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# NOTICE OF MEETING

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## EMPLOYMENT COMMITTEE

TUESDAY, 24 NOVEMBER 2020 AT 2.00 PM

## VIRTUAL REMOTE MEETING - REMOTE

Telephone enquiries to Vicki Plytas 02392 834058  
Email: [vicki.plytas@portsmouthcc.gov.uk](mailto:vicki.plytas@portsmouthcc.gov.uk)

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### Membership

Councillor Ben Dowling (Chair)  
Councillor Donna Jones (Vice-Chair)  
Councillor Matthew Atkins  
Councillor Cal Corkery  
Councillor Darren Sanders  
Councillor Gerald Vernon-Jackson CBE

### Standing Deputies

Councillor Simon Boshier  
Councillor Lynne Stagg  
Councillor Luke Stubbs  
Councillor Matthew Winnington  
Councillor Hugh Mason

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((NB This Agenda should be retained for future reference with the minutes of this meeting.))

Please note that the agenda, minutes and non-exempt reports are available to view online on the Portsmouth City Council website: [www.portsmouth.gov.uk](http://www.portsmouth.gov.uk)

### Deputations

A written deputation stating to which agenda decision item it refers must be received by the officer named at the top of the agenda **by 12 noon two working days preceding the meeting.** Any written deputation received by email will be sent to the Members on the relevant decision making body and be referred to and read out at the meeting within permitted time limits

## AGENDA

- 1 **Apologies for Absence**
- 2 **Declarations of Members' Interests**
- 3 **Minutes of the Meeting held on 22 September 2020** (Pages 5 - 16)

**RECOMMENDED** that the minutes of the meeting held on 22 September 2020 be confirmed and signed by the Chair as a correct record.

- 4 **Sickness Absence - Quarterly Report** (Pages 17 - 36)

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

**RECOMMENDED** that Members

- (1) **Continue to monitor sickness absence, and ensure appropriate management action is taken to address absenteeism**
- (2) **Note the wellbeing activities undertaken to support attendance**
- (3) **Note the additional wellbeing activities specifically in response to the Covid-19 pandemic.**
- (4) **Note the reduction in absence levels across the organisation**

- 5 **Reward and Recognition** (Pages 37 - 56)

Purpose of report

Following on from the Employment Committee held on 22 September, Members requested a further report which outlined what the Council had already done, what existing mechanisms were in place for recognising employees' resilience and hard work during the on-going pandemic period and to outline options for what could be put into place for the future.

**RECOMMENDED** that Members

- (1) **Note how PCC has already publicly acknowledged the outstanding services and efforts that council officers have made and are continuing to make during the ongoing pandemic. Future email communication from the Leader and the Chief Executive to staff thanking them for their efforts is continued.**
- (2) **Note what reward and recognition systems are already in place across the whole City Council as contained within Appendix 2.**
- (3) **Confirm the reward and recognition in relation to efforts made as a result of the pandemic through the arrangement of an awards ceremony when it is safe to do so, or any other method of reward that Members wish to implement.**
- (4) **Provide an additional day's annual leave to all staff to be taken on either Christmas Eve or New Year's Eve (or at a later date for those rota'd to work on these days) in recognition of the efforts of all staff during the pandemic.**

- 6 **Living Wage Accreditation Update** (Pages 57 - 58)

At Employment Committee on 22 September 2020, Members requested further clarification on the financial impact of becoming an accredited Living

Wage employer (previously known as an accredited Foundation Living Wage employer). The purpose of this report is to give Members an update of the work carried out to date.

The report is for noting.

This meeting is webcast (videoed), viewable via the Council's livestream account at <https://livestream.com/accounts/14063785>

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# Agenda Item 3

## EMPLOYMENT COMMITTEE

MINUTES OF THE MEETING of the Employment Committee held on Tuesday, 22 September 2020 at 1.00 pm as a Virtual Remote Meeting.

### Present

Councillor Ben Dowling (in the chair)  
Councillor Donna Jones (Vice-Chair)  
Councillor Matthew Atkins  
Councillor Cal Corkery  
Councillor Darren Sanders  
Councillor Gerald Vernon-Jackson CBE

### Officers Present

David Williams Chief Executive  
Natasha Edmunds, Director Corporate Services  
Rochelle Kneller, Assistant Director HR  
Shaun Tetley, Payroll and Pensions Manager  
Sue Page, Finance Manager  
Meredydd Hughes, Assistant Director of Buildings, Housing, Neighbourhood  
and Building Services  
Katie Bale, Health & Safety Manager

#### 9. Apologies for Absence (AI 1)

There were no apologies for absence.

#### 10. Declarations of Members' Interests (AI 2)

There were no declarations of members' interests.

#### 11. Minutes of the Meeting held on 6 March 2020 (AI 3)

**RESOLVED** that the minutes of the meeting held on 6 March 2020 be confirmed and signed by the Chair as a correct record.

#### 12. Trade Union Facilities Time (AI 4)

(TAKE IN REPORT)

Rochelle Kneller introduced the report explaining that The Trade Union (Facility Time Publication Requirements) Regulations were introduced as part of the Trade Union Act 2016. These regulations place a legislative requirement on "relevant public sector employers" to collate and publish, on an annual basis, a range of data on the amount and cost of facility time within the Council.

She said that the Council previously funded 1 FTE trade union official for each union at a total cost of £75,000 per annum. In April 2017 this funding was

halved to £37,500 per annum. This was reviewed and increased to £75,000 (not £75,500 as mentioned in the report) with effect from 1<sup>st</sup> April 2020. The reference period is from 1 April 2019 to 31 March 2020 so does not yet take into account the latest increase in funding.

During discussion

- A query was raised as to whether it would be possible to vary the way in which some data were presented as many unionists spend around 7% of their time on union facilities work but they are all bundled into the 1-50%.bracket in the table. Perhaps the table could be broken down into deciles? Otherwise it is misleading as grouping them all in the 1-50% range may suggest members are spending more time than they actually are. Rochelle Kneller explained that the format of the reports and the tables is dictated by central government. However, it was agreed that a further breakdown of the figures would be prepared and sent to members and could be attached to the minutes.
- With regard to the secondment funding and the agreement to reinstate the previous amount, Rochelle Kneller confirmed that this had now been resolved

**RESOLVED that Members**

- (1) Noted the data in Appendix 1 and the fact that the Appendix will be the report published on the PCC website and the Government maintained website currently being developed by the Cabinet Office**
- (2) Noted that the data will be included in any relevant Annual Report and Accounts that are published by PCC.**

**13. Sickness Absence (AI 5)**

(TAKE IN REPORT)

Rochelle Kneller introduced the report advising that the sickness absence levels were the lowest they had been for some time. Although it is a little early to draw definite conclusions, there does seem to be a correlation (taking into account comments made in the Employee Opinion Survey) between the improvement in sickness absence levels and flexible and home working. Section 3 of the report shows this quarter's sickness absence figures compared to the last quarter (June 2020):

Appendix 1 shows absence levels by directorates for the period from September 2019 to September 2020.

Appendix 2 shows a summary of reasons for sickness absence for the last year.

There has been a heavy focus on wellbeing and all the work being done on that is included in the report in section 4. The aim is to reach as many people as possible and the Employee Opinion Survey comments suggested that employees were appreciative of the initiatives.

Members commented that the decrease in sickness absence is welcome and quite surprising in the midst of a pandemic and this could be as a result of increased flexibility and home working. However, there are some areas where the changed working arrangements present challenges and there is a

need to make sure that work is being fully completed as there are backlogs in some areas.

**RESOLVED that Members**

- (1) Continue to monitor sickness absence, and ensure appropriate management action is taken to address absenteeism**
- (2) Noted the wellbeing activities undertaken to support attendance.**
- (3) Noted the additional wellbeing activities specifically in response to the Covid-19 pandemic.**
- (4) Noted the reduction in absence levels across the organisation**

**14. Reward and Recognition (AI 6)**

(TAKE IN REPORT)

Rochelle Kneller introduced the report and advised that discussions on this matter had been ongoing with the trades unions. There had been a very positive response to the Covid 19 pandemic from staff and the wider community and the recommendations reflect the desire to recognise the contribution made by the whole community. Guidance about what can be done and when would be taken from public health colleagues.

The huge financial implications of Covid 19 mean that any reward and recognition has to be affordable. In addition the City Council has to be in line with those with whom we have been working in partnership such as other authorities and the Health Service. She added that matters had evolved since the recommendations in the report were drafted and agreed that there were timing issues to be addressed.

The Chair advised that a deputation had been received on this item from Unite the Union and this was read out and can be heard in full by accessing the recording at the following link

<https://livestream.com/accounts/14063785/employment-22sep2020>

The Chair thanked Unite the Union for their deputation

During discussion the following matters were raised

- In response to a query about whether it is possible to recycle job retention scheme money as suggested in the deputation, David Williams said he would need to investigate this with the unions and would come back to the committee about that.
- David Williams also advised that the Honoraria Scheme was not designed for situations such as Covid 19 so would not be appropriate to use.
- David Williams expressed his sincere thanks to all staff across the Council and said their response had been phenomenal. However, he said that trying to pick out some staff to reward and not others would be divisive as staff are interdependent. He expressed pride in the achievements of staff. He also said that everyone needs to recognise that we are nowhere near the end of this crisis.
- Members of the committee agreed and consideration and discussion then took place about changing the recommendations in the report and suggestions were made about alternative ways of recognising and rewarding people.

