



NOTICE OF MEETING

EMPLOYMENT COMMITTEE

TUESDAY, 4 DECEMBER 2018 AT 12.15 PM

THE EXECUTIVE MEETING ROOM - THIRD FLOOR, THE GUILDHALL

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If any member of the public wishing to attend the meeting has access requirements, please notify the contact named above.

Membership

Councillor Gerald Vernon-Jackson CBE (Chair)

Councillor Donna Jones (Vice-Chair)

Councillor Yahiya Chowdhury

Councillor Hugh Mason

Councillor Darren Sanders

Councillor Luke Stubbs

Standing Deputies

Councillor Simon Boshier

Councillor Ben Dowling

Councillor Gemma New

Councillor Robert New

Councillor Matthew Winnington

Councillor Rob Wood

(NB This agenda should be retained for future reference with the Minutes of this meeting.)
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AGENDA

- 1 Apologies for Absence

2 **Declarations of Members' Interests**

3 **Minutes of the Meeting held on 25 September 2018** (Pages 5 - 10)

RECOMMENDED that the minutes of the meeting held on 25 September 2018 be confirmed and signed by the chair as a correct record.

4 **Gender pay reporting** (Pages 11 - 36)

The purpose of the report is to present the outcomes of the Gender Pay Gap 2018, ensuring the Council can fulfil its statutory obligations in respect of the Gender Pay Gap Information Regulations, and note the recommended action plan to build on the council's inclusive working practices, to continue to reduce the gap.

RECOMMENDED that **Employment Committee**

- (1) Notes the key findings of the Gender Pay Gap Report 2018 (see section 3.5).**
- (2) Notes the progress made on the 2017 action plan.**
- (3) Agrees the action plan as set out in Appendix 1 of the Gender Pay Gap report.**

5 **Pay Policy** (Pages 37 - 46)

Purpose: 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 31st March of each financial year and published on the council's website.

RECOMMENDED that the **Employment Committee**

Approves the Pay Policy Statement attached as Appendix 1, to go forward for approval by the Full Council prior to 31 March 2019.

6 **Quarterly Sickness Absence Report** (Pages 47 - 58)

The purpose of this report is to update Employment Committee about levels of sickness absence across the council and actions being taken to manage absence.

RECOMMENDED that Members continue to monitor sickness absence, and ensure appropriate management action is taken to address absenteeism.

7 Exclusion of Press and Public

In view of the contents of the following item on the agenda the Committee is **RECOMMENDED** to adopt the following motion: "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" The public interest in maintaining the exemption must outweigh the public interest in disclosing the information. Under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) England Regulations 2012, regulation 5, the reasons for exemption of the listed item is shown below.

(NB The exempt/confidential committee papers on the agenda will contain information which is commercially, legally or personally sensitive and should not be divulged to third parties. Members are reminded of standing order restrictions on the disclosure of exempt information and are invited to return their exempt documentation to the Local Democracy Officer at the conclusion of the meeting for shredding.)

Item	Exemption Para No.*
8. Senior Management Structure Support Services (Exempt Appendix 2 only)	1 and 2

***1. Information relating to any individual**

***2. Information that is likely to reveal the identity of an individual**

8 Senior Management Structure - Support Services. (Pages 59 - 78)

(The report originally marked "to follow" was published on 29 November 2018.)

The purpose of the report is to advise the Employment Committee of the implications, options and process to meet the Administration's intention to secure £100,000 p.a. net savings from the senior management of the Council's support services.

RECOMMENDED that Members

- I. Note the rationale and implications set out in the report and its appendices and agree or amend the proposed senior management options set out at Appendix 1 for formal consultation with staff affected and trades unions and advise the staff who will be placed 'at risk' as a consequence.**
- II. Agree to consider responses to the proposed structure at a subsequent meeting, and following their consideration of those**

responses, to implement a new structure in accordance with the guidance set out at section 5.

III. Agree to adopt the proposed consultation and selection methods as set out in the report.

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Agenda Item 3

EMPLOYMENT COMMITTEE

MINUTES OF THE MEETING of the Employment Committee held on Tuesday, 25 September 2018 at 12.15 pm in The Executive Meeting Room - Third Floor, The Guildhall

Present

Councillor Gerald Vernon-Jackson CBE (in the chair)
Councillor Donna Jones (Vice-Chair)
Councillor Darren Sanders
Councillor Robert New

Officers Present

David Williams, Chief Executive
Michael Lawther, City Solicitor
Jon Bell, Director of HR, Legal and Procurement
Sandie Wilkie, Strategic Commissioning Team Leader,
Caroline Hopper, Armed Forces Covenant Programme
Sue Page, Finance Manager

16. Apologies for absence (AI 1)

Apologies for absence were received on behalf of Councillor Luke Stubbs (for whom Councillor Robert New deputised) and on behalf of Councillor Yahiya Chowdhury.

17. Declarations of Members' Interests (AI 2)

There were no declarations of members' interests.

18. Minutes of the Meeting held on 26 June 2018 (AI 3)

RESOLVED that that the minutes of the meeting held on 26 June 2018 be confirmed and signed by the chair as a correct record.

19. Senior Management Structure (AI 4)

(TAKE IN REPORT)

Prior to introducing the report, the Chief Executive commented about a news report in the local press today, reporting rumours that he is a candidate for the role of chief executive for one of the new unitary authorities being created in Dorset. He confirmed that he will not be taking up either one of those posts.

The Chief Executive then introduced the report explaining that when the last restructure had been carried out, the directorates could broadly be divided into Place and People. Since then, the number of Directors had reduced and it is the administration's wish that all ten Directors should now report to the

Chief Executive. He went on to explain that it was intended to informally consult with those affected prior to implementation subject to no material objections being raised.

Members agreed that this was a logical way forward.

Councillor Jones asked that sentence two of paragraph 3 of the report be amended to read

"That decision was made, in part, as a consequence of re-naming the Heads of Service to Directors for the purposes of recruitment and retention"

This was agreed.

RESOLVED that the Committee agreed that

- (1) Informal consultation is undertaken with those staff directly affected by the proposed change to reporting arrangements; and**
- (2) Subject to no material objections to the proposal being received during the consultation, all of the Directors of the Council will report directly to the Chief Executive Officer and the Council's Standing Orders and Constitution will be amended accordingly.**

20. Armed Forces Covenant: Defence Employer Recognition Scheme (ERS) Gold award sustainability plan (AI 5)

(TAKE IN REPORT)

Caroline Hopper introduced the report advising Employment Committee about Portsmouth's recent Gold Award within the Defence Employer Recognition Scheme (ERS) and to seek approval for the outlined sustainability plan. She said that Portsmouth City Council had been awarded the prestigious Gold Award and said that to obtain an ERS Gold Award the employer must be an exemplar within their market sector. Portsmouth City Council has put in a great deal of effort to achieve this status as outlined in section 3.3 of the report. She advised that renewal of the award takes place every five years through a combination of assessment and quality inspection. In order to ensure that PCC continues to hold the Gold Award, a high level sustainability plan has been developed identifying a number of key actions as set out in section 5.2, 5.3 and 5.4 of the report.

The chair thanked Ms Hopper for the report. During discussion the following points were raised.

- The number of active reservists in the city council currently was quite low and perhaps more could be done to advise that these opportunities exist.
- Members congratulated all those concerned in achieving the Gold Award and particularly thanked Caroline Hopper. Members said it was important to keep up the momentum.

RESOLVED that Employment Committee

- a) **noted that Portsmouth City Council was awarded the prestigious Gold Award within the Defence Employer Recognition Scheme**
- b) **approved the outlined plan to ensure the sustainability of Portsmouth City Council's prestigious Gold Award within the ERS.**

21. Apprenticeships (AI 6)

(TAKE IN REPORT)

Jon Bell introduced the report advising that Sandy Wilkie was also present to answer any technical queries the committee may have. Mr Bell advised that the report provides a comparison on the city council's progress with apprenticeships against neighbouring local authorities and employers including an update on apprenticeship numbers and levy spend. The report updates members on the options open to the city council to share up to 10% of its levy with external organisations. He advised that Appendix 1 shows the number of apprentices in PCC (including schools) and the number of planned starts for September 2018.

Mr Bell drew members' attention to section 8 of the report which is a comparison of where PCC is in relation to other employers. Having compared the responses, officers are confident that PCC is in an excellent position with regard to its apprenticeships uptake (and target achievement), the breadth of apprenticeships available and its levy spend. As a result of PCC's success with apprenticeships PCC has been asked by South East Employers to deliver a presentation at a conference in London to share our experiences and practice with other local authorities.

Mr Bell advised that following a request by the Employment Committee at its meeting held on 26 June 2018, two options have been put forward in this report concerning how to share up to 10% of the council's levy with other employers. He said that the expectation is that ultimately the decision on allocation would rest with the portfolio holders for PRED or Resources providing that this meets with the approval of members of the Employment Committee.

During discussion the following matters were raised.

- In relation to 7.2 of the report that mentions that at present it is projected the council will not be required to return any of its levy to the government until December 2019, it was explained that that is the position on current projections. However the situation is changing all the time and the expectation is that no money would be handed back. However this is dependent on future uptake and progression.
- Members spoke in favour of option 2 in the report.

- Members suggested that in terms of democratic sign-off the recommendations should be amended to include consultation with the portfolio holders for PRED and Resources and this was agreed.

RESOLVED that Members

- **Endorsed option 2 as the preferred option in relation to the transfer of levy funds to external employers subject to any decision being taken after consultation and agreement with the Cabinet Members for PRED and Resources**
- **Noted the council's position on apprenticeships in relation to other levy paying employers.**
- **Noted the progress made with regards to the number of apprenticeships and levy spend.**

22. Dying to Work (AI 7)

(TAKE IN REPORT)

Jon Bell introduced the report which is to consider whether Portsmouth City Council (excluding schools) should sign up to the TUC 'Dying to Work' charter and what additional actions, if any, it would need to carry out to comply with the charter.

He drew members' attention to some particular issues as set out in paragraph 3.2. He said that he would be reluctant to say that PCC would never dismiss somebody with a terminal illness as sometimes this is advantageous to the employee. Basically he is concerned that wholesale adoption of the charter does not make anything worse for any individual.

During discussion the following matters were raised.

- It was confirmed that the charter does not require any formal designation of "terminal illness" definition. The policy is about treating employees fairly. Mr. Bell said that PCC's existing policies were adequate to protect people.
- Members wished to ensure that people in this position would be treated with respect and that there would be no discrimination against these employees.
- Members suggested that a more detailed equality impact assessment should be carried out.

