



NOTICE OF MEETING

EMPLOYMENT COMMITTEE

TUESDAY, 21 SEPTEMBER 2021 AT 12.00 PM

COUNCIL CHAMBER - THE GUILDHALL

Telephone enquiries to James Harris on 023 9260 6065

Email: james.harris@portsmouthcc.gov.uk

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

Information with regard to public access due to Covid precautions

- Attendees will be requested to undertake an asymptomatic/ lateral flow test within 48 hours of the meeting.
- If symptomatic you must not attend and self-isolate following the stay at home guidance issued by Public Health England.
- All attendees are recommended to wear a face covering while moving around within the Guildhall.
- Attendees will be encouraged to take a temperature check on arrival.
- Although it will no longer be a requirement attendees may choose to keep a social distance and take opportunities to prevent the spread of infection
- Hand sanitiser is provided at the entrance and throughout the Guildhall. All attendees are encouraged to make use of hand sanitiser on entry to the Guildhall and are requested to follow the one way system in place.
- Attendees are encouraged book in to the venue (QR code). An NHS test and trace log will be retained and maintained for 21 days for those that cannot or have not downloaded the app.
- Those not participating in the meeting and wish to view proceedings are encouraged to do so remotely via the livestream link.

Membership

Councillor Gerald Vernon-Jackson CBE (Chair)

Councillor Matthew Atkins (Vice-Chair)

Councillor Cal Corkery

Councillor Lewis Gosling

Councillor Darren Sanders

Councillor Jeanette Smith

Standing Deputies

Councillor Ryan Brent
Councillor Ben Dowling
Councillor George Fielding
Councillor Suzy Horton
Councillor Gemma New

(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

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 meeting held on 2 March 2020 (Pages 5 - 10)

RECOMMENDED that the minutes of the meeting held on 2 March 2020 be confirmed and signed by the Chair as a correct record.

4 Living Wage Accreditation - Progress Update Report (Pages 11 - 14)

At the Employment Committee held on 2 March 2021 Members were updated on the joint working Officers have undertaken with the Living Wage Foundation. The purpose of this report is to provide Members with an update on the progress made to date.

This report provides an update on progress of the working group and no recommendations are made at this time.

5 Quarterly Sickness Absence Report (Pages 15 - 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 the Employment Committee:

- **Continues to monitor sickness absence, and ensure appropriate**

- management action is taken to address absenteeism;
- Notes the wellbeing activities undertaken to support attendance;
- Notes the additional wellbeing activities specifically in response to the Covid-19 pandemic; and
- Notes the change in absence levels across the organisation.

6 Health & Safety Annual Report (for period 1 April 2020 - 31 March 2021)
(Pages 37 - 48)

The purpose of this report is to provide assurance to the Employment Committee that Portsmouth City Council is complying with health and safety legislation and is ensuring the health, safety and wellbeing of those affected by the council's activities.

RECOMMENDED that the Employment Committee notes the report.

7 Reward and Recognition (Pages 49 - 96)

Following Employment Committee held on 22nd September 2020, Members requested a further report which outlined what the Council had already done, what existing mechanisms were in place for recognising employee's 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

- 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, recognising this and thanking them for their efforts is continued;
- ii) Members note what reward and recognition systems are already in place across the whole City Council (contained in Appendix 1);
- iii) Members 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 and recovery in 2021; and
- iv) Members note the options for future reward and recognition. That they confirm the mechanism of reward and recognition they wish to implement in the future, not discounting the arrangement of an awards ceremony when it is safe to do so, and that they confirm the level at which they wish staff to be recognised.

8 Appointments Sub Committee

Report to follow under separate cover.

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.

Whilst every effort will be made to webcast this meeting, should technical or other difficulties occur, the meeting will continue without being webcast via the Council's website.

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

EMPLOYMENT COMMITTEE

MINUTES OF THE MEETING of the Employment Committee held on Tuesday, 2 March 2021 at 2.00 pm at the Virtual Remote Meeting

Present

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

Officers Present

David Williams, Chief Executive
asha Edmunds, Director of Corporate Services
Peter Baulf, City Solicitor
Sue Page, Finance Manager
Jessica Birkett, HR Business Partner
Richard Lock, Acting Procurement Manager

5. Apologies for Absence (AI 1)

The Chair, Councillor Ben Dowling, welcomed everyone to the meeting and advised that it was being held virtually because of restrictions imposed following the outbreak of Covid 19.

Apologies for absence were received on behalf of Councillor Darren Sanders. Councillor Matthew Winnington attended in his place.

6. Declarations of Members' Interests (AI 2)

There were no declarations of Members' interests.

7. Minutes of the meeting held on 14 January 2021 (AI 3)

RESOLVED that the minutes of the meeting held on 14 January 2021 be confirmed and signed by the Chair as a correct record.

8. Gender Pay Gap Report (AI 4)

(TAKE IN REPORT)

Jessica Birkett introduced the report. She explained that it presents the outcomes of the Gender Pay Gap 2020/21, ensuring the Council can fulfil its statutory obligations in respect of the Gender Pay Gap Information Regulations. It also includes an action plan to build on the council's inclusive working practices, to continue to reduce the gap. At the request of the Employment Committee, the report also includes additional data on the

workforce profile by age, gender and whether full time or part time. Appendix 1 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.

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

Members were also advised that for the reasons set out in the report at paragraph 3.7.6, the Council will review the data held in relation to ethnicity with a view to including pay gaps relating to ethnicity as part of future Gender Pay Gap Reporting. This has been included in the Action Plan contained within Appendix 1.

During discussion

- it was confirmed that the report covers PCC employees only but any employer with more than 250 employees has to produce and publish its own data
- PCC intends to improve the data collected to enable clarification of why there may be particular variances in certain age ranges.

The Chair thanked officers for the helpful report.

RESOLVED that the Employment Committee:

- (1) Noted the key findings of the Gender Pay Gap Report 2020/21 (Appendix 1).**
- (2) Agreed the action plan as set out in Appendix 1 of the Gender Pay Gap report.**

9. Quarterly Sickness Absence Report (AI 5)

(TAKE IN REPORT)

Natasha Edmunds presented the report which updates the Employment Committee about the levels of sickness absence across the council and the actions being taken to manage absence and promote employee wellbeing. Overall absence levels are down, however they have increased in some areas during the last quarter as detailed in the report.

The highest reason for absence remains as psychological (stress, anxiety and depression), followed by musculoskeletal and coronavirus.

There has continued to be a focus on wellbeing as detailed in section 4 of the report.

During discussion

- It was confirmed that the percentage of absence for stress has remained fairly steady recently but Natasha Edmunds said that she would find out exactly how the data compares against the last two

quarters and will let the Committee members know. She said that an increase is expected though given the ongoing pandemic.

- The training in relation to mental health is being made available generally for all staff and managers and there is also manager specific training to help them support their staff.
- It was confirmed that in services where staff are working from home, there has been a reduction in sickness absence. There is much research to show that flexible and home working reduces the level of sickness absence and PCC is looking at working practices going forward to continue to develop opportunities for flexible working.

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**

10. Pay Policy Statement (AI 6)

(TAKE IN REPORT)

Jessica Birkett introduced the report explaining that 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.

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

RESOLVED that Employment Committee approves the Pay Policy Statement attached as Appendix 1, to go forward for approval by the Full Council prior to 31 March 2021.

11. Update on progress towards attaining Living Wage accreditation (AI 7)

(TAKE IN REPORT (for information only))

Natasha Edmunds introduced the report which was to update the Committee on progress made towards becoming an accredited Living Wage employer. She advised that this would be a standing agenda item for future meetings.