- Members were reminded that Council had already agreed that a Coronavirus Civic Award would be awarded in May 2021 (or when safe to do so)

It was proposed by Councillor Ben Dowling  
Seconded by Councillor Darren Sanders

That the original recommendations in the report be replaced by the following  
"That Members

- (1) Recommend that PCC looks at how it celebrates publicly the outstanding services and efforts that council officers are continuing to make during the ongoing pandemic
- (2) Request a report to come to the next Employment Committee on reward and recognition as a whole across the City Council and the systems that are in place
- (3) Request further investigation into a variety of options for reward and recognition in relation to efforts made as a result of the pandemic, not discounting arranging an awards ceremony when it is safe to do so."

These were agreed by assent.

**RESOLVED that Members**

- (1) Recommend that PCC looks at how it celebrates publicly the outstanding services and efforts that council officers are continuing to make during the ongoing pandemic**
- (2) Request a report to come to the next Employment Committee on reward and recognition as a whole across the City Council and the systems that are in place**
- (3) Request further investigation into a variety of options for reward and recognition in relation to efforts made as a result of the pandemic, not discounting arranging an awards ceremony when it is safe to do so.**

**15. Health and Safety Information report (AI 7)**

(TAKE IN REPORT for information)

Meredydd Hughes presented the report which comes to this Committee annually to update it on Portsmouth City Council's Health and Safety performance. This report covers the period from 1 April 2019 - 31 March 2020.

Mr Hughes then introduced Katie Bale, the recently appointed Health & Safety Manager. He thanked the Health & Safety Team for all their work over the last 18 months.

Mr Hughes advised that the Health and Safety Executive (HSE) have actively engaged with Portsmouth City Council during this reporting period, via planned UK interventions, unannounced site inspections (building sites/refurbishment projects managed by the council), telephone/email queries (associated with RIDDOR/Non RIDDOR accident reports and customer complaints/queries) - all of which resulted in favourable outcomes confirming



compliance with law and Portsmouth City Council's positive approach to health and safety management.

Although the Covid 19 pandemic began at the end of this reporting period and will be reported on more fully next year, the Health & Safety Team has proactively engaged with internal and external stakeholders to meet the new challenges and is continuing to do so.

Appendix 1 summarises the work undertaken during 2019/20.

Appendix 2 shows the Action Plan 2020/21.

Mr Hughes advised that part of the new Health & Safety Manager's role will be to build on and amend the Action Plan and next year's report is likely to be in a different format.

The Chair thanked Mr Hughes for his report and welcomed Katie Bale to the City Council on behalf of the Committee.

During discussion

- It was confirmed that before the pandemic, the Health & Safety team engaged with unions as part of the health and well-being forum quarterly meetings. Since the pandemic these meetings were initially held weekly, then every fortnight and are now monthly and are attended by the Unions, Facilities and Human Resources. The meetings are very useful as all parties are updated and plans can be shared. Working relationships within the group are very good.
- A great deal of interim guidance has been produced with the involvement of the unions which has been helpful and also many risk assessments.
- Members were pleased about the positive outcomes that have resulted in these groups working so well together.

**RESOLVED that the Committee**

**(1) Noted the 2020/21 H&S Team Corporate action plan**

**(2) Noted the appointment of the new Health and Safety Manager and endorsed the opportunity for the manager to review the annual health and safety reporting requirements for the Employment Committee**

## **16. Foundation Living Wage Accreditation (AI 8)**

(TAKE IN REPORT)

(The Chair agreed to vary the order of the agenda so that this item was debated immediately after item 4 but has been kept in its original place for ease of reference.)

Rochelle Kneller introduced the report and explained that PCC has confirmed its commitment to paying all its directly employed staff the Foundation Living Wage (FLW). The committee also asked for PCC to look into becoming an

accredited FLW employer. This means that all PCC's contractors and their contractors have to pay the FLW. This work has not progressed as quickly as had been hoped owing to the Covid 19 pandemic.

Natasha Edmunds explained that some work had been carried out from a procurement point of view, but PCC would need to assess more than 650 contractors. Also the likelihood of costs being handed on to the council to pay is high. Costs for the Residential and Domiciliary Care contracts alone are expected to increase by an estimated £2m.

Once the assessment of the 650 contractors had been carried out, the changes would be applied at the point of renewal or re-tender - so there would not be an immediate effect. Currently contracts are typically awarded for 3 years with an option to extend for a further 2 years but this is moving to awarding contracts for 5 years. PFI contracts are over much longer periods and would be difficult to renegotiate on the cost base. Costs are likely to be substantial and would have budget implications. Currently the capacity of those PCC would have to contact is being taken up mainly by Covid related matters and they may not be able to respond quickly.

Gaining Living Wage Foundation accreditation typically takes around 3 years. Natasha Edmunds suggested that an initial piece of work should be carried out to understand fully the financial implications.

Two deputations had been received which were read out.

The first was from Unite the Union.

The second was from Sue Mullan on behalf of the Hampshire Equality Group.

The deputations can be heard in full at the following link

<https://livestream.com/accounts/14063785/employment-22sep2020>

During discussion

- The committee agreed it would be useful for a working group to be set up to work on gaining accreditation as a Living Wage Foundation Employer and that the committee would make a recommendation to Cabinet to that effect.
- A member expressed disappointment that PCC had not already contacted all the organisations where we have a contract to ask what the real effect would be of moving to the foundation living wage with everyone involved being paid for by PCC. The member hoped that this piece of work could be moved forward quickly to obtain the information needed so that progress could be made on actual information rather than supposition. Another member suggested it was likely that the Covid 19 pandemic would mean that resources are likely to be stretched and that organisations would be unable to respond as quickly as usual.
- It was agreed that an update on progress made towards becoming a Living Wage accredited employer would be included on all Employment Committee agendas until PCC had achieved accreditation.
- The committee agreed that the aspiration to become a Living Wage accredited employer was good to have, but had differing views on whether it would be affordable.
- It was confirmed that accreditation could be given if there is a clear road map towards ensuring contracts will be renegotiated.

Following discussion, the committee agreed recommendations 1 - 4 of the report.

It was proposed by Councillor Darren Sanders, seconded by Councillor Vernon-Jackson to add recommendation 5 to say

**"The committee recommends to Cabinet that a Working Group is established setting out a more accurate cost and timetable to become a Living Wage Accredited Employer"**

As an amendment it was proposed by Councillor Jones, seconded by Councillor Atkins

that additional wording be added to the end of the proposal **" with their report completed by the end of January 2021 in time for the budget."**

Councillor Sanders agreed to subsume that wording into his original proposal.

It was proposed by Councillor Vernon-Jackson seconded by Councillor Darren Sanders to add recommendation 6 to say **"That the City Council reaffirms its intention to become an accredited Living Wage Foundation Employer"**

Upon being put to the vote, each of the proposals was CARRIED

**RESOLVED that**

- (1) The committee noted the requirements associated with becoming an accredited FLW employer**
- (2) The committee noted that to become fully accredited, there is a requirement for the Council's contractors and their sub-contractors to pay their employees the FLW, which would likely be passed on to the Council**
- (3) The committee noted that to quantify the likely cost, a detailed review of over 650 contracts would need to be undertaken which could include writing to contractors and sub-contractors to determine the extent to which adopting the FLW would lead to a pass through of costs**
- (4) The committee noted that some of the contracts most likely to be affected are in the Care Sector and it is estimated that the uplift in cost for Residential and Domiciliary Care would amount to circa £2m per annum, which is currently beyond the cash limit for Adult Social Care**
- (5) The committee recommends to Cabinet that a Working Group is**

**established setting out a more accurate cost and timetable to become a Living Wage Accredited Employer with their report completed by the end of January 2021 in time for the budget.**  
**(6) The City Council reaffirms its intention to become an accredited Living Wage Foundation Employer.**

**17. Employee Opinion Survey (AI 9)**

(Councillor Jones apologised for having to leave at this point)

(TAKE IN REPORT information only)

.Natasha Edmunds, Director of Corporate Services, introduced the report. She explained that it had not been intended to hold another Employee Opinion Survey so soon after the last one, but it was important to engage with staff to gauge response to the impact of Covid 19.

The report advises members of the results of the Employee Opinion Survey (the survey) undertaken during May and June 2020 about the impact of Covid 19 and actions being taken by PCC as a result of the findings.

She advised that the response rate was 56% which is one of the highest in recent years. She highlighted some of the key findings.

- 81% of respondents felt proud to work for the City Council
- There was a high level of confidence in leadership at all levels
- Respondents felt supported and said there was clear work direction.

Responses to questions about Inhibitors to productivity included

- IT equipment, such as needing additional screens, keyboards etc
- General equipment related to home working such as chairs
- Anxiety relating to the pandemic
- Changes to working practices as a result of the pandemic

However overall the responses were mainly positive.

The final section of the survey asked what respondents considered PCC should be focusing on. Responses are included in section 6 of the report.

During discussion

- Members said they were impressed by the response figures and the confidence in leadership. They were also pleased with the positivity across the Council and collaborative working.
- Members noted the work that has been done to ensure that the Civic Offices is a good and productive working environment
- Members noted that the IT investment prior to Covid 19 has paid off hugely enabling flexible working.

**RESOLVED to note the survey findings and actions being taken.**

The Chair thanked everyone for their attendance.

The meeting concluded at 2.45 pm.