Mr Adrian Baker, union representative, said that within the TUC's campaign the definition of terminal illness is basically a short period of time hence - ie expected within six months.

RESOLVED that

Employment Committee agreed that:

- (i) **PCC should sign up to the TUC charter since the charter largely reflects our current practices.**
- (ii) **In meeting our commitment to the charter, continue the current practice of investigating with an eligible employee which option under the pension scheme would be most financially beneficial. In some cases, this could mean retiring the employee on grounds of ill-health where this is the best option for them.**
- (iii) **As part of the charter, state that under an organisational change process a member of staff with a terminal illness could still be dismissed, if the reason for dismissal is redundancy. However, as with our current practice, redundancy dismissal will only be actioned once all other options have been exhausted.**

23. Sickness Absence (AI 8)

(TAKE IN REPORT)

Jon Bell introduced this item which updates Employment Committee about levels of sickness absence across the council and actions being taken to manage absence. He explained that in the period since the last update in June, the level of sickness absence has decreased marginally from 8.53 to 8.49 average days per person per year but that there are wide variations across services. He advised that absence levels by directorates for the period from 1 September 2017 to 31 August 2018 are attached in Appendix 1. This shows that of the 12 directorates six (excluding schools) are over the corporate target of an average seven days per person per year and four directorates are over an average of ten days per person per year.

With regard to the Port, this is a relatively small cohort of employees and two or three significant cases are currently being managed through the sickness reports but are affecting the figures disproportionately.

Mr Bell also said that Appendix 2 shows a summary of reasons for sickness absence.

The chair thanked Mr Bell for his report.

RESOLVED that members continue to monitor sickness absence, and ensure appropriate management action is taken to address absenteeism.

The meeting concluded at 1.00 pm.

Councillor Gerald Vernon-Jackson CBE
Chair



Title of meeting:	Employment Committee
Date of meeting:	4 th December 2018
Subject:	Gender Pay Gap Report 2018
Report by:	Jon Bell, Director of HR, Legal and Performance
Wards affected:	None
Key decision:	/No
Full Council decision:	/No

1. Purpose of report

To present the outcomes of the Gender Pay Gap 2018, ensuring the Council can fulfil its statutory obligations in respect of the Gender Pay Gap Information Regulations, and note the recommended action plan to build on the council's inclusive working practices, to continue to reduce the gap.

2. Recommendations

It is recommended that the Employment Committee:

- 2.1 Note the key findings of the Gender Pay Gap Report 2018 (see section 3.5).
- 2.2 Note the progress made on the 2017 action plan.
- 2.3 Agree the action plan as set out in Appendix 1 of the Gender Pay Gap report.

3. Background

3.1 The National Context

- 3.1.1 The Gender Pay Gap Information Regulations came into force in March 2017. The regulations applied to all employers with 250 or more employees on the snapshot date of 31st March (for Public Sector employers). Therefore, the authority is required to publish its gender pay gap for each year and publish this information on its website, and on a central Government website, no later than 30th March of the following year.

- 3.1.2 Employers in the public sector are subject to a specific public sector equality duty in respect of their functions. They must have due regard to the need to eliminate discrimination and advance equality of opportunity.
- 3.1.3 The purpose of Gender Pay Gap reporting is to achieve greater gender equality across the UK and increase pay transparency. It has been estimated that the under-utilisation of women's skills costs the UK economy 1.3-2% of GDP annually, and that eradicating the full-time gender pay gap would contribute additional spending into the economy of £41b each year.
- 3.1.4 In 2017 the national gender pay gap for full-time employees was 9.1%, meaning that average pay for full-time female employees was 9.1% lower than for full-time male employees. The gap has decreased from 9.4% in 2016. The national gender pay gap for all employees, full and part-time is 18.4% which is a slight increase from 2016 when it was 18.1%; however this figure remains down from 27.5% in 1997.

3.2 The Local Context

- 3.2.1 The Gender Pay Gap data supplied is correct for all staff, including school staff, in post with Portsmouth City Council on 31st March 2018 who earned their full-pay (relevant employees). At that time, there were 5294 relevant full pay employees, which is made up by 3853 females (73%) and 1441 (27%) males.

Out of the 5294 relevant employees, 81 are covered by TUPE regulations (37 are male and 44 are female).

3.3 Implementation

3.3.1 Methodology

- 3.3.2 The Regulations clearly define the methodology for the Gender Pay Gap calculations and reporting guidelines.

- 3.3.3 The regulations require employers to publish the following information:

- The mean gender pay gap;
- The median gender pay gap;
- The mean bonus pay gap;
- The median bonus pay gap;
- And the relative proportions of male and female employees in each quartile pay band.

- 3.3.4 The Regulations detail how to carry out the calculations.

- 3.3.5 All public sector organisations are required to publish their reports no later than 30th March of the following year.

3.3.6 The report will be based on hourly pay rates as at 31 March 2018 and bonuses* paid between 1 April 2017 and 31 March 2018.

(*PCC does not have a bonus scheme per se. In accordance with GPGIR, bonuses include long service awards of monetary payments and productivity/performance related payments, which are made as honoraria payments.)

3.4 Scope

3.4.1 The regulations create two categories of people who have to be taken into account in the gender pay gap reporting: relevant employees and relevant full-pay employees.

3.4.2 For the purposes of gender pay gap reporting, the definition of an employee is that given in the Equality Act 2010. This is an extended definition which includes:

- Employees (those with a contract of employment)
- Workers with a contract to do work or provide services for your organisation
- Some self-employed people who personally carry out the work they do for you.

3.4.3 The gender pay gap calculation is based on the number of individual employees and not the full time equivalent. This means that each part-time employee counts as one employee.

3.4.4 Apprentices, seasonal, temporary or casual employees and zero hours workers are included if they fall within the reference period created by the snapshot date.

3.5 Key Findings

3.5.1 **Mean Gender pay gap** - The difference between the mean hourly rate of pay for male full-pay relevant employees and that of female full-pay relevant employees is 9.55%. In March 2017 this gap was 11.34%.

3.5.2 **Median Gender pay gap** - The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees is 12.81%. In March 2017 this gap was 15%.

3.5.3 **Mean bonus pay gap** - The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees is 2%. In March 2017 this was 48%.

3.5.4 **Median bonus pay gap** - The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees is 0%. In March 2017 this was 63%.

3.5.5 **Bonus proportions** - The proportions of male and female relevant employees who were paid bonus pay during the relevant period is 58 males

(3.99%) out of a total of 1454 males and 120 females (3.18%) out of a total of 3777 females.

- 3.5.6 **Quartile pay bands** - The proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands are set out in a table contained within the report.

3.6 Conclusions

- 3.6.1 The gender pay gap exists within PCC as the majority (75%) of the workforce are female and predominantly a large proportion of these are employed in the lower quartile pay bands, with fewer employed at the more senior levels.

PCC's gender pay gap is lower than the national average for all employees, full time and part time, and this is down to a number of factors that already exist within the council.

- 3.6.2 The Gender Pay Gap for the "mean" and "median" categories fall below that of the national average for all employees.

The mean gender bonus gap and the median gender bonus gap for the council have significantly reduced to 2% and 0% respectively. There does not appear to be any benchmarking data in relation to bonus payments from ONS that will correlate directly with the calculation method defined by the Gender Pay Gap Information Regulations. Therefore, we do not know how the percentage for bonus payments will compare with the national average or sector trends. However looking at the data published by the Council's neighbouring local authorities, those who reported paying bonuses in 2017 consisted of three County Councils, one District Council and one Borough Council.

In comparison to these local authorities, Portsmouth's bonus pay gaps are slightly higher than one County Council and one District Council but are lower than one other County Council. Our neighbouring City Councils did not previously report paying any bonuses.

4. Reasons for recommendations

- 4.1 To comply with the legislation reporting requirements.

5. Equality impact assessment

- 5.1 There are no implications arising from the report itself, which is merely providing information to members. The actions within the action plan will be subject to EIA if they result in changes to policy or procedure.

6. Legal implications

- 6.1 The report is compliant with the statutory obligations to review the gender pay gap. Additionally the report seeks to establish the reasoning and causation

for the pay gap existence adding comment as to mitigation and future review. The current findings do not of themselves lead to the establishment of claims that could be levelled against the Authority based upon a claim for equal pay, indeed there is clear evidence of engagement and consideration that would mitigate against such risk. The Authority is complying with its duty with respect to Public Sector Equality.

7. Director of Finance's comments

- 7.1 The activities proposed in the Action Plan in appendix 1 will be funded from the existing service revenue budget. Any consequent proposals which have financial implications will be brought back to members.

.....
Signed by:

Appendices:

Appendix 1 Gender Pay Gap Report 2018

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:

Title of document	Location

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

.....
Signed by:



GENDER PAY GAP REPORT 2017-2018

December 2018

www.portsmouth.gov.uk

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Background

The Gender Pay Gap Information Regulations require all employers with 250 or more employees to report their Gender Pay Gap annually, publishing on a national Government website as well as the organisations website. The Gender Pay Gap Information Regulations apply to employers in the Public and Private sector.

In addition to these new regulations, employers in the public sector are subject to a specific public sector equality duty in respect of their functions - The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

The regulations apply to all employers with 250 or more employees on the "snapshot" date. The "snapshot" date for the public sector is 31st March each year. Therefore, the authority is required to publish its gender pay gap for each year on the Portsmouth City Council (PCC) website and on a Government website, no later than 30th March of the following year. So for the snapshot date of March 2018, the findings must be published no later than 30th March 2019.

The purpose of Gender Pay Gap reporting is to achieve greater gender equality across the UK and increase pay transparency. It has been estimated that the under-utilisation of women's skills costs the UK economy 1.3 - 2% of GDP annually, and that eradicating the full-time gender pay gap would contribute additional spending into the economy of £41b each year.

In 2017 the national gender pay gap for full-time employees was 9.1%, meaning that average pay for full-time female employees was 9.1% lower than for full-time male employees. The gap has decreased from 9.4% in 2016. The gap for all employees, full and part-time is 18.4% which is a slight increase from 2016 when it was 18.1%; however this figure remains down from 27.5% in 1997.

The Government considers that this rate of progress is too slow, and has committed to closing the gender pay gap within a generation.

PCC is committed to the principle of equal pay for all employees by ensuring that it meets the requirements of the Equality Act. To achieve this PCC uses a job evaluation system scheme (JESS) to assess the value of all jobs across the organisation, which provides evidence in support of the banding of each job within our grading structure. Salaries are paid according to band and incremental annual progression within the band occurs irrespective of employee's gender.

