



NOTICE OF MEETING

EMPLOYMENT COMMITTEE

TUESDAY, 26 FEBRUARY 2019 AT 1.00 PM

THE EXECUTIVE MEETING ROOM - THIRD FLOOR, THE GUILDHALL

Telephone enquiries to Vicki Plytas 02392 834058

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

AGENDA

- 1 Apologies for Absence

- 2** **Declarations of Members' Interests**
- 3** **Minutes of the Meetings held on 4 December 2018 and 13 February 2019**
(Pages 5 - 12)

RECOMMENDED that the minutes of the meetings held on 4 December 2018 and 13 February 2019 each be confirmed and signed by the Chair as a correct record.

- 4** **Pay Policy (Pages 13 - 22)**

Purpose of the 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. It should be approved by Full Council no later than 31st March of each year, prior to the financial year to which it relates and be published on the council's website.

Members have previously approved a draft of this statement, and must now approve it before final approval by Full Council. Members should note that the policy does not take account of the current senior management restructuring proposals.

RECOMMENDED that the Employment Committee

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

(2) Notes the following revisions to the statement contained in Appendix 1

- **reporting dates which have been amended from 2018/19 to 2019/20**
- **revision to section 2.1 to clearly define the living wage rate as set by the Living Wage Foundation**
- **the annual salaries have been updated to reflect the 2019 pay award. However the data used for the pay multiples is based on 31 March 2018 so remains the same as the pay multiple contained in the previous report submitted in December 2018.**

5 Quarterly Sickness Absence Report (Pages 23 - 34)

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

- (1) Continue to monitor sickness absence**
- (2) Ensure appropriate management action is taken to address absenteeism.**

6 Gender Pay Reporting (Pages 35 - 68)

Purpose:

At Employment Committee on 4th December 2018, Members requested that additional data on the age breakdown be included in the Gender Pay Gap Report 2018. This report has been produced in response to that. The Gender Pay Gap report now includes a breakdown of the workforce profile by age, gender and whether full time or part time. Appendix 1 has been updated and now includes this additional information, as well as the statutory data that the Council is required to publish in accordance with the Gender Pay Gap Information Regulations.

RECOMMENDED that the Committee

- (1) Notes the additional information requested by Employment Committee**
- (2) Agrees the revised Gender Pay Gap report for publication.**

7 Living Wage (Pages 69 - 82)

Purpose.

This report is provided in response to a request from employment committee to inform members of the Foundation Living Wage (FLW) rate increase from 1st April 2019, to £9.00 per hour and to advise members of the impact of the 2019/20 national pay award on the FLW rate.

RECOMMENDED that:

- (i) Members note that the Foundation Living Wage for 2019 has been set at £9.00 per hour.**
- (ii) The effect of the 2019/20 national pay award is that the lowest point of the pay scale is equal to the Foundation Living Wage**
- (iii) Officers report to members, on an annual basis, the revised FLW rate and the implications of this on the council's pay structure**
- (iv) Payment of the FLW is extended to temporary staff engaged as workers through the council's in-house temporary staffing agency**

8 Employee Opinion Survey (Pages 83 - 102)

(The report originally marked "to follow" was published on 21 February.)

The purpose of this report is to advise members of the results of the 2018 Employee Opinion Survey, and the actions being taken to address issues raised in the survey

RECOMMENDED that Members

- (1) Note the results of the 2018 Employee Opinion Survey as set out in Appendix 1**
- (2) Note and, where appropriate, agree the actions set out in section 4 below**

Members of the public are permitted to use both audio visual recording devices and social media during this meeting, on the understanding that it neither disrupts the meeting nor records those stating explicitly that they do not wish to be recorded. Guidance on the use of devices at meetings open to the public is available on the Council's website and posters on the wall of the meeting's venue.

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Agenda Item 3

EMPLOYMENT COMMITTEE

MINUTES OF THE MEETING of the Employment Committee held on Tuesday, 4 December 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 Yahiya Chowdhury
Councillor Hugh Mason
Councillor Darren Sanders
Councillor Luke Stubbs

Officers Present

David Williams, Chief Executive
Peter Baulf, Deputy City Solicitor and Monitoring Officer
Jon Bell, Director HR, Legal and Performance
Helen Kane, Assistant Director of HR
Stewart Agland, Local Democracy Manager
Sue Page, Finance Manager

24. Apologies for Absence (AI 1)

The Chair welcomed everyone to the meeting and introductions were made round the table.

Councillor Donna Jones apologised for lateness.

25. Declarations of Members' Interests (AI 2)

There were no declarations of Members' interests.

26. Minutes of the Meeting held on 25 September 2018 (AI 3)

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

27. Gender pay reporting (AI 4)

(TAKE IN REPORT)

Jon Bell introduced the report. He said that the gender pay gap in the Council has reduced from 11.34% to 9.55%. PCC's gender pay gap is lower than the national average for all employees, full time and part time.

Item 3.5 of the report sets out what has to be reported. Jon Bell drew members' attention in particular to the mean gender pay gap. He said that actions agreed in 2017 and progress made are contained on pages 27 and 28

of the report pack. Some of these actions are fairly long term and much is being done by PCC as a responsible employer - such as equality of opportunity. Jon Bell said that he believed PCC is making progress. He emphasised that this is not about equal pay - there is no evidence that PCC has any issues concerning giving equal pay to male and female employees doing the same job. This is about the gender pay gap which is a separate matter. There are things that can be done over time to address the gender pay gap and the Council cannot afford to be complacent about this issue so is pursuing the actions in the action plan.

During discussion the following matters were raised

- Members commented that controllables, such as bonuses have come down significantly and this has contributed to the welcome reduction in the gender pay gap
- In response to a query about longer term issues concerning the pay gap and whether anything can be done about this, Jon Bell said that the workforce is currently 75% female and many of these employees are low paid. This reflects what is found across society generally in that many of the lower paid and part-time jobs such as in care homes and schools tend to be performed predominantly by women. He said that the Council is trying to ensure that everyone is given opportunities regardless of gender and is making progress against the action plan.
- Members raised the issue of the Living Wage. The Living Wage Foundation had recently updated its instructions on what its wages are. The current Administration is committed to paying the living wage as directed by the Living Wage Foundation. Members asked that a report be brought to the next scheduled meeting of the Committee to include details of the revised wage levels and also how and when PCC is going to implement the changes. In addition members asked that the report details the recent Local Government pay award and what effect that has. The report should also include steps to be taken to ensure PCC continues to be a Living Wage employer ideally from the date of the Living Wage Foundation update. Jon Bell agreed to provide a report and said that PCC is committed to paying the Living Wage Foundation rates - £9.00 per hour from 1 April 2019. He said that the Local Government settlement was more generous than in previous years and was weighted to the lower end of the pay scale. There had been a deliberate policy shift nationally to ensure some headroom between the bottom end of the scale and the national Living Wage.
ACTION: A report on the Living Wage to be brought to the next scheduled meeting.
- Members noted that the current report did not include information about pay at the different age ranges which had been included last time. Members wanted this information as it might show that at the younger age range, women are paid more than men. There was nothing in the recommendations or in the action plan about how that was to be addressed. Jon Bell said that the report in its current form fulfilled the

legal obligations but that he could arrange for the additional information to be included.

It was proposed and agreed that an updated gender pay gap report should be brought back to the next scheduled meeting and an additional recommendation 2.4 was added to give effect to that.

RESOLVED that Employment Committee

(1) Noted the key findings of the Gender Pay Gap Report 2018 (see section 3.5).

(2) Noted the progress made on the 2017 action plan.

(3) Agreed the action plan as set out in Appendix 1 of the Gender Pay Gap report

(4) Requested an updated report to come to the next scheduled meeting to include an age breakdown.

28. Pay Policy (AI 5)

(TAKE IN REPORT)

Jon Bell introduced the report advising that there was nothing of particular significance to draw to members' attention. 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 and this fulfilled that obligation..

In response to a query about when the 2019/2020 pay policy would be brought to the Committee, Jon Bell said it would have to be after 1 April 2019 as it was retrospective.

The Chair asked that it be made clear that on page 43, reference in section 2.1 to the Foundation Living Wage is the amount set by the independent Living Wage Foundation. Jon Bell agreed to make that clear.

RESOLVED that the Employment Committee approved the Pay Policy Statement attached as Appendix 1, to go forward for approval by the Full Council prior to 31 March 2019.

29. Quarterly Sickness Absence Report (AI 6)

(TAKE IN REPORT)

Jon Bell introduced the report and advised that unfortunately sickness absence has crept up again. He said that there are 2 directorates that may be of concern to members - the Port and Adult Services.

With regard to the Port, he explained that there had been a relatively low number of significant absences but because there is also a relatively small number of employees this makes the figures look high in percentage terms. Of those identified, 4 employees were now back at work, 2 had left employment and the remaining 4 employees were being actively managed. However, because of the 12 month rolling programme, there is always a time-lag in terms of what shows in the statistics, but the numbers should now start to go down.

Absence in Adult Services had also gone up and Andy Biddle (Service Manager, Adult Services) was in attendance today to answer any questions members may have about absence in that directorate.

Mr Bell drew members' attention to the work being done to promote wellbeing. This was regarded as being very important and additional funding had been secured. There was particular focus on mental health and stress issues as both of these were often cited as reasons for absence.

The Chair said it would be useful to invite the Port Director, Mike Sellers and the Director of Adult Services, Innes Richens to come to the next scheduled meeting of the Committee to allow members to put their questions about absence in their directorates. The Chair said it would be useful if the directors could explain what they have done or what they intend to do to try to address the issue. It was agreed that this would be arranged.

During discussion the following matters were raised

- Members noted the progress of wellbeing activities and the success of the lunchtime walking initiative.
- Members noted the progress of the Port in managing sickness absence.
- A query was raised about whether illness at the Port relating to muscular skeletal included any owing to accidents that may be of a safety concern, Mr Bell said he was not aware of any evidence to support that. Reasons for absence among those employees who work outside at the Port work include a range of reasons for absences including some linked to mental health issues.
- In response to a query about whether Occupational Health was working in terms of helping people to get back to work more quickly, Mr Biddle explained that it was helpful to consider a return to work on lighter or changed duties to encourage an earlier return to work.
- Jon Bell advised that PCC will soon be looking at re-letting the Occupational Health contract. Stakeholders have been consulted in what would be helpful from Occupational Health. Occupational Health did not exist as a pre-dismissal service, it is about understanding reasons for absence and how best to assist the person's return to work.
- A comment was made that the bottom line of the report ie excluding schools but including agency workers should not be the preferred measure as it is a little misleading as the agency workers figure is always going to be nil. The Chair said that as long as the reports appeared in the same format each time then each line could be compared on a like for like basis and Jon Bell confirmed that to be the case. In that case the Chair was happy for the report to be received in the same format as today.
- One Member expressed surprise that the total number of non school staff has risen during year and requested that a breakdown on where this comes from should be given to the Committee

- Members commented that MMD absence figures were not listed in the report and the Committee would be interested to know what those figures are if that information was open to them to receive.
- Councillor Jones said that absence figures for MMD were reported through the PRED portfolio. She said that much has improved at MMD and the Port.