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Councillor Ben Dowling  
Chair

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**EMPLOYMENT COMMITTEE**

Supplementary Information requested at the meeting held on 22 September in relation to Item 4 - Trade Union Facilities Time

<b>FTE</b>	<b>Total Hours Per Year</b>	<b>TU Facilities Time (Hrs)</b>	<b>TU Activities (Hrs)</b>	<b>% TU Time</b>	<b>% Group</b>	<b>% TU Activities</b>
1.00	1,929.29	37.00	0.00	1.92%	Zero to 50%	0.00%
1.00	1,929.29	13.50	13.50	0.70%	Zero to 50%	100.00%
1.00	1,929.29	64.05	64.05	3.32%	Zero to 50%	100.00%
0.50	964.65	62.40	20.40	6.47%	Zero to 50%	32.69%
1.00	1,929.29	27.10	3.00	1.40%	Zero to 50%	11.07%
1.00	1,929.29	120.45	11.40	6.24%	Zero to 50%	9.46%
0.61	1,173.22	220.00	141.00	18.75%	Zero to 50%	64.09%
1.00	1,929.29	64.70	40.70	3.35%	Zero to 50%	62.91%
1.00	1,929.29	965.00	72.00	50.02%	51% to 99%	7.46%
1.00	1,929.29	2.50	2.50	0.13%	Zero to 50%	100.00%
1.00	1,929.29	45.90	44.40	2.38%	Zero to 50%	96.73%
1.00	1,929.29	52.83	45.00	2.74%	Zero to 50%	85.18%
1.00	1,929.29	13.40	0.00	0.69%	Zero to 50%	0.00%
1.00	1,929.29	34.60	33.60	1.79%	Zero to 50%	97.11%
<b>13.11</b>	<b>25,289.36</b>	<b>1,723.43</b>	<b>491.55</b>			

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<b>Title of meeting:</b>	Employment Committee
<b>Date of meeting:</b>	24 November 2020
<b>Subject:</b>	Sickness Absence - Quarterly Report
<b>Report by:</b>	Rochelle Kneller - Assistant Director of HR
<b>Wards affected:</b>	N/A
<b>Key decision:</b>	No
<b>Full Council decision:</b>	No

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## 1. Purpose of report

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

## 2. Recommendations

- 2.1. Members are recommended to:

- Continue to monitor sickness absence, and ensure appropriate management action is taken to address absenteeism.
- Note the wellbeing activities undertaken to support attendance.
- Note the additional wellbeing activities specifically in response to the Covid-19 pandemic.
- Note the reduction in absence levels across the organisation.

## 3. Background

- 3.1. Members will be aware that the council has been operating many services differently and some were temporarily postponed as a result of coronavirus pandemic. This resulted in many staff working remotely or being redeployed to critical areas of need. During this time we have seen a reduction in overall absence levels.
- 3.2. The following section of the report will therefore note this quarter's sickness absence figures compared to last quarter (September 2020):
  - The level of sickness absence for this quarter has decreased from 9.33 to 9.22 average days per person per year.

- Working time lost has decreased from 2.60 to 2.57 per cent (excluding schools).
- Long term absence has slightly increased from 5.74 to 5.88 average days per person per year. Short term absence has decreased from 2.28 to 2.06 average days per person per year.
- 10 directorates have seen a decrease in absence levels this quarter.
- The highest reasons for sickness absence remain to be due to psychological (stress, anxiety and depression), virus and gastrointestinal.
- Musculoskeletal absences are divided into three categories; if these were collated they would become the second highest ranked reason for absence (as was the case last quarter).

3.3. Absence levels by directorates for the period from November 2019 to November 2020 are attached in Appendix 1. A summary of reason for sickness absence for the last year is attached in Appendix 2.

#### 4. Wellbeing

- 4.1 During the last quarter the council has continued to provide regular wellbeing updates to all employees. These updates have included information on how we can all manage our physical and mental health as well as encouraging staff to take part in national campaigns such as the new Better Health initiative, clean air day, Stoptober and world mental health day.
- 4.2 World Mental Health day included promoting the Time to Change employer pledge which the council signed up to earlier in the year and is a commitment to changing the way we think and act about mental health at every level of this organisation. We have put into place an action plan to help us achieve this, including:
- providing training opportunities to managers and staff
  - promoting open and honest mental health conversations within the workplace
  - raising awareness of the support that is available and encouraging early access for those with mental wellbeing issues
  - promoting national mental health campaigns
  - expanding the wellbeing champion programme
- 4.3 Natasha Edmunds, Director of Corporate Services, and Cllr Chris Atwell, Cabinet Member for Communities and Central Services, each talked about our Time to Change pledge and the importance of mental wellbeing during recent recordings as part of the campaign.
- 4.4 Portsmouth City Council's wellbeing champion programme has recently been recognised by the Local government Association (LGA). The LGA's lead on mental health and wellbeing of the adult social care workforce was informed of the work

we have been doing in supporting our staff and as a result have compiled a case study which is now live on their dedicated webpage on the topic.

- 4.5 Three more webinars on taking control of your mental health and wellbeing have been organised for November and December and are available to all employees, the 1 hour webinar will explore ways for participants to take control of their mental wellbeing and allow the chance for those who attend to share what has been working for them. Further training on managing and supporting mental health and wellbeing in the workplace is also being explored.
- 4.6 Vita Health group, the councils Employee Assistance programme will also be running two online webinars for staff to attend to help promote and provide a wider understanding of the practical benefits of the Employee Assistance Programme and how to make the most of this service, especially during these challenging times.
- 4.7 The Lunchtime learning sessions returned on Wednesday 4<sup>th</sup> November with a record number of attendees and will be delivered virtually going forward to allow the opportunity for more employees from across the council to take part. The bite-sized sessions will each have a different focus and aim to give staff the opportunity for personal development, to learn new skills, or to broaden their knowledge of the council and its teams.
- 4.8 The council is now signed up and registered as a Hidden Disabilities Scheme. The Learning and Development Team are putting together a short piece of training for front line staff. This training will be piloted in mid-November before being rolled out across the council.
- 4.9 The training is being developed in a format which will enable us to produce e-learning and develop other digital delivery approaches. Once the training pilot has been completed communications will be issued to the senior management group promoting the scheme internally. Details of the training will then be issued in 'all staff' communications channels; this will be followed by a full training roll out, starting with customer facing staff.
- 4.10 The annual flu campaign was promoted to staff in September. Due to the Coronavirus pandemic we were unable to run clinics this year and instead we're aiming to promote the Flu voucher offer that staff can apply for and use at their local pharmacy. However due to the large national demand and prioritising those most at risk the Flu vouchers have been put on hold until January 2021. This has resulted in a new system being set up for staff called PharmOutcomes, this new system will allow staff to book their free vaccine by contacting their local pharmacy or supermarket and ask to book a flu vaccination appointment. During this time the

council's Public health team and staff wellbeing coordinator have been supporting colleagues in Adult social care to ensure frontline social care workers can receive vaccines via an NHS letter.

**5. Reasons for recommendations**

5.1. To continue to improve employee attendance levels. To do this through monitoring sickness absence, understanding and engaging with the workforce to understand the reasons for improved attendance levels, continuing to improve employee wellbeing, which in turn will increase productivity, improve engagement and build a more resilient workforce.

**6. Integrated Impact Assessment**

6.1. Appendix 3

**7. Legal implications**

7.1. There are no immediate legal implications arising from this report.

**8. Finance comments**

8.1. 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

Appendix 2: Summary of reasons for absence

Appendix 3: Integrated impact assessment

**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

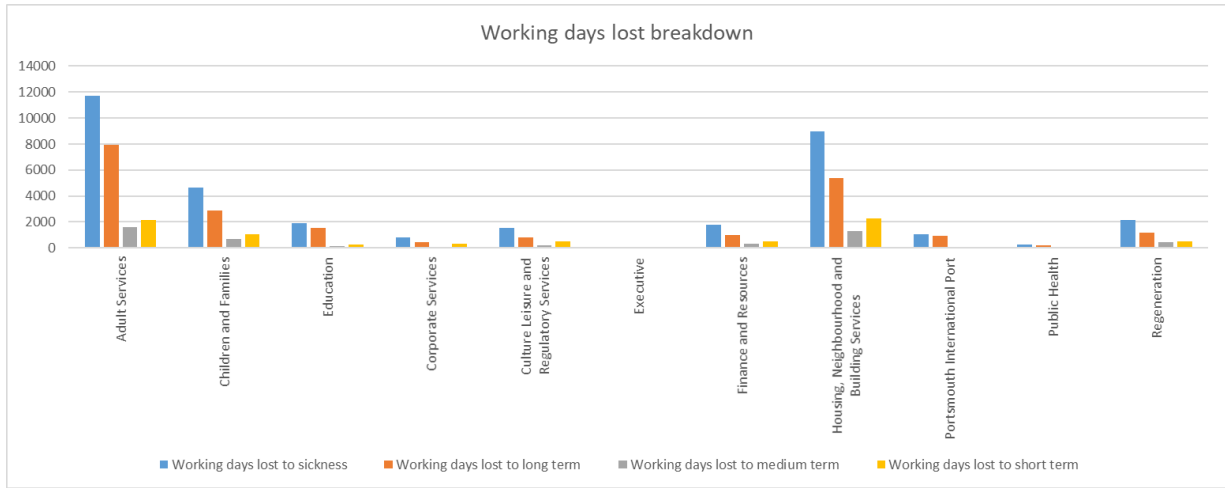
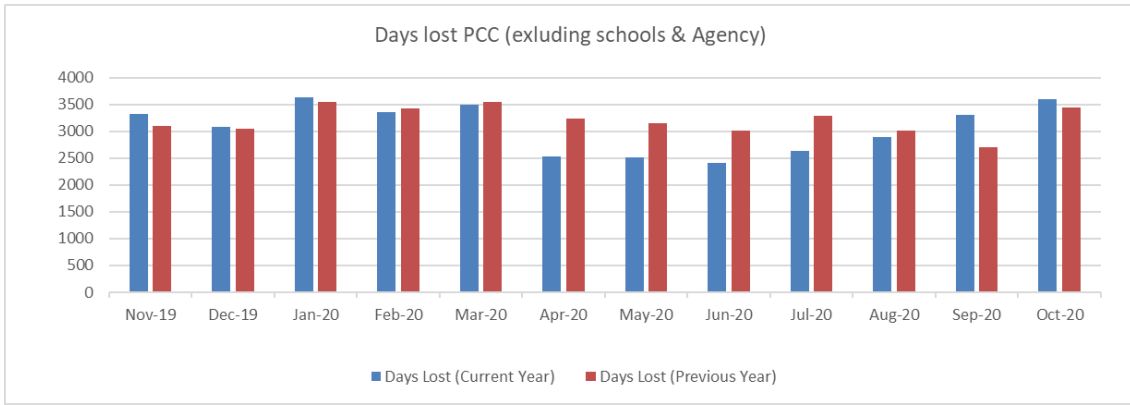
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The recommendation(s) set out above were approved/ approved as amended/ deferred/  
rejected by ..... on .....