Sources:

CIPD Gender Pay Gap Reporting Guide March 2017

ONS Annual Survey of Hours and Earnings: 2017 provisional and 2016 revised results

ONS Understanding the gender pay gap in the UK

Methodology

The Regulations clearly define the methodology for the Gender Pay Gap calculations and reporting guidelines.

The regulations require employers to publish the following information:

- The mean gender pay gap;
- The median gender pay gap;
- The mean bonus pay gap;
- The median bonus pay gap;
- And the relative proportions of male and female employees in each quartile pay band.

The Regulations detail how to carry out the calculations and these are based on how the ONS undertakes their calculations to allow for comparisons to be made nationally against the data.

All public sector organisations are required to publish their reports by no later than 30th March of the following year.

The report will be based on hourly pay rates as at 31 March 2018 and on bonuses paid between 1 April 2017 and 31 March 2018.

Scope

The regulations create two categories of people who have to be taken into account in the gender pay gap reporting: relevant employees and relevant full-pay employees.

For the purposes of gender pay gap reporting, the definition of an employee is that which is given in the Equality Act 2010. This is an extended definition which includes:

- Employees (those with a contract of employment)
- Workers with a contract to do work or provide services for your organisation
- Some self-employed people who have to personally carry out the work they do for you.

The gender pay gap calculation is based on the number of individual employees and not the full-time equivalent. This means that each part-time employee counts as one employee.

Apprentices, seasonal, temporary or casual employees and zero hours workers are included if they fall within the reference period created by the snapshot date.

Definitions

Gender Pay Gap

The gender pay gap is a measure of labour market or workplace disadvantage, expressed in terms of a comparison between males and females average hourly rates of pay. The gap can be measured in various ways and it is important to understand how the gap is being measured. The hourly rates of pay, excluding overtime are used to take account of the fact that many more males than females work full-time. Overtime is excluded because it is recognised that male employees work more overtime than female employees due to female's caring responsibility and part-time nature of work.

Equal Pay

Equal pay means that there should be no difference in the contractual terms of a female and a male doing equal work, who both work for the same employer. For further details please refer to the Equality Act 2010.

The difference between Gender Pay Gap and Equal Pay

The most important difference between equal pay and the gender pay gap is that, equal pay requires one to scrutinise information at the level of the individual employee (to satisfy that there is equal pay for equal work). Gender pay gap reporting asks you to examine aggregate data.

Mean Gender Pay Gap

The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.

To calculate the mean

The mean is an average of all the numbers in a dataset, that is you have to add up all the numbers and then divide the result by how many numbers you are dealing with. To find the mean hourly rate for PCC's full-pay relevant male employees, all the hourly rates will be added together and then divided by the total number of full-pay relevant male employees. This will give the "mean" hourly rate.

Median Gender Pay Gap

The difference between the median hourly rate of pay of male full-pay relevant employees and that for female full-pay relevant employees.

To calculate the median

The median is the numerical value which splits the top 50% and the bottom 50%. To find the median, all the hourly rates for all employees will be listed in numerical order; if there are an odd number of values, the median is the number in the middle. If there is an even number, the median is the mean of the two central numbers.

Bonus

Bonus pay means any remuneration that is in the form of money, vouchers, securities, securities options or interests in securities and relates to profit sharing, productivity, performance, incentive or commission. Non-consolidated bonuses are included. Long service awards with a monetary value are also included.

For PCC, this captures Long Service Awards and one-off honoraria payments. Regular honoraria payments are excluded from "bonus" calculations and included in "ordinary pay".

Mean Bonus Gap

The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees.

Median Bonus Gap

The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees.

Bonus Proportions

The proportions of male and female relevant employees who were paid bonus pay during the relevant period.

Quartile Pay Bands

The proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands.

Quartiles

A quartile is one of the three points that divide the population of data into 4 equal parts. In the context of gender pay gap reporting, the four quartile pay bands are created by dividing the total number of full-pay relevant employee into four equal parts. For clarification, that is not PCC Pay bands.

Measures

A positive measure, for example 18%, indicates the extent to which females earn, on average, **less** per hour than their male counterparts.

A negative measure, for example -18%, indicates the extent to which females earn, on average, **more** per hour than their male counterparts. This may happen, for example, if PCC employ a high proportion of males in low-paid part-time work, and/or the senior and higher paid employees are female.

The Workforce Profile

The Gender Pay Gap data supplied is correct for all staff, including school staff, in post with Portsmouth City Council on 31st March 2018 who earned their full-pay (relevant employees). At that time, there were 5294 relevant full pay employees, which is made up by 3853 females (73%) and 1441 (27%) males.

Out of the 5294 relevant employees, 81 are covered by TUPE regulations (37 are male and 44 are female).

Mean Gender Pay Gap

The difference between the mean hourly rate of pay for male full-pay relevant employees and that of female full-pay relevant employees is **9.55%**. In March 2017 this gap was 11.34%.

The average mean hourly rate of pay for a male was £15.71. For a female the average mean hourly rate of pay was £14.21, which results in the 9.55% difference in the mean figure reported above.

Median Gender Pay Gap

The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees is **12.81%**. In March 2017 this gap was 15%.

The average median hourly rate for a male was £13.90. For a female the average median hourly rate was £12.12. This result is a 12.81% difference in the median figure reported above.

Mean and Median Pay Gap summary

PCC's median and mean gender pay gap compares favourably with the national figure from the ONS where the average gap for all employees, part-time and full-time is 18.4% based on data from 2017.

In addition to a job evaluation scheme, PCC has a clear policy of paying employees equally for the same or equivalent work, regardless of their gender. As such, the council:

- provides regular job evaluation training for employees involved in undertaking job evaluation; and
- evaluates job roles and pay bands as necessary to ensure a fair structure

The council is therefore confident that its gender pay gap does not stem from paying male and female employees differently for the same or equivalent work. Rather its gender pay gap is the result of the roles in which male and females work within the council and the salaries that these roles attract.

Across the UK economy as a whole, males are more likely than females to be in senior roles (especially very senior roles at the top of organisations), while females are more likely than men to be in front-line roles at the lower end of the organisation. In addition,

men are more likely to be in technical and IT-related roles, which attract higher rates of pay than other roles at similar levels of seniority.

Female are also more likely than males to have had breaks from work that have affected their career progression, for example to bring up children. They are also more likely to work part time, and many of the jobs that are available across the UK on a part-time basis are relatively low paid.

The gender pay gap exists within PCC as the majority (73%) of the workforce is female and predominantly a large proportion of these are employed in the lower quartile pay bands, with fewer employed at the more senior levels.

PCC's gender pay gap is lower than the national average and this is down to a number of factors that already exist within the council:

- The introduction of a PCC Living Wage Rate of £7.85 per hour, in November 2014, paid to all employees at the lower level of the pay structure, taking employees out of working poverty. This was increased in September 2018 to pay in line with the 2018 Foundation Living Wage rate of £8.75 per hour.
- PCC promotes and supports a number of flexible working policies for all employees within the organisation, irrespective of gender. These include job share, part time working and, term time working. In some areas there is also a flexibility to work from different locations.
- Robust equal opportunities and diversity policies ensure that all employees are treated fairly and equally and a clear escalation process if an individual feels they are being treated unfairly.
- The JESS Job evaluation scheme ensures that all jobs are evaluated to ensure equal pay for equal work across the entire authority. For example, a female support worker or female manager will be paid the same pay band as her male counterpart.

Mean Bonus Pay Gap

The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees is **2%**.

This has reduced significantly from last year's gap which was 48%. The reason for the reduction is due to the fact that the overall total of bonus payments made to relevant females was significantly **higher** than the overall total of bonus payments made to relevant male employees. This compares to 2017 where the overall total of bonus payments made to female employees was significantly **lower** than the overall total of bonus payments made to male employees.

Median Bonus Pay Gap

The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees is **0%**.

This has reduced from last year's gap which was 63%. The reason for the reduction in the gap is based on the fact that there were a significantly high number of bonus payments

made for the same value of £400 to both male and female employees, resulting in a gap of 0%.

Bonus Proportions

The proportions of male and female relevant employees who were paid bonus pay during the relevant period in the 12 months up to 31st March was 58 males (3.99%) out of a total of 1,454 males and 120 females (3.18%) out of a total of 3,777 females.

Bonus pay gap summary

The mean gender bonus gap and the median gender bonus gap for the council have significantly reduced to 2% and 0% respectively. The values of the bonus payments are comparatively small, the highest amount being £5,000 (paid to a female) to the smallest amount of £48.50 (also paid to a female). In comparison the highest amount paid to male employees was £3,500 and the smallest amount paid to male employees was £75.

The figures in the bonus proportions show that there were a similar number of male and females employees who received a bonus payment at a similar level of payment (or higher for females), which is significantly different from last year where the payments made to male employees was significantly higher. There has also been an overall reduction of the number of employees receiving a bonus payment in the relevant period up to 31st March 2018.

Some honoraria payments made within PCC are used to reward outstanding contributions and the definition of "bonus" for this report captures these types of payments. As such this can skew the data and creates inconsistencies in reporting. Continuing work is needed to ensure that recording of this data is accurate in the future.

Quartile Pay Bands

The proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands are set out in the table below.

	Number of males	Number of females	Total	Male %	Female %	Total %
Upper Quartile	472	850	1322	36%	64%	100
Upper Middle Quartile	360	963	1323	27%	73%	100
Lower Middle Quartile	281	1045	1326	21%	79%	100
Lower Quartile	328	995	1323	25%	75%	100

The totals differ slightly to accommodate the same hourly rate distribution across the divides.

Quartile Pay Band Summary

In order for there to be no gender pay gap, there would need to be an equal ratio of male to female in each quartile. However, within the Council, 75% of the employees in the lower

quartile are female and 25% are male. The percentage of male employees increases throughout almost all the remaining quartiles, from 21% in the lower middle quartile to 36% in the upper quartile. In direct comparison the percentage of female employees decreases throughout almost all of the remaining quartiles from 79% in the lower middle quartile to 64% in the upper quartile.

Conclusions

While the Council's gender pay gap compares favourably with that across the whole UK economy, it is committed to doing everything that it can to continue to reduce the gap. However, the Council also recognises that its scope to act is limited in some areas - it has, for example, no direct control over the subjects that individuals choose to study or the career choices that they make. Individuals make choices about their work/life balance and one of the trends identified by Gender Pay Gap analysis is that female's pay reduces at a certain age due to caring responsibilities for dependants. This is the norm for our culture. However, Portsmouth City Council ensures that individuals are able to make these choices without suffering discrimination with its various flexible working policies and culture.

