015.
- 2.2 Authorise the Head of HR, Legal and Performance to amend the Pay Policy Statement to take account of changes resulting from the senior management review, where such changes are confirmed in advance of agreement of the statement by Full Council.

## 3. Background

- 3.1 Increased transparency about how taxpayers money is used, including the pay and reward of public sector staff is now a legislative requirement under section 38(1) of the Localism Act 2011. The Department for Communities and Local Government published a revised Local Government Transparency Code on 3<sup>rd</sup> October 2014. The code enshrines the principles of transparency and asks relevant authorities to follow these three principles when publishing the data they hold. These are as follows:

- Responding to public demand
- Releasing data in open format available for re-use; and
- Releasing data in a timely way

This includes data on senior salaries and how they relate to the rest of the workforce (pay multiple).

- 3.2 The Council must have regard to the Secretary of State guidance "Openness and accountability in local pay: Draft guidance under section 40 of the Localism Act". It is now essential that an authority's approach to pay, as set out in a Pay Policy Statement, is accessible for citizens and enables taxpayers to take an informed view of whether local decisions on all aspects of remuneration are fair and make the best use of public funds.

Approved statements must be published on the authority's website and in any other manner that the authority thinks appropriate, as soon as reasonably practical after they have been approved by Full Council.

- 3.3 The Act also requires that authorities include in their pay policy statement, their approach to the publication of and access to information relating to the remuneration of chief officers. Remuneration includes salary, expenses, bonuses, performance related pay as well as severance payments.
- 3.4 The definition of a chief officer as set out in the Act is not limited to Heads of Paid Service or statutory chief officers. It also includes those who report directly to them.
- 3.5 The draft Portsmouth Pay Policy statement is attached as **Appendix 1**.

#### **4. Conclusions**

The Council is required by the Localism Act 2011, section 38(1) to publish a Pay Policy Statement on a yearly basis which is approved by Full Council.

#### **5. Equality Impact Assessment (EIA)**

An equality impact assessment is not required as the recommendation doesn't have a negative impact on any of the protected characteristics as described in the Equality Act 2010.

#### **6. Head of HR, Legal and Performance comments**

- 6.1 The Head of HR, Legal and Performance is satisfied the Pay Policy Statement at Appendix 1 meets the legislative requirements under section 38 Pay Accountability, of the Localism Act 2011 and is in line with the Local Government Transparency Code 2014.
- 6.2 The Council is required to prepare a Pay Policy Statement for the financial year 2014/15 and each subsequent year, which sets out the policies, remuneration and other benefits of its chief officers and lowest paid employees and the relationship between its chief officers and every other officer.



6.3 The Pay Policy Statement must be approved by Full Council before 31<sup>st</sup> March 2015 and can only be amended thereafter by a resolution to Full Council.

## **7. Head of Finance's comments**

There are no financial implications arising from the recommendations contained within this report.

.....  
Signed by: Jon Bell - Head of HR, Legal & Performance

February 2015

## **Appendices: Pay Policy Statement**

### **Background list of documents: Section 100D of the Local Government Act 1972**

The following documents disclose facts or matters, which have been relied upon to a material extent by the author in preparing this report:

<b>Title of document</b>	<b>Location</b>

This page is intentionally left blank

## **PAY POLICY STATEMENT FOR THE FINANCIAL YEAR 2014/15**

Approved by Full Council on 17<sup>th</sup> March 2015

### **INTRODUCTION**

This policy statement has been produced in accordance with Sections 38 to 43 of the Localism Act 2011 (the Act), and is compliant with the Local Government Transparency Code 2014.

The pay policy statement will be reviewed on an annual basis, and a new version of the policy will be approved before the start of each subsequent financial year, which will need to be complied with during that year.

### **SECTION 1: REMUNERATION OF STATUTORY AND NON-STATUTORY CHIEF OFFICERS, DEPUTY CHIEF OFFICERS, AND MONITORING OFFICER**

#### **1.1 REMUNERATION COVERED IN THIS SECTION OF THE POLICY**

This section covers the Council's policies in relation to the remuneration of its senior employees, including:

- Its Chief Executive (who is its Head of Paid Service);
- The Strategic Directors, who report to and are directly accountable to the Chief Executive. These Strategic Directors fulfil the roles of statutory Chief Officers (with the exception of the Council's Section 151 Officer), non-statutory Chief Officers and Monitoring Officer;
- The Port Manager;
- The Council's Section 151 Officer, who is also a Head of Service;
- The Heads of Service who report to and are directly accountable to first tier officers; and
- The managers who report to and are directly accountable to the Port Manager.

#### **1.2 OVERALL POLICY ON REMUNERATION FOR SENIOR ROLES**

The Council's remuneration policy complies with all equal pay, discrimination and other relevant legislation.