.....  
Signed by:

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Appendix 1: Sickness Absence (Rolling Year) Nov 2020



Sickness - Working days Lost														
Directorate	Headcount		Total				Compared to Last EC report	Long Term		Medium Term		Short Term		Total Average Per Person Per Year, EC September 2020
	Current Headcount	Total Working Days Available	Working days lost to sickness	% of working time lost	Average per Person per Year	Working days lost to sickness		Average per Person per Year	Working days lost to sickness	Average per Person per Year	Working days lost to sickness	Average per Person per Year		
Agency	91	35764	95	0.27%	1.05	↓	22	0.24	52	0.57	22	0.24	1.11	
Adult Services	717	250784	11693	4.66%	16.31	↑	7942	11.08	1591	2.22	2160	3.01	15.19	
Children and Families	507	180373	4624	2.56%	9.12	↓	2900	5.72	697	1.38	1027	2.03	9.74	
Education	179	65154	1900	2.92%	10.61	↑	1526	8.53	117	0.66	256	1.43	10.42	
Corporate Services	292	101553	840	0.83%	2.88	↓	449	1.54	90	0.31	301	1.03	3.29	
Culture Leisure and Regulatory Services	284	101062	1567	1.55%	5.52	↓	813	2.86	223	0.78	531	1.87	5.65	
Executive	37	12572	70	0.56%	1.89	↓	0	0.00	9	0.24	61	1.65	2.54	
Finance and Resources	321	118839	1817	1.53%	5.66	↓	977	3.04	314	0.98	526	1.64	6.49	
Housing, Neighbourhood and Building Services	946	350187	8950	2.56%	9.46	↓	5361	5.67	1294	1.37	2295	2.43	9.62	
Portsmouth International Port	76	27804	1084	3.90%	14.26	↓	924	12.16	62	0.82	97	1.28	15.21	
Public Health	37	12850	257	2.00%	6.95	↓	187	5.06	35	0.96	34	0.93	8.82	
Regeneration	391	139473	2128	1.53%	5.44	↓	1190	3.04	418	1.07	520	1.33	5.84	
Schools	1661	617888	11535	1.87%	6.94	↓	6659	4.01	1596	0.96	3280	1.97	7.18	
<b>Grand Total (excluding schools and Agency)</b>	<b>3787</b>	<b>1360651</b>	<b>34930</b>	<b>2.57%</b>	<b>9.22</b>	<b>↓</b>	<b>22270</b>	<b>5.88</b>	<b>4851</b>	<b>1.28</b>	<b>7809</b>	<b>2.06</b>	<b>9.33</b>	
<b>Grand Total (including Schools excluding Agency)</b>	<b>5448</b>	<b>1978539</b>	<b>46465</b>	<b>2.35%</b>	<b>8.53</b>	<b>↓</b>	<b>28929</b>	<b>5.31</b>	<b>6447</b>	<b>1.18</b>	<b>11089</b>	<b>2.04</b>	<b>8.67</b>	
<b>Grand Total (including Agency Workers)</b>	<b>3878</b>	<b>1396415</b>	<b>35026</b>	<b>2.51%</b>	<b>9.03</b>	<b>↓</b>	<b>22293</b>	<b>5.75</b>	<b>4902</b>	<b>1.26</b>	<b>7831</b>	<b>2.02</b>	<b>9.14</b>	

= over 7 days

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Appendix 2 - summary of reasons for absence, rolling year Nov 2019 to Oct 2020

Absence Reason	Days Lost	% of Days Lost	Rank		Absence Reason	Days Lost	% of Days Lost	Rank
Psychological - stress, anxiety and depression	8099	23.12	1		* Psychological - stress, anxiety and depression	8099	23.12	1
Virus (inc colds, coughs and influenza; excluding Coronavirus)	3917	11.18	2		* Psychological - stress, anxiety and depression (Work Related)	1815	5.18	7
Gastrointestinal (inc stomach and bowel)	2908	8.30	3		Total	9915	28.31	
Musculoskeletal (Lower limb)	2906	8.30	4					
Musculoskeletal (back and neck)	2251	6.43	5		* Musculoskeletal (Lower limb)	2906	8.30	4
Neurology/Nervous system (inc headache, migraine and epilepsy)	2009	5.74	6		* Musculoskeletal (Upper limb)	1455	4.15	9
Psychological - stress, anxiety and depression (work related)	1815	5.18	7		* Musculoskeletal (back and neck)	2251	6.43	5
Cancer and tumours	1511	4.31	8		Total	6613	18.88	
Musculoskeletal (Upper limb)	1455	4.15	9					
Ear/nose/throat (inc dental)	1209	3.45	10		Total Stress + musculoskeletal %	20445	58.37	
Respiratory Problems (inc chest and asthma)	1176	3.36	11					
Heart Disorders	978	2.79	12					
Gynaecological (inc Reproduction organ disorders)	914	2.61	13		<b>Absence Reason</b>	<b>Days Lost</b>	<b>% of Days</b>	<b>Rank</b>
Coronavirus	776	2.21	14		* Corona Virus	776	2.21	14
Family Bereavement	689	1.97	15					
Genitourinary (inc Kidney and Bladder)	540	1.54	16					
Pregnancy related disorders	470	1.34	17					
Accident	431	1.23	18					
Eye problems	233	0.66	19					
Endocrine/Hormonal (inc Diabetes)	156	0.45	20					
Blood Disorders	148	0.42	21					
External Sickness	133	0.38	22					
Skin Disorders (inc burns)	106	0.30	23					
Infectious Disease (inc Chicken pox, measles etc)	103	0.30	24					
Third Party Accident	57	0.16	25					
Substance misuse (inc alcohol and drugs)	34	0.10	26					
<b>Grand Total</b>	<b>35026</b>							

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# Integrated Impact Assessment (IIA)

Integrated impact assessment (IIA) form December 2019

[www.portsmouth.gov.uk](http://www.portsmouth.gov.uk)

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

- identify those policies, projects, services, functions or strategies that could impact positively or negatively on the following areas:
  - Communities and safety
  - Regeneration and culture
  - Environment and public space
  - Equality & - Diversity This can be found in Section A5

**Directorate:**

Corporate Services

**Service, function:**

Human Resource

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

Sickness absence reporting

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

- Existing
- New / proposed
- Changed

**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

Has any consultation been undertaken for this proposal? What were the outcomes of the consultations? Has anything changed because of the consultation? Did this inform your proposal?

**A - Communities and safety**

Yes

No

Is your policy/proposal relevant to the following questions?

**A1-Crime** - Will it make our city safer?

In thinking about this question:

- How will it reduce crime, disorder, ASB and the fear of crime?
- How will it prevent the misuse of drugs, alcohol and other substances?
- How will it protect and support young people at risk of harm?
- How will it discourage re-offending?

If you want more information contact [Lisa.Wills@portsmouthcc.gov.uk](mailto:Lisa.Wills@portsmouthcc.gov.uk) or go to:

<https://www.portsmouth.gov.uk/ext/documents-external/cou-spp-plan-2018-20.pdf>

Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?

How will you measure/check the impact of your proposal?

**A - Communities and safety**

Yes

No

Is your policy/proposal relevant to the following questions?

**A2-Housing** - Will it provide good quality homes?

In thinking about this question:

- How will it increase good quality affordable housing, including social housing?
- How will it reduce the number of poor quality homes and accommodation?
- How will it produce well-insulated and sustainable buildings?
- How will it provide a mix of housing for different groups and needs?

If you want more information contact [Daniel.Young@portsmouthcc.gov.uk](mailto:Daniel.Young@portsmouthcc.gov.uk) or go to:

<https://www.portsmouth.gov.uk/ext/documents-external/psh-providing-affordable-housing-in-portsmouth-april-19.pdf>

Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?

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How are you going to measure/check the impact of your proposal?

**A - Communities and safety**

Yes

No

Is your policy/proposal relevant to the following questions?

**A3-Health** - Will this help promote healthy, safe and independent living?

In thinking about this question:

- How will it improve physical and mental health?
- How will it improve quality of life?
- How will it encourage healthy lifestyle choices?
- How will it create healthy places? (Including workplaces)

If you want more information contact [Dominique.Letouze@portsmouthcc.gov.uk](mailto:Dominique.Letouze@portsmouthcc.gov.uk) or go to:

<https://www.portsmouth.gov.uk/ext/documents-external/cons-114.86-health-and-wellbeing-strategy-proof-2.pdf>

Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?

How are you going to measure/check the impact of your proposal?

**A - Communities and safety**

Yes

No

Is your policy/proposal relevant to the following questions?