The Gender Pay Gap for the "mean" and "median" categories fall below that of the national average.

There does not appear to be any benchmarking data in relation to bonus payments from ONS that will correlate directly with the calculation method defined by the Gender Pay Gap Information Regulations. Therefore, we do not know how the percentage for bonus payments compares with the national average or sector trends. However looking at the data published by the Council's neighbouring local authorities, those who reported paying bonuses in 2017 consisted of three County Councils, one District Council and one Borough Council.

In comparison to these local authorities, Portsmouth's bonus pay gaps are slightly higher than one County Council and one District Council but are lower than one other County Council. Our neighbouring City Councils did not previously report paying any bonuses.

Action Plan/Recommendations from 2017 report and action taken to date (text in red highlights areas yet to be actioned):

Action Plan 2017	Action Taken
1. To increase Managers awareness of 'unconscious bias' during recruitment and interview processes.	An online solution for training in raising awareness of unconscious bias has been sourced and will be added to the Portsmouth Learning Gateway (our online training tool). The recruitment team will alert recruiting managers to the training and request they undertake the e-learning prior to commencing their recruitment activity. There is work underway to review and update the manager's induction and this training will be added to the suite of courses recommended for new managers.
2. Review the recruitment process and	A review is underway on the current recruitment portal to assess whether an e-

<p>consider if it is appropriate to revise the process to anonymise the candidate's gender, age or ethnicity for the shortlisting process. This would enable a completely unbiased approach to considering candidates.</p>	<p>form would better enable monitoring on gender, age, ethnicity and disability. This work will also link in with the Disability Confident Action Plan.</p> <p>Current marketing material used in recruitment campaigns has been reviewed and updated to promote diversity (for example using female representatives in traditionally male dominated industries)</p>
<p>3. Increase awareness around apprenticeship schemes to encourage more employees to improve their skills and experience giving them the opportunity to progress their career.</p>	<p>The number of apprentices being recruited in to the Council continues to increase. In addition this year the Council have recently rolled out additional apprenticeships to existing staff, including Leadership apprenticeships (of which 17 employees are currently undertaking this course). We have increased the number of apprentices from 86 in 2017 to 115 in 2018.</p>
<p>4. Promote the benefits of flexible working practices to employees and Managers (research conducted by Hays 'What workers want', showed that many employees (65%) who were looking for new opportunities stated that flexible working was the single most important factor for them). In addition the Council will monitor the take-up of flexible working arrangements by gender and level within the organisation.</p>	<p>Work is being undertaken in this area to monitor flexible working requests to include informal arrangements. This work will continue for the next 12 months.</p> <p>Review current policies and practices around the possibility of mobile working including reviewing what technology is available that may assist/support this.</p>
<p>5. Promote existing career management tools and monitor progress.</p>	<p>The recent roll out of the Leadership Apprenticeship scheme will provide tools for staff to manage/develop their careers. This scheme will be monitored over the next 12 months.</p>
<p>6. Promote the benefits of working for PCC, such as Apprenticeship opportunities, flexible working arrangements, diversity commitments, etc.</p>	<p>This is now being promoted more widely in our recruitment adverts.</p>
<p>7. Develop a greater evidence base and widen the data collection to determine trends for the proportion of men and women who return to work after maternity, paternity, adoption or</p>	<p>Our systems are currently limited as to how far the Council is able to gather and monitor this data, but this will continue to be reviewed as far as possible. The current IT system is under review and any future specifications to take into account this</p>

<p>shared parental leave to resume substantive posts and those that continue in post a year after returning.</p>	<p>requirement.</p>
<p>8. Based on the data collected in 7 above, encourage managers to consider job redesign if there are aspects of a job that prevents or stops employees applying for them on a part-time or flexible basis.</p>	<p>This will continue to be reviewed in conjunction with 7 above.</p>
<p>9. Monitor exit interview data and identify any trends to understand if one gender is leaving for common reasons compared to the other.</p>	<p>Work is currently being undertaken to improve the current practices around exit interviews and the collation of this data and will continue to be improved over the next 12 months.</p>
<p>10. Develop a process to monitor starting pay both on recruitment and promotion for men and women to assess whether there are differences on starting pay as this can be one of the most common causes of the gender pay gap. This will be particularly beneficial in areas where there are skills shortages.</p>	<p>To review whether there is a way for the Council's IT system to distinguish between recruitment and promotion.</p> <p>In the meantime the starting pay on recruitment can be monitored over the next 12 months.</p>
<p>11. Continue to monitor the allocation of additional payments that are made at managers' discretion to ensure that this is not contributing to the gender pay gap or unequal pay and address any anomalies as appropriate.</p>	<p>A quarterly reporting system has now been implemented to monitor additional payments, with regular reports and issues being flagged to Senior Management at the earliest opportunity and as part of the ongoing monitoring.</p>
<p>12. Monitor current pay systems and address any systematic issues so as to not cause any distortion of the data.</p>	<p>A quarterly reporting system has been implemented to monitor our current pay systems with regular reports and issues being flagged to senior management at the earliest opportunity and as part of the ongoing monitoring.</p>

Action Plan 2018 and in addition to the actions above:

1. Continue to look into including females in shortlists for recruitment and promotions and how to maximise the number female applicants, especially in traditionally male dominated roles. Closer working with universities and schools to promote these careers to both genders.
2. Continue to use skill-based assessment tasks in recruitment, where appropriate and continue to use structured interviews with set questions that are put to all candidates in a pre-determined order and format.

Timescales of achieving the action plan

The action plan will be implemented over the next 12 months and reviewed on an ongoing basis, and annually in comparison with the published results of the Gender Pay Gap report, each March.



Portsmouth
CITY COUNCIL

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Equality Impact Assessment

Preliminary assessment form 2018

www.portsmouthccg.nhs.uk

www.portsmouth.gov.uk

The preliminary impact assessment is a quick and easy screening process. It should:

- identify those policies, projects, services, functions or strategies which require a full EIA by looking at:
 - negative, positive or no impact on any of the equality groups
 - How are going to mitigate or remove any potential negative impacts
 - opportunity to promote equality for the equality groups
 - data / feedback
- prioritise if and when a full EIA should be completed
- justify reasons for why a full EIA is not going to be completed

Directorate:

HR, legal and performance

Service, function:

HR

Title of policy, service, function, project or strategy (new or old) :

Gender Pay Gap Report Action Plan

Type of policy, service, function, project or strategy:

- Existing
- New / proposed
- Changed

Q1 - What is the aim of your policy, service, function, project or strategy?

The aim of the Gender Pay Gap Action Plan (GPGAP) is to reduce the gender pay gap within the City Council, in line with the Government's intention and purpose of the Gender Pay Gap Reporting Regulations 2017.

Q2 - Who is this policy, service, function, project or strategy going to benefit or have a detrimental effect on and how?

The action plan is most likely to have a positive impact on women.

Q3 - Thinking about each group below, does, or could the policy, service, function, project or strategy have a negative impact on members of the equality groups below?

Group	Negative	Positive / no impact	Unclear
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sex	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other excluded groups	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Note: Other excluded groups examples includes, Homeless, rough sleeper and unpaid carers. Many forms of exclusion are linked to financial disadvantage. How will this change affect people on low incomes, in financial crisis or living in areas of greater deprivation?

If the answer is "negative" or "unclear" consider doing a full EIA

If there are any potential negative impacts on any of the protected characteristics, What have you put in place to mitigate or remove the negative impacts/barriers?

Q4 - Does, or could the policy, service, function, project or strategy help to promote equality for members of the equality groups? e.g. A new service has been created for people with a disability to help them gain employment this would mean that this helps promote equality for the protected characteristic of disability only.

Group	Yes	No	Unclear
Age	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disability	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Race	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sex	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gender reassignment	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sexual orientation	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Religion or belief	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pregnancy or maternity	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Marriage & civil partnership	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other excluded groups	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

If the answer is "no" or "unclear" consider doing a full EIA

Q5 - Do you have any feedback data from the equality groups that influences, affects or shapes this policy, service, function, project or strategy?

Please add in the text boxes below what feedback / meetings you have attended for each specific protected characteristic

Group	Positive or negative feedback
Age	No
Disability	No
Race	No
Sex	Yes - Data based on employment in accordance with the legislative guidance.

Gender reassignment	No
Sexual orientation	No
Religion or belief	No
Pregnancy and maternity	No
Marriage & civil partnership	No
Other excluded groups	No

Q6 - Using the assessments in questions 3, 4 and 5 should a full assessment be carried out on this policy, service, function or strategy?

yes No

PCC staff-If you have to complete a full EIA please contact the Equalities and diversity team if you require help Tel: 023 9283 4789 or email:equalities@portsmouthcc.gov.uk

CCG staff-If you have to complete a full EIA please email: sehccg.equalityanddiveristy@nhs.net if you require help

Q7 - How have you come to this decision? Summarise your findings and conclusion below

The action plan is designed to have a positive impact on all employees irrespective of sex, disability, age etc. It is about ensuring that all employees have equal opportunities to our procedures, practices and policies.

The action plan is also about addressing the gender pay gap and looking at how this can be reduced.

Q8 - Who was involved in the EIA?

Jolene Chaffin

This EIA has been approved by:

Contact number:

Date:

PCC staff-Please email a copy of your completed EIA to the Equality and diversity team. We will contact you with any comments or queries about your preliminary EIA.

Telephone: 023 9283 4789, Email: equalities@portsmouthcc.gov.uk

CCG staff-Please email a copy of your completed EIA to the Equality lead who will contact you with any comments or queries about your preliminary . Email: sehccg.equalityanddiversity@nhs.net



Title of meeting:	Employment Committee
Date of meeting:	4 th December 2018
Subject:	Pay Policy Statement 2018/19
Report by:	Jon Bell, Director of HR, Legal and Performance
Wards affected:	None
Key decision:	Yes/No
Full Council decision:	Yes/No

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 31st March of each financial year and published on the council's website.

2. Recommendations

The Employment Committee is recommended to:

- 2.1 Approve the Pay Policy Statement attached as **Appendix 1**, to go forward for approval by the Full Council prior to 31 March 2019.

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 3rd 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's 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 Head of Paid Service or statutory chief officers. It also includes those who report directly to them.
- 3.5 The Portsmouth Pay Policy statement is attached as **Appendix 1**. The multiple based on the difference between the highest salary and the median salary, for the financial year ending 1st April 2019 is 6.5, which is the same as the previous financial year ending 1st April 2018.