She advised that a Living Wage Working Group has been established comprising officers from HR, Procurement, Finance, Legal Services and

Trade Union representatives. She explained that there are two main requirements to achieve accreditation status

1. All directly employed staff should be paid the Real Living Wage (RLW)
2. All third party contractor employed staff should be paid the Real Living Wage

With regard to 1. PCC currently pays directly employed staff the RLW and has also agreed that all Apprentices and those on the Kickstart scheme will be paid the RLW from 1 April 2021. All LA maintained schools bar one pays the RLW to its employees.

With regard to 2. Procurement has already started work to understand the complexities involved and to identify those contracts in scope. This work also identifies when in scope contracts become due for renewal and where opportunities exist, and where budgets allow, to encourage contractors to become living wage employers.

Achieving Living Wage accreditation is consistent with the PCC Social Value Policy aims and the work to review in scope contracts for Living Wage accreditation purposes will be combined with the work to review contracts as part of the implementation plan for the Social Value Policy going to Cabinet soon. The contract review will also assist in further addressing any financial and legal implications of accreditation and the development of a phased implementation plan for the accreditation process to present to Full Council in due course.

During discussion

- It was agreed that every effort will be made to ensure someone from the LWF can attend the next meeting
- It was confirmed that the LA maintained school not currently paying the RLW wishes to do so but is not currently able to afford it. PCC is working with the school concerned to try to help. It is not possible to mandate the school concerned to pay the RLW and it is not yet known when it is anticipated that the school concerned will do so, but Natasha Edmunds will find out and advise members of the committee.
- The LWF has said that typically it takes around 3 years to become accredited but as this work is being combined with work on Social Value, it is hoped that accreditation will happen sooner.
- It was confirmed that there is an alternative to phased accreditation but this would need Full Council approval and there would be risks from a legal point of view. PCC would have to mandate all suppliers to pay the RLW and currently the cost of this is not known and neither are the procurement risks. The Cabinet Member for Health Wellbeing and Social Care said that from a Health Wellbeing and Social Care point of view this alternative may prove to be counter-productive and risk some of the work already done with some of PCC's suppliers. PCC has signed up to the Ethical and Residential Care Charters and there is a need to integrate all the work being done with PCC's suppliers rather than taking FLW accreditation forward in isolation.

The Chair thanked everyone for their contributions.

The report was noted.

12. Senior Management Structure - Integration of Health and Social Care (AI 8)

(TAKE IN REPORT)

The Chief Executive, David Williams, introduced the report which updates the Employment Committee on changes to the Health and Care landscape, including the deepening integration between Portsmouth City Council (PCC) and the Portsmouth Clinical Commissioning Group (PCCG), changes in response to the departure of the Director of Adult Social Services (DASS) and implications of proposals for a reorganisation of NHS structures through legislation.

He explained that for this Committee the main purpose of the report was to consider the appointment of a new Director of Adult Social Services but that it is also important for the Committee to understand the Council's integration across care and health plus changes in the pipeline that will have an impact. PCC is now quite closely interrelated with our health colleagues with some activity taking place within PCC and some within the NHS.

The Chief Executive explained that as set out in section 3 of the report, Mr Innes Richens took on the joint role of Director of Adult Social Services (DASS) for the City Council to help develop integrated services with PCCG. Mr Richens was supported by Jo York as his Deputy in his CCG role and by Andy Biddle as Director of Adult Care for the council.

Section 4 of the report sets out progress made towards integration and the benefits it brings. Section 5 of the report sets out proposed legislative changes.

The Chief Executive advised that the primary issue for the Employment Committee is to agree to fill the PCC role of statutory Director of Adult Social Services. Paragraph 6.3 sets out the Chief Executive's recommendation that Andy Biddle is appointed to take on the statutory responsibility alongside his operational role as Director of Adult Social Care.

The Chief Executive expressed his personal thanks to Mr Innes Richens.

During discussion

- Members expressed their thanks to Innes Richens for all his work which has been hugely beneficial to the City and the Council.
- Members were also pleased about the proposal to appoint Andy Biddle to the additional role of Director of Adult Social Services.
- In response to a query, the Chief Executive explained that the process of appointing to this role falls within the remit of the Employment Committee. The Committee can ask that appointments are advertised to test the market, but on this occasion, essentially the

recommendation is to widen the existing role to include the statutory Director of Adult Social Services (DASS) role. This is in keeping with other joint roles.

Members welcomed the proposals in the report and approved the recommendations.

RESOLVED that the Committee:

- (1) Approved the appointment of the current Director of Adult Care, Andy Biddle, to additionally become the Council's statutory Director of Adult Social Services (DASS);**
- (2) Requested the Chief Executive to continue to secure deeper integration of council and health services within the Health and Care Portsmouth framework and across the wider health and care system, forming an executive team comprising the DASS, DCS, DPH and Director of Health and Care Portsmouth (NHS post) and Director of Finance (NHS post), all posts having powers to exercise executive functions across both the City Council and the Portsmouth CCG (under s113 of the Act) and with other health providers as appropriate.**
- (3) Recorded its gratitude and appreciation to Mr Innes Richens for his long service to the city and the City Council and wishes him the very best for the future.**
- (4) Noted the changes being proposed to the structure of the NHS and the opportunities and potential implications these changes may have for the delivery of health and care in Portsmouth.**

The meeting concluded at 3.00 pm.

Councillor Ben Dowling
Chair

Agenda Item 4

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
Date of meeting:	15 September 2021
Subject:	Living Wage Accreditation - Progress Update Report
Report by:	Director of Corporate Services
Wards affected:	N/a
Key decision:	No
Full Council decision:	No

1. Purpose of report

At Employment Committee 2nd March 2021 Members were updated on the joint working Officers have undertaken with the Living Wage Foundation. The purpose of this report is to provide Members with an update on the progress made to date.

2. Recommendations

This report provides an update on progress of the working group and no recommendations are made at this time.

3. Background

Whilst at present PCC is not an accredited living wage employer it has adopted the principles of the Living Wage Foundation. PCC currently pays the Real Living Wage (RLW) rate at £9.50 to all its employees including those who transferred to the council under TUPE and Local Authority maintained schools. It has also made the decision to extend the principles of the Living Wage Foundation to apprentices and those on the Kickstart Scheme

In January 2021, Employment Committee Members instructed Officers to work with the Living Wage Foundation to seek to progress Portsmouth City Council towards accredited status. As part of the work to achieve accreditation status a working group has been expanded to include representatives from Procurement, Finance, Legal, HR, Trade Unions. This group is working closely with a representative from the Living Wage Foundation to achieve the overall goal.

4. Foundation Living Wage Accreditation

There are currently 6538 accredited FLW employers across all sectors within the UK. Accreditation is undertaken by the Living Wage Foundation, a charity which was formed in

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)

2011 through the work of campaigners and employers, and which is an initiative of Citizens UK. The Living Wage Foundation works with employers to help them implement the Living Wage. Those who receive accreditation are awarded with the Living Wage Employer mark.

Out of the UK's 428 Councils more than 118 are accredited Real Living Wage Employers, with a reported 11 within Southern England, including councils such as Brighton and Hove Council, Oxford City Council and Reading Borough Council to name a few.

The Living Wage Foundation has published results from its survey on the benefits of being accredited. Of the local authorities that have sought accreditation;

- 86% said it had enhanced the organisation's corporate reputation
- 84% said it had enhanced the organisations reputation as an employer
- 77% said it had improved relations with public bodies or politicians
- 74% said it had increased the motivation of employees
- 67% said it had improved employee retention
- 67% said it had improved the recruitment into Living Wage jobs.

5. Progress Update

Human Resources

All employees, including those who transferred to the council under TUPE, apprentices, those on the Kickstart Scheme and Local Authority maintained schools pay increased on 1st April 2021 to reflect the new Living Wage rate of £9.50.

It was previously reported that one LA maintained school had confirmed that it would not be adopting the new living wage rate. It can now be reported that after further discussions between the school and HR, the school and its Governing Body have agreed to implement the new Living Wage rate of £9.50.