ACTION agreed

- Jon Bell to invite the Port Director and Director of Adult Social Care to attend the next scheduled meeting on 26 February.
- Jon Bell to find out whether it was possible to report MMD absence figures to the Employment Committee as part of the regular report.

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

30. Exclusion of Press and Public (AI 7)

In view of the contents of the following item on the agenda the Chair proposed that the Committee adopted 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 item on the grounds that the report contains information defined as exempt in Part 1 of Schedule 12A to the Local Government Act, 1972”

This was agreed.

The meeting moved into exempt session at 12.50pm.

31. Senior Management Structure - Support Services. (AI 8)

(TAKE IN REPORT)

This item was considered in exempt session.

The report advises 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.

Appendix 1 includes two options that illustrate to members how the alignments could work, utilising the post of Deputy Chief Executive as fulfilling a Director role.

Following discussion in exempt session, the Committee moved back into open session. The proposed resolution was read out and on being put to the vote was carried unanimously.

RESOLVED that Members

- I. Noted the rationale and implications set out in the report and its appendices and agreed the proposed senior management option set out at Appendix 1, (based on the deletion of two director posts) for formal consultation with staff affected and trades unions and advise the staff who will be placed 'at risk' as a consequence.**
- II. Agreed to consider responses to the proposed structure at a subsequent meeting, and following consideration of those responses, to implement a new structure in accordance with the guidance set out at section 5.**
- III. Agreed to adopt the proposed consultation and selection methods as set out in the report.**
- IV. Agreed that following this, a detailed report on the consequential working arrangements across the Senior Management be produced at that time**

The meeting concluded at 1.20 pm.

Councillor Gerald Vernon-Jackson CBE
Chair

EMPLOYMENT COMMITTEE

MINUTES OF THE MEETING of the Employment Committee held on Wednesday, 13 February 2019 at 4pm in the Executive Meeting Room, third floor, the Guildhall

Present

Councillor Gerald Vernon-Jackson CBE (in the chair)
Councillor Donna Jones (Vice-Chair)
Councillor Yahiya Chowdhury
Councillor Hugh Mason
Councillor Darren Sanders
Councillor Luke Stubbs

Officers Present

David Williams, Chief Executive
Peter Baulf, Deputy City Solicitor
Helen Kane, Assistant Director HR
Stewart Agland, Local Democracy Manager
Sue Page, Finance Manager

1. Apologies for Absence (AI 1)

There were no apologies for absence.

2. Declarations of Members' Interests (AI 2)

There were no declarations of Members' interests.

3. Exclusion of Press and Public (AI 3)

It was proposed by Councillor Gerald Vernon-Jackson and seconded by Councillor Donna Jones that in view of the contents of the following item the whole report would be considered in exempt session.

RESOLVED that the following motion be adopted:

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 item on the grounds that the report contains information defined as exempt in Part 1 of Schedule 12A to the Local Government Act 1972.

Item 4 Senior Management Structure Support Services

1 Information relating to any individual

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

This was carried and the meeting moved into exempt session to consider the report.

4. Senior Management Structure - support services (AI 4)

The meeting moved back into open session.

DECISIONS

Having considered the Chief Executive's report and appendices, previously circulated with the agenda,

The Employment Committee agreed as follows:

1. To accept both of the two requests for voluntary redundancy received from the directors directly affected by the proposals.
2. To adopt option 1 detailed in appendix 1 but with the proviso that Strategy reports directly to the Chief Executive.
3. To remove the Deputy Chief Executive role; with the Chief Executive making arrangements with Directors as necessary.
4. That the current Director of Finance be slotted into the Director 2 role.
5. That an appointment process be undertaken to appoint to the Director 1 vacancy, with an Appointment Panel convened in accordance with the Constitution to carry out that activity and that the remaining candidate be invited to interview.
6. That further to 1 above, the Director of Culture, Leisure & Regulatory Services be invited to take on the leadership of the Council's support and interface with the voluntary sector on the departure of the outgoing Director.
7. To recommend to Full Council that the Deputy Monitoring Officer be appointed to the Monitoring Officer role and become the City Solicitor.

The meeting concluded at 5.10pm.

Councillor Gerald Vernon-Jackson CBE
Chair



Title of meeting:	Employment Committee
Date of meeting:	26 th February 2019
Subject:	Pay Policy Statement 2019/20
Report by:	Jon Bell, Director of HR, Legal and Performance
Wards affected:	None
Key decision:	Yes/No
Full Council decision:	Yes

1. Purpose of report

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

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

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

A Pay Policy Statement must be prepared for each financial year. It should be approved by Full Council no later than 31st March of each year, prior to the financial year to which it relates and be published on the council's website.

Members have previously approved a draft of this statement, and must now approve it before final approval by Full Council. Members should note that the policy does not take account of the current senior management restructuring proposals.

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.
- 2.2 Note the following revisions to the statement contained in Appendix 1
 - reporting dates which have been amended from 2018/19 to 2019/20
 - revision to section 2.1 to clearly define the living wage rate as set by the Living Wage Foundation
 - the annual salaries have been updated to reflect the 2019 pay award. However the data used for the pay multiples is based on 31 March 2018 so remains the same as the pay multiple contained in the previous report submitted in December 2018.

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 pay multiple data used for this report is based on 31 March 2018, so has not changed from the Pay Policy Statement submitted in December 2018 and is based on the difference between the highest salary and the median salary which is 6.5, the same as the previous financial year.

The Council also considers that the relationship between the base salaries of its highest and lowest paid employees, which is currently a ratio of 1:9.2, 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 2019/20, 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 2019/20 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 2019/20

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 Act requires each local authority to produce a Pay Policy Statement (the 'statement') explaining its approach to the pay of its 'chief officers' and its 'lowest paid' employees and the relationship between the two. The statement has to be published and accessible to the public. The statement must be approved annually before 31 March each year prior to the financial year to which it relates.

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 pay ranges with effect from 1 April 2019 (including the pay award) are:

Chief Executive	£145,973 - £158,014
Deputy Chief Executive	£107,292 to £116,139
Port Manager	£107,292 to £116,139
Director (upper band)	£107,292 to £116,139
Director (mid band)	£93,802 to £101,541
Director (lower band)	£80,402 to £87,034
Senior Managers	£72,586 to £78,572

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.

Other groups of employees are paid in accordance with salaries or salary scales agreed by the relevant national negotiating bodies. These groups include such workers as, NHS workers (statutory transfer from Primary Care Trusts), Coroner and those falling within the group of the Soulbury Committee or School Teachers' Pay and Conditions agreements.

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 to 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. Increments are due on 1 April each year, or 6 months after appointment if less than 6 months in the new grade by 1 April, i.e. an increment is paid after 6 months if the employee is appointed between 1 October and 31 March.

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).

Eligibility of Pay awards for TUPE employees will be reviewed on an annual basis as these are not automatically applied in order to preserve the employee's terms and conditions of employment. Employees who TUPE into the Council on existing NJC terms and conditions will continue to receive the NJC pay award applied.

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 Living Wage rate as set by the independent Living Wage Foundation 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 is £16,882. This will increase to £9.00 per hour with effect from 1 April 2019 with the full time equivalent value of pay being £17,364.

(*This excludes Apprentices).

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 based on data as at 31st March 2018. This multiple 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 1:9.2, 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 2019/20.

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:	26 February 2019
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 December 2019 the level of sickness absence has decreased marginally from 8.61 to 8.51 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 decreased marginally from 4.84 to 4.82 average days per person per year. Short term absence has decreased from 2.46 to 2.39 average days per person per year over the same period.
- 3.3 Absence levels by directorates for the period from 01 February 2018 to 31 January 2019 are attached in Appendix 1.
- 3.4 Of the 12 directorates, six (excluding schools) are over the corporate target of an average 7 days per person per year.
- 3.5 There are three directorates that are over an average 10 days per person per year. At the last meeting members requested that Heads of two of these Directorates, the Director of Adult Services and the Port Director, are invited to attend this meeting to answer questions from members about the sickness absence in their Directorates.

- 3.6 The average sickness absence per person in Adult Services has increased from 13.36 in November 2018 to 13.56 in January 2019. The Port has seen a decrease of average absence per person from 17.19 days in November 2018 to 14.86 days in January 2019.
- 3.7 Members are advised that there has been some movement of employees from Culture, Leisure and Regulatory Services to Housing, Neighbourhood and Building Services, which has had an effect on the statistical levels of absence in both Directorates.
- 3.8 The analysis of the data indicates the main reasons for sickness absence have remained unchanged, with musculoskeletal (combination of lower limb, upper limb, back and neck), anxiety/stress/psychological and colds/flu/viruses accounting for 56.49% of absences in the last 12 months.
- 3.9 A summary of reason for sickness absence for the last three years is attached in Appendix 2.

4. Wellbeing

The council has continued to pursue a range of measures to improve staff wellbeing, further details of which are described in the report to this committee on the Employee Opinion Survey.