The Council also considers that the relationship between the base salaries of its highest and lowest paid employees, which is currently a ratio of 9.2, represents an appropriate, fair and equitable internal pay relationship. This has reduced from last year's figure of 10.1, which is a result of implementing the Foundation Living Wage Rate, which increased the rate of pay for the lowest paid employees.

- 3.6 Whilst the Pay Policy Statement relates to the year 2018/19, Members' attention is drawn to the changing shape of the council and the environment in which it operates, and the impact this may have in future on its pay structure. In particular:
- The need for officers to operate across organisational boundaries, e.g. with the health sector and other local authorities
 - The increased commercialisation of the council and the need to recruit and retain suitably skilled staff (who may expect alternative reward packages)
 - The council's role as accountable body for commercial or quasi-commercial bodies
 - The increased specialisation of skills in some employment markets, driving pay inflation that the council's pay structure is not well suited to meet

Members approval will be sought for any significant changes to the Council's pay structure resulting from these, or other factors.

4. **Reasons for recommendations**

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

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. Legal implications

6.1 The Director 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 2018/19 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 31st March 2019 and can only be amended thereafter by resolution to Full Council.

7. Director of Finance's comments

7.1 There are no direct financial implications arising from the recommendation in this report.

.....
Signed by:

Appendices:

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:

Title of document	Location

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

.....
Signed by:

PAY POLICY STATEMENT FOR THE FINANCIAL YEAR 2018/19

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);
- Its Deputy Chief Executive (and Monitoring Officer);
- The Directors, who report to and are directly accountable to the Chief Executive or Deputy Chief Executive. These Directors fulfil the roles of statutory Chief Officers, Section 151 Officer, and non-statutory Chief Officers;
- The Port Director;
- The managers who report to and are directly accountable to the Port Director.

1.2 OVERALL POLICY ON REMUNERATION FOR SENIOR ROLES

The Council's remuneration policy complies with the Equality Act 2010 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 EMPLOYEES

At Chief Executive, Deputy Chief Executive and Director level (and for the Port Director 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 and Director 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	£140,161 to £154,915
Deputy Chief Executive	£105,077 to £113,862
Port Manager	£105,077 to £113,862
Director (upper band)	£105,077 to £113,862
Director (mid band)	£90,066 to £99,550
Director (lower band)	£77,200 to £85,327
Senior Managers	£70,163 to £77,031

The Council has entered into shared working arrangements with Gosport Borough and Isle of Wight Councils to share senior management and their related statutory functions. All Councils have retained their clear identities as individual councils under this arrangement. Gosport Borough and Isle of Wight Council pay a contribution under this arrangement to Portsmouth City Council. Additional payments are made to these Chief Officers for carrying out the statutory functions under this shared working arrangement. These payments are separate to the level of pay received for performing their duties within Portsmouth City Council - see Section 4 - Honoraria payments.

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 1st April. Pay progression is based on the period of time the employee has served in that grade.

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 Directors will be increased in line with any pay increase agreed nationally in line with the Joint National Councils (JNCs) for Chief Executives and Chief Officers. Senior Managers pay will be increased with any pay increase agreed nationally in line with the National Joint Council (NJC).

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

Returning Officer fees will be paid where there is a statutory entitlement available. This is usually available for General and European Elections, but not local elections. Where a Director 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.

However, with effect from 1st September 2018, the Employment Committee made the commitment to Portsmouth City Council Employees (subject to agreement by governing bodies of schools) to pay the Foundation Living Wage rate as a supplement to base pay. Therefore, all employees* from SCP1 to SCP8 will receive a minimum hourly rate of £8.75 per hour with effect from 1st September 2018.

The current annual full-time equivalent value of this pay level, based on a 37-hour standard working week at £8.75 per hour, for the financial year 2018/19 is £16,882.

(*This excludes Apprentices and temporary staff employed via Portsmouth City Council's temporary staff agency).

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 1st April 2019 is 6.5 with a median salary of £23,866.

(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 9.2, 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, Deputy Chief Executive, Directors 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 Director. 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 the Director for HR where payments will exceed £1,000 per annum.

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 and in accordance with the Travel and Subsistence Policy. These allowance rates are set out by HMRC.

Child care (salary sacrifice scheme)

Childcare vouchers are available to existing users via the HMRC-approved salary sacrifice scheme. New users will be able to access the Government Tax-Free Childcare 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.

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

The Council may agree any amendments to this pay policy statement after it has been approved, but only by a resolution of the full Council.

The finalised Pay Policy Statement will be agreed by the Council by end of March 2019 for the financial year 2018/19

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.

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Title of meeting:	Employment Committee
Date of meeting:	04 December 2018
Subject:	Sickness Absence - Quarterly Report
Report by:	Jon Bell - Director of HR, Legal and Performance
Wards affected:	N/A
Key decision:	No
Full Council decision:	No

1. Purpose of report

The purpose of this report is to update Employment Committee about levels of sickness absence across the council and actions being taken to manage absence.

2. Recommendations

Members are recommended to:

- **Continue to monitor sickness absence, and ensure appropriate management action is taken to address absenteeism.**

3. Background

- 3.1 In the period since the last update in September 2018 the level of sickness absence has increased marginally from 8.49 to 8.61 average days per person per year. This is against the corporate target of an average 7 days per person per year.
- 3.2 Analysis of data indicates that since the last report long term absence has increased marginally from 4.82 to 4.84 average days per person per year. Short term absence has increased from 2.40 to 2.46 average days per person per year over the same period.
- 3.3 Absence levels by directorates for the period from 01 November 2017 to 31 October 2018 are attached in Appendix 1.
- 3.4 Of the 12 directorates, five (excluding schools) are over the corporate target of an average 7 days per person per year. Since the last update the average sickness absence per person in Public Health has decreased from 11.08 to 9.81.
- 3.5 There are three directorates that are over an average 10 days per person per year. The average sickness absence per person in Adult Services has increased from 12.30 in November 2017 to 13.36 in October 2018. Average sickness absence within

this directorate in January 2017 was 15.63 days. The Senior Management team have identified the functions across the Directorate where long-term and medium-term sickness absences are of concern. The main reason for absence is Musculoskeletal followed by anxiety/stress/psychological. Significantly, Cancer is the fourth reason.

Average sickness absence in Children's Social Care has decrease slightly from 11.25 days to 11.11days since the last quarterly report.

The Port has seen an increase of average absence per person from 16.37 days in November 2017 to 17.19 days in October 2018. This is largely due to a small number of continuing long term absences which are being actively managed.

- 3.6 The analysis of the data indicates the main reasons for sickness absence has remained unchanged, with anxiety/stress/psychological, musculoskeletal and colds/flu/viruses accounting for 57.54% of absences in the last 12 months.
- 3.7 A summary of reason for sickness absence for the last three years is attached in Appendix 2.

4. Wellbeing

Since the last update on wellbeing activities the following workplace health initiatives are being promoted, implemented, or are under development:

- The 'Winter Wellness' campaign has started.
 - An initial indication is that an addition 200 employees have had a flu vaccination compared to the last year.
 - The 6 week pilot lunchtime walk has finished and due to the popularity will continue every Tuesday.
 - Plans are in place to communicate the top tips for staying well during the winter that includes information on SAD (seasonal affective disorder), Yoga, physical activity and NHS stay well information.
- Funding has been awarded for the 'Well @ Work project'. This a joint programme with Southampton City Council and looks to help individuals suffering from mental health or musculoskeletal disorders that may be at risk of losing their jobs.
- Mental Health First Aid training is being trialled within the Community and Communications directorate. This should assist staff dealing with distressed members of the public following the implementation of the Universal Credit.
- Two Stress Awareness sessions have been arranged in November for 20 managers within Children's Social care. These sessions will provide managers with information and techniques on how to deal with workplace stress but also discuss with their employees on how best manage their resilience.

5. 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.

6. Equality impact assessment (EIA)

A preliminary Equality Impact Assessment has been completed.

7. Legal implications

There are no immediate legal implications arising from this report.

8. 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 Directorate 31 October 2018

Appendix 2: Summary of reasons for sickness absence - 31 October 2018

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:

Title of document	Location

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

.....
Signed by:

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Appendix 2: Summary of reasons for sickness absence - 31 October 2018

Summary of reasons for absence, figures for last three years

Sickness - Reasons Rank comparisons by Year (PCC Only)												
Directorate	Year to October 2018				Year to October 2017				Year to October 2016			
	Working Days Lost	% of Total	Rank	Direction	Working Days Lost	% of Total	Rank	Direction	Working Days Lost	% of Total	Rank	Direction
Accident	99	0.31%	18	↑	66	0.21%	20	↓	147	0.44%	19	↓
Blood Disorders	302	0.93%	16	↑	228	0.72%	17	↓	383	1.16%	15	↓
Cancer and Tumours	1891	5.82%	6	↓	1580	5.01%	5	↑	1261	3.81%	7	↓
Dental/Oral	849	2.61%	8	↔	1111	3.52%	8	↑	1146	3.46%	9	↑
Endocrine/Hormonal	59	0.18%	20	↓	182	0.58%	18	↑	52	0.16%	20	↓
Eye Problems	241	0.74%	17	↓	351	1.11%	15	↑	246	0.74%	17	↓
Family Bereavement	562	1.73%	12	↑	451	1.43%	13	↓	681	2.06%	11	↓
Gastrointestinal	2924	9.01%	4	↔	2748	8.72%	4	↔	3089	9.33%	4	↑
Genitourinary	574	1.77%	11	↑	431	1.37%	14	↔	591	1.78%	14	↓
Gynaecological	791	2.44%	9	↑	548	1.74%	12	↓	851	2.57%	10	↓
Heart Disorders	632	1.95%	10	↑	549	1.74%	11	↑	643	1.94%	12	↑
Infectious Disease	60	0.18%	19	↑	63	0.20%	21	↓	205	0.62%	18	↔
Musculoskeletal	7782	23.96%	1	↑	7529	23.88%	2	↓	7649	23.11%	1	↑
Neurology/Nervous System	2194	6.75%	5	↑	1269	4.02%	6	↓	1827	5.52%	5	↓
Pregnancy Related	545	1.68%	13	↓	605	1.92%	10	↑	615	1.86%	13	↓
Psychological	6638	20.44%	2	↓	7847	24.89%	1	↑	6926	20.92%	2	↔
Respiratory Problems	1300	4.00%	7	↔	1245	3.95%	7	↓	1370	4.14%	6	↑
Skin Disorders	345	1.06%	15	↑	299	0.95%	16	↔	303	0.91%	16	↑
Substance Misuse	0	0.00%	21	↑	2	0.01%	22	↓	0	0.00%	21	↓
Unknown/Not Disclosed	420	1.29%	14	↓	621	1.97%	9	↓	1240	3.74%	8	↓
Violence At Work	0	0.00%	21	↓	77	0.25%	19	↑	0	0.00%	21	↓
Virus	4266	13.14%	3	↔	3729	11.83%	3	↔	3878	11.71%	3	↑
Total	32474	100.00%		↔	31531	100.00%		↔	33104	100.00%		↑

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Equality Impact Assessment

Preliminary assessment form 2018

www.portsmouthccg.nhs.uk

www.portsmouth.gov.uk

The preliminary impact assessment is a quick and easy screening process. It should:

- identify those policies, projects, services, functions or strategies which require a full EIA by looking at:
 - negative, positive or no impact on any of the equality groups
 - How are going to mitigate or remove any potential negative impacts
 - opportunity to promote equality for the equality groups
 - data / feedback
- prioritise if and when a full EIA should be completed
- justify reasons for why a full EIA is not going to be completed

Directorate:

HR, legal and performance

Service, function:

Human Resources

Title of policy, service, function, project or strategy (new or old) :

Sickness Absence

Type of policy, service, function, project or strategy:

- Existing
- New / proposed
- Changed

Q1 - What is the aim of your policy, service, function, project or strategy?