Procurement

Procurement are actively incentivising take up of Living Wage through explicit incorporation within Social Value award criteria for relevant contracts in line with the Council's Social Value Policy. This is currently on an incentivisation basis through allocation of additional scores when bids are evaluated only rather than as a pass / fail mandatory requirement.

Procurement have begun producing contract pipelines by directorate and service area which identify all contracts which are up for re-tender or renewal over a 3 year implementation period starting from 1st April 2022. The contract pipelines will be filtered to remove contracts that do not fall under base LW accreditation criteria - e.g. supply only agreements, concessions, grants, land transactions, less than 8 week duration, etc. Contracts will then be further filtered by forecast impact of LW implementation, value, re-tender / review date, etc. to enable effective review prioritisation. Procurement will then work with services to undertake further analysis and engage with key suppliers, focusing

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)

resource onto high impact services / suppliers / contracts in order to better understand the impact that adopting LW could have on key suppliers.

Procurement will engage with peer local authorities who have implemented LW in order to understand different approaches that have been taken, risks, rewards, resource requirements, etc.

Procurement will draw up a list of documentation that will require alteration in the event that the Council adopts LW including for Procurement Gateway Process, procurement template documentation, contract terms, contract management processes, etc.

Work will need to be undertaken with Legal and HR in order to assess the legal implications of mandating LW adoption onto suppliers and their sub-contractors. Whilst there may be significant rewards in adopting LW there remain concerns that the supply base could narrow in some areas, cost increases may be passed back to the Council, the legality of mandating suppliers adopt LW on an explicit pass/fail basis vs the uncertainty of achieving adoption via encouragement, potential for protracted negotiations at renewal and associated potential for increased re-tendering activities, the potential for suppliers to bring legal claims arising from workforce issues, enforcing LW adoption in contract terms, mandating at sub-contract level, etc. These concerns will be tested via application of further analysis, engagement with peers who have adopted LW and working with HR & Legal as outlined above.

Finance

The potential full financial impact of Living Wage accreditation has previously been estimated as £3.2m to the General fund for which there is no approved budget provision. In the event that a decision to implement is made, the City Council will need to identify and approve additional savings (over and above the planned £1m) over the next 3 years in order to fund this policy initiative. Similarly, any cost implications to the HRA will need to be factored into the HRA budget over the next 3 years and considered as part of the consultation process with tenants.

...N Edmunds.....
Signed by:

Appendices: None.

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

This page is intentionally left blank

Title of meeting:	Employment Committee
Date of meeting:	21 September 2021
Subject:	Sickness Absence - Quarterly Report
Report by:	Peter Budd - Assistant Director of HR
Wards affected:	N/A
Key decision:	No
Full Council decision:	No

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 change in absence levels across the organisation.

3. Background

- 3.1. Members will be aware that the council has been operating many services differently as a result of the coronavirus pandemic. This has resulted in many staff working remotely. Compared to the start of the pandemic overall absence levels are down, however they have increased in some areas during the last two quarters.

- 3.2. The following section of the report will therefore note this quarter's sickness absence figures compared to last quarter (March 2021):

- The level of sickness absence for this quarter has increased slightly from 9.45 to 9.47 average days per person per year.
- Working time lost has increased from 2.59 to 2.65 per cent (excluding schools).
- Long term absence has increased from 6.47 to 6.67 average days per person per year.

- Short term absence has decreased from 1.62 to 1.56 average days per person per year.
 - 3 directorates have seen a decrease in absence levels this quarter.
 - 7 directorates have seen an increase in absence levels this quarter
 - The highest reason for sickness absence remains to be due to psychological (stress, anxiety and depression), however Neurology/Nervous system and Musculoskeletal (back and neck) are now listed 2nd and 3rd.
 - 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 June 2020 to May 2021 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 This Quarter saw the findings of the Staff wellbeing pulse survey which we ran from the 23rd February until the 5th March. This survey included a number of questions normally completed in the annual staff survey but also saw a number of new ones to help understand the levels of health and wellbeing of staff across the council.
- 4.2 The findings showed that levels of anxiety, stress and nervousness had increased by 3% since June 2020. The levels of happiness saw little movement but there was a 1% increase in staff feeling happier. Over two-thirds of staff stated that they are satisfied with work at the moment, those working exclusively at home being most satisfied and those working both at home and workplace are least.
- 4.3 The majority of staff feel that they have the tools to work effectively, however fewer staff feel supported by the council this year (-7 percentage points), instead a higher proportion selected 'neither'. Over three-quarters of staff agree that their team are communicating well and staying connected and the majority feel supported to balance work and other commitments.
- 4.4 61% of staff are able to strike the right balance between work and personal time, a fifth do not feel they are able to achieve this. Over half of staff can manage their workload within their contracted hours, however almost a quarter disagree with this.
- 4.5 The vast majority of staff know where to access wellbeing support (85%) and 91% of staff had received communications about ways to support their wellbeing. Almost three-quarters of staff receiving wellbeing communications found them useful.

- 4.6 The Staff Wellbeing Coordinator has been working with teams to help understand the findings and put together action plans to manage and support the wellbeing of their employees. Actions have included increasing the number of Wellbeing Champions within teams, setting up staff focus groups and increasing the awareness of the online training packages available to staff and managers.
- 4.7 During the last quarter the council has continued to provide regular wellbeing updates to all employees. These updates have included information and resources on Carers week, Health and wellbeing training, Mental health awareness week, Time to reflect, Stress awareness month and new physical activity initiatives,
- 4.8 The last quarter saw us reflect upon the anniversary of the 1st lockdown. We organised and ran a campaign that asked staff to get together in their teams and take Time to Reflect, this involved employees sharing pictures of something that they were most proud of during the last year.
- 4.9 Solent Mind have continued to deliver their Supporting and managing mental health in the workplace sessions, 28 managers attended this quarter bringing the overall total to 180. They also provided a number of their Taking control of your mental health and Wellbeing webinars with 73 employees taking part, bringing the total attendees to 161.
- 4.10 The Learning and Development team have been planning new Managing Wellbeing sessions that will be piloted later on in the summer by the Adult services directorate. These sessions will cover self-care for managers, managing wellbeing and difficult conversations as well as good management practices with a number of case studies. The aim is to then run these sessions across all directorates of the council.
- 4.11 Portsmouth City Council's Wellbeing Champion programme continues to grow with particular increases from The International Port bringing the total to 60 employees across all directorates now volunteering for the role. The champion's role is to help implement and support staff wellbeing and the ongoing programme at PCC through raising awareness of wellbeing activities across the council, promoting healthy lifestyles and positive mental health.
- 4.12 The Lunchtime learning programme has continued to be very well attended and over the last quarter we have provided talks on Making Every Contact Count (MECC) Healthy Conversation skills, the councils Employee Assistance Programme and Employers for Carers.