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 January 2019

Appendix 2: Summary of reasons for sickness absence - 31 January 2019

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 1: Sickness Absence by Directorate as at 31 January 2019

Sickness Absence by Directorates - 01 February 2018 to 31 January 2019

Sickness - Working Days Lost														
Directorate (CFE Split)	HeadCount			Total				Long Term		Medium Term		Short Term		Total Average Per Person Per Year (Previously Reported)
	Head Count at End of January 2019	Head Count at End of January 2018	Average HeadCount	Working Days Lost To Sickness	% Working Time Lost	Average Per Person Per Year	Trend	Working Days Lost To Sickness	Average Per Person Per Year	Working Days Lost To Sickness	Average Per Person Per Year	Working Days Lost To Sickness	Average Per Person Per Year	
Agency Workers	122	135	128.5	0		0.00	↔	0	0.00	0	0.00	0	0.00	0.00
Adult Services	656	632	644	8733	6.57%	13.56	↑	5196	8.07	1600	2.48	1938	3.01	13.26
Children's Services and Education	181	189	185	1088	3.10%	5.88	↓	432	2.33	226	1.22	431	2.33	6.14
Children's Social Care	473	446	459.5	4883	4.52%	10.63	↓	3133	6.82	540	1.17	1210	2.63	11.11
Community and Communication	207	204	205.5	847	1.73%	4.12	↓	253	1.23	162	0.79	432	2.10	4.70
Culture, Leisure and Regulated Services	248	256	252	1759	3.38%	6.98	↑	1107	4.39	180	0.72	472	1.87	5.29
Executive	26	19	22.5	87	1.33%	3.87	↓	0	0.00	42	1.87	45	2.01	4.62
Finance and Information Services	278	285	281.5	1237	1.88%	4.39	↓	532	1.89	157	0.56	548	1.95	4.78
Housing, Neighbourhood and Building Services	968	921	944.5	8348	3.85%	8.84	↓	4412	4.67	1393	1.47	2544	2.69	9.76
Human Resources, Legal and Performance	117	113	115	389	1.38%	3.38	↓	143	1.25	45	0.39	200	1.74	3.52
PCC Schools	1903	2288	2095.5	17424	5.19%	8.32	↓	10609	5.06	1956	0.93	4860	2.32	8.75
Portsmouth International Port	77	77	77	1144	5.72%	14.86	↓	887	11.52	98	1.27	159	2.07	17.19
Public Health	34	42	38	312	4.27%	8.22	↓	152	4.00	46	1.21	114	3.01	9.81
Regeneration	371	370	370.5	2869	4.07%	7.74	↑	1690	4.56	390	1.05	789	2.13	7.44
Total (Including PCC Schools)	5539	5842	5690.5	49121		8.63	↓	28544	5.02	6835	1.20	13742	2.41	8.89
Total (Excluding PCC Schools)	3636	3554	3595	31697		8.82	↓	17936	4.99	4879	1.36	8882	2.47	8.97
Total (Excluding PCC Schools but including Agency Workers)	3758	3689	3723.5	31697		8.51	↓	17936	4.82	4879	1.31	8882	2.39	8.61

Page 27

Definition of periods of absence: Long-term absence: 21 days or more, Medium Term absence: 8 to 20 days, Short Term absence: 7 days or less

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Appendix 2: Summary of reasons for sickness absence - 31 January 2019

Summary of reasons for absence, figures for last three years

Sickness - Reasons Rank comparisons by Year (PCC Only)												
Directorate	Year to January 2019				Year to January 2018				Year to January 2017			
	Working Days Lost	% of Total	Rank	Direction	Working Days Lost	% of Total	Rank	Direction	Working Days Lost	% of Total	Rank	Direction
Accident	70	0.22%	18	↑	45	0.14%	21	↓	228	0.69%	18	↑
Blood Disorders	283	0.89%	15	↑	257	0.81%	17	↓	397	1.20%	15	↑
Cancer and Tumours	1962	6.19%	6	↓	1562	4.90%	5	↑	1276	3.85%	7	↔
Dental/Oral	949	3.00%	9	↓	990	3.11%	8	↔	1254	3.79%	8	↑
Endocrine/Hormonal	57	0.18%	19	↓	185	0.58%	18	↑	34	0.10%	20	↓
Eye Problems	279	0.88%	16	↔	304	0.95%	16	↑	296	0.89%	17	↑
Family Bereavement	693	2.19%	10	↑	476	1.49%	11	↑	618	1.87%	13	↔
Gastrointestinal	2752	8.68%	4	↔	2676	8.40%	4	↔	3110	9.39%	4	↔
Genitourinary	416	1.31%	14	↓	468	1.47%	13	↓	640	1.93%	12	↓
Gynaecological	632	1.99%	11	↓	773	2.43%	9	↑	554	1.67%	14	↓
Heart Disorders	976	3.08%	8	↑	377	1.18%	14	↓	712	2.15%	10	↑
Infectious Disease	53	0.17%	20	↔	68	0.21%	20	↓	185	0.56%	19	↓
Musculoskeletal	7956	25.10%	1	↑	7491	23.51%	2	↓	7721	23.31%	1	↑
Neurology/Nervous System	2379	7.50%	5	↑	1292	4.05%	7	↓	1783	5.38%	5	↑
Pregnancy Related	500	1.58%	12	↓	662	2.08%	10	↑	648	1.96%	11	↑
Psychological	6195	19.54%	2	↓	7842	24.61%	1	↑	6661	20.11%	2	↑
Respiratory Problems	1099	3.47%	7	↓	1452	4.56%	6	↔	1353	4.08%	6	↑
Skin Disorders	270	0.85%	17	↓	335	1.05%	15	↑	309	0.93%	16	↑
Substance Misuse	0	0.00%	21	↑	2	0.01%	22	↓	0	0.00%	21	↔
Unknown/Not Disclosed	421	1.33%	13	↓	472	1.48%	12	↓	1133	3.42%	9	↓
Violence At Work	0	0.00%	21	↓	77	0.24%	19	↑	0	0.00%	21	↔
Virus	3755	11.85%	3	↔	4056	12.73%	3	↔	4214	12.72%	3	↑

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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 effect on any groups

Q8 - Who was involved in the EIA?

Human Resources

This EIA has been approved by: Jon Bell

Contact number: 023 9268 8782

Date: 15/02/19

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:	26 th February 2019
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

At Employment Committee on 4th December 2018, Members requested that additional data on the age breakdown be included in the Gender Pay Gap Report 2018. This report has been produced in response to that. The Gender Pay Gap report now includes a breakdown of the workforce profile by age, gender and whether full time or part time. Appendix 1 has been updated and now includes this additional information, as well as the statutory data that the Council is required to publish in accordance with the Gender Pay Gap Information Regulations.

2. Recommendations

It is recommended that the Employment Committee:

- 2.1 Note the additional information requested by Employment Committee, and agree the revised Gender Pay Gap report for publication.

3. Background

3.1 The National Context

- 3.1.1 Since the Employment Committee report in December the national figures for the Gender Pay Gap for 2018 have now been released. This has been updated and included in Appendix 1.
- 3.1.2 Whilst the data on the age breakdown is not a statutory requirement under the legislation, this data has been included at the request of Members. The ONS has published some national data on the age breakdown and the same categorisation and calculations used by the ONS have been replicated for the

breakdown of the data for Portsmouth City Council. The findings are contained in section 3.2.

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).
- 3.2.2 The profile of the workforce has been broken down into the proportion of full time and part time employees, whereby 1220 (85%) of males are full time¹ and 221 (15%) are part time compared to 1889 (49%) of females are full time and 1964 (51%) are part time.
- 3.2.3 The profile of the workforce has been further categorised by age range. The age ranges used are based on those as determined by the ONS data.

Age Range	Full-time women headcount	Full-time women %	Full-time men headcount	Full-time men %	Total headcount
16 to 21	39	59	27	41	66
22 to 29	268	68	125	32	393
30 to 39	418	61	263	39	681
40 to 49	464	61	300	39	764
50 to 59	543	60	363	40	906
60 and over	157	53	142	47	299
Total	1889		1220		3109

- 3.2.4 According to the ONS report "Understanding the Gender Pay Gap in the UK 2018", men are proportionally more likely to work full time than women. Between the ages of 30 to 39 and 40 to 49 more than 90% of men's jobs are full time. Women however, are less likely to work full time with only 61% of 30 to 39 and 58% of 40 to 49 year olds working full time.
- 3.2.5 Based on the Council's breakdown, our data for full time females correlates with the national data, however as the majority of our workforce is predominantly female this skews the data to show that they are the higher proportion of workers across each age category compared to males.

¹ Full time is as determined by ONS as those working 30 hours or more.

Age Range	Part-time women headcount	Part-time women %	Part-time men headcount	Part-time men %	Total headcount
16 to 21	14	67	7	33	21
22 to 29	124	85	22	15	146
30 to 39	446	94	29	6	475
40 to 49	513	95	28	5	541
50 to 59	537	93	43	7	580
60 and over	330	78	92	22	422
Total	1964		221		2185

3.2.6 In addition to the above age profile of the workforce, and using the same methodology as applied by the ONS, the gender pay gap has been broken down by age and full-time/part-time hours. In accordance with the ONS data, full time hours has been classed as 30 hours or more. The Gender pay gap by age full-time/part-time is based on the median salary within each data category (as per the ONS data) and uses a separate calculation for part time and full time per age range. The data looks at the gender pay gap for people of a similar age and working pattern, unlike the statutory data which looks at the gender pay gap based on the median difference between men and women. Therefore the gender pay gap within each age bracket does not relate to the overall median figure because that is based on **all** relevant employees across the Council, whereas the age gender gap is based on each individual age groupings and working patterns within those age brackets.

Age Bands	Full Time %	Part Time %
16 to 21	0.00	-5.64
22 to 29	-20.91	-4.92
30 to 39	-1.94	-6.65
40 to 49	5.79	-1.87
50 to 59	8.24	3.05
60 and over	12.77	-3.07

The table above shows that within each age bracket where there is a negative figure, for example -18%, this indicates the extent to which females earn, on average, **more** per hour than their male counterparts. A positive measure, for example 18%, indicates the extent to which females earn, on average, **less** per hour than their male counterparts.

3.2.7 Therefore it can be determined that female employees earn more up to age 39 for full time employees and up to age 49 and over the age of 60 for part time employees. As male employees get older, over 40 years old, they tend to earn more than female employees within the same age bracket. Where

there are pay gaps in the age ranges this may indicate the impact of taking time out of the labour market and the preference for working part time when re-joining the labour market, for example for reasons such as taking time out to have children or other caring responsibilities.

3.3. Conclusions

3.3.1 In terms of the impact of the Gender Pay Gap based on age, the action plan highlights in the points in 7 and 8 actions that may assist in reducing the pay gap within certain age brackets.

4. Reasons for recommendations

4.1 To comply with the legislation reporting requirements and include the additional data as requested by Members.

5. Equality impact assessment

5.1 A full EIA has been undertaken.

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.

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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

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Signed by:

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GENDER PAY GAP REPORT

December 2018

www.portsmouth.gov.uk

Contents

Background	3
Methodology	4
Scope	5
Definitions	6
Workforce Profile	8
Key Findings	10
Mean Gender Pay Gap	10
Median Gender Pay Gap	10
Mean and Median Pay Gap Summary	10
Mean Bonus Gap	11
Median Bonus Gap	11
Bonus Proportions	11
Bonus Pay Gap Summary	12
Quartile Pay Bands	12
Quartile Pay Band Summary	12
Conclusions	13
Action Plan/Recommendations from 2017 Report	13
Action Plan 2018	15
Timescales for implementing action plan	16

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 2018 the national gender pay gap for full-time employees was 8.6%, meaning that average pay for full-time female employees was 8.6% lower than for full-time male employees. The gap has decreased from 9.1% in 2017. The national gender pay gap for all employees, full and part-time is 17.9% which is a slight decrease from 2017 when it was 18.4%; 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.

Whilst the data on the age breakdown is not a statutory requirement under the legislation, this data has been included at the request of our Members. The ONS has published some national data on the age breakdown and the same categorisation and calculations used by the ONS have been replicated for the breakdown of the data for Portsmouth City Council.