The Council's Job Evaluation Support Scheme (JESS) is used when setting pay levels for all posts within the Council. This system is a factor-based analytical job evaluation scheme designed to measure the relative responsibilities of all jobs fairly and accurately.

#### **1.3 THE REMUNERATION OFFERED TO SENIOR EMPLOYEE**

At Chief Executive, Strategic Director, Section 151 Officer and Head of Service level (and for the Port Manager and his direct reports), the Council offers only an annual salary, access to the Local Government Pension Scheme, and the payment of a small number of allowances, details of which are set out below. No other cash benefits or benefits in kind are offered. The Council does not offer performance related payments or bonuses to its senior employees.

All are employed on PAYE taxation arrangements. However in exceptional circumstances e.g. interim appointments, an alternative form of engagement/employment may if appropriate be used.

### **Annual salaries**

Annual salary levels for senior employees are set in accordance with the overall principles set out in section 1.3, above. At Chief Executive, Strategic Director and Head of Service level, they consist of a grade range which is determined locally by the Council. This grade range consists of a number of incremental salary points, through which employees may progress until the top of the grade is reached.

The current pay ranges are:

Chief Executive	£134,705 to £148,885
Strategic Director	£99,007 to £109,430
Port Manager	£99,007 to £109,430
Section 151 Officer	£84,863 to £93,799
Head of Service (upper band)	£84,836 to £93,799
Head of Service (middle band)	£72,740 to £80,398
Head of Service (lower band)	£66,110 to £72,581
Senior Managers	£66,110 to £72,581

### **Remuneration of senior employees on recruitment**

The Council's policy is that any newly appointed senior employee will commence employment at the lowest pay point in the pay range for their job, other than in circumstances where it is necessary to pay at a higher point within the range in order to match the salary of their previous post with another organisation. Any decision to appoint a senior employee on a higher pay point within the relevant pay range would be made by the Members Appointment Committee.

### **Pay progression**

Pay progression is by annual increment, payable from 1<sup>st</sup> April. Pay progression is based on the period of time the employee has served in that grade, subject to satisfactory performance.

There is no scope for accelerated progression beyond one increment per annum, or for progression beyond the top of the grade's pay range.

### **Pay awards**

The salaries of senior employees will be increased in line with any pay increase agreed nationally in the Joint National Councils (JNCs) for Chief Executives and Chief Officers, as appropriate for the category of senior manager.

### **Bonuses**

The Council does not pay bonuses to any of its employees.

### **Other Allowances and Payments**

Other payments and allowances that the Chief Officers may be eligible for are detailed in Section 4 – **POLICIES COMMON TO ALL EMPLOYEES**. This includes Market Supplements, Local Government Pension Scheme (LGPS), Payments on Termination of Employment, Allowances.

### **Election fees**

Senior Managers above Head of Service level salaries are inclusive and election fees are not paid.

Where a Head of Service acts as the Deputy Returning Officer the appropriate fee at that time is paid.

## **SECTION 2: REMUNERATION OF LOWEST PAID EMPLOYEES**

### **2.1 DEFINITION OF LOWEST PAID EMPLOYEES**

The definition of the “lowest-paid employees” adopted by the Council for the purposes of this statement is as follows:

The lowest paid employees within the Council are those employees who are paid on the minimum salary point of the Council's substantive pay structure, i.e. spinal column point 1, within Band 1 of its salary scales.

The Council has had regard to guidance issued by the Local Government Association and JNC for Local Authority Chief Executives in agreeing this definition.

The current annual full-time equivalent value of this pay level, based on a 37-hour standard working week, for the financial year 2014/15 is £13,189.

However, with effect from 1<sup>st</sup> November 2014, the Employment Committee made the commitment to Portsmouth City Council Employees (subject to agreement by governing bodies of schools) to pay the Living Wage rate as a supplement to base pay. Therefore, all employees from SCP1 to SCP12 will receive a minimum hourly rate of £7.85 per hour.

## **SECTION 3: PAY RELATIONSHIPS**

Under the provisions of the Code of Recommended Practice for Local Authorities on Data Transparency, issued by the Department for Communities and Local Government under Section 2 of the Local Government Planning and Land Act 1980, the Council is expected to publish its “pay multiple”, i.e. the ratio between the highest paid salary and the median salary of the whole of the local authority's workforce. This multiple, for the financial year ending 31 March 2014 was 6.6.

(The median salary figure is the salary value at which 50% of the salaries which apply to the whole of the local authority's workforce are below that value and 50% are above it. The lowest pay point in the overall salary range which has been used by the Council in calculating the median salary is that which applies to its lowest paid employees, as defined in section 2 of this pay policy statement.)