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

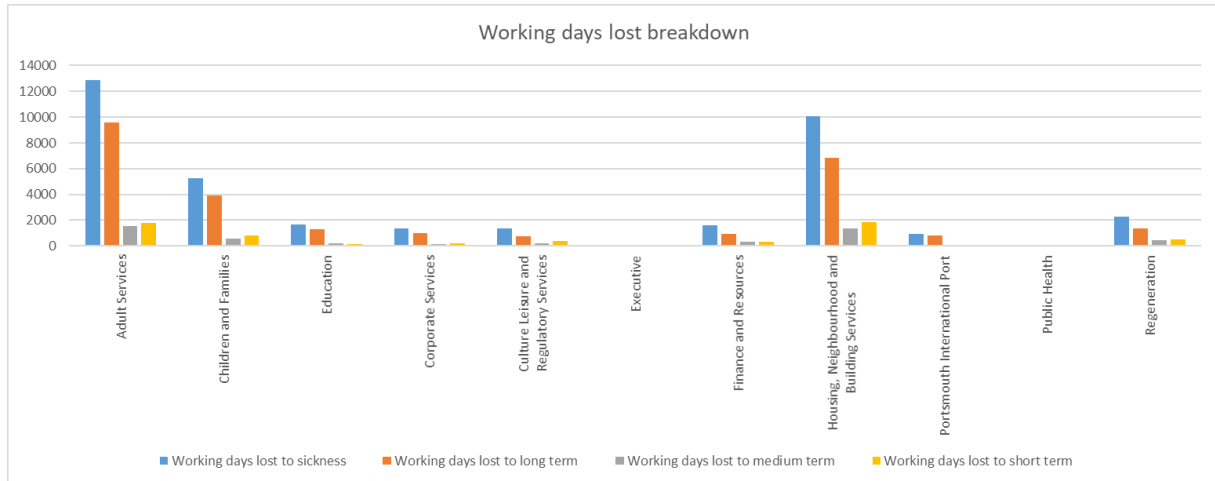
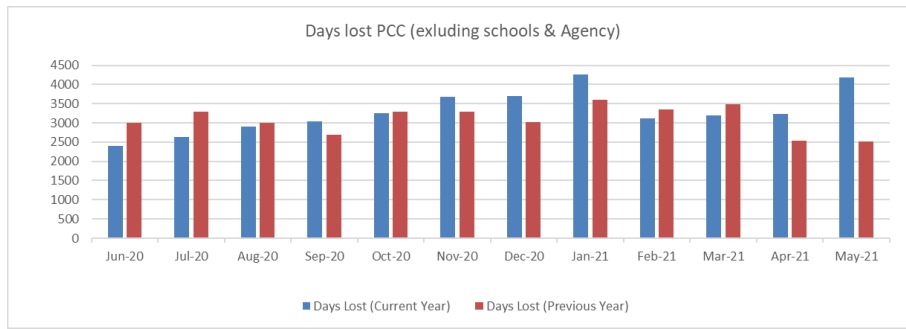
The following documents disclose facts or matters, which have been relied upon to a material extent by the author in preparing this report:

Title of document	Location

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

.....
Signed by:

Appendix 1: Sickness Absence (Rolling Year) Jun 2021



Directorate	Headcount		Total				Compared to Last EC report	Long Term		Medium Term		Short Term		Total Average Per Person Per Year, EC Feb 2021
	Current Headcount	Total Working Days Available	Working days lost to sickness	% of working time lost	Average per Person per Year	Working days lost to address		Average per Person per Year	Working days lost to address	Average per Person per Year	Working days lost to address	Average per Person per Year		
Agency	123	37183	97	0.26%	0.79	↔	60	0.49	24	0.19	14	0.11	0.79	
Adult Services	693	259560	12898	4.97%	18.61	↑	9580	13.82	1522	2.20	1796	2.59	18.44	
Children and Families	498	183280	5271	2.88%	10.58	↑	3907	7.84	568	1.14	796	1.60	9.24	
Education	188	66777	1660	2.49%	8.83	↓	1314	6.99	193	1.02	153	0.82	9.63	
Corporate Services	313	108681	1371	1.26%	4.38	↑	1006	3.22	158	0.51	206	0.66	3.57	
Culture Leisure and Regulatory Services	327	104651	1369	1.31%	4.19	↓	767	2.35	199	0.61	402	1.23	5.08	
Executive	37	13100	66	0.50%	1.77	↓	0	0.00	34	0.92	32	0.85	1.78	
Finance and Resources	317	116977	1597	1.37%	5.04	↑	916	2.89	334	1.06	346	1.09	4.74	
Housing, Neighbourhood and Building Services	945	345832	10051	2.91%	10.64	↑	6821	7.22	1368	1.45	1862	1.97	9.71	
Portsmouth International Port	79	28200	961	3.41%	12.17	↑	803	10.16	89	1.13	69	0.88	11.87	
Public Health	41	13727	62	0.45%	1.52	↓	28	0.69	10	0.24	24	0.59	4.31	
Regeneration	420	144866	2299	1.59%	5.47	↑	1363	3.24	433	1.03	503	1.20	5.09	
Schools	1496	588837	12548	2.13%	8.39	↑	6903	4.61	2452	1.64	3193	2.13	7.65	
Grand Total (excluding schools and Agency)	3858	1385651	37605	2.71%	9.75	↑	26505	6.87	4909	1.27	6190	1.60	9.45	
Grand Total (including Schools excluding Agency)	5354	1974488	50153	2.54%	9.37	↑	33408	6.24	7362	1.38	9383	1.75	8.93	
Grand Total (including Agency Workers)	3981	1422834	37702	2.65%	9.47	↑	26565	6.67	4933	1.24	6204	1.56	9.24	

↑ = over 7 days

This page is intentionally left blank

Appendix 2 - summary of reasons for absence, rolling year July 2020 to June 2021

Absence Reason	Days Lost	% of Days Lost	Rank		Absence Reason	Days Lost	% of Days Lost	Rank
Psychological - stress, anxiety and depression	8999	23.93	1		* Psychological - stress, anxiety and depression	8999	23.93	1
Neurology/Nervous system (inc headache, migraine and epilepsy)	2879	7.66	2		* Psychological - stress, anxiety and depression (Work Related)	2504	6.66	5
Musculoskeletal (back and neck)	2612	6.95	3		Total	11503	30.59	
Musculoskeletal (Lower limb)	2567	6.83	4					
Psychological - stress, anxiety and depression (work related)	2504	6.66	5		* Musculoskeletal (Lower limb)	2567	6.83	4
Coronavirus	2465	6.55	6		* Musculoskeletal (Upper limb)	1762	4.69	9
Gastrointestinal (inc stomach and bowel)	2296	6.10	7		* Musculoskeletal (back and neck)	2612	6.95	3
Virus (inc colds, coughs and influenza; excluding Coronavirus)	2153	5.73	8		Total	6941	18.46	
Musculoskeletal (Upper limb)	1762	4.69	9					
Cancer and tumours	1673	4.45	10		Total Stress + musculoskeletal %	18444	49.05	
Ear/nose/throat (inc dental)	1438	3.82	11					
Respiratory Problems (inc chest and asthma)	1030	2.74	12					
Gynaecological (inc Reproduction organ disorders)	981	2.61	13		Absence Reason	Days Lost	% of Days	Rank
Heart Disorders	818	2.17	14		* Corona Virus	2465	6.55	6
Family Bereavement	705	1.87	15					
Genitourinary (inc Kidney and Bladder)	513	1.36	16					
Blood Disorders	377	1.00	17					
Eye problems	314	0.84	18					
Skin Disorders (inc burns)	305	0.81	19					
Pregnancy related disorders	270	0.72	20					
Accident	237	0.63	21					
Long Covid	175	0.47	22					
Infectious Disease (inc Chicken pox, measles etc)	120	0.32	23					
Violence at Work	120	0.32	24					
Third Party Accident	118	0.31	25					
Endocrine/Hormonal (inc Diabetes)	91	0.24	26					
External Sickness	47	0.13	27					
Substance misuse (inc alcohol and drugs)	35	0.09	28					
Grand Total	37604							

This page is intentionally left blank

Integrated Impact Assessment (IIA)

Integrated impact assessment (IIA) form December 2019

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 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 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?

Page 24

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 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 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 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 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 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 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 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 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 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 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 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 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?

Page 31

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 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:

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:

Corporate Services

Service, function:

Human Resources

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

Sickness Absence

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

- Existing
- New / proposed
- Changed

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

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

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

All employees

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

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

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

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

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

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

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

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

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

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

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

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

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

yes No

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

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

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

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

Q8 - Who was involved in the EIA?