**A4-Income deprivation and poverty**-Will it consider income deprivation and reduce poverty?

In thinking about this question:

- How will it support those vulnerable to falling into poverty; e.g., single working age adults and lone parent households?
- How will it consider low-income communities, households and individuals?
- How will it support those unable to work?
- How will it support those with no educational qualifications?

If you want more information contact [Mark.Sage@portsmouthcc.gov.uk](mailto:Mark.Sage@portsmouthcc.gov.uk) or go to:

<https://www.portsmouth.gov.uk/ext/documents-external/cou-homelessness-strategy-2018-to-2023.pdf>  
<https://www.portsmouth.gov.uk/ext/health-and-care/health/joint-strategic-needs-assessment>

Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?

How are you going to measure/check the impact of your proposal?

**A - Communities and safety**

**Yes**

**No**

Is your policy/proposal relevant to the following questions?

**A5-Equality & diversity** - Will it have any positive/negative impacts on the protected characteristics?

In thinking about this question:

- How will it impact on the protected characteristics-Positive or negative impact (Protected characteristics under the Equality Act 2010, Age, disability, race/ethnicity, Sexual orientation, gender reassignment, sex, religion or belief, pregnancy and maternity, marriage and civil partnership,socio-economic)
- What mitigation has been put in place to lessen any impacts or barriers removed?
- How will it help promote equality for a specific protected characteristic?

If you want more information contact [gina.perryman@portsmouthcc.gov.uk](mailto:gina.perryman@portsmouthcc.gov.uk) or go to:

<https://www.portsmouth.gov.uk/ext/documents-external/cmu-equality-strategy-2019-22-final.pdf>

Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?

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

How are you going to measure/check the impact of your proposal?

**B - Environment and climate change**

**Yes**

**No**

Is your policy/proposal relevant to the following questions?

**B1-Carbon emissions** - Will it reduce carbon emissions?

In thinking about this question:

- How will it reduce greenhouse gas emissions?
- How will it provide renewable sources of energy?
- How will it reduce the need for motorised vehicle travel?
- How will it encourage and support residents to reduce carbon emissions?

If you want more information contact [Tristan.thorn@portsmouthcc.gov.uk](mailto:Tristan.thorn@portsmouthcc.gov.uk) or go to:

<https://www.portsmouth.gov.uk/ext/documents-external/cmu-sustainability-strategy.pdf>

Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?

How are you going to measure/check the impact of your proposal?

**B - Environment and climate change**

**Yes**

**No**

Is your policy/proposal relevant to the following questions?

**B2-Energy use** - Will it reduce energy use?

In thinking about this question:

- How will it reduce water consumption?
- How will it reduce electricity consumption?
- How will it reduce gas consumption?
- How will it reduce the production of waste?

If you want more information contact [Triston.thorn@portsmouthcc.gov.uk](mailto:Triston.thorn@portsmouthcc.gov.uk) or go to:

<https://www.portsmouth.gov.uk/ext/documents-external/pln-portsmouth-plan-post-adoption.pdf>

<https://democracy.portsmouth.gov.uk/documents/s24685/Home%20Energy%20Appendix%201%20-%20Energy%20and%20water%20at%20home%20-%20Strategy%202019-25.pdf>

Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?

How are you going to measure/check the impact of your proposal?

**B - Environment and climate change**

Yes

No

Is your policy/proposal relevant to the following questions?

**B3 - Climate change mitigation and flooding**-Will it proactively mitigate against a changing climate and flooding?

In thinking about this question:

- How will it minimise flood risk from both coastal and surface flooding in the future?
- How will it protect properties and buildings from flooding?
- How will it make local people aware of the risk from flooding?
- How will it mitigate for future changes in temperature and extreme weather events?

If you want more information contact [Tristan.thorn@portsmouthcc.gov.uk](mailto:Tristan.thorn@portsmouthcc.gov.uk) or go to:

<https://www.portsmouth.gov.uk/ext/documents-external/env-surface-water-management-plan-2019.pdf>

<https://www.portsmouth.gov.uk/ext/documents-external/cou-flood-risk-management-plan.pdf>

Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?

How are you going to measure/check the impact of your proposal?

**B - Environment and climate change**

Yes

No

Is your policy/proposal relevant to the following questions?

**B4-Natural environment**-Will it ensure public spaces are greener, more sustainable and well-maintained?

In thinking about this question:

- How will it encourage biodiversity and protect habitats?
- How will it preserve natural sites?
- How will it conserve and enhance natural species?

If you want more information contact [Daniel.Young@portsmouthcc.gov.uk](mailto:Daniel.Young@portsmouthcc.gov.uk) or go to:

<https://www.portsmouth.gov.uk/ext/documents-external/pln-solent-recreation-mitigation-strategy-dec-17.pdf>

<https://www.portsmouth.gov.uk/ext/documents-external/pln-portsmouth-plan-post-adoption.pdf>

Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?

How are you going to measure/check the impact of your proposal?



**B - Environment and climate change**

Yes

No

Is your policy/proposal relevant to the following questions?

**B5-Air quality** - Will it improve air quality?

In thinking about this question:

- How will it reduce motor vehicle traffic congestion?
- How will it reduce emissions of key pollutants?
- How will it discourage the idling of motor vehicles?
- How will it reduce reliance on private car use?

If you want more information contact [Hayley.Trower@portsmouthcc.gov.uk](mailto:Hayley.Trower@portsmouthcc.gov.uk) or go to:

<https://www.portsmouth.gov.uk/ext/documents-external/env-aq-air-quality-plan-outline-business-case.pdf>

Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?

How are you going to measure/check the impact of your proposal?

**B - Environment and climate change**

Yes

No

Is your policy/proposal relevant to the following questions?

**B6-Transport** - Will it improve road safety and transport for the whole community?

In thinking about this question:

- How will it prioritise pedestrians, cyclists and public transport users over users of private vehicles?
- How will it allocate street space to ensure children and older people can walk and cycle safely in the area?
- How will it increase the proportion of journeys made using sustainable and active transport?
- How will it reduce the risk of traffic collisions, and near misses, with pedestrians and cyclists?

If you want more information contact [Pam.Turton@portsmouthcc.gov.uk](mailto:Pam.Turton@portsmouthcc.gov.uk) or go to:

<https://www.portsmouth.gov.uk/ext/travel/local-transport-plan-3>

Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?

How are you going to measure/check the impact of your proposal?

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Is your policy/proposal relevant to the following questions?

**B7-Waste management** - Will it increase recycling and reduce the production of waste?

In thinking about this question:

- How will it reduce household waste and consumption?
- How will it increase recycling?
- How will it reduce industrial and construction waste?

If you want more information contact [Steven.Russell@portsmouthcc.gov.uk](mailto:Steven.Russell@portsmouthcc.gov.uk) or go to:

<https://documents.hants.gov.uk/mineralsandwaste/HampshireMineralsWastePlanADOPTED.pdf>

Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?

How are you going to measure/check the impact of your proposal?

**C - Regeneration of our city**

Yes

No

Is your policy/proposal relevant to the following questions?

**C1-Culture and heritage** - Will it promote, protect and enhance our culture and heritage?

In thinking about this question:

- How will it protect areas of cultural value?
- How will it protect listed buildings?
- How will it encourage events and attractions?
- How will it make Portsmouth a city people want to live in?

If you want more information contact [Claire.Looney@portsmouthcc.gov.uk](mailto:Claire.Looney@portsmouthcc.gov.uk) or go to:

<https://www.portsmouth.gov.uk/ext/documents-external/pln-portsmouth-plan-post-adoption.pdf>

Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?

How are you going to measure/check the impact of your proposal?

**C - Regeneration of our city**

Yes

No

Is your policy/proposal relevant to the following questions?

**C2-Employment and opportunities** - Will it promote the development of a skilled workforce?

In thinking about this question:

- How will it improve qualifications and skills for local people?
- How will it reduce unemployment?
- How will it create high quality jobs?
- How will it improve earnings?

If you want more information contact [Mark.Pembleton@portsmouthcc.gov.uk](mailto:Mark.Pembleton@portsmouthcc.gov.uk) or go to:

<https://www.portsmouth.gov.uk/ext/documents-external/cou-regeneration-strategy.pdf>

Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?

How are you going to measure/check the impact of your proposal?

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Is your policy/proposal relevant to the following questions?

**C3 - Economy** - Will it encourage businesses to invest in the city, support sustainable growth and regeneration?

In thinking about this question:

- How will it encourage the development of key industries?
- How will it improve the local economy?
- How will it create valuable employment opportunities for local people?
- How will it promote employment and growth in the city?

If you want more information contact [Mark.Pembleton@portsmouthcc.gov.uk](mailto:Mark.Pembleton@portsmouthcc.gov.uk) or go to:

<https://www.portsmouth.gov.uk/ext/documents-external/cou-regeneration-strategy.pdf>

Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?

How are you going to measure/check the impact of your proposal?

**Q8 - Who was involved in the Integrated impact assessment?**

This IIA has been approved by:

Contact number:

Date:

# Agenda Item 5



Portsmouth  
CITY COUNCIL

<b>Title of meeting:</b>	Employment Committee
<b>Date of meeting:</b>	24 November 2020
<b>Subject:</b>	Reward and Recognition
<b>Report by:</b>	Assistant Director of HR
<b>Wards affected:</b>	None
<b>Key decision:</b>	No
<b>Full Council decision:</b>	No

---

## 1. Purpose of report

1.1. Following on from the Employment Committee held on 22<sup>nd</sup> September, Members requested a further report which outlined what the Council had already done, what existing mechanisms were in place for recognising employees' resilience and hard work during the on-going pandemic period and to outline options for what could be put into place for the future.