Sources:

ONS Gender Pay Gap in the UK: 2018

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).

The profile of the workforce has been broken down into the proportion of full time and part time employees, whereby 1220 (85%) of males are full time¹ and 221 (15%) are part time compared to 1889 (49%) of females are full time and 1964 (51%) are part time.

The profile of the workforce has been further categorised by age range. The age ranges used are based on those as determined by the ONS data.

Age Range	Full-time women headcount	Full-time women %	Full-time men headcount	Full-time men %	Total headcount
16 to 21	39	59	27	41	66
22 to 29	268	68	125	32	393
30 to 39	418	61	263	39	681
40 to 49	464	61	300	39	764
50 to 59	543	60	363	40	906
60 and over	157	53	142	47	299
Total	1889		1220		3109

According to the ONS report "Understanding the Gender Pay Gap in the UK 2018", men are proportionally more likely to work full time than women. Between the ages of 30 to 39 and 40 to 49 more than 90% of men's jobs are full time. Women however, are less likely to work full time with only 61% of 30 to 39 and 58% of 40 to 49 year olds working full time.

Based on the Council's breakdown, our data for full time females correlates with the national data, however as the majority of our workforce is predominantly female this skews the data to show that they are the higher proportion of workers across each age category compared to males.

Age Range	Part-time women headcount	Part-time women %	Part-time men headcount	Part-time men %	Total headcount
16 to 21	14	67	7	33	21
22 to 29	124	85	22	15	146
30 to 39	446	94	29	6	475
40 to 49	513	95	28	5	541
50 to 59	537	93	43	7	580
60 and over	330	78	92	22	422
Total	1964		221		2185

¹ Full time is as determined by ONS as those working 30 hours or more.

In addition to the above age profile of the workforce, and using the same methodology as applied by the ONS, the gender pay gap has been broken down by age and full-time/part-time hours. In accordance with the ONS data, full time hours has been classed as 30 hours or more. The Gender pay gap by age full-time/part-time is based on the median salary within each data category (as per the ONS data) and uses a separate calculation for part time and full time per age range.

The data looks at the gender pay gap for people of a similar age and working pattern, unlike the statutory data which looks at the gender pay gap based on the median difference between men and women. Therefore the gender pay gap within each age bracket does not relate to the overall median figure because that is based on **all** relevant employees across the Council, whereas the age gender gap is based on each individual age groupings and working patterns within those age brackets.

Age Bands	Full Time %	Part Time %
16 to 21	0.00	-5.64
22 to 29	-20.91	-4.92
30 to 39	-1.94	-6.65
40 to 49	5.79	-1.87
50 to 59	8.24	3.05
60 and over	12.77	-3.07

The table above shows that within each age bracket where there is a negative figure, for example -18%, this indicates the extent to which females earn, on average, **more** per hour than their male counterparts. A positive measure, for example 18%, indicates the extent to which females earn, on average, **less** per hour than their male counterparts.

Therefore it can be determined that female employees earn more up to age 39 for full time employees and up to age 49 and over the age of 60 for part time employees. As male employees get older, over 40 years old, they tend to earn more than female employees within the same age bracket. Where there are pay gaps in the age ranges this may indicate the impact of taking time out of the labour market and the preference for working part time when re-joining the labour market, for example for reasons such as taking time out to have children or other caring responsibilities.

Key Findings

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.

In terms of the impact of the Gender Pay Gap based on age, the action plan highlights in the points in 7 and 8 actions that may assist in reducing the pay gap within certain age brackets.

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 consider if it is appropriate to revise the process to anonymise the	A review is underway on the current recruitment portal to assess whether an e-form would better enable monitoring on gender, age, ethnicity and disability. This

<p>candidate's gender, age or ethnicity for the shortlisting process. This would enable a completely unbiased approach to considering candidates.</p>	<p>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 shared parental leave to resume substantive posts and those that</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 requirement.</p>

continue in post a year after returning.	
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.	This will continue to be reviewed in conjunction with 7 above.
9. Monitor exit interview data and identify any trends to understand if one gender is leaving for common reasons compared to the other.	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.
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.	To review whether there is a way for the Council's IT system to distinguish between recruitment and promotion. In the meantime the starting pay on recruitment can be monitored over the next 12 months.
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.	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 on-going monitoring.
12. Monitor current pay systems and address any systematic issues so as to not cause any distortion of the data.	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 on-going monitoring.

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.



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Equality Impact Assessment

Full assessment form 2018

www.portsmouthccg.nhs.uk

www.portsmouth.gov.uk

Directorate:

HR, legal and performance

Service, function:

HR

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

Gender Pay Gap Report

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

Existing

New / proposed

Changed

Lead officer

Jolene Chaffin

People involved with completing the EIA:

Jolene Chaffin

Introductory information (Optional)

The Gender Pay Gap Information Regulations came into force in March 2017. The regulations applies 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.

The gender pay gap is different to equal pay. Equal pay deals with the difference between men and women who carry out the same jobs, similar jobs or work of equal value.

The gender pay gap shows the difference in the average pay between all men and all women in a workforce. It measures the difference between men's and women's average earnings across an organisation. It is then expressed as a percentage of men's earnings.

Step 1 - Make sure you have clear aims and objectives

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

To ensure the Council can fulfill its statutory obligations in respect of the Gender Pay Gap Information Regulations to measure and report on the Gender Pay Gap based on the 6 statutory calculations, and implement the recommended action plan to build on the council's inclusive working practices, to continue to reduce the gender pay gap.

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

The action plan should have a positive impact on female employees in putting measures into place to reduce the gender pay gap between men's and women's average earnings across the workforce. The makeup of the Council's workforce is that it is predominantly female.

Based on 31st March 2018 data set, there were 5294 relevant full pay employees, which is made up by 3853 females (73%) and 1441 (27%) males.

The profile of the workforce can be further broken down into the proportion of full time and part time employees, whereby 1220 (85%) of males are full time and 221 (15%) are part time compared to 1889 (49%) of females are full time and 1964 (51%) are part time.

Nationally the gender pay gap exists for a number of reasons, this may be due to time being taken out from the labour market for caring responsibilities or a larger proportion of females working in lower paid part time jobs.

The purpose of the action plan is to help the council to continue to lessen the gender pay gap.

What outcomes do you want to achieve?

The reduce the Gender Pay Gap

What barriers are there to achieving these outcomes?

The gender pay gap will not be eradicated all the time there is more than one employee within an organisation and where there are both males and females employed. The only way to eradicate the gender pay gap is to pay every single person within the organisation exactly the same salary. The make up of the Council will also be a barrier as the majority are female, lower paid employees.

Step 2 - Collecting your information

What existing information / data do you have? (Local or national data) look at population profiles, JSNA data, surveys and patient and customer public engagement activity locally that will inform your project, national studies and public engagement.

Local data based on employees pay rates from the EBS system. We also review our data alongside the national studies conducted by the ONS.

Using your existing data, what does it tell you?

That there is a gender pay gap based on the following statutory calculations:

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%.

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%.

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%.

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.

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.

Step 3 - Now you need to consult!

Who have you consulted with?

Members via Employment Committee on the basis of the proposed action plan.

There is no formal consultation as the requirement for reporting on the Gender Pay Gap is as a result of Central Government introducing this legislation.

Consultation is not relevant as the data and recommendations are based on fact.

If you haven't consulted yet please list who you are going to consult with

Please give examples of how you have or are going to consult with specific groups or communities e.g. meetings, surveys

HR will work with Members and Managers to implement the action plan.

Step 4 - What's the impact?

Is there an impact on some groups in the community? (think about race, gender, disability, age, gender reassignment, religion or belief, sexual orientation, sex, pregnancy and maternity, marriage or civil partnerships and other socially excluded communities or groups)

Generic information that covers all equality strands (Optional)

No impact.

Ethnicity or race

This protected characteristic is not currently part of the reporting requirements, however Government consultation on introducing Ethnicity Pay Gap reporting has recently ended (January 2019) and we are awaiting for confirmation of when this will come into force.

Gender reassignment

No impact.

Age

There is a potential impact of the gender pay gap based on age, due to time taken out of the labour market for caring responsibilities and upon returning to the labour market on a part time basis. This could affect both males and females.

Disability

No impact.

Religion or belief

No impact.

Sexual orientation

No impact.

Sex

A large proportion of the Council's workforce is female (73%), out of which 51% are part time, therefore there will be a greater impact on females.

In accordance with the action plan the following actions are being taken:

- Promote the benefits of flexible working practices to employees and Managers
- 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 shared parental leave to resume substantive posts and those that continue in post a year after returning.
- 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.
- 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.

Marriage or civil partnerships

No impact.

Pregnancy & maternity

This may have an impact on the gender pay gap across different age groups for taking time out of the labour market for caring responsibilities and/or returning on a part time basis.

The action plan proposes to:

- 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 shared parental leave to resume substantive posts and those that continue in post a year after returning.
- 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.

Other socially excluded groups or communities

No impact.

Note: Other socially 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?

Health Impact

Have you referred to the Joint Needs Assessment (www.jsna.portsmouth.gov.uk) to identify any associated health and well-being needs?

Yes No

What are the health impacts, positive and / or negative? For example, is there a positive impact on enabling healthier lifestyles or promoting positive mental health? Could it prevent spread of infection or disease? Will it reduce any inequalities in health and well-being experienced by some localities, groups, ages etc? On the other hand, could it restrict opportunities for health and well-being?

Not applicable

Health inequalities are strongly associated with deprivation and income inequalities in the city. Have you referred to Portsmouth's Tackling Poverty Needs Assessment and strategy (available on the JSNA website above), which identifies those groups or geographical areas that are vulnerable to poverty? Does this have a disproportionately negative impact, on any of these groups and if so how? Are there any positive impacts?, if so what are they?

For more help on this element of tackling poverty and needs assessment contact Mark Sage: email:mark.sage@portsmouthcc.gov.uk

Not applicable

Step 5 - What are the differences?

Are any groups affected in a different way to others as a result of your policy, service, function, project or strategy?

Please summarise any potential impacts this will have on specific protected characteristics

The impact should have a positive effect on female workers through the action plan to lessen the gender pay gap within the Council. This can already be seen by the reduction in the pay gap calculations compared with the data from 2017.

Historically, women were traditionally paid less than their male counterparts, with females predominantly occupying job roles where earnings are lower, such as caring, leisure and other service occupations. In comparison males traditionally work in higher skilled occupation groups, such as Chief Executives, Senior Officials and Managers.

The workforce of the Council is predominantly female, with the largest proportion falling within the lower middle quartile pay bands in accordance with the legislative data set.

Does your policy, service, function, project or strategy either directly or indirectly discriminate?