Human Resources

This EIA has been approved by: Rochelle Kneller

Contact number: 023 9268 8782

Date: 25 June 2021

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

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)

Title of meeting:	Employment Committee
Subject:	Health & Safety Annual Report (for period 1 April 2020 - 31 March 2021)
Date of meeting:	21 September 2021
Report by:	Lynda Martin, Corporate Health & Safety Manager, Directorate of Housing, Neighbourhoods and Building Services
Wards affected:	All

1. Requested by

Members

2. Purpose

To provide assurance to the Employment Committee that Portsmouth City Council is complying with health and safety legislation and is ensuring the health, safety and wellbeing of those affected by the council's activities.

3. Information Requested

An update, in the form of an Annual Report, on Health and Safety activities within Portsmouth City Council during the reporting period of 1 April 2020 to 31 March 2021.

The Committee receives:

- Within this document, the Annual health and safety report covering the reporting period 1 April 2020 to 31 March 2021.
- Updated 2020/21 Health and Safety Action Plan. (Appendix 1)
- New Health and Safety Action Plan which covers the period of 1 April 2021 to 31 March 2022. (Appendix 2)

4. Background

The Corporate Health and Safety management system is developed, maintained and monitored by the Corporate Health & Safety team, who are accountable to the Chief

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)

Executive via the Director of Housing, Neighbourhood and Building Services. The role of the Health & Safety team is to provide specialist advice, guidance, training and support to council members, managers and employees to enable them to fulfil their legal Health & Safety responsibilities and comply with UK Health & Safety legislation, guidance and best practice. The new Health & Safety Manager is reviewing the management system, including risk identification, training and guidance documents and wishes to introduce a Health & Safety legal register, risk register, departmental risk registers, a job hazard identification form, better corporate record keeping, reporting, consultation and communication.

The Corporate Health & Safety team currently comprises of 3 directly employed staff (1 x Health & Safety Manager, 1 x Health & Safety Advisor and 1 x part time administrator) and a temporary member of staff (1 x Health & Safety Advisor).

The new Health and Safety Manager, Lynda Martin took up her position on 19 April 2021. Lynda is a Chartered Member of the Institution of Occupational Safety and Health.

5. Policy

The Overarching Health and Safety Policy has been updated in order to make it fit for purpose within current arrangements. The Health and Safety Manager wishes to continue to review it to change the emphasis to a more pro-active approach towards Health & Safety and base it on the [HSE's Leading Health and Safety at work](#) document.

The Statement of Intent has been updated.

There are currently 20 Health and Safety Policies / documents within the Policy Hub, including the Overarching Health and Safety Policy. The Health and Safety Manager intends to review these and it is anticipated that more guidance documents will be produced.

6. Risks

The new Health and Safety Manager is reviewing all of the health and safety risks Portsmouth City Council faces and aims to produce a legal and risk register. The current main health and safety risks that are reported are as follows.

COVID-19

The Health & Safety Team worked successfully from home during the pandemic supporting colleagues. The quarterly Joint Health, Safety and Wellbeing Forum was re-purposed, renamed the Joint Health, Safety and Wellbeing Group and met on a monthly basis to provide prompt interpretation and responses to the rapidly changing

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)

guidance. This group was chaired by the Assistant Director for Building Services, supported by the Director of Corporate Services and membership comprised Union representation, the Health and Safety Team, Wellbeing and HR support.

The Health and Safety Team supported all areas of Portsmouth City Council throughout the pandemic offering advice and interpretation of government and specialist agency guidance. The Health and Safety team participated in the Schools Infection Control meetings. This was applicable to all Portsmouth Schools (not just those with a Traded Serviced Agreement).

Fire, Asbestos and Legionella Safety Groups

The new Health and Safety Manager is now a member of these groups who meet quarterly. Update reports will be provided to the Health, Safety and Wellbeing Board.

Fire

There are regular liaison meetings with Hampshire & Isle of Wight Fire & Rescue Service to discuss feedback regarding fire incidents, share information and plan joint working initiatives to promote fire safety.

Asbestos

An external audit was carried out in relation to Asbestos safety and appropriate documentation and procedures are in place, including Asbestos Register, Surveys, Inspections, training and health surveillance.

Legionella

The Council employs the services of an external specialist contractor (Water Hygiene Centre). The Water Safety Group provides assurance that there are appropriate risk management infrastructure and control in place to minimise the risk of harm and infection from Legionella bacteria. An Operational Water Safety Group reports into the Water Safety Group and their remit is to collate and review records of compliance for water safety and to ensure that water safety is proactively being management on a day to day basis.

7. Training

7.1 The statistics for the Health and Safety online training for 2020/21 were 4505, compared to 2019/20 = 4738 and 2018 /19 = 4133. This is an excellent achievement and indicative of the success on online training during the pandemic and working from home conditions. This training includes, Handling of People, DSE, Asbestos, Fire Safety, Incident Reporting, H&S Induction, Legionella and Manual Handling of Loads.

7.2 The People Handling and Back Care Adviser continued to deliver essential training to many areas of Portsmouth City Council and external organisations during the reporting period, face to face and via Microsoft Teams. 362 people attended these courses.

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)

7.3 The Health and Safety team delivered one face to face Risk Assessment course in October 2020 which was attended by 3 people.

7.4 All Health and Safety training is being reviewed, including future liaison with other stakeholders, eg. for First Aid Training, Conflict and the Control of Substances Hazardous to Health.

8. Incidents (Accident and Violent Incident reporting)

- (i) There were 11 RIDDOR reports submitted in this reporting period (5 in PCC + 6 in schools).
- (ii) In 2020/21 'Overall' incidents reported to the H&S Team (accidents and violent incidents) were 266 (175 in PCC + 91 in schools) compared to in 2019/20 = 596 (276 in PCC + 320 in schools).
- (iii) Corporate incident statistics are below the normal expected industry norm compared to previous years because of lockdown and the pandemic.

9. Visits from Enforcing Authorities

The Corporate Health & Safety team have been advised of two interactions with the Health and Safety Executive (HSE) during the reporting period,

9.1 When they followed up a RIDDOR (The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013) with a School in March 2021. They were satisfied with the measures that were in place and no further action was required.

9.2 When they enquired about the gas safety of a Council owned house next door to one (that was not Council owned) that exploded in January 2021. They were satisfied with the information they received from us and no further action was required in relation to the gas explosion.

To our knowledge there were no further planned UK interventions, unannounced site inspections (building sites/refurbishment projects managed by the council), additional telephone/email queries (associated with RIDDOR/Non RIDDOR accident reports, asbestos, legionella or customer complaints/queries).

10. Monitoring, Compliance, Audit and Inspections

Audit programme

A schedule exists for the 5 yearly Audit programme. This is being reviewed to ensure that all buildings are appropriately covered. The Health, Safety and Wellbeing Board

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)

will receive updates on progress throughout the year. Activity within the reporting period was severely reduced as a result of the pandemic.

Schools Health and Safety Traded Service Agreements

The 21 Local Authority Schools and an additional 11 Academies benefit from this service. Activity within the reporting period was severely reduce as a result of the pandemic. Efforts will be made to reinvigorate the service throughout 2020/21. The New Health and Safety Manager is reviewing the service provided to schools.

11. Communications and Consultation

The H&S Team continue to use a diverse range of communications channels to deliver appropriate H&S messages.

- During this reporting period because of the pandemic there was one formal Quarterly Joint Health Safety and Wellbeing Forum (JHSWF) in February 2020, which reviewed and addresses council wide H&S management issues and communicates H&S related policy and procedural changes during this reporting period.
- E-newsletter - circulated in May 2020, June 2020, July 2020 and April 2021
- Policy Hub, staff intranet + schools google-based website - Providing access for all council and school employees to the corporate H&S policies (and their associated forms)
- The new Health & Safety Manager intends to review methods of consultation and communication.

.....
Signed by James Hill, Director of Housing, Neighbourhood and Building Services

Appendices:

- Appendix 1 - Updated 2020/21 Health and Safety Action Plan.
- Appendix 2 - New Health and Safety Action Plan which covers the period of 1 April 2021 to 31 March 2022.