## 2. Recommendations

2.1. It is recommended:

- i) Members note how PCC has already publicly acknowledged the outstanding services and efforts that council officers have made and are continuing to make during the ongoing pandemic. Future email communication from the Leader and the Chief Executive to staff thanking them for their efforts is continued.
- ii) Members note what reward and recognition systems are already in place across the whole City Council as contained within Appendix 2.
- iii) Confirm the reward and recognition in relation to efforts made as a result of the pandemic through the arrangement of an awards ceremony when it is safe to do so, or any other method of reward that Members wish to implement.
- iv) Provide an additional day's annual leave to all staff to be taken on either Christmas Eve or New Year's Eve (or at a later date for those rota'd to work on these days) in recognition of the efforts of all staff during the pandemic.

## 3. Background

3.1. The Council has been and is continuing to go through unprecedented times. Across the council there have been many examples where individuals have made outstanding contributions to the community.

- 3.2. The Council want to recognise and reward the work that these individuals have undertaken to support the COVID-19 effort.
- 3.3. There are a range of practices/mechanisms already in existence within the Council that may be used to reward staff and these and their appropriateness are outlined in Appendix 2.
- 3.4. There have been a number of emails sent to staff via Corporate Communications, from both the Leader and the Chief Executive publicly thanking and commending staff for their efforts during the pandemic.
- 3.5. In the past the Council have offered staff an additional day's annual leave as a mechanism of reward (for example, the Why Don't We staff suggestion scheme). We have also established that this is an alternative method that other local authorities have implemented to reward their staff during this pandemic (Appendix 2). There has been a concerted effort to focus on staff wellbeing throughout the pandemic, including encouraging staff to take their annual leave throughout the crisis. Therefore following engagement with services the view of managers is that there will be small numbers carrying leave over, and we are working closely with ASC to support them with their workforce planning needs. It is believed that an additional days leave is now an option that could be considered as a mechanism to recognise and reward staff for their efforts during the pandemic.

#### **4. Reward and Recognition**

- 4.1. The culture of an organisation plays a big part in determining how employees feel about their workplace, particularly during challenging times. Staff resilience and commitment to each other also makes a big difference. Using reward and recognition can help an organisation develop and strengthen its culture, particularly when reward and recognition celebrate desired organisational values and behaviours.
- 4.2. Reward and recognition is an activity employers engage in to acknowledge exceptional performance and encourage specific values or behaviours. Recognition can be monetary, non-financial or simply a public acknowledgement of someone's efforts.
- 4.3. Reward is a subjective factor and is specific to the individual concerned, this therefore means designing a reward scheme can be challenging. Different monetary and non-monetary rewards will be valued differently by each employee.

#### **4.4. Monetary rewards**

- 4.4.1. Setting a monetary reward amount needs to be considered carefully, if it is not set at the right level (the reward does not match the expectation of the employee or is not perceived to equate to the task or the work) it could have an adverse effect and cause dissatisfaction.
- 4.4.2. The Council has lost a significant amount of income as a result of the Covid-19 pandemic and may in the future have to make cuts to services/staffing levels.

Nationally there is also an economic crisis developing, the perception of the public if we were to financially reward staff at this time needs to be considered carefully. Particularly if monetary rewards are not replicated throughout the community and our partners.

4.4.3. Determining the level of any monetary reward and incentive can also have the following limitations:

- The perceived 'reward value' will vary significantly between individuals subject to their personal circumstances
- The motivation from a monetary reward is often short-lived - only felt at the time in which the payment is received
- Rewarding a lot of employees would be costly to the council to implement, if only a few could be selected consideration needs to be given to what the selection criteria would be.

4.4.4. If different employees are awarded different monetary amounts the reasons for the difference in payment would need to be justified. This is to demonstrate that the greater sums of money were a proportionate means to achieve a legitimate aim (e.g. to reward a sum of 5% of each person's salary). Justifying the payment in this way creates a 'material factor defence' to show that variable payments are paid for a legitimate reason and do not discriminate against an employee either directly or indirectly because of their gender or any other protected characteristic under the Equality Act.

#### **4.5. Non-Monetary Reward and recognition**

4.5.1. Not all employees are motivated by monetary pay or rewards. There are also non-financial rewards that can be added and used as part of total reward.

4.5.2. Non-financial rewards already used within PCC include:

- Flexible working arrangements (such as working from home) to help employees achieve a work-life balance.
- Training schemes to aid personal and career progression.
- Staff engagement through staff forums, involving staff in decisions that affect how and when employees do their work.
- Employee well-being initiatives, Employee Assistance Programme, free eye tests and subsidised gym and leisure facilities.

4.5.3. An area for development at PCC is a recognition scheme, these can be linked to individual performance development reviews, or team based schemes such as 'Employee of the Month' certificates. Organisational wide schemes can also be developed in the form of employee recognition award ceremonies.

#### **4.6. Recognition schemes**

- 4.6.1. Recognition is acknowledging or giving special attention to a high level of accomplishment or performance, such as customer care or support to colleagues, which is not dependent on achievement against a given target or objective.
- 4.6.2. Recognition is not about setting targets and rewarding people for achieving them; it is simply about recognising the great things that people are doing. It can be significant in influencing how engaged employees feel at work and if done right can aid in staff retention and engagement, improving motivation in the longer term.
- 4.6.3. Recognition can be done frequently and in the moment, which means people don't have to wait for praise on a job well done. There are a number of examples where this happens across the organisation, such as emails of thanks from Directors to front line employees and staff newsletters highlighting staff achievements. Recognition can be inexpensive when done in this way but publically acknowledging someone's efforts often has the greatest impact on motivation.
- 4.6.4. Non-financial rewards such as achievement, responsibility and recognition can be seen as intrinsic to the job and can bring much longer term satisfaction than short term rewards such as pay.

## **5. Reason for recommendation**

- 5.1. Recognising staff corporately and celebrating successes through an employee and community based award ceremony could be a way to achieve this and bring the community together after a challenging period of time.
- 5.2. Invitations for nominations could be invited from within the organisation and externally across our partners and the wider community (local businesses, the NHS and voluntary organisations). Initially the ceremony would aim to recognise those who have made an outstanding contribution to the council or city, demonstrated exceptional customer service or gone beyond the call of duty during the pandemic. However, this is a concept that could be developed in future years to continue to recognise and reward employees for their dedicated hard work and contribution in the community.
- 5.3. Engaging with our partners, the voluntary sector and local businesses would also aim to reinforce collaborative working and highlight the community wide response to the covid-19 pandemic.
- 5.4. The implementation of an additional day's annual leave will also enable staff who may wish to take some extra time back over the Christmas period the opportunity to do so or for those who need to work to take this back at a later date. This would work in a similar way to previous years when staff have been given a 'Sandwich' Day at Christmas.

## **6. Longevity of the award ceremony concept**

- It provides a means to recognise staff, without placing additional strain on existing budgets.



- The recognition scheme and ceremony is flexible enough to be applied to all types of employees within the authority and can be developed in the future to include monetary rewards should the authority choose to do this.
- The open nomination process would allow for a fair and equitable chance for all employees to be nominated. If monetary rewards were to be awarded in the future these would have to be in accordance with legislation.
- Launching this scheme at this time is an ideal opportunity to start developing a culture at PCC that acknowledges and recognises good performance and desirable values and behaviours. Local schemes could include employee of the month award.
- Employees can be surveyed to identify the types of reward that they perceive to be of value. Regularly checking this will also ensure the reward and recognition scheme continued to meet the needs and values of employees and therefore having the desired effect of motivating and retaining staff.

## **7. Integrated Impact Assessment**

Appendix 1

## **8. Legal implications**

- 8.1 The report outlines a recommendation to establish a reward and recognition scheme within the Council. There is no specific legislation or legal framework which determine how such a scheme should run; however, the Council must consider the Equalities Act 2010 ("the Act") when deciding those employees who will be recognised under the scheme and the nature of the reward to be given. This is to ensure that the Council does not discriminate against an employee directly or indirectly due a protected characteristic under the Act.
- 8.2 The nature of any award provided must be in accordance with the Council's discretionary powers.
- 8.3 Once a final decision is made with regard to the terms of the scheme, the matter will be looked at again by legal services in order to consider further legal implications which may occur.

## **9. Director of finance's comments**

An annual event held at minimal cost could be met from existing revenue budget provision.

.....  
Signed by:

**Appendices:****Appendix 1: Integrated Impact Assessment****Appendix 2 - Existing Reward Mechanisms****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



# Integrated Impact Assessment (IIA)

Integrated impact assessment (IIA) form December 2019

[www.portsmouth.gov.uk](http://www.portsmouth.gov.uk)

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

- identify those policies, projects, services, functions or strategies that could impact positively or negatively on the following areas:
  - Communities and safety
  - Regeneration and culture
  - Environment and public space
  - Equality & - Diversity This can be found in Section A5

**Directorate:**

Corporate Services

**Service, function:**

Human Resources

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

Reward and Recognition

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

- Existing
- New / proposed
- Changed

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

To recognise employee's resilience and hard work during the on-going pandemic period and use this as an opportunity to launch and begin to develop a culture of recognition across the organisation.

Page 43

To hold an awards ceremony to recognise individuals who have made an outstanding contribution to

the Council or city, demonstrated exceptional customer service or gone beyond the call of duty during the pandemic.

Has any consultation been undertaken for this proposal? What were the outcomes of the consultations? Has anything changed because of the consultation? Did this inform your proposal?

No

**A - Communities and safety**

**Yes**

**No**

Is your policy/proposal relevant to the following questions?

**A1-Crime** - Will it make our city safer?

In thinking about this question:

- How will it reduce crime, disorder, ASB and the fear of crime?
- How will it prevent the misuse of drugs, alcohol and other substances?
- How will it protect and support young people at risk of harm?
- How will it discourage re-offending?