The report to Employment Committee is to update members on the current levels of sickness absence across the council and the actions being taken to manage absence and improve attendance

Q2 - Who is this policy, service, function, project or strategy going to benefit or have a detrimental effect on and how?

All employees

Q3 - Thinking about each group below, does, or could the policy, service, function, project or strategy have a negative impact on members of the equality groups below?

Group	Negative	Positive / no impact	Unclear
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sex	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other excluded groups	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Note: Other excluded groups examples includes, Homeless, rough sleeper and unpaid carers. Many forms of exclusion are linked to financial disadvantage. How will this change affect people on low incomes, in financial crisis or living in areas of greater deprivation?

If the answer is "negative" or "unclear" consider doing a full EIA

If there are any potential negative impacts on any of the protected characteristics, What have you put in place to mitigate or remove the negative impacts/barriers?

Q4 - Does, or could the policy, service, function, project or strategy help to promote equality for members of the equality groups? e.g. A new service has been created for people with a disability to help them gain employment this would mean that this helps promote equality for the protected characteristic of disability only.

Group	Yes	No	Unclear
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sex	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy or maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other excluded groups	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

If the answer is "no" or "unclear" consider doing a full EIA

Q5 - Do you have any feedback data from the equality groups that influences, affects or shapes this policy, service, function, project or strategy?

Please add in the text boxes below what feedback / meetings you have attended for each specific protected characteristic

Group	Positive or negative feedback
Age	None
Disability	None
Race	None
Sex	None

Gender reassignment	None
Sexual orientation	None
Religion or belief	None
Pregnancy and maternity	None
Marriage & civil partnership	None
Other excluded groups	None

Q6 - Using the assessments in questions 3, 4 and 5 should a full assessment be carried out on this policy, service, function or strategy?

yes No

PCC staff-If you have to complete a full EIA please contact the Equalities and diversity team if you require help Tel: 023 9283 4789 or email:equalities@portsmouthcc.gov.uk

CCG staff-If you have to complete a full EIA please email: sehccg.equalityanddiveristy@nhs.net if you require help

Q7 - How have you come to this decision? Summarise your findings and conclusion below

There are no changes to the current absence management policy and therefore no detrimental affect n any groups

Q8 - Who was involved in the EIA?

Human Resources

This EIA has been approved by:

Contact number:

Date:

PCC staff-Please email a copy of your completed EIA to the Equality and diversity team. We will contact you with any comments or queries about your preliminary EIA.
Telephone: 023 9283 4789, Email: equalities@portsmouthcc.gov.uk

CCG staff-Please email a copy of your completed EIA to the Equality lead who will contact you with any comments or queries about your preliminary . Email: sehccg.equalityanddiversity@nhs.net



Title of meeting:	Employment Committee
Date of meeting:	4 December 2018
Subject:	Senior Management Structure - Support Services
Report by:	Chief Executive
Wards affected:	N/A
Key decision:	No
Full Council decision:	No

1. Purpose of report

- 1.1 To advise the Employment Committee of the implications, options and process to meet the Administration's intention to secure £100,000 p.a. net savings from the senior management of the Council's support services.

2. Recommendations

- 2.1 It is recommended that Members:
- I. Note the rationale and implications set out in the report and its appendices and agree or amend the proposed senior management options set out at Appendix 1 for formal consultation with staff affected and trades unions and advise the staff who will be placed 'at risk' as a consequence.
 - II. Agree to consider responses to the proposed structure at a subsequent meeting, and following their consideration of those responses, to implement a new structure in accordance with the guidance set out at section 5.
 - III. Agree to adopt the proposed consultation and selection methods as set out in the report.

3. Background

- 3.1 Members are aware that the number of senior management posts has been significantly reduced in response to cuts in the Council's budget. In addition, the Council's senior managers have taken on considerable additional responsibilities, both as a result of a depletion of their number and in taking on additional roles for other councils and agencies which has generated considerable income to the Council.
- 3.2 The Council's Support Services are essential to the smooth-running of the rest of the Council and include a number of Statutory roles and responsibilities. The Support services are currently arranged, as follows, under three Directorates:

Director of Finance and Information Technology (s151 Officer)

- Finance
- IT
- Procurement

Director of HR, Legal and Performance

- HR
- Strategy
- Audit
- Legal

Director of Community and Communication

- Revenues and benefits
- Communications
- Democratic (including elections)
- Information governance (including data protection, FOI)
- Customer Services, Help Desk
- Voluntary Sector

These Directors in turn, until recently, reported to the Deputy Chief Executive and Monitoring Officer. It is envisaged that the role of Deputy Chief Executive is a continuing role within the new structure to facilitate the role of Chief Executive. But for the purposes of this report it may be necessary to realign those services which report to the post holder.

- 3.3 Included in the Administration's published budget is the intention to make an annual saving of £100,000 p.a. net in the senior management in Support Services. Under the Council's Constitution, the senior management structure lies in the jurisdiction of the Employment Committee, not the Chief Executive nor the Cabinet. It will therefore be necessary for the Employment Committee to agree any change to the senior management structure to accommodate this element of the Administration's proposed budget. Members have asked the Chief Executive to present proposals that could achieve the savings proposed.
- 3.4 Members are advised that an application for voluntary redundancy has been received from one of the Directors in support services. The on-going annual revenue savings associated with this are set out in the Financial Implications at section 10 below, and the initial costs together with ongoing savings are set out in confidential Appendix 2. The decision whether to accept the request for voluntary redundancy rests with the Employment Committee. In coming to its decision, the Committee has an obligation to consider whether accepting the voluntary redundancy would meet the business need and avoid the need for compulsory redundancy, whilst delivering the functions above. However as there has been no consultation with the other "at risk" support services Directors on any reconfigured services, it is recommended that the Committee should also consider whether to invite other Directors affected by the proposals so they are able to consider whether they would also wish to apply for voluntary redundancy. This will ensure fairness and transparency. Should there be no other applications for voluntary redundancy from the "at risk" group, Employment Committee could also consider

extending this offer to the wider Director group in an attempt to mitigate compulsory redundancies. The overriding factor would be to ensure that business needs are met and the organisation retains the staff with the skills needed to deliver services going forward.

4. Considerations and Options

- 4.1 Members need to consider the following drivers in deciding their preferred approach, recognising that they are determining the structure and the form of a significant part of the organisation, not the selection of individuals to fill the roles:
- Member priorities - where we need to maintain capacity and retain our talent
 - Which areas are not political priorities - where we can seek to cut management capacity
 - Where Members are prepared to take greater risk - where we can seek to reduce our management and operational capacity
 - Where Members are most risk adverse - where we need to ensure we have an appropriate level of expert capacity and resilience.
- 4.2 In addition to these considerations, before making decisions about the structure, Members note that:
- 'Senior' management (ie at Director level) is only part of the management structure of the organisation and shouldn't be looked at in isolation
 - Sufficient corporate governance needs to be retained at the appropriate level of influence
 - Consideration needs to be given to the impact of changes on the Council's ability to generate income, support existing arrangements and attract further grant and growth
 - Integration of services is important in improving service design and delivery and in saving money
 - Sufficient senior management capacity is necessary to deliver priority strategies, drive change and respond to likely changes in legislation and policy.
- 4.3 Members will recall that in the Annual Audit Letter for the year ended 31 March 2015, the council's External Auditor (Ernst & Young LLP) commented as follows: *"...the Council is taking sensible steps to become more financially independent of central government and commercial in the way that it operates, in response to the financial challenges it faces. However, we expressed a number of concerns about whether (inter alia):*
- *There is sufficient management capacity to deliver such a significant change programme in the wake of previous and planned reductions in staff levels; and*
 - *Services were receiving appropriate central support to identify remedial plans, where they are forecasting demand-led overspends."*

Ernst & Young LLP

<https://www.psa.co.uk/wp-content/uploads/AAL/2015/Portsmouth%20City%20Council.pdf>

- 4.4 Balanced against the advice of the external auditor, the Administration has given careful consideration to its priorities in determining its budget proposals for 2019-20. These reflect the Administration's priorities for the Council in the context of a need to respond to further and significant reductions in central government grant and the demand and costs of services the Council is responsible for, including adults and children's social care where there are projected overspends and no sign of any proportionate response from Central government.
- 4.5 Members appreciate that without reductions in the scope and responsibilities of the organisation, cuts to senior management will be likely to have implications for uplifting grades across other posts under the Council's job evaluation system as well as the capacity of the remaining staff. This reduces the net impact of any saving from deleting a senior management post. The indicative savings set out in the Financial Implications at section 10 seek to anticipate this in general terms; the precise implications will not be known until any revised structure is complete.
- 5. Options for senior management savings in Support Services**
- 5.1 Effective and efficient support services are essential to enable the Council to deliver its front line functions, control its finances, support and develop its staff, and manage its considerable corporate governance responsibilities, such as budgeting, public and democratic accountability and scrutiny.
- 5.2 The Council is required to appoint to the roles of Monitoring Officer and s151 Officer, positions currently held by the Deputy Chief Executive and a support service Director respectively. Whilst these roles can be provided in other ways such as through joint working with other authorities, these are roles that carry particular responsibility and where there are expectations of qualification and experience. The Portsmouth post holders have also been appointed by Gosport Borough Council, and for the purposes of s151, to the Isle of Wight Council and Solent LEP as well. The Council is compensated by these Councils for these arrangements which in effect subsidises the cost of their employment by the Council.
- 5.3 This Council has retained its support services in-house and trades with a number of other organisations including Gosport Borough Council, Portsmouth CCG, Solent Healthcare Trust and Solent LEP. Portsmouth's Internal Audit service provides a service to 11 other organisations. The support services provided externally are currently to a value of £5m per annum. This represents a significant business on its own and Members have not shown any appetite for seeking an externalised provision, but rather a desire to seek greater income through traded services. Discussions are ongoing with a number of councils.
- 5.4 Internally, the support services are organised on a broadly centralised model, with staff embedded within other services where this is advantageous. Decentralisation of support services to the directorates is generally not recommended as the residual support services and the respective IT systems could not support this - it would increase costs, reduce flexibility and reduce corporate grip at a time when budget discipline and focus is paramount. However, there remains scope for

greater responsibility to be taken by managers within the other services, with fewer but more expert staff within the support services.