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

This page is intentionally left blank

**Portsmouth City Council:
H&S Unit Corporate Action Plan 2020/21**

Action	Objective	Target date	Lead Person	Update/ Outcome
1. Review and update of the corporate H&S Policy and statement of intent. Full policy review due in 3 rd QTR 2020	To ensure compliance with UK law, council policy and insurance contracts	30/09/20	H&S Manager	Action Complete
2. Deliver traded services with schools and other partners, as agreed in Traded Service contracts	To ensure compliance with H&S policy/legislation and generate income to support the H&S staffing levels	31/03/21	H&S Manager	Action Complete
3. Manage and facilitate the corporate H&S Team's 'Management Audit & Inspection' program	To provide corporate assurance by verifying service/ workplace-specific compliance with corporate H&S policies and UK H&S legislation	31/03/21	H&S Manager	Action Complete
4. Review JHSW meeting forum terms of reference in light of Covid-19 developments. Continue to facilitate Joint working groups with all PCC services, Trade Unions and PCC HR.	For compliance with corporate H&S policy and UK legislation - and to facilitate H&S communications council wide	31/03/21	H&S Manager	Action Complete
5. Maintain the corporate incident reporting database and review accident and incident reports submitted to the H&S Team	To assist managers/staff in complying with corporate 'post-incident' management requirements and UK law. To assist service managers in collating/ documenting evidence for reference, in case of future legal/ civil litigation claims	31/03/21	H&S Manager	Action Complete
6. Continue a full review and update of the corporate e-learning courses on PLG, classroom based courses and the H&S Team's stand-alone training kits in light of Covid-19	To ensure up to date H&S advice and training is available to all council employees and 'others' signed up to the H&S Team's traded service	31/03/21	H&S Manager	On-going
7. Review 1x corporate H&S policy to maintain up to date (3 year review date)	For compliance with corporate H&S policy, evidence for outside agencies and assistance in managing litigation claims	31/03/21	H&S Manager	Action Complete
8. Maintain corporate records of all H&S training facilitated by the H&S team	For compliance with corporate H&S policy, evidence for outside agencies and assistance in managing litigation claims	31/03/21	H&S Manager	Action Complete

Action	Objective	Target date	Lead Person	Update/ Outcome
9. Review of Corporate H&S Team functions and explore opportunities to expand service offering to both internal and external customers.	To evaluate the council's H&S functions for compliance with UK law and corporate H&S policy. To increase the service engagement across PCC and generate an external fee earning client base.	31/03/21	H&S Manager	On-going
10. Review of archived H&S records	For compliance with UK Law, Health & Safety Law and council policy	31/03/21	H&S Manager	Action Complete
11. Revise the Employment Committee H&S Annual Report as part of the planned review of H&S Unit functions overall.	For compliance with corporate H&S policy and to provide/review the council's H&S performance in f/y 2020/21	31/03/21	H&S Manager	Action Complete
End of action plan				

This page is intentionally left blank

Corporate Health and Safety Action Plan 2021 / 2022

Action	Objective	Target date	Lead Person	Update/ Outcome
1. To review the management system, including risk identification, training and guidance documents and wishes to introduce a Health & Safety legal register, risk register, departmental risk registers, a job hazard identification form, better corporate record keeping, reporting, consultation and communication.	To protect the health, safety and wellbeing of those affected by the Council's activities and to comply with corporate H&S policy, and UK H&S legislation	31/03/22	H&S Manager	
2. To continue to review the overarching Health & Safety Policy to change the emphasis to a more pro-active approach towards Health & Safety and base it on the HSE's Leading Health and Safety at work document.	To protect the health, safety and wellbeing of those affected by the Council's activities and to comply with corporate H&S policies and UK H&S legislation	31/03/22	H&S Manager	
3. To review the service schools receive and report on levels of compliance against the audit schedule at quarterly HSWB meetings.	To protect the health, safety and wellbeing of those affected by the Council's activities and to comply with corporate H&S policies and UK H&S legislation and generate income to support the H&S staffing levels	31/03/22	H&S Manager	
4. To review the corporate H&S Team's 'Management Audit & Inspection' programme to ensure that all buildings are appropriately covered. The Health, Safety and Wellbeing Board will receive updates on progress throughout the year.	To provide corporate assurance by verifying service/ workplace-specific compliance with corporate H&S policies and UK H&S legislation	31/03/22	H&S Manager	
5. To review methods of consultation and communication.	To comply with corporate H&S policy and UK legislation - and to facilitate H&S consultation and communication council wide	31/03/22	H&S Manager	

Appendix 6

Action	Objective	Target date	Lead Person	Update/ Outcome
6. To review the incident reporting procedure.	To prevent incidents and to assist managers/staff in complying with corporate 'post-incident' management requirements and UK H&S legislation. To assist service managers in collating/ documenting evidence for reference, in case of future legal/ civil litigation claims	31/03/22	H&S Manager	
7. To review all Health and Safety training, including liaison with other stakeholders, eg for First Aid Training, Conflict and Driving, etc.	To ensure up to date H&S advice and training is available to all council employees and 'others' signed up to the H&S Team's traded service	31/03/22	H&S Manager	
8. To review all PCC Health & Safety risks. Additional policies and guidance will be produced, along with a legal and risk register.	To protect the health, safety and wellbeing of those affected by the Council's activities and to comply with corporate H&S policy, and UK H&S legislation	31/03/22	H&S Manager	
9. To review the Health & Safety team functions and report to Health, Safety and Wellbeing Board, to include exploring opportunities to expand the service offering to both internal and external customers.	To evaluate the council's H&S functions for compliance with corporate H&S policies and UK H&S legislation. To increase the service engagement across PCC and generate an external fee earning client base.	31/03/22	H&S Manager	

End of Action Plan

Agenda Item 7



Portsmouth
CITY COUNCIL

Title of meeting:	Employment Committee
Date of meeting:	21 September 2021
Subject:	Reward and Recognition
Report by:	Assistant Director of HR
Wards affected:	None
Key decision:	No
Full Council decision:	No

1. Purpose of report

1.1. Following Employment Committee held on 22nd September 2020, Members requested a further report which outlined what the Council had already done, what existing mechanisms were in place for recognising employee's 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, recognising this and thanking them for their efforts is continued.
- ii) Members note what reward and recognition systems are already in place across the whole City Council (contained in Appendix 1).
- iii) Members 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 and recovery in 2021.
- iv) Members note the options for future reward and recognition. That they confirm the mechanism of reward and recognition they wish to implement in the future, not discounting the arrangement of an awards ceremony when it is safe to do so, and that they confirm the level at which they wish staff to be recognised.



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 staff have made outstanding contributions to the community.
- 3.2. The Council want to recognise and reward the work that staff 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 compensate and reward staff and these and their appropriateness are outlined in Appendix 1.
- 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. Previously the Council have offered staff an additional day's annual leave as a mechanism of reward given during the Christmas period, known as a 'sandwich day' and given during the Christmas period.
- 3.6. In December 2020, Members agreed to give staff an additional days leave on Christmas Eve as a gesture of goodwill, to reflect the hard work and dedication of staff during the pandemic. Appendix 2 details what other Local Authorities used to reward their staff during this pandemic, an additional days leave was a mechanism also used by number of other Councils.
- 3.7. Having engaged with services and a concerted effort by staff to use their annual leave over the summer months, an additional days leave could be an option that Members may want to consider as a viable mechanism to recognise and reward staff for their efforts during the pandemic and recovery period this year.

4. Requests from Trade Unions

- 4.1. Trade Unions have requested an additional day's leave for all staff to be granted as soon as possible rather than waiting until the end of the calendar year. This is because they feel that staff are fatigued and should be rewarded with this sooner rather than later.
- 4.2. Unite the Union also requested a payment of £500 for each member of staff as a reward. It was communicated to the Unions that this was outside the remit of the Trade Union meeting, but they could raise this with Councillors directly or via deputation at Employment Committee.