If you want more information contact [Lisa.Wills@portsmouthcc.gov.uk](mailto:Lisa.Wills@portsmouthcc.gov.uk) or go to:

<https://www.portsmouth.gov.uk/ext/documents-external/cou-spp-plan-2018-20.pdf>

Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?

How will you measure/check the impact of your proposal?

**A - Communities and safety**

**Yes**

**No**

Is your policy/proposal relevant to the following questions?

**A2-Housing** - Will it provide good quality homes?

In thinking about this question:

- How will it increase good quality affordable housing, including social housing?
- How will it reduce the number of poor quality homes and accommodation?
- How will it produce well-insulated and sustainable buildings?
- How will it provide a mix of housing for different groups and needs?

If you want more information contact [Daniel.Young@portsmouthcc.gov.uk](mailto:Daniel.Young@portsmouthcc.gov.uk) or go to:

<https://www.portsmouth.gov.uk/ext/documents-external/psh-providing-affordable-housing-in-portsmouth-april-19.pdf>

Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?

How are you going to measure/check the impact of your proposal?

**A - Communities and safety**

Yes

No

Is your policy/proposal relevant to the following questions?

**A3-Health** - Will this help promote healthy, safe and independent living?

In thinking about this question:

- How will it improve physical and mental health?
- How will it improve quality of life?
- How will it encourage healthy lifestyle choices?
- How will it create healthy places? (Including workplaces)

If you want more information contact [Dominique.Letouze@portsmouthcc.gov.uk](mailto:Dominique.Letouze@portsmouthcc.gov.uk) or go to:

<https://www.portsmouth.gov.uk/ext/documents-external/cons-114.86-health-and-wellbeing-strategy-proof-2.pdf>

Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?

How are you going to measure/check the impact of your proposal?

**A - Communities and safety**

Yes

No

Is your policy/proposal relevant to the following questions?

**A4-Income deprivation and poverty**-Will it consider income deprivation and reduce poverty?

In thinking about this question:

- How will it support those vulnerable to falling into poverty; e.g., single working age adults and lone parent households?
- How will it consider low-income communities, households and individuals?
- How will it support those unable to work?
- How will it support those with no educational qualifications?

If you want more information contact [Mark.Sage@portsmouthcc.gov.uk](mailto:Mark.Sage@portsmouthcc.gov.uk) or go to:

<https://www.portsmouth.gov.uk/ext/documents-external/cou-homelessness-strategy-2018-to-2023.pdf>  
<https://www.portsmouth.gov.uk/ext/health-and-care/health/joint-strategic-needs-assessment>

Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?

How are you going to measure/check the impact of your proposal?

**A - Communities and safety**

**Yes**

**No**

Is your policy/proposal relevant to the following questions?

**A5-Equality & diversity** - Will it have any positive/negative impacts on the protected characteristics?

In thinking about this question:

- How will it impact on the protected characteristics-Positive or negative impact (Protected characteristics under the Equality Act 2010, Age, disability, race/ethnicity, Sexual orientation, gender reassignment, sex, religion or belief, pregnancy and maternity, marriage and civil partnership,socio-economic)
- What mitigation has been put in place to lessen any impacts or barriers removed?
- How will it help promote equality for a specific protected characteristic?

If you want more information contact [gina.perryman@portsmouthcc.gov.uk](mailto:gina.perryman@portsmouthcc.gov.uk) or go to:

<https://www.portsmouth.gov.uk/ext/documents-external/cmu-equality-strategy-2019-22-final.pdf>

Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?

The recognition scheme and ceremony is flexible enough to be applied to all types of employees within the authority. The open nomination process would allow for a fair and equitable chance for all employees to be nominated. If monetary rewards were to be awarded in the future these would have to be in accordance with legislation, for example be applied fairly and equitably.

How are you going to measure/check the impact of your proposal?

Employees can be surveyed to identify the types of reward that they perceive to be of value. Regularly checking this will also ensure the reward and recognition scheme continued to meet the needs and values of employees and therefore having the desired effect of motivating and retaining staff.

**B - Environment and climate change**

**Yes**

**No**

Is your policy/proposal relevant to the following questions?

**B1-Carbon emissions** - Will it reduce carbon emissions?

In thinking about this question:

- How will it reduce greenhouse gas emissions?
- How will it provide renewable sources of energy?
- How will it reduce the need for motorised vehicle travel?
- How will it encourage and support residents to reduce carbon emissions?

If you want more information contact [Tristan.thorn@portsmouthcc.gov.uk](mailto:Tristan.thorn@portsmouthcc.gov.uk) or go to:

<https://www.portsmouth.gov.uk/ext/documents-external/cmu-sustainability-strategy.pdf>

Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?

How are you going to measure/check the impact of your proposal?

**B - Environment and climate change**

**Yes**

**No**

Is your policy/proposal relevant to the following questions?

**B2-Energy use** - Will it reduce energy use?

In thinking about this question:

- How will it reduce water consumption?
- How will it reduce electricity consumption?
- How will it reduce gas consumption?
- How will it reduce the production of waste?

If you want more information contact [Triston.thorn@portsmouthcc.gov.uk](mailto:Triston.thorn@portsmouthcc.gov.uk) or go to:

<https://www.portsmouth.gov.uk/ext/documents-external/pln-portsmouth-plan-post-adoption.pdf>

<https://democracy.portsmouth.gov.uk/documents/s24685/Home%20Energy%20Appendix%201%20-%20Energy%20and%20water%20at%20home%20-%20Strategy%202019-25.pdf>

Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?

How are you going to measure/check the impact of your proposal?

**B - Environment and climate change**

Yes

No

Is your policy/proposal relevant to the following questions?

**B3 - Climate change mitigation and flooding**-Will it proactively mitigate against a changing climate and flooding?

In thinking about this question:

- How will it minimise flood risk from both coastal and surface flooding in the future?
- How will it protect properties and buildings from flooding?
- How will it make local people aware of the risk from flooding?
- How will it mitigate for future changes in temperature and extreme weather events?

If you want more information contact [Tristan.thorn@portsmouthcc.gov.uk](mailto:Tristan.thorn@portsmouthcc.gov.uk) or go to:

<https://www.portsmouth.gov.uk/ext/documents-external/env-surface-water-management-plan-2019.pdf>

<https://www.portsmouth.gov.uk/ext/documents-external/cou-flood-risk-management-plan.pdf>

Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?

How are you going to measure/check the impact of your proposal?

**B - Environment and climate change**

Yes

No

Is your policy/proposal relevant to the following questions?

**B4-Natural environment**-Will it ensure public spaces are greener, more sustainable and well-maintained?

In thinking about this question:

- How will it encourage biodiversity and protect habitats?
- How will it preserve natural sites?
- How will it conserve and enhance natural species?

If you want more information contact [Daniel.Young@portsmouthcc.gov.uk](mailto:Daniel.Young@portsmouthcc.gov.uk) or go to:

<https://www.portsmouth.gov.uk/ext/documents-external/pln-solent-recreation-mitigation-strategy-dec-17.pdf>

<https://www.portsmouth.gov.uk/ext/documents-external/pln-portsmouth-plan-post-adoption.pdf>

Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?

How are you going to measure/check the impact of your proposal?



**B - Environment and climate change**

Yes

No

Is your policy/proposal relevant to the following questions?

**B5-Air quality** - Will it improve air quality?

In thinking about this question:

- How will it reduce motor vehicle traffic congestion?
- How will it reduce emissions of key pollutants?
- How will it discourage the idling of motor vehicles?
- How will it reduce reliance on private car use?

If you want more information contact [Hayley.Trower@portsmouthcc.gov.uk](mailto:Hayley.Trower@portsmouthcc.gov.uk) or go to:

<https://www.portsmouth.gov.uk/ext/documents-external/env-aq-air-quality-plan-outline-business-case.pdf>

Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?

How are you going to measure/check the impact of your proposal?

**B - Environment and climate change**

Yes

No

Is your policy/proposal relevant to the following questions?

**B6-Transport** - Will it improve road safety and transport for the whole community?

In thinking about this question:

- How will it prioritise pedestrians, cyclists and public transport users over users of private vehicles?
- How will it allocate street space to ensure children and older people can walk and cycle safely in the area?
- How will it increase the proportion of journeys made using sustainable and active transport?
- How will it reduce the risk of traffic collisions, and near misses, with pedestrians and cyclists?

If you want more information contact [Pam.Turton@portsmouthcc.gov.uk](mailto:Pam.Turton@portsmouthcc.gov.uk) or go to:

<https://www.portsmouth.gov.uk/ext/travel/local-transport-plan-3>

Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?

How are you going to measure/check the impact of your proposal?

Is your policy/proposal relevant to the following questions?

**B7-Waste management** - Will it increase recycling and reduce the production of waste?

In thinking about this question:

- How will it reduce household waste and consumption?
- How will it increase recycling?
- How will it reduce industrial and construction waste?

If you want more information contact [Steven.Russell@portsmouthcc.gov.uk](mailto:Steven.Russell@portsmouthcc.gov.uk) or go to:

<https://documents.hants.gov.uk/mineralsandwaste/HampshireMineralsWastePlanADOPTED.pdf>

Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?

How are you going to measure/check the impact of your proposal?

**C - Regeneration of our city**

Yes

No

Is your policy/proposal relevant to the following questions?

**C1-Culture and heritage** - Will it promote, protect and enhance our culture and heritage?

In thinking about this question:

- How will it protect areas of cultural value?
- How will it protect listed buildings?
- How will it encourage events and attractions?
- How will it make Portsmouth a city people want to live in?