- 5.5 Whilst reductions in senior staff will inevitably reduce the capacity, knowledge and experience of the organisation, Members have indicated that this is an area where they feel comfortable that the number of Directors could be reduced whilst still maintaining adequate management oversight and control of risk. Should members wish to re-organise, consolidation is recommended by combining the range of activities and responsibilities currently covered by four Directors, therefore reducing overall headcount.
- 5.6 As set out in the Financial Implications at section 10 it can be reasonably assumed that a reduction by one Director within Support Services will secure an annual saving of in the region of £76,000, a significant saving but below the net saving of £100,000 sought by the Administration within its budget proposals. Therefore, to secure the full saving required, it would be necessary for two posts to be removed from the establishment. This would clearly place greater strain on the remaining capacity within the Council, and its ability to meet its obligations to its customers who rely on Portsmouth CC senior management. It will therefore be necessary for the Employment Committee to determine whether it seeks the removal of one or two Director posts, or whether the Committee wishes to advise the Cabinet to address its budget savings in another way.
- 5.7 In order to assist the Committee's deliberations, Appendix 1 sets out indicative arrangements that could meet the scenario of a reduction by either one or two Directors. Clearly, the number of possible permutations is huge, and the re-allocation of the span of duties need not necessarily be limited to the remaining Director posts; some of the roles could be allocated to other Directors or to the Chief Executive. What the Committee needs to do at this stage is to determine what range of alternatives it wishes to consult on; depending on the consideration of the feedback on that consultation it may then reasonably make a decision about which final structure to adopt.

6. Process

- 6.1 The adoption of the proposed structure contained within this report will have direct implications for a number of staff as a consequence of change to the existing senior management structure, putting their posts 'at risk'. The Council has an obligation to consult unions and employees to ensure a fair redundancy procedure.
- 6.2 In accordance with the Council's Workforce Organisational Change policy, the unions and those staff directly affected have been advised, at the earliest opportunity, that the posts are at risk under the proposals being considered.
- 6.3 Members need to decide the approach that best meets the needs and circumstances of the Council over the next few years. This report offers arrangements that the Committee is advised to consult upon with staff and the unions. Please refer to Appendix 3 for the full details of the consultation process.

6.4 The length of the consultation period is legally determined by the number of staff potentially at risk of redundancy across the Council as a whole. As there are fewer than 100 potential redundancies across the organisation the minimum consultation period required will be 30 days during which time further proposals may be put forward.

6.5 At the end of the consultation period, the Committee will be required to consider any representations received during the consultation period, prior to endorsing or modifying the proposed senior management structure.

7. Appointment to New Structure

7.1 There is a process which Members must follow in making decisions in relation to appointments to new staffing structures and this supports the Council's redeployment policy and existing practice. It is recommended that Members adopt the following principles:

- Appointment to any new posts be sought through an internal ring-fencing selection process in line with existing redeployment policy.
- **Job Matching** - Where Director posts are substantially performing the role proposed in the new structure
- **Ring Fencing** - Applications be restricted to Director posts that are at risk of redundancy **or** performing a part of the role.

7.2 In line with our policies and practice, the Employment Committee should ring-fence the recruitment process, inviting only staff identified as being 'at risk' to apply. If Members adopt this appointment method, the timescale set out within Appendix 3 provides a guide to the proposed timeline.

8. Equality impact assessment

8.1 A preliminary Equalities Impact Assessment has been undertaken.

9. Legal implications

9.1 The implications outlined in the report, whilst preliminary, are such that a redundancy process (a potentially statutorily fair reason for dismissal) will need to be considered as against a background of structural change. The key factors to avoid claims of unfair dismissal either based upon a redundancy situation not existing or flaws in the process of selection are at this point as follows:

- The burden is upon the Council to establish that the jobs no longer exist.
- The process of consultation and procedure will need to be clearly established before anyone is dismissed. Whilst the Council might be able to show that the jobs are redundant, the dismissals might be unfair if the consultation, selection and criteria used are flawed.
- Any process which is followed must be consistent with the Council's existing policies

- Consultation will need to be meaningful and engaged early enough to avoid any applications to the Employment Tribunal for protective payment awards; the current time frame would be 30days.
- The key to avoid claims is to map accurately the structure re-profiling, engage early, consult throughout and be able to objectively justify selection, as any Tribunal will be concerned about decisions being fair and reasonable in all the circumstances having due regard to the size and nature of the undertaking. Taking into account these considerations, Members are strongly advised to adopt the principles set out above. It is imperative that the Council is seen to act in an open fair transparent way which is consistent with its usual practices. Failure to do so would open up the real possibility of claims against the Council which taking into factors such as age, loss of pension rights, the salaries of the post holders and loss of employment rights, would be substantial.

10. Director of Finance's comments

- 10.1 The financial implications arising from the implementation of any of the changes contained within this report will relate to the estimated costs of redundancies and the ongoing savings arising from a reduction in Director posts, together with any estimates of additional costs that will be necessary where staff are required to take on additional duties.
- 10.2 Whilst it will be for Members to determine the final structure, in terms of in-year and future savings, the savings arising from the reduction of one Director post in a full year and ongoing is estimated at £76,000 (excluding any redundancy and pension strain costs which would be dealt with in confidential session). Any delay to the implementation of the proposed redundancy will serve only to reduce the level of savings achieved. This is because any delayed savings considerably outweigh the reductions in the redundancy costs which would occur.

11. Conclusions

- 11.1 Austerity is not yet over for local government. The Council can be expected to face several more years of significant cuts to its central government grant and some huge challenges, which if unmet will place even greater pressure on costly remedial services. However, Members are aware that cutting management does not necessarily reduce costs. City councils are obliged to deliver a broad range of services (over 1200 statutory services), and others they choose to provide. The Council must 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.
- 11.2 The Council has made savings of £98m over the last eight years, largely achieved by increases in efficiency and effectiveness. In very few areas has the Council actually stopped providing services, but has expected more from less, often with increasing expectations in terms of service quality and the ability to do new things. The Council needs to ensure that its senior management structure is capable of

delivering on this change agenda, and that its expectations are tempered by reduced capacity.

- 11.3 Recognising that significant reductions have been made in capacity over the last ten years, the proposals contained in this report set out where reductions to the amount and configuration of senior management in Support Services could be considered by Members to deliver the Administration's proposed budget cuts.

.....
Signed by:

Appendices:

- Appendix 1 - Potential Reconfiguration of Support Services Director posts
- Appendix 2 - Exempt Appendix - personal financial data
- Appendix 3 - Proposed Consultation Process

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:

Title of document	Location

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

.....
Signed by:

Potential Reconfiguration of Support Services Director Posts

There are a large number of potential combinations of services across the residual Support Services directors, as well as possibilities to align some of those services to other Directors or the Chief Executive direct. The following two options illustrate to members how the alignments could work, utilising the post of Deputy Chief Executive as fulfilling a Director role.

Possible permutation with deletion of one Director post		
Director 1	Director 2	Director 3
Legal Services	Customer Services, Help Desk	Finance
Democratic Services and Elections	Communications	Audit
HR	IT	Procurement
Voluntary Sector	Information Governance (data protection, FOI)	Revenues and Benefits
	Strategy (policy)	

Possible permutation with deletion of two Director posts *	
Director 1	Director 2
HR,	Finance
Legal	Audit
Democratic Services and Elections	Revenues and benefits
IT	Procurement
Customer Services, Help Desk	
Strategy (policy)	

*Under this configuration it is recommended that Voluntary Sector be aligned to another Director - either one of the two Social Care Directorates or Cultural Services. Consideration should also be given to aligning Communications and/or Strategy with the Chief Executive direct, as the workloads are excessive.

The roles of Monitoring Officer and s151 Officer are Statutory roles determined by Full Council. Once the Employment Committee has determined how many posts it wishes to retain, and undertaken consultation, consideration will need to be given to where these functions best sit in the new structure.

Proposed Consultation Process

1 Process

- 1.1 If Members agree to the recommendations of this report, this will enable a formal period of consultation to commence.

2 Purpose of Collective Consultation

- 2.1 Informing and consulting with the workforce is essential for the success of any organisation. The aim is to allow employees to influence the employer's decision

- 2.2 Consultation is not simply the act of passing information on or presenting employees with decisions that have already been agreed. It is a process by which management and trade unions or (employee representatives) are able to discuss and examine issues of mutual concern, with the outcome resulting in employees having had the opportunity to influence the decision making process by considering and feeding back on the organisation's proposal. The business reason for not accepting a proposal needs to be compelling and able to demonstrate all suggestions have been taken into account during the consultation period.

- 2.3 In order to ensure the consultation process is meaningful the organisation should be clear on:
- The business rationale behind the proposed dismissals
 - That while the organisation will make the final decision, representatives will have a full opportunity to comment on the proposal.
 - Management will listen, engage and consider views of employees when making decisions, demonstrating genuine opportunity to influence the outcome.

3 Statutory Consultation

- 3.1 Collective consultation must take place in good time. The statutory timetable for consultation should be regarded as a minimum and is as follows:

Number of employees it is proposed to be dismissed at establishment over 90 day period.	Minimum consultation period before first dismissal takes effect.
20 - 99	30 days
100 or more	45 days

The employer should not issue notices of termination until the consultation process has been completed.