5. Pay challenges within Local Government

- 5.1. Offering competitive salaries to attract and retain the best calibre of staff has become increasingly difficult given the significant pressures and financial costs faced by Local Authorities. Changes to pay, such as the commitment to pay the Real Living



Wage provides great support to those at the lower end of the salary scales, however it does cause additional financial pressures to services budgets and compresses pay levels between workers and their managers or supervisors.

- 5.2. At the middle and top end of the pay scale, the prospect of a pay cap and the clawback of exit payments for high earners is also likely to affect the quality and calibre of candidates choosing to work and continue their career in the public sector.
- 5.3. In addition, National pay awards for staff within local government have been minimal in recent years due to significant financial pressures, emphasised even more so as a result of the pandemic. The last two years have seen inflation pressures rise in the economy; over time, these all begin to have an impact on the ability to attract and retain the right staff on current pay scales.
- 5.4. At the same time, (as with many other Local Authorities), PCC are embarking on major change projects that require collaboration, culture change and most importantly specialist expertise. Recruitment and retention of staff with the desired skill sets, critical to successful delivery of PCC objectives for transformation are increasingly difficult.
- 5.5. The above illustrates that the backdrop of pay within Local Authorities is challenging and shows why it is increasingly important for Councils to adopt a more creative and innovative approach to reward and recognition, to help ensure they are able to recruit and retain the right staff and that these staff are engaged and feel valued.

6. Reward and Recognition

- 6.1. 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.
- 6.2. 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.
- 6.3. 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.
- 6.4. Reward and recognition is also an emotive topic that can have significant impact on staff engagement and retention. As such there should be consideration given to the level at which staff are recognised and the potential impact this may have if staff feel they have been excluded or treated unfairly.

7. Recognition schemes

- 7.1. 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.
- 7.2. 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.
- 7.3. Recognition can be done frequently and, in the moment, which means people do not 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.
- 7.4. 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. People are attracted to work in an organisation for many reasons, pay being a primary driver. However, pay is not always the driver for people to stay in an organisation.

8. Non-Monetary Reward and recognition

- 8.1. 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.
- 8.2. 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.

9. Level of application for Reward and Recognition

- 9.1. The spectrum for recognition could range from multiagency/group, Council wide, Directorate, service, team, individual or peer-to-peer. Each level of reward and recognition has both pros and cons to consider (Appendix 3).
- 9.2. What organisations choose to reward and not reward, sends a message about what the organisation values. Reward and recognition should reflect the organisational culture and objectives, it is therefore important to consider the level of application or assessment for a reward and recognition scheme at the City Council.



- 9.3. Employee surveys can be a useful tool to identify the types of reward that staff perceive to be of value. Regularly checking this will also ensure the reward and recognition scheme continue to meet the needs and values of employees and therefore having the desired effect of motivating and retaining staff.
- 9.4. The sections below illustrate reward and recognition options, applied at varying levels that Members may wish to consider for implementation at the City Council.
- 9.5. Reward and Recognition at Organisational Level (including multi-agencies)**
- 9.6. To date all staff within PCC have been recognised collectively, across the Council as 'one team' via Corporate Communications. These communications have sent a message to staff that all employees of the Council are a Team and has contributed to a team ethos, recognising that front line services could not do their job without support services and all staff are valued for the contribution they make.
- 9.7. To continue recognising staff corporately and celebrating successes the implementation of an organisational wide employee recognition scheme could be used and include such things as e-cards, certificates or a community based award ceremony as a way to highlight and acknowledge the dedication, hard work and commitment of staff.
- 9.8. In addition, a community based award ceremony could be a way to bring officers and the community together after a challenging period. Invitations for nominations could be taken from within the organisation and externally across our partners and the wider community including residents, local businesses, the NHS and voluntary organisations. Initially the ceremony could 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 develop in future years to continue to recognise and reward employees for their dedicated hard work and contribution in the community and towards PCC's objectives.
- 9.9. Engaging with our partners, the voluntary sector, and local businesses and residents would also aim to reinforce collaborative working and highlight the community wide response to the covid-19 pandemic.
- 9.10. The open nomination process would allow a fair and equitable chance for all levels of employees to be nominated. However, it must be noted that some staff may not value this mechanism of recognition and may not want to be publically recognised.
- 9.11. Launching an internal recognition scheme at this time is also an ideal opportunity to start developing a culture at PCC that acknowledges and recognises good performance and desirable values and behaviours. This scheme could then be adapted locally to include an 'employee' or 'peer of the month' award for example and could allow staff to have a say, which may be more meaningful for some coming directly from colleagues.



9.12. Such a scheme would provide a means to recognise staff, without placing additional strain on existing budgets. There would be minimal cost to implement it and would allow for multiple levels of recognition to be used as required depending on the needs of the organisation or service.

9.13. Reward and Recognition at Team Level

9.14. In looking at Team level of reward and recognition, the Employee Opinion Survey undertaken in 2020, revealed a strong message from staff around the value of time spent connecting with their team as well as in the community. This was of particular importance as a lot of teams have been working remotely and have not been able to see each other in person during the pandemic. To recognise staff feedback, link with our corporate priorities and commitment to employee wellbeing and to enhance social relations, a team level reward for staff could incorporate a team away day with volunteering in the community.

9.15. Although it may be more challenging for some services to easily reserve time to do this, and there would be a loss of productivity for the day; the benefits for improved staff morale and improvements in team building would outweigh this and can often lead to an increase in productivity in the longer term.

9.16. Reward and Recognition at Individual Level

9.17. The implementation of an additional day's annual leave would enable each member of staff to be rewarded. This could be offered as a 'sandwich day' as mentioned above, or alternatively, as a 'wellbeing' day which could be given to staff to take at any time when they felt the need to use it. This could help reduce absenteeism by improving staff wellbeing, which would also link to the City vision to tackle health issues, and encourage active, healthy lives. A wellbeing day would also be in line with the request from the Trade Unions in recognising that staff are fatigued and need a break. Having staff take time off at different times of the year would also be easier for services to manage.

9.18. Looking at how other Local Authorities have recognised staff contributions during the pandemic it is evident that budget constraints along with the limitations with pay influenced the reward and recognition, as there were very few who made an additional payment to staff (Appendix 2). An additional day's annual leave was the most common along with implementation of an employee recognition scheme or an enhanced recognition scheme as many already had one in place.

10. Monetary rewards

10.1. Setting a monetary reward amount would need 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. Making a payment to a specific group of staff can become a source of friction and can undermine efforts to create team working and a fair reward system.



- 10.2. 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.
- 10.3. 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.
- 10.4. 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.
- 10.5. During the pandemic staff have been recompensed within existing policies and pay mechanisms including overtime. In looking at the amount of overtime claimed in 2020-21 in comparison to previous two years (2018-19 and 2019-20), there has not been a significant increase in spend; however, the services that have used overtime have varied (Appendix 4). For example, previously Public Health have had minimal overtime spend but during 2020-21, there was a significant increase. This additional spend can be linked to the requirement to support Track and Trace and other tasks related to the pandemic. In comparison, Culture, Leisure & Regulatory Services spend has reduced which could be contributed to the reduction in events held and staff on furlough due to the museums and libraries being closed.

11. Integrated Impact Assessment

See Appendix 5

12. Legal implications

- 12.1. 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.

12.2. The nature of any award provided must be in accordance with the Council's discretionary powers.

12.3. Once a final decision is made with regards to the terms of the scheme, the matter will be looked at again by legal services to consider further legal implications, which may occur.

13. Director of Finance's comments

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

13.2. The financial impact of the recommendation will include any cover required to meet front line care delivery which has been estimated at circa £70k. The additional costs can be accommodated by the contingency set aside to deal with the legacy implications of the COVID 19 pandemic.