Yes No

If you are either directly or indirectly discriminating, how are you going to change this or mitigate the negative impact?

Not applicable.

Step 6 - Make a recommendation based on steps 2 - 5

If you are in a position to make a recommendation to change or introduce the policy, service, project or strategy clearly show how it was decided on and how any engagement shapes your recommendations.

See Appendix 1 action plan.

This is a central Government initiative to reduce the overall Gender Pay Gap nationally. It is a requirement that the Council reports it's Gender Pay Gap on an annual basis and is published on the Government website as well as our own Council website.

What changes or benefits have been highlighted as a result of your consultation?

No consultation undertaken as this is a legislative requirement to undertake the Gender Pay Gap review within the Council.

If you are not in a position to go ahead what actions are you going to take?

(Please complete the fields below)

Action

Timescale

Responsible officer

Not applicable.

How are you going to review the policy, service, project or strategy, how often and who will be responsible?

Under the statutory obligation the Gender Pay Gap is reviewed and reported annually. In conjunction with this the action plan for reducing the gender pay gap will also be reviewed and updated accordingly on an annual basis. This report will be submitted to Employment Committee on an annual basis and published both on Government website and Council website annually.

HR will work with managers and Members to get the actions in the action plan completed.

Step 7 - Now just publish your results

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 full EIA. Email: sehccg.equalityanddiversity@nhs.net

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Agenda Item 7



Portsmouth
CITY COUNCIL

Title of meeting:	Employment Committee
Date of meeting:	26th February 2019
Subject:	The Living Wage
Report by:	Director of HR, Legal and Performance
Wards affected:	None
Key decision:	No
Full Council decision:	No

1. Purpose of report

1.1. This report is provided in response to a request from employment committee to inform members of the Foundation Living Wage (FLW) rate increase from 1st April 2019, to £9.00 per hour and to advise members of the impact of the 2019/20 national pay award on the FLW rate.

2. Recommendations

2.1. It is recommended:

- (i) Members note that the Foundation Living Wage for 2019 has been set at £9.00 per hour.
- (ii) The effect of the 2019/20 national pay award is that the lowest point of the pay scale is equal to the Foundation Living Wage
- (iii) Officers report to members, on an annual basis, the revised FLW rate and the implications of this on the council's pay structure
- (iv) Payment of the FLW is extended to temporary staff engaged as workers through the council's in-house temporary staffing agency

3. Background

- 3.1. At Employment Committee on the 26th June 2018, members agreed to increase the salary of the lowest paid employees in the council, in line with the FLW rate of £8.75, with effect from 1st September 2018.
- 3.2. This increase was applied to all council employees on Band 2, SCP 8 or below as a consolidated payment to bring the salary rate in-line with the FLW rate.
- 3.3. For those staff who had been transferred to the council under TUPE (who therefore have different terms and conditions of employment), a non-consolidated payment was made to bring the salary rate in-line with the FLW rate.

3.4. The 2019/20 national "NJC" pay award has now been approved and will be applied on 1st April 2019.

3.5. Since the report to Employment Committee in June 2018, the Living Wage Foundation has announced that the FLW rate will increase on 1st April 2019 from £8.75 to £9.00 per hour.

4. Impact of the NJC 2019 Pay Award

4.1. In 2018, the National Joint Committee (NJC) agreed a two year pay deal, which meant all employees receive a minimum of a 2% pay award for 2018/19 and 2019/20. The deal also included a degree of "bottom loading", with those on lower salaries receiving a higher percentage increase to future proof the pay scales against the predicted accelerated increase of the National Living Wage (NLW).

4.2. The effect of this award is that, in 2019/20 the council's lowest annual salary (£9.00 per hour) is equal to the FLW and therefore no uplift will need to be applied to PCC's pay scale.

4.3. Both the FLW rate and the NJC pay award are agreed annually. Therefore, the impact of the NJC pay award on PCC pay scales and its desire to pay above the FLW rate will also need to be reviewed annually. This review can only be done once the FLW rate and NJC pay award are announced, so that Members are fully informed of the overall financial impact and the specific arrangements required to enable PCC to continue to pay in line with the FLW.

5. FLW impact on TUPE Employees

5.1. There are currently 17 TUPE employees whose hourly rate falls below £9.00 per hour.

6. Temporary Staff Agency

6.1 Those staff engaged through the council's in-house temporary staffing agency were originally not covered by the decision to introduce the Living Wage. This was because it was felt necessary for the agency to pay at a comparable level to other high-street agencies in order to remain commercially viable.

6.2 The majority of the in-house temporary staffing agency's clients are other departments of the council, and so a decision to pay staff the Living Wage will only achieve the stated policy aim if departments continue to use the agency for their temporary staffing needs. Directors have been consulted and have not raised any objections to this approach.

7. Reasons for Recommendation

7.1. To keep Members informed of the changes to the FLW, in the following April and to highlight any specific arrangements that may be required if the NJC pay award does not continue to keep PCC's pay scale above the FLW rate.

8. Equality impact assessment (EIA)

8.1. An Equality Impact Assessment was completed and is attached at Appendix 1.

9. Legal implications

The report outlines the cost relevant to the limited number of TUPE colleagues who are not automatically entitled- this mitigates potential risk of challenge and consolidates colleague pay rates within the group. The report also reflects the basis upon which staff used via agencies should be dealt with, that issue having been consulted upon.

10. Director of finance's comments

The financial impact of paying FLW on TUPE employees (as outlined in para5) to General Fund services is estimated as £1,000 and will need to be met from existing staff budgets.

The cost of paying the FLW to in house agency staff (para 6) is estimated at £22,600 in a full year. In general, services are funded for their permanent establishment costs including the living wage. Any additional cost arising from using agency staff would be met from services' existing budgets.

.....
Signed by:

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:

Equality Impact assessment

Full assessment form v4 / 2011

www.portsmouth.gov.uk

Service:

HR

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

Implementation of the Foundation Living Wage (FLW)

Update February 2019: increase the PCC Living wage rate in line with the announced increase to the FLW. To include those engaged by PCC's Internal Agency.

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

New / proposed

Changed

Existing

Lead officer

Jon Bell

People involved with completing the EIA:

Gemma Gray

Introductory information (Optional)

Members requested a review of the decision to implement the Foundation Living Wage (FLW) rate of £8.75.

Update February 2019: In line with the recent announcement from the Living Wage Foundation to increase the FLW on 1st April 2019 to £9.00 per hour, Members recommended to note the increase the PCC LW rate to £9.00 and payment of the FLW is extended to temporary staff engaged as employees through the council's in-house temporary staffing agency

Step 1 - Make sure you have clear aims and objectives

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

To introduce the Foundation Living Wage for all staff, including those within schools, where the Board of Governors for the relevant school agrees to do so.

By paying the FLW rate, we will be lifting PCC employees out of working poverty and reducing reliance upon state benefits.

Update February 2019: Members agreed in June 2018 to pay the FLW wage rate of £8.75 from 1st September 2018. Employees on PCC banding saw this increase as a consolidated uplift and employees who have transferred into PCC under TUPE received it as a non-consolidated PCC Living wage 'top -up'.

Members requested that we reviewed this each November in line with the announcement from the Living Wage Foundation on the new FLW rate for the following April to ensure that PCC continues to lift PCC employees out of working poverty and reducing reliance upon state benefits.

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

All PCC employees (including those within schools that agree to adopt LW), who currently earn less than the Foundation Living Wage (based on the 2018/19 rate of £8.75 per hour). The FLW is higher than the National Minimum Wage and therefore by paying FLW, we will be providing a range of economic and social benefits. The implementation of the FLW will also make a positive contribution to the city's "Tackling Poverty Strategy".

This will mostly impact upon women as approximately 91% of the jobs positively affected by this are held by women. The types of roles include Cleaners, Craft Gardeners, Midday Assistants and Teaching Assistants.

The overall budgetary impact is £169,200 per annum (inclusive of employers NI and pension contribution costs). Of these costs £94,000 relates to staff employed in maintained schools and will need to be met from within the schools' existing formula funding allocations. The remaining £75,200 relates to staff engaged on the General Fund and Housing Allocation Revenue Account and it will be necessary for this additional cost to be met from within existing GF and HRA budgets.

Consolidating the payment into the council's pay structure will mean that the majority of employees within bands 1 and 2 will be paid the same. Therefore, historical differentials between job roles at these

levels will be removed and could result, for example, in a supervisor receiving the same pay as the staff reporting to them. This may result in pressure for some roles to be redesigned and/or re-evaluated.

Schools will need to be consulted on an individual basis, and will have to decide whether to adopt the FLW. If (as is currently the case) some schools elect not to pay the FLW, the result will be that different pay rates could be applied to similar job roles across the schools workforce. Schools will, of course, but strongly encouraged to apply the FLW should members be minded to proceed with its implementation.

Employees who transferred into PCC under TUPE regulations have their terms and conditions protected at the point of transfer. Therefore we are unable to consolidate the Foundation Living wage rate into the basic pay rate. As a result the proposal would be to pay the Foundation Living Wage as a non-consolidated payment for these employees.

Members should note that future increases to the FLW, as defined by the Living Wage Foundation, may be above the rate of inflation. Should members be minded, in future years, to not match these increases, it would be necessary to negotiate with trades unions how the pay spine should be adjusted to remove the link to the FLW.

Update February 2019: The 2019 NJC pay award means that all employees on PCC terms and conditions (including LA maintained schools) will from the 1st April 2019 be paid equal to or more than the new FLW rate. Therefore no consolidated uplift will need to be applied.

Whilst the national minimum wage rate will increase to £8.21 on 1st April 2019, there are still approximately 17 employees who have transferred into PCC under TUPE whose salary falls below the FLW. Therefore, an increase to the non-consolidated PCC Living wage 'top-up' would bring them in line with the FLW. The justification for applying a non-consolidated PCC Living wage 'top-up' remains, as described above.

What outcomes do you want to achieve?

To lift employees and those who provide a service to the city council, out of working poverty.

What barriers are there to achieving these outcomes?

Potential Equal Pay considerations if all schools did not agree to implement the LW rate as agreed by Members.

- Update February 2019: The NJC pay award removes this equal pay claim as both the council and all schools will pay above the FLW. It will only be TUPE employees that will receive PCC LW.

Ongoing budget pressures across the organisation, particularly medium and long term based on current financial projections.

What existing information / data do you have? (Local or national data) If you don't have any data contact the Equalities and diversity team for some ideas

Information from the Living Wage Foundation.

Data analysis regarding the existing make up of the organisation and the impact the LW will have on the pay bill, and projected financial costings for future years (based on historical trends).

Updated February 2019 : information from the Living Wage Foundation and financial data has been reviewed and updated.

Using your existing data, what does it tell you?