- 3.2 For the purposes of consultation, the employer must provide the appropriate representatives with certain information in writing. This includes:
- The reasons for the proposed redundancies
 - Numbers and description of posts affected
 - Proposed method of selecting the employees who may be dismissed.
 - Proposed method of carrying out the dismissals, taking account of any agreed procedure including the period of time which the dismissals are to take effect.

Consultation should include exploring ways of avoiding potential dismissals, reducing the number of employees to be dismissed and mitigating the consequences of the dismissals. Consideration to accept applications for voluntary redundancy should be undertaken.

- 3.3 The Employment Appeals Tribunal (EAT) has set out principles for ensuring fairness of redundancy dismissals. Whilst the principles were formulated in relation to consultation where the employees are represented by a trade union, employers should also apply them when consulting individually, whether or not a union is involved. The principles include:
- The employer will seek to give as much warning as possible of impending redundancies so as to enable the union and employees who may be affected to take early steps to inform themselves of the relevant facts, consider possible alternative solutions and, if necessary, find alternative employment in the organisation or elsewhere.
 - The employer should begin consultation when proposals are at a sufficiently formative stage to enable the consultation to be meaningful. This should be at an early enough stage so that all options can be explored with employees including whether or not the need for redundancies can be avoided.

4 Information and Consultation Methods

- 4.1 Whilst the Employment Committee is concerned with the recruitment and dismissal of officers at Head of Service level and above, the proposal for the senior management structure is of a wider interest to the Council's staff and unions.

- 4.2 Employers can inform and consult using a variety of communication and information methods, depending in part on the size and structure of the organisation. Whatever method is used, Members should take into account the following factors:
- The information should be clear, easy to understand and concise.
 - Presented objectively so that employees are encouraged to make proposals without being influenced by the employer's view.
 - Relevant and open to consultation.
 - Should aim to provide regular and systematic updates to ensure employees know when to expect them.

- Approach should be consistent when providing information. Particular care should be taken when different sources cascade the information.
- Employers should be transparent when giving information

- 4.3 Members may wish to give due consideration to previous methods of internal communications successfully utilised to ensure meaningful consultation with the Council staff and unions. These included:
- Providing an outline of proposals and link to the full report published on PCC Intranet site
 - Utilising Consult HR inbox to receive any staff suggestions on the proposal.
 - Proposal information included in Team Brief (monthly update sent to all managers for discussion at team meetings).

- 4.4 In addition, the Chief Executive personally briefed the Corporate Management Board and the Third Tier Managers on the proposed changes, highlighting where they could make representations.

An email address was created to receive any representations on the proposal and Directors and Heads of Service also collated representations they received.

5 Determination of a redundancy Selection pool

- 5.1 Where it has been established circumstances are likely to result in a job loss or Job losses and there are consequent redundancies, management will normally create a 'pool' of employees from which the selection is to be made.
- 5.2 Redundancy is potentially a fair reason for dismissal under section 98 of the Employment Rights Act 1996. An employer must show that it has acted reasonably and adopted a fair procedure, this requires consideration of the appropriate pool of employees from which the selection for redundancy is made. An organisation is afforded a degree of flexibility when defining the redundancy pool. However, to ensure the fairness of any dismissals the employer must demonstrate that it took a reasonable approach.
- 5.3 Should Members be minded to approve the recommendation to change the senior management structure they will need to ensure the selection criteria applied to the pool of staff at risk of redundancy is objective and applied in a fair and consistent way.

Considerations

- What is the purpose of the post selected, how many other posts also fit this purpose.
- When recruiting is the same criteria applied in the selection process.
- Could a post holder act as a substitute for another post holder
- If one post is not considered part of the pool what excludes it.
[Employment Tribunals tend to look at title, salary, level of responsibility and require a substantial difference for exclusion purposes]

5.4 The organisation should look at the day to day activities of the post holders and the terms of their employment. Focus should be on the reality of the work they actually undertake rather than what their contract says in theory is required to be undertaken. Consideration also needs to be applied as to whether an individual's skills are interchangeable with other employees, so a wider selection pool may be required. It is not necessary to determine a redundancy selection pool where only one job role is redundant, and there is only one employee carrying out that role. However this will only apply where the role is unique within the business. If there are other roles that are similar across the organisation or that require similar skills and qualifications ie leadership and management, consideration will need to be undertaken to decide whether it is appropriate to include the employees in those roles into a pool for selection.

6 Next steps

6.1 Dependent upon the decision of the Employment Committee, having fully considered the responses to consultation [regarding the proposal to reduce the number of senior management posts]. One or more Director posts may be redundant and the post holders at risk of redundancy. Members will need to consider whether to:

- 'Slot - in' where Directors are substantially performing the role proposed in the structure
- Ring fence recruitment to those post holders at that level who are at risk or performing a part of the role.

6.2 There is a proper process to go through to guide members' decision in relation to making appointments to new staffing structures and this supports the Council's redeployment policy and existing practice.

Principles

The process of movement of employees from existing to new structures should be achieved as effectively as possible through a fair procedure which includes:

- Identification of Job Matching
- Ring fencing of recruitment

Job Matching

Broad criteria should focus on purpose of the role taking into account skills, experience, knowledge and level of responsibility

Ring Fencing

If through a reduction of the number of posts in the new structure there are more people than posts, appointment should be considered through the ring fence selection process.

6.3 The Employment Committee should elect to ring fence the recruitment process, inviting only staff identified as being at risk to apply. In addition this will ensure compliance with existing redeployment policy and practice utilised across the Council.

6.4 Where any post profile is significantly revised as part of the restructure, this should be evaluated under the Council's Job Evaluation process.

7 Timeline

7.1 Assuming that appointments to any new posts are sought through an internal ring fence process (in line with existing redeployment policy). The timescale set out below is a guide to the potential timelines.

Senior Management Consultation	Days
Consultation	30 days
Collate response and prepare report	3 days
Report to committee	1 day
Special Employment Committee (if appropriate)	1 day
Communication and job matching	1 days
Selection and redundancy communication	2 days
Notice periods* (3 calendar months)	Up to 93 days
Total	131 days

N.B * Contracts provide for pay in lieu of notice if this is required to achieve an earlier date for implementation of new structure.

Equality Impact Assessment

Preliminary assessment form 2018

www.portsmouthccg.nhs.uk

www.portsmouth.gov.uk

The preliminary impact assessment is a quick and easy screening process. It should:

- identify those policies, projects, services, functions or strategies which require a full EIA by looking at:
 - negative, positive or no impact on any of the equality groups
 - How are going to mitigate or remove any potential negative impacts
 - opportunity to promote equality for the equality groups
 - data / feedback
- prioritise if and when a full EIA should be completed
- justify reasons for why a full EIA is not going to be completed

Directorate:

Executive

Service, function:

Resources Portfolio Support Services

Title of policy, service, function, project or strategy (new or old) :

Senior Management Structure - Support Services

Type of policy, service, function, project or strategy:

- Existing
- New / proposed
- Changed

Q1 - What is the aim of your policy, service, function, project or strategy?

The Council's Support Services functions are essential for the Council to run its front line functions, control its finance, support and develop its staff and manage its corporate governance responsibilities such as budget, public and democratic accountability and scrutiny. It is the Administration's intention to secure £100,000 p.a net savings from the senior management of the Council's support services.

Q2 - Who is this policy, service, function, project or strategy going to benefit or have a detrimental effect on and how?

If agreed by Employment Committee, the review of the senior management structure in support services could result in one or two redundancies depending on the option chosen. The reduction in Support Services senior managers will reduce the capacity, knowledge and experience of the organisation and without a consequent reduction in the organisation's scope and responsibilities also likely to uplift grades of across other posts. The latter has been accounted for in projected savings.

Q3 - Thinking about each group below, does, or could the policy, service, function, project or strategy have a negative impact on members of the equality groups below?

Group	Negative	Positive / no impact	Unclear
Age	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other excluded groups	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Note: Other excluded groups examples includes, Homeless, rough sleeper and unpaid carers. Many forms of exclusion are linked to financial disadvantage. How will this change affect people on low incomes, in financial crisis or living in areas of greater deprivation?

If the answer is "negative" or "unclear" consider doing a full EIA

If there are any potential negative impacts on any of the protected characteristics, What have you put in place to mitigate or remove the negative impacts/barriers?

The review of the support services senior management structure could have an impact on the gender and/ or age profile of the senior management structure depending on the outcome of any selection process. The selection process used will be fair, transparent and non-discriminatory.

Q4 - Does, or could the policy, service, function, project or strategy help to promote equality for members of the equality groups? e.g. A new service has been created for people with a disability to help them gain employment this would mean that this helps promote equality for the protected characteristic of disability only.

Group	Yes	No	Unclear
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sex	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy or maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other excluded groups	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

If the answer is "no" or "unclear" consider doing a full EIA

Q5 - Do you have any feedback data from the equality groups that influences, affects or shapes this policy, service, function, project or strategy?

Please add in the text boxes below what feedback / meetings you have attended for each specific protected characteristic

Group	Positive or negative feedback
Age	N/A
Disability	N/A

Race	N/A
Sex	N/A
Gender reassignment	N/A
Sexual orientation	N/A
Religion or belief	N/A
Pregnancy and maternity	N/A
Marriage & civil partnership	N/A
Other excluded groups	N/A

Q6 - Using the assessments in questions 3, 4 and 5 should a full assessment be carried out on this policy, service, function or strategy?

yes No

PCC staff-If you have to complete a full EIA please contact the Equalities and diversity team if you require help Tel: 023 9283 4789 or email:equalities@portsmouthcc.gov.uk

CCG staff-If you have to complete a full EIA please email: sehccg.equalityanddiveristy@nhs.net if you require help

Q7 - How have you come to this decision? Summarise your findings and conclusion below

The outcome of any senior management re-structure may have an impact on the age or gender profile of senior management. The proposed process for selection/retention of staff is inclusive and selection criteria will be non-discriminatory.

Q8 - Who was involved in the EIA?

Helen Kane, Assistant Director HR

This EIA has been approved by: David Williams, Chief Executive

Contact number: 1241

Date: 29 November 2018

PCC staff-Please email a copy of your completed EIA to the Equality and diversity team. We will contact you with any comments or queries about your preliminary EIA.

Telephone: 023 9283 4789, Email: equalities@portsmouthcc.gov.uk

CCG staff-Please email a copy of your completed EIA to the Equality lead who will contact you with any comments or queries about your preliminary . Email: sehccg.equalityanddiversity@nhs.net

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