If you want more information contact [Claire.Looney@portsmouthcc.gov.uk](mailto:Claire.Looney@portsmouthcc.gov.uk) or go to:

<https://www.portsmouth.gov.uk/ext/documents-external/pln-portsmouth-plan-post-adoption.pdf>

Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?

How are you going to measure/check the impact of your proposal?

**C - Regeneration of our city**

Yes

No

Is your policy/proposal relevant to the following questions?

**C2-Employment and opportunities** - Will it promote the development of a skilled workforce?

In thinking about this question:

- How will it improve qualifications and skills for local people?
- How will it reduce unemployment?
- How will it create high quality jobs?
- How will it improve earnings?

If you want more information contact [Mark.Pembleton@portsmouthcc.gov.uk](mailto:Mark.Pembleton@portsmouthcc.gov.uk) or go to:

<https://www.portsmouth.gov.uk/ext/documents-external/cou-regeneration-strategy.pdf>

Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?

How are you going to measure/check the impact of your proposal?

Is your policy/proposal relevant to the following questions?

**C3 - Economy** - Will it encourage businesses to invest in the city, support sustainable growth and regeneration?

In thinking about this question:

- How will it encourage the development of key industries?
- How will it improve the local economy?
- How will it create valuable employment opportunities for local people?
- How will it promote employment and growth in the city?

If you want more information contact [Mark.Pembleton@portsmouthcc.gov.uk](mailto:Mark.Pembleton@portsmouthcc.gov.uk) or go to:

<https://www.portsmouth.gov.uk/ext/documents-external/cou-regeneration-strategy.pdf>

Please expand on the impact your policy/proposal will have, and how you propose to mitigate any negative impacts?

How are you going to measure/check the impact of your proposal?

**Q8 - Who was involved in the Integrated impact assessment?**

**This IIA has been approved by:**

**Contact number:**

**Date:**

**Appendix 2 - Existing reward and recognition practices which could be utilised**

<b>Type of Reward</b>	<b>Details of scheme</b>	<b>Considerations for implementing</b>	<b>Reasons for not implementing</b>	<b>Any other comments</b>
<p><b>Additional days annual leave</b></p> <p>Existing under Green book terms and conditions for additional day at Xmas, known as the 'Sandwich Day'.</p> <p>There is also an existing scheme to allow employees to purchase additional annual leave for the following year.</p>	<p>In this situation to provide an additional day's annual leave to staff, to be used by a particular date.</p> <p>For example, giving staff 24<sup>th</sup> or 31<sup>st</sup> December the day off, though this may have to be an alternative day with a carry-over provision for those in frontline services to be determined by Managers.</p>	<p>This is likely to be popular amongst employees who value holiday, work life balance and a sense of wellbeing.</p> <p>The current Buying Additional Annual leave scheme is extremely popular so gaining an extra day for 'free' would be well received and is a fairly simple yet valued reward to give.</p> <p>It would need to also need to be considered who is eligible for the extra leave and how this is managed.</p>	<p>Current difficulties in managing existing leave requirements, especially in front line services.</p> <p>Providing additional days will only exacerbate the situation. In addition we also provide an additional day's leave for the 'Sandwich Day' at Xmas and staff have the ability to purchase additional annual leave.</p>	<p>The WTD was extended this year to allow employees to take their leave entitlement over an extended period of 2 years in recognition of the difficulties of taking leave during staff shortages (such as Sickness or shielding) and the pandemic.</p>
<p><b>Honoraria payments as a monetary reward</b></p> <p>Honoraria payments are normally paid for employees undertaking additional duties such as a project.</p>	<p>Honoraria payments can be made under our Additional and Exceptional Duty Payments</p>		<p>We are still very much in the middle of the pandemic so payment at this stage may seem premature as efforts of staff are on-going. An honoraria payment would not be appropriate as the pandemic is not a project so this would not fall within the remit of the policy.</p> <p>Additionally the council is facing a significant loss of income and increasing costs in dealing with the pandemic. Any further costs to services on already stretched</p>	<p>The merit of any monetary value will be significantly different for each employee. Therefore it may act as a disincentive if the value is deemed too low by the employee compared to what they perceive as the amount of effort/commitment that has been made on their part.</p>

			budgets may seem perverse especially if the Council has to cease or reduce services or make staff redundant.	
<b>Flexible working arrangements</b>	Home working, managers granting longer lunch periods/finishing earlier/later without having to make the time up.	<p>This provides staff with greater work-life balance and can help to reduce stress. This is being utilised to varying degrees at the moment due to the restrictions in numbers able to work in the offices in order to be Covid-Safe.</p> <p>There has been significant financial investment to enable staff to have the necessary equipment, tools and software to enable them to work from home.</p> <p>This can provide greater flexibility and enables Managers to 'award' as and when appropriate making this a timely response.</p>	The ability to use this will be more limited for those working on a rota basis or in frontline services where particular staffing levels are required, but could be applied with more forethought and planning.	<p>Making working from home a more acceptable way of working enables employees to have a 'choice' on how best to achieve work-life balance. It enables those who prefer an office environment to access this and those who prefer and whose jobs can accommodate it, the ability to work from home.</p> <p>Increasing flexibility also enables staff to balance personal needs with work and gives them a sense of 'control' and responsibility.</p>
<b>My Rewards Platform</b>	Online portal to access discounts and vouchers from a number of retailers and hospitality venues.	Regular reminders of what staff can access are sent out through the corporate communications channels 'In the know'.		
<b>Training schemes to aid personal and career progression</b>	<p>A range of in-house courses and apprenticeships, for example Leadership MBA.</p> <p>Useful free resources through Bookboon.</p>			
<b>Staff engagement via staff forums</b>	The staff survey on working practices issued early on in the pandemic.			

<b>Employee well-being initiatives</b>	Such as free eye tests, subsidised gym and leisure facilities, employee assistance programme	Regular all staff emails reminding staff of what they are able to access are regularly sent out.		
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How are other local authorities rewarding/recognising staff:

- **Hertfordshire County Council** are offering an additional days' annual leave on 24<sup>th</sup> December.
- **Warwickshire County Council** are offering an additional days' leave to be taken in this current financial year. This is to recognise staff efforts and promote well-being and avoid confusion over funding.
- **Test Valley District Council** paid some of their staff (36% of their total workforce) a monetary reward. Out of their total headcount of 508.75 FTE, 124 employees received £200, and a further 58 received £300 - these payments were made across different levels of staff, the higher value was not just paid to Managers and were made to those Officers who went above and beyond their normal duties to respond to the pandemic. The criteria for these payments is not known as HR were not involved.
- **Stoke-on-Trent City Council** employs in the region of 5,000 staff. They decided to pay some of their staff in Adult Social Care honoraria payments depending on whether they were providing hands on care or domestic care from April - June. The initial honorarium payment was for £200 per month based on the Covid monies that they had at that time as well as the staffing levels. Tax implications was also a consideration which is ultimately how the £200 was determined as the payment. The honorarium payment of £200 was paid in full to anyone over 18.5 hours as our Personal Wellbeing Assistants (PWAs) mostly have 21 hour contracts. It was then pro-rata for anyone under 18.5 hours per week. Staff on tax benefits were offered the option to take the equivalent in Annual Leave so that the payment wouldn't affect any benefit payments, with 3 or 4 employees taking this option. From July it was acknowledged that the position had changed albeit with an element of risk and so a sliding scale reduction was implemented over the following three months. The sliding scale payments were:

July – PWA = £150; Domestic = £75  
August - PWA = £100; Domestic = £50  
September - PWA = £50; Domestic = £25

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# Agenda Item 6

## THIS ITEM IS FOR INFORMATION ONLY

(Please note that "Information Only" reports do not require Integrated Impact Assessments, Legal or Finance Comments as no decision is being taken)



Portsmouth  
CITY COUNCIL

**Title of meeting:** Employment Committee

**Subject:** Living Wage Accreditation Update

**Date of meeting:** 24<sup>th</sup> November 2020

**Report by:** Director of Corporate Services

**Wards affected:** N/A

### 1. Requested by

Members

### 2. Purpose

At Employment Committee on 22<sup>ND</sup> September 2020, Members requested further clarification on the financial impact of becoming an accredited Living Wage employer (previously known as an accredited Foundation Living Wage employer). The purpose of this report is to give Members an update of the work carried out to date.

### 3. Information Requested

Members requested that a working party was set up to drive this forward. A group consisting of representatives from Procurement, Finance, HR, Marketing and Legal has been created.

Members requested that officers write to its current contractors to request what financial implications there would be, if they were required to pay their staff who met the criteria, the Real Living Wage rate (previously known as the Foundation Living Wage rate). Finance and Procurement have worked through all the contracts to identify and removed any contracts that are for items such as supplies or utilities as these do not fall within the remit of this piece of work.

Further to removing these contracts and to provide Members with the most representative and reliable responses, Finance and Procurement will identify which services within PCC are likely to be more highly impacted and focus on getting responses from these contracts. This will allow for a reasonable set of assumptions in terms of any financial impact to apply across the board and for these to be sense checked with Service Leads.

Members requested that contractors were written to and a survey has been devised and will be sent out to all relevant contractors on 16<sup>th</sup> November 2020. The closing date for this

**THIS ITEM IS FOR INFORMATION ONLY**  
**(Please note that "Information Only" reports do not require Integrated Impact Assessments, Legal or Finance Comments as no decision is being taken)**

survey will be 4<sup>th</sup> December 2020, in order to allow sufficient time for them to be completed and then officers will be able to collate and analyse the data.

In order to allow sufficient time to analyse the responses a report will be brought back to Employment Committee in January presenting the outcome from this survey.

.....  
Signed by (Director)

**Appendices: Nil**

**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