According to the organisations that have implemented Living Wage, the benefits of doing so are great, for example, reduction in sickness absence and increase in morale and motivation of workforce.

Source: Living Wage Foundation.

Employers who pay the Living Wage are seen as progressive and it is thought that in the future, with the number of employers signing up to LW, those who don't may be seen as unethical.

Paying the Living Wage can contribute significantly to breaking cultures of dependency through earning a decent "stand alone" wage rather than having to claim benefits to "top up".

The majority of schools (87%) are already signed up to paying the PCC Living Wage allowance at the rate of £7.85. There is a concern that there may be a reluctance to increase this rate to £8.75 for reasons of affordability.

Updated February 2019: Only one Local Authority (LA) Maintained school did not adopt the PCC Living Wage rate from 1st September 2018. With the 2019 pay award both PCC and all LA Maintained schools will be paying in line or above the new FLW which therefore eradicates any potential equal pay claims. It will only be those employees who have transferred under TUPE that would receive a 'top up', this 'top up' would need to be taken into consideration when new transfers into PCC/schools take place.

Those staff engaged through the council's in-house temporary staffing agency were originally not covered by the decision to introduce the Living Wage. This was because it was felt necessary for the agency to pay at a comparable level to other high-street agencies in order to remain commercially viable. However, this position is at odds with members' stated policy aim of ensuring that all employees are paid the Living Wage.

Step 3 - Now you need to consult!

Who have you consulted with?

Pay Steering Group
Members
Unions - through JOSF

Updated February 2019: all the above have been consulted along with a discussions with LA

If you haven't consulted yet please list who you are going to consult with

Schools Executive Board

Maintained Headteachers on the possible impact.

Please give examples of how you have or are going to consult with specific groups or communities e.g. meetings, surveys

Consultation meetings

Step 4 - What's the impact?

Is there an impact on some groups in the community? (think about race, gender, disability, age, gender, religion or belief, sexual orientation and other socially excluded communities or groups)

Generic information that covers all equality strands (Optional)

Ethnicity or race

No

Gender including transgender

The implementation of Living Wage will impact more females than males due to the fact that the postholders of the roles affected are predominantly women approximately 91% (365) and 9% (38) men

Therefore, implementation of the Living Wage will promote equality for women.

Updated February 2019: The increase to the PCC Living Wage rate for TUPE employees with predominately positively affect more women then men. Approximately 92% (14) of postholders are women who and 18% (3) are men.

Age

No

Disability

No

Religion or belief

No

Sexual orientation

No

Pregnancy and maternity

No

Other socially excluded groups or communities e.g. carers, areas of deprivation, low literacy skills

No

Health Impact

Have you referred to the Joint Needs Assessment (www.jsna.portsmouth.gov.uk) to identify any associated health and well-being needs?

Yes No

What are the health impacts, positive and / or negative? For example, is there a positive impact on enabling healthier lifestyles or promoting positive mental health? Could it prevent spread of infection or disease? Will it reduce any inequalities in health and well-being experienced by some localities, groups, ages etc? On the other hand, could it restrict opportunities for health and well-being?

According to the Living Wage Foundation, evidence suggests that in those companies/authorities that have implemented Living Wage, sickness absence and labour turnover has decreased. This is attributed to the fact that many of those who were in working poverty worked more than 1 job to make ends meet and consequently were suffering from stress/fatigue, etc. Therefore, there is evidence that paying FLW will contribute to improving health, along possibly with families being able to afford to buy healthier food, for example.

Evidence is also cited that employee engagement and loyalty had increased for those employers implementing the FLW.

Step 5 - What are the differences?

Are any groups affected in a different way to others as a result of your policy, service, function, project or strategy?

The FLW will be paid to all those earning below £8.75 per hour and therefore there are no groups with protected characteristics to be treated differently. Should schools not adopt the same Living Wage rate there may be some disparity in pay between those in receipt of the FLW and those not.

Staff who have transferred in to PCC under TUPE and who are not on PCC terms and conditions will be paid the FLW as a non-consolidated 'top-up' rate in order to ensure that we do not fundamentally change their terms and conditions.

Updated February 2019: Employees on PCC banding's will no longer be included as their basic salary with the implementation of the 2019 NJC pay award is in line or above the FLW.

Staff who have transferred in to PCC under TUPE and who are not on PCC terms and conditions will be paid the FLW as a non-consolidated 'top-up' rate in order to ensure that we do not fundamentally change their terms and conditions.

Does your policy, service, function, project or strategy either directly or indirectly discriminate?

Yes No

If you are either directly or indirectly discriminating, how are you going to change this?

Not Applicable

Step 6 - Make a recommendation based on steps 2 - 5

If you are in a position to make a recommendation to change or introduce the policy, service, project or strategy clearly show how it was decided on

The Members requested to review our current stance on implementing the Foundation Living Wage.

The Employment Committee will make the final decision regarding what rate to implement, taking into account the increase to the Foundation rate and the introduction of the National Living Wage rate.

Update February 2019: The Living Wage Foundation announced an increase to the FLW. Therefore in line with the previous report to Employment Committee an increase to the Portsmouth City Council Living Wage will be made on the 1st April 2019.

The Employment Committee will make the final decision regarding extending the FLW rate to those engaged through the in-house internal agency.

What changes or benefits have been highlighted as a result of your consultation?

Increasing the hourly rate in line with the Foundation Living wage, as a consolidated payment (but without committing to be a FLW employer) enables the council to pay the foundation living wage without the restrictions that accreditation has.

Applying the FLW as a consolidated payment does have additional implications that Members will need to consider such as increased cost and implications on the overall pay structure as described above. This also does not allow for the council to say it is a foundation living wage employer.

It is recommended to apply a non-consolidated "top-up" to the basic salary of those employees who have transferred in under TUPE. This will ensure that PCC is not in breach of TUPE regulations as by applying an non-consolidated 'top-up' we will not be fundamentally changing their terms and conditions.

If you are not in a position to go ahead what actions are you going to take?
(Please complete the fields below)

Action**Timescale****Responsible officer**

Not Applicable

Not Applicable

Not Applicable

How are you going to review the policy, service, project or strategy, how often and who will be responsible?

The Living Wage is set annually each November by the Centre for Research in Social Policy at Loughborough University. Organisations committed to the Living Wage then have until the following April to implement any changes to the LW rate. It is recommended that the City Council reviews the Living Wage annually, via the Employment Committee. This annual review will allow the council to respond to any changes in the Living Wage amount or changes to the Living Wage concept as well as enabling the authority to respond to efficiency pressures and will ensure that the integrity and transparency of the pay structure is not compromised. It will also allow any necessary adjustments to be made to the supplement, having taken into account national pay awards and individuals receiving increment rises.

Updated February 2019: it is recommended that an annual review is undertaken. The council may wish to wait for the announcement of the 2020/21 NJC pay award, to ensure it can undertake a full review on the impact of the 2020 FLW rate.

Step 7 - Now just publish your results**This EIA has been approved by:** Jon Bell**Contact number:** 023 9283 1967**Date:** Updated: 11/02/2019

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 full EIA.

Telephone: 023 9283 4789

Email: equalities@portsmouthcc.gov.uk

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Title of meeting:	Employment Committee
Date of meeting:	26 th February 2019
Subject:	Employee Opinion Survey
Report by:	Jon Bell, Director of HR, Legal and Performance
Wards affected:	None
Key decision:	No
Full Council decision:	No

1. Purpose of report

The purpose of this report is to advise members of the results of the 2018 Employee Opinion Survey, and the actions being taken to address issues raised in the survey

2. Recommendations

Members are recommended to:

- (i) Note the results of the 2018 Employee Opinion Survey as set out in Appendix 1
- (ii) Note and, where appropriate, agree the actions set out in section 4 below

3. Background

- 3.1 The council carries out a survey of all staff on an annual basis, to ascertain staff's views on a range of issues. The latest survey was carried out in July 2018
- 3.2 Directors have been provided with more detailed results relating to their own staff, to enable them to identify service-specific issues and develop actions to respond to these.
- 3.3 53% of staff completed the survey, a slight increase on last year. This means that the council can place considerable reliance on the survey results. However, it should be noted that response rates varied significantly between different parts of the council.
- 3.4 Overall, results showed a positive trend in the majority of areas. This is analysed further in the paragraphs below:

3.4.1 Training and development

Rates of satisfaction have increased marginally for all questions related to training and development. It is very encouraging that the vast majority of staff feel they have the skills needed to do their job effectively. However, while other responses have improved slightly, it is still concerning that more people do not believe they can access the learning and development they need, or that it has not helped to improve their performance or career development.

3.4.2 **Reward and recognition**

Satisfaction rates for all questions relating to reward and recognition have improved. There has been a significant increase from 50% to 55% of staff who are satisfied by the recognition they receive. There has also been an increase from 61% to 66% of staff believing the balance of pay and benefits they receive is appropriate for their role. There has also been an increase from 46% to 48% of staff who think they are fairly paid. For the first time, questions were asked about the "My Rewards" benefit portal. This showed that 84% of respondents were aware of the portal but only 25% have used it.

3.4.3 **Opportunity to feedback**

There was an increase in satisfaction in most questions about the opportunity that staff have to feedback. In particular there has been an increase from 48% to 56% of staff who believe that the council gives them the opportunity to contribute their views and suggestions. More staff also believe that their manager is open to their ideas and suggestions, with an increase from 70% to 74%.

3.4.4 **Health and wellbeing**

For the first time, there was a dedicated section in the survey asking staff about issues relating to their health and wellbeing. This has highlighted that only 47% of staff believe that the council provides for their mental health, although 55% believe that the council provides support for their physical health.

3.4.5 **Work/life balance**

Slightly more staff feel that they are trusted to manage their own workload and have the opportunity to work flexibly in their role, compared to the previous survey. Overall however there was a slight decrease in how positive staff feel about their work/life balance. In particular there has been a decrease from 59% to 56% in the belief by staff that they are able to get their work done in their contracted hours. Staff are also less satisfied with their physical working environment.

3.4.6 **Values**

When staff were asked if they were proud to work for the council, a significant increase was recorded with 70% indicating this was still the case, compared with 64% in the previous survey.

3.4.7 **Change**

There was a slight increase in staff who believe that the council and their directorate are responding well to our financial challenges. Overall however, change continues to be challenging for staff and only 34% of staff believe the council as a whole manages change effectively. There has also been a large decrease from 68% to 59% in the number of staff who understand the budget setting process.

3.4.8 Communications

There has been a slight increase in how well staff feel that their team is working across the council, from 81% to 83%. The number of staff who feel well informed about the council has also shown a marginal increase from 60% to 62%. There has, however, been a decrease from 55% to 52% of staff who find the information on the intranet helpful.