The Council considers that the current pay multiple, as identified above, represents an appropriate, fair and equitable internal pay relationship between the highest salary and the pay levels which apply to the rest of the workforce. It will therefore seek to ensure that, as far as possible, the multiple remains at its current level.

The Council also considers that the relationship between the base salaries of its highest and lowest paid employees, which is currently a ratio of 11.8:1, represents an appropriate, fair and equitable internal pay relationship.

## **SECTION 4: POLICIES COMMON TO ALL EMPLOYEES**

The following elements of remuneration are determined by corporate policies or arrangements which apply to all permanent employees of the Council (including its Chief Executive, Strategic Director and Heads of Service and the lowest paid employees as defined above), regardless of their pay level, status or grading within the Council:

### **Market Supplements**

A Market Supplement payment may be made if there is a clear business need, supported by effective market data, where a post is difficult to recruit to or to retain key members of staff, in addition to the normal reward package.

The supplement payment will be made in strict accordance with the Recruitment and Retention Policy and will be reviewed biennially. The full Recruitment and Retention Policy will be provided on request.

#### **Payments on Termination of Employment**

Other than payments made under the LGPS, the Council's payments to any employee whose employment is terminated on grounds of redundancy or in the interests of the efficiency of the service will be in accordance with the policy the Council has adopted for all its employees in relation to the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006. This policy (Early Termination of Employment Payments) has been published in accordance with the requirements of Regulation 7 of these regulations and is available on request.

#### **Reimbursement of removal/relocation costs on appointment**

The Council's relocation scheme is to enable financial assistance (within pre-defined limits) to be given to any employee who is required to relocate to the Portsmouth area to take up an appointment in a post deemed 'hard to fill' by the appropriate Head of Service. Full details of the policy can be provided on request.

#### **Honoraria**

The Council pays honoraria to any employee only in accordance with its corporate scheme for such payments. This scheme provides that honoraria payments may be made to any employee who undertakes exceptional additional duties unrelated to those of a higher post, for example a special project. Such payments must be approved by a Head of Service and will not normally exceed £999 per annum. The Council does not normally pay honoraria for posts graded above Head of Service level.

#### **Acting-up/additional responsibility payments**

Where employees are required to "act-up" into a higher-graded post and take on additional responsibilities beyond those of their substantive post, for a temporary/time-limited period (which must exceed 4 weeks), they may receive an additional payment in accordance with the terms of the Council's policy. The payment will be based on the percentage of the higher duties and responsibilities undertaken and on the salary that would apply were the employee promoted to the higher post. (i.e. the lowest spinal column point of the higher grade).

#### **Standby and call out allowances**

Any employee who is required to undertake standby and call-out duties will be paid at the appropriate rate and in accordance with the policy. A full copy of the policy can be provided on request.

#### **Mileage rates**

The Council compensates employees who are authorised to use their own car, motorcycle or bicycle on Council business, in accordance with the mileage rates set out by HMRC.

#### **Subsistence allowance**

The Council reimburses expenditure on meals and accommodation and any other expenses necessarily incurred by employees who have to be away from home on Council business on the basis of actual expenditure incurred. These allowance rates are set out by HMRC.

#### **Child care (salary sacrifice scheme)**

Childcare is available to all employees via the HMRC-approved salary sacrifice scheme. There is no direct subsidy towards childcare costs by the Council.

## **SECTION 5: DECISION MAKING ON PAY**

The provisions of this pay policy statement will apply to any determination made by the Council in the relevant financial year in relation to the remuneration, or other terms and conditions, of a chief officer of the Authority and of its lowest paid employees, as defined in this statement. The Council will ensure that the provisions of this pay policy statement are properly applied and fully complied with in making any such determination.

This pay policy statement has been approved by the Full Council of the Authority on 17<sup>th</sup> March 2015.

Any proposal to offer a new chief officer appointment on terms and conditions which include a total remuneration package of £100,000 or more, which would routinely be payable to the appointee and any benefits in kind to which the officer would be entitled as a result of their employment (but excluding employer's pension contributions), will be referred to the Full Council for approval before any such offer is made to a particular candidate.

Additionally, any severance payments over £100,000 are referred to Full Council for approval.

## **SECTION 6: AMENDMENTS TO THIS PAY POLICY STATEMENT**

This pay policy statement relates to the financial year 2015/16.

The Council may agree any amendments to this pay policy statement during the financial year to which it relates, but only by a resolution of the full Council.

A new policy statement will be agreed by the Council in March 2016 for the financial year 2016/17.

## **SECTION 7: PUBLICATION OF AND ACCESS TO INFORMATION**

The Council will publish this pay policy statement on its website as soon as is reasonably practicable after it has been approved by the Council. Any subsequent amendments to this pay policy statement made during the financial year to which it relates will also be similarly published.

This page is intentionally left blank