3.4.9 Leadership/My manager

When asked about leadership and management, all scores had improved with the confidence staff have in the leadership of their immediate managers increasing most significantly from 70% to 76%. There has been an increase of 83% to 88% of staff believing that their manager treats them with fairness and respect.

3.4.10 Personal Development Reviews (PDRs)

Significantly fewer respondents indicated they have had a PDR in the last 12 months, from 63% to 52%. There has, however, been a significant increase in staff who know how their work contributes to their directorate business plans from 67% to 73%, and the number of staff who responded who have considered and agreed their development needs has increased from 72% to 79%.

4. Actions in Response to Survey Results

A number of actions are underway, or planned to address the areas highlighted in the survey:

4.1 Reward and recognition

The council has decided to pay the Foundation Living Wage (FLW). It has also implemented the 2-year national pay award for 2018-2020, which was higher than in previous years, particularly for lower-paid staff. The council's overall package of pay and benefits remains broadly comparable to other organisations in the sector, although competing with private-sector salaries for certain professional roles continues to be a challenge.

Regular benchmarking of the council's salary levels will continue, and market supplement payments used as appropriate where particular recruitment and retention issues exist.

Uptake of the "My Rewards" employee benefits scheme is lower than expected, which has inevitably been influenced by the Government's tightening of salary-sacrifice rules. The content and marketing of the scheme will be reviewed to ensure that it remains attractive and relevant to staff.

4.2 Training and Development

The council has continued to improve its Learning & Development (L&D) offering. This has included:

- Using the apprenticeship levy to create apprenticeships in a wide range of professional areas, including legal, finance and surveying. The council now has more than 200 apprentices.
- Restructuring the L&D team to focus on the council's current and future training needs
- Implementing a new Learning Management System (LMS), the "Portsmouth Learning Gateway" to improve access to training for all staff
- Increasing the range of "E-Learning" courses available
- Developing a new leadership and management offering (see below)
- Providing mandatory training in areas such as cyber security and data protection
- Reviewing the council's "Welcome to PCC" induction programme

The majority of this is provided as part of the council's core HR provision, or under the apprenticeship levy, and so there is no additional cost to service budgets. However, there is still a high dependency on managers identifying their staff members' training and development needs, and approving their enrolment and attendance on courses. Inevitably this becomes increasingly difficult when capacity is limited, and may also be linked to the declining responses in respect of PDRs (see below).

HR will review the current arrangements for identifying and fulfilling development needs for staff, working with managers across the council to provide an effective solution.

4.3 Health and wellbeing

The council has now appointed a Workplace Wellbeing Co-Ordinator, funded from the Public Health Transformation Fund, who is responsible for promoting wellbeing across the council's staff, including at the council's remote locations. The Workplace Wellbeing Co-ordinator has commenced a programme of activities and interventions to improve staff wellbeing across the council.

Regular updates on these activities are provided to Employment Committee as part of the reports on sickness absence management. However activities include:

- Lunchtime walks have continued to be embedded into the council with new walks having started from Paulsgrove and Leigh Park housing offices
- The Workplace Wellbeing Coordinator hosted 3 wellbeing roadshow events at the Civic Offices and interacted with just under 250 members of staff, providing them with a wealth of materials on wellbeing support and activities available to staff. These events were specifically organised in response to the employee opinion survey where the results indicated that employees weren't always aware of where to access information to manage their health and wellbeing. Wellbeing leaflets and banners have also been produced to direct staff to the 'my wellbeing' intranet site. Further work is also being undertaken to organise these events outside of the Civic offices with the 1st happening within Adult Services at QA hospital.
- The winter wellness campaign has continued to show positive results with more members of staff having had the Flu vaccination than previous years. Public Health has indicated that this years' vaccination is successful in preventing flu. This would suggest it has the ability to reduced sickness absence for flu and colds in the first 3 months of 2019.

- Additional mental health training for managers has been organised and fully booked for February and March. We will be completing a procurement exercise in the coming weeks to appoint a provider to deliver these sessions on a regular basis.
- The newly revamped "welcome to PCC" induction programme now includes a range of information on staff wellbeing, including activities such as walks, posture awareness training and mindfulness. But also how to access the wellbeing pages on the intranet and the Employee Assistance Programme.
- The contracts for Occupational Health and Employee Assistant Programmes are in the process of being re-let, with a stronger emphasis on wellbeing
- In February there will be a new campaign to encourage employees to use the stairs rather than the lifts to improve fitness. Using the stairs burns more calories per minute than jogging, reduces cardio risk by more than 30%, helps control weight and builds muscle tone and is an easy way to build fitness into your life and make it habit. The campaign will include communication messages to all staff as well a new signage being displayed around the lift areas of the Civic Offices and other locations.

4.4 Managing Change

There has been a large decrease from 68% to 59% of staff who understand the budget-setting process, and many staff perceive that the council does not manage change well.

Information will be shared with staff to help them understand more about the council priorities including how the council is responding to its financial challenges, generating income and managing change. Clearer communications will be developed around the budget-setting process.

The ability of managers to lead and implement change has been recognised as a key driver for success in this area, and is an area of focus in the Leadership and Management provision detailed in 4.6 below.

4.5 Personal Development Reviews (PDRs)

This has historically been an area of challenge for the council, with differing schools of thought amongst senior managers about the value of a formalised annual appraisal as opposed to a more flexible, ongoing approach to agreeing objectives and managing performance on a continuous basis. This issue has previously been debated by members at Employment Committee, and the most recently agreed position was that all staff should have some kind of PDR, but that the format and frequency of this should be determined by service managers based on the specific needs of each service area. HR have produced a range of tools and templates for managers to use, as required, to enable them to do this.

It is clear from the survey that a decreasing number of staff have received what they consider to be a PDR, although increasing numbers of staff feel that their objectives are clear and that they have opportunity to discuss their development needs. This

suggests that the current approach is proving effective and it is proposed that this continues.

4.6 Leadership and Management

Although confidence levels in leadership have improved, there is an ongoing need to develop the skills of managers, as well as equipping future leaders with the skills necessary for them to move into more senior roles.

The council has recently reviewed its leadership and management development, and now provides a wide range of training and development opportunities for managers at all levels, as well as aspiring managers. This includes:

- Apprenticeship-based MBA courses at University of Portsmouth
- Leadership and Management qualifications (all levels up to Level 7 (Master's Degree))
- Restorative practice training for managers
- Core management skills training (includes recruitment, absence management etc)
- A wide range of e-learning courses on a variety of management skills (using "Skills Boosters" package)
- Bespoke facilitation and team-building support
- Coaching and mentoring

The effectiveness of this provision will be reviewed over the coming year to ensure that it is meeting the council's current and future needs.

4.7 Communications

There has been a decrease from 55% to 52% of staff find the information on the intranet helpful. Staff user groups will be established to inform the future development of the intranet to ensure it contains useful information that is easy for staff to access.

5. Reasons for recommendations

The Employee Opinion Survey provides an excellent insight into the way the council operates as an employer, as well as providing an opportunity for staff to provide their views and feedback on a range of issues. It is important for the council to respond to this feedback and take action to address issues that emerge from the survey results.

6. Equality impact assessment

A preliminary EIA has been completed. There is no requirement to complete a full EIA for this report.

7. Legal implications

There are not legal implications arising directly from this report

8. Director of Finance's comments

There are no financial implications arising directly from this report. All activities listed above are either independently funded or provided for within existing cash limits

.....
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:

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Overall head count	Number of responses	Response rate
3,612	1,897	53%

Q	Questions	2018			2017			Agree
		Disagree	Neutral	Agree	Disagree	Neutral	Agree	Difference from 2017 (percentage point)
1	I have the skills I need to do my job effectively.	4.46%	5.96%	89.39%	5.23%	7.09%	86.75%	2.64
2	I am able to access the right learning and development opportunities when I need to.	15.89%	18.42%	64.18%	16.81%	20.01%	61.31%	2.87
3	Learning and development activities I have completed in the past 12 months have helped improve my performance.	10.09%	27.17%	52.40%	11.96%	25.47%	51.88%	0.52
4	Learning and development activities I have completed while working for PCC are helping me to develop my career.	15.56%	27.62%	50.73%	17.56%	26.97%	49.13%	1.60
	Reward and Recognition	Disagree	Neutral	Agree	Disagree	Neutral	Agree	Difference from 2017 (percentage point)
5	Overall, considering the job I do, I think I am paid fairly.	30.27%	21.04%	48.44%	33.58%	20.24%	45.84%	2.60
6	Overall, I am satisfied with the recognition I get for doing a good job.	23.67%	20.61%	55.10%	27.17%	22.13%	50.10%	5.00
7	The balance of pay and benefits I receive is appropriate for my role (e.g. paid leave, sick pay, pension etc.).	14.71%	18.06%	65.83%	18.11%	19.32%	61.17%	4.66
8	Are you aware of PCC's employee benefits portal, My Rewards?	16.30% (No)	N/A	83.70% (Yes)	N/A	N/A	N/A	N/A
9	Have you used My Rewards before?	75.24% (No)	N/A	24.76% (Yes)	N/A	N/A	N/A	N/A

	Opportunity to feedback	Disagree	Neutral	Agree	Disagree	Neutral	Agree	Difference from 2017 (percentage point)
10	I feel involved in decisions that affect my work.	24.83%	24.07%	50.03%	30.65%	21.03%	47.15%	2.88
11	The council gives me the opportunity to contribute my views and suggestions.	10.69%	30.79%	57.82%	11.01%	28.81%	47.91%	9.91
12	My directorate gives me the opportunity to contribute my views and suggestions.	13.84%	28.76%	56.19%	15.66%	25.92%	56.97%	-0.78
13	The council listens and responds to views and suggestions of staff.	13.34%	49.62%	34.88%	17.07%	45.24%	35.18%	-0.30
14	My directorate listens and responds to views and suggestions of staff.	15.39%	37.02%	45.74%	17.48%	35.57%	45.10%	0.64
15	My manager is open to my ideas and suggestions	9.62%	15.13%	74.30%	11.62%	16.16%	70.22%	4.08
	Health and wellbeing	Disagree	Neutral	Agree	Disagree	Neutral	Agree	Difference from 2017 (percentage point)
16	The council provides support for my physical health (e.g. back pain or repetitive strain injury).	8.07%	36.52%	55.40%	N/A	N/A	N/A	N/A
17	The council provides support for my physical health (e.g. stress or anxiety).	13.60%	38.79%	47.61%	N/A	N/A	N/A	N/A
18	I know how to access support for my health and wellbeing.	13.81%	15.49%	68.83%	11.07%	15.56%	72.20%	-3.37
19	I feel the council promotes healthy lifestyle behaviour around healthy eating, increasing physical activity, stopping smoking and reducing alcohol.	12.41%	32.49%	55.10%	N/A	N/A	N/A	N/A
20	I often attend work when experiencing poor mental health (for example stress, anxiety and depression).	26.73%	27.84%	45.44%	N/A	N/A	N/A	N/A
21	Have you used the PCC EAP service?	88.21% (No)	3.52% (Unsure)	8.26% (Yes)	86.44% (No)	5.26% (Unsure)	8.30% (Yes)	-0.04
22	The EAP website was very useful and helped me.	17.32%	25.20%	41.73%	10.83%	19.17%	52.50%	-10.77

	Work/life balance	Disagree	Neutral	Agree	Disagree	Neutral	Agree	Difference from 2017 (percentage point)
23	I am trusted to manage my own workload.	4.35%	5.91%	88.18%	5.78%	5.57%	87.33%	0.85
24	I have the opportunity to work flexibly in my role.	26.65% (No)	N/A	73.35% (Yes)	28.16% (No)	N/A	71.84% (Yes)	1.51
25	Flexible working helps me manage my workload.	3.97%	13.87%	80.21%	3.90%	10.63%	82.93%	-2.72
26	I am able to strike the right balance between my work and home life.	13.00%	15.28%	70.35%	13.39%	13.81%	71.24%	-0.89
27	I can do what I believe I need to get done in my contracted hours.	26.29%	16.24%	55.84%	25.84%	13.69%	59.13%	-3.29
28	I have the resources I need to do my job effectively (for example, PC, equipment, supplies etc.).	15.12%	10.95%	73.21%	11.37%	11.38%	76.62%	-3.41
29	I am satisfied with my physical working environment.	26.85%	15.63%	56.81%	21.33%	16.78%	60.91%	-4.10
30	Would you consider yourself to be a carer?	79.83% (No)	N/A	15.16% (Yes)	79.23% (No)	N/A	14.91% (Yes)	0.25
31	I think it is important that the council as an employer supports carers.	2.13%	3.40%	93.62%	0.92%	5.99%	91.25%	2.37
32	I feel that my manager supports me as a working carer.	9.79%	19.15%	66.81%	3.78%	23.11%	69.34%	-2.53
33	I feel that the council as an employer is currently supportive of my additional caring responsibilities at home.	12.98%	35.93%	45.46%	10.95%	35.24%	49.04%	-3.58
	Change and Responsiveness	Disagree	Neutral	Agree	Disagree	Neutral	Agree	Difference from 2017 (percentage point)
34	I understand the continuing financial challenges the council is facing.	3.75%	9.92%	85.41%	3.91%	8.39%	86.56%	-1.15
35	I understand the budget setting process.	15.81%	24.02%	58.99%	14.07%	22.10%	67.97%	-8.98
36	The council is responding well to our financial challenges.	9.94%	45.33%	42.96%	12.99%	43.11%	42.11%	0.85

37	My directorate is responding well to our financial challenges.	9.49%	38.37%	50.33%	11.87%	37.41%	48.15%	2.18
38	I understand why the council needs to be flexible and responsive.	1.39%	12.48%	85.67%	1.71%	11.13%	85.87%	-0.20
39	The council plan sets out five strategic priorities. I understand these priorities and how I can contribute to them.	6.49%	24.30%	67.02%	5.45%	21.72%	71.26%	-4.24
40	I am supported to change the way I work.	11.26%	34.46%	50.70%	13.17%	31.35%	51.68%	-0.98
41	The council manages change effectively.	18.58%	46.25%	33.65%	23.10%	40.99%	34.27%	-0.62
42	My directorate manages change effectively.	16.77%	36.32%	45.46%	20.42%	33.98%	43.90%	1.56
	Values	Disagree	Neutral	Agree	Disagree	Neutral	Agree	Difference from 2017 (percentage point)
43	I am proud to work for the council.	4.72%	25.23%	69.72%	7.45%	27.67%	63.94%	5.78
44	The council plan has the shared goal of 'working together to achieve the great waterfront city'. I understand this goal and how I can contribute to it.	9.10%	26.76%	62.48%	9.70%	26.22%	62.00%	0.48
45	I believe my work makes a positive difference.	4.11%	12.07%	83.75%	4.81%	12.13%	82.34%	1.41
	Communication	Disagree	Neutral	Agree	Disagree	Neutral	Agree	Difference from 2017 (percentage point)
46	I feel part of my team.	7.48%	8.82%	83.15%	8.91%	9.60%	80.59%	2.56
47	My team works well with other teams in my directorate.	3.18%	14.93%	76.31%	6.49%	13.83%	77.02%	-0.71
48	My team works well with other teams across the council.	7.02%	19.25%	70.86%	6.52%	19.41%	70.45%	0.41
49	I know where to get the information I need to do my job effectively.	4.06%	11.67%	84.00%	3.62%	11.06%	84.81%	-0.81
50	I feel well informed about the council.	8.86%	28.77%	61.77%	9.54%	28.97%	60.47%	1.30
51	I have had a team meeting or briefing in the past month.	25.12% (No)	3.79% (Not sure)	71.10% (Yes)	28.85% (No)	3.30% (Not sure)	68.12 (Yes)	2.98

52	At that meeting/ briefing my manager talked about council-wide issues.	14.63%	13.79%	68.48%	14.44%	14.23%	68.68%	-0.20
53	I can find the information I need to do my job on the intranet, or SharePoint (if you work in the Port).	16.68%	23.91%	51.97%	16.19%	22.61%	54.70%	-2.73
54	I find the information on the intranet useful.	10.60%	28.32%	56.78%	10.35%	30.08%	54.85%	1.93
	Leadership	Disagree	Neutral	Agree	Disagree	Neutral	Agree	Difference from 2017 (percentage point)
55	I have confidence in the leadership provided by the Chief Executive.	5.94%	45.78%	45.92%	8.27%	44.18%	45.71%	0.21
56	I have confidence in the leadership provided by my Director.	6.50%	32.34%	59.00%	9.20%	32.51%	55.66%	3.34
57	I have confidence in the leadership provided by my Deputy Director (where applicable in your directorate).	N/A	N/A	N/A	N/A	N/A	N/A	N/A
58	I have confidence in the leadership provided by my 3rd tier manager.	10.88%	22.36%	61.55%	11.60%	23.99%	57.23%	4.32
59	I have confidence in the leadership provided by my immediate manager.	9.01%	13.20%	75.76%	11.21%	15.24%	70.33%	5.43
	My Manager	Disagree	Neutral	Agree	Disagree	Neutral	Agree	Difference from 2017 (percentage point)
60	I can reach my manager as often as I need to.	6.52%	5.91%	87.03%	7.98%	7.39%	83.53%	3.50
61	My manager treats me with fairness and respect.	5.23%	6.72%	87.52%	5.61%	10.12%	83.16%	4.36
62	I feel my manager would be supportive if I disclosed unmanageable stress or mental health problems.	6.67%	8.23%	83.81%	N/A	N/A	N/A	N/A
63	My manager motivates and inspires me to be effective in my role.	11.11%	19.21%	68.73%	13.47%	19.84%	65.36%	3.37
64	My manager regularly tells me how I'm doing.	15.78%	20.61%	62.17%	17.96%	18.63%	61.70%	0.47

65	The feedback I receive helps me improve my performance.	10.23%	23.33%	61.87%	11.69%	22.93%	60.69%	1.18
66	Underperformance within the team is dealt with effectively by my manager.	18.31%	30.97%	42.89%	20.77%	30.04%	41.02%	1.87
67	Are you a line manager?	74.92% (No)	N/A	25.08% (Yes)	75.00% (No)	N/A	25.00% (Yes)	0.08
68	I feel supported to communicate effectively with my team	2.99%	10.08%	86.11%	5.62%	11.83%	81.96%	4.15
69	I find management communications such as team brief, third tier forum and third tier manager emails useful.	9.24%	19.84%	67.93%	7.42%	24.93%	64.98	2.95
	PDR	Disagree	Neutral	Agree	Disagree	Neutral	Agree	Difference from 2017 (percentage point)
70	I have had a performance development review (PDR) in the last 12 months.	47.59% (No)	N/A	52.41% (Yes)	37.49% (No)	N/A	62.51% (Yes)	-10.10
71	I have clear work objectives.	10.85%	14.33%	72.76%	10.39%	15.92%	73.39%	-0.63
72	I know how my work contributes to my directorate's business plan.	7.33%	18.72%	72.90%	8.64%	22.72%	67.10%	5.80
73	I have considered and agreed my development needs.	3.78%	15.76%	79.17%	7.44%	18.56%	72.34%	6.83
74	Overall, I found my PDR a useful experience.	17.71%	23.18%	58.72%	21.44%	25.71%	51.77%	6.95

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 and Communications

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

Employee Opinion Survey 2018

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?

This EIA is to present the results of the 2018 Employee Opinion Survey, and the actions being taken to address issues raised in the survey

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

The survey is undertaken annually to collect staff views on working for PCC covering various areas of working environment which includes:

- Training development
- Reward and recognition
- Opportunity to feedback
- Health and wellbeing
- Work/life balance
- Values
- Change
- Communications
- Leadership/My manager
- Personal Development Reviews (PDRs)

The actions should benefit all staff and the wider organisation as they are responding to issues and concerns raised by staff through the survey.

This EIA is to report the actions that have been taken since the last survey, within the survey we don't have it broken down by protected characteristics so we can't predict if these actions will impact on specific groups but do not envisage this will negatively impact on any of these groups.

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?

If any of the actions detailed in the report result in policy changes, these will be subject to separate EIAs

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	No specific data was collected on this group
Disability	No specific data was collected on this group
Race	No specific data was collected on this group
Sex	No specific data was collected on this group
Gender reassignment	No specific data was collected on this group
Sexual orientation	No specific data was collected on this group
Religion or belief	No specific data was collected on this group
Pregnancy and maternity	No specific data was collected on this group
Marriage & civil partnership	No specific data was collected on this group
Other excluded groups	No specific data was collected on this group

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 report is largely for members' information, and any significant new policies or changes arising from the report will be subject to separate EIAs before implementation.

At this stage a full EIA is not required as this is mainly to report on staff views and opinions but we recognise more work needs to be completed to ensure our work practices and policies do not disadvantage protected groups.

There have already been recommendations for the next staff survey to include questions on disability as we know under the Equality Act 2010 this is the most disadvantaged group so as an employer we

want to ensure these staff are supported in their employment. There is more work to be completed to enhance our workforce data so we can accurately determine staff views broken down by equality groups to give a more accurate picture and change work practices and policies as required or needed.

Q8 - Who was involved in the EIA?

Jon Bell, Director of HR Legal and Performance

This EIA has been approved by: Jon Bell,

Contact number: ext 8782

Date: 20/2/19

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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