.....
Signed by:

Appendices:

- Appendix 1: Existing Reward Mechanisms**
- Appendix 2: Reward and Recognition schemes used in other authorities**
- Appendix 3: Options for Reward and Recognition**
- Appendix 4: Overtime Analysis**
- Appendix 5: 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

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

.....
Signed by:

This page is intentionally left blank

Appendix 1 - Existing Reward, Pay & Benefit Mechanisms

Type of Reward	Details of scheme	Considerations for implementing	Reasons for not implementing	Any other comments
<p>Additional days annual leave</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 24th or 31st 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>A 'sandwich day' was given by the Leader in December 2020 for thanks to staff for their hard work and commitment</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>Additional and Exceptional Duty Payments Honoraria payments as a monetary reward 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>Within the existing policy, an honoraria payment would not be appropriate as the pandemic is not a project so this would not fall within its remit. 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 budgets may seem perverse especially if the Council has to cease or reduce services or make staff redundant.</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>
<p>Overtime</p>	<p>Overtime may be paid in line with the policy. Payments can be authorised up to and including Band 7. In special circumstances planned overtime can be authorised for staff in Bands 8 to 15. No payment for additional hours will be paid to staff in Bands 16 and above.</p>	<p>This provides staff with mechanism to be compensated for additional hours worked. Financial implications of paying staff for overtime. All hours worked up to and including 37 per week are paid at single time irrespective of when they are worked. Additional hours undertaken by part-time staff are paid at single time until they have exceeded 37 hours</p>	<p>Need to consider the fairness of this as a method of payment in relation to gender as well as impact on part-time staff</p>	<p>Although the decision to work additional hours is an individual decision, it will impact on work-life balance and can contribute to stress as staff are working over and above their contracted hours.</p>

		<p>per week. Employees, who work more than 37 hours per week and are entitled to be paid overtime for those additional hours payment will be:</p> <ul style="list-style-type: none"> -Monday to Saturday (7.00am-6.00pm) Single time -Monday to Saturday (6.01pm-6.59am) Time and a half -Sunday Double time Public Holiday Double time with equivalent single time off in lieu 		
Time off in Lieu (TOIL)	<p>TOIL or flexitime can be used to reimburse a member of staff for some of the additional hours they have to work. Up to Band 7, where additional hours are authorised overtime should be paid unless the employee chooses time off in lieu (TOIL). Band 8-15, TOIL or flexitime can be used to reimburse the member of</p>	<p>Staff can choose to have this as an alternative method of compensation for additional time worked</p>	<p>Staff may not have the time to take the TOIL or flexitime due to work pressures which contributed to them having to work the additional hours</p>	

	staff for some of the additional hours they have to work			
Flexible working arrangements	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>
My Rewards Platform	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'.		

Training schemes to aid personal and career progression	A range of in-house courses and apprenticeships, for example Leadership MBA. Useful free resources through Bookboon.			
Staff engagement via staff forums	The staff survey on working practices issued early on in the pandemic.			
Employee well-being initiatives	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.		
Long Service Reward	A certificate signed by the Lord Mayor and £290 voucher awarded to staff who have achieved 25 years' continuous service with Portsmouth City Council		Financial cost.	This is a long-standing award that staff have come to expect after their 25 years' service.

This page is intentionally left blank

Council Identifier	Is your Council is considering rewarding your staff in some way in recognition of all the work done responding to Covid-19, for example a one off extra day's leave or a payment of some kind? (August 2020)	If so, could you share the details of what options you are considering or have agreed? (August 2020)	Have you rewarded staff for their contributions to supporting the pandemic in anyway, for example with a one off payment or additional time off? (Jan 2021)
A	no	weekly video update from the CEO in which she includes a specific thank you to any staff who have done something particularly impressive or received excellent feedback from residents.	
B	yes	currently looking at possibly giving staff a day off related to Covid-19	yes
C	no		no
D			yes
E			yes
F	no		yes
G	no	Like others regular thanks and recognition but nothing planned as far as rewarding staff with leave or payments due to financial constraints. Launched a peer-to-peer reward system that resulted in more than 1,200 messages of thanks received by employees from their colleagues. The aim was to	

		keep the council's whole internal community 'in touch' as well as wanting to continuously reassure employees their hard work was being seen and recognised.	
H	yes	ASC and C&F are organising a £100 voucher for everyone, a personalised e-card/letter etc which is due to go out 1 st week of September. Our corporate response is to utilise the recognition tools that are already available. As a wider business, there is still discussions on if there will be something given to all.	yes
I	yes	We're similar to others in terms of regularly thanking staff via our Corporate Comms channels - Weekly blog from our Chief Fire Officer / Chief Executive, during the weekly live-stream held on Workplace and in our #thankyouthursday spotlights on the intranet. In addition, thank you letters have been sent to all employees. In July our Service hosted a virtual celebration via Zoom to thank on-call firefighters who worked as ambulance drivers during the peak of the pandemic and everyone else involved in the project. In a partnership with the East of England Ambulance Service, 19 of our on-call firefighters drove ambulances between 13 April and 8 July. Our Chief Fire Officer / Chief Executive and Deputy Chief Fire Officer are really keen find a way to say thank you so your email is very well time as we are keen to hear what other organisations are planning. We are early on in our thinking but ideas have	yes

		included an event in the Spring/Summer 2021 (subject to what restrictions will be in place)	
J	yes	Offering an additional days' leave on 24th December	yes
K			yes
L	no	We are similar to Luton and there have been lots of thank you messages from Directors and Chief Officers/ Councillors, however no plans for specific rewards	
M	no	regularly thanking staff, showcasing staff who have agreed to take on different roles because their 'real' job isn't possible for whatever reason and reminding everyone of our council 'values'. We're unlikely to consider any monetary/benefit reward as the financial situation won't allow.	yes

N	Yes	Recognition payments (up to £1000) and up to two accelerated increments will be used to reward exceptional contribution as normal.	no
O	No	I think that many of our staff would struggle to fit in extra leave, and I know several that are reluctant to take leave because they would not be going anywhere, so we've had requests for things like cancellations of buying additional annual leave, and where staff might have booked a fortnight off, they now just want to take a week instead.	no
P	No	We're the same as other councils, lots of recognition and thanks via intranet etc. but no plans for a monetary reward	yes
Q	yes		Yes

R	yes	To date we have mainly recognised individual contribution with letters/emails thanking staff, these have come from line managers, colleagues and the CEO. We have an area on our intranet where managers/peers can recognise staff publicly.	yes
S	yes	Monetary reward	yes
T	yes	regular thanks and recognition	yes
U	Yes	Considered options for monetary rewards but deemed not viable. Use our Thank you and recognition platform and we were also able to arrange for free products (through The Work Perk) to be distributed to our workforce all around the County Council as a way of saying thank you	
V	no	lots of communications re “thank you”, recognising staff who have gone over and beyond with our recognition scheme too – which isn’t monetary or impact on T&Cs	

W	No -paying staff with the mechanisms in place ie. overtime.		
X	Yes	Additional annual leave	yes
Y	yes	Monetary reward	yes
Z	yes		yes
A2	yes	Additional annual leave	yes

Council Identifier	If so, what rewards have you offered staff? (Jan 2021)	Do these apply to all staff or are to staff who meet certain criteria? (Jan 2021)	Has the governments announcement of the public sector pay freeze influenced your decision to offer rewards to staff or made you reconsider if you should? (Jan 2021)
A			
B	We are proposing to offer an additional day's leave next year to all non-schools staff, pitched as a 'Wellbeing Day', and will also do a Recognition Scheme at some point (non-financial). Schools are doing	The day's leave will apply to all contracted non-Schools staff.	no, were already looking into it.

	their own thing, also with a focus on wellbeing.		
C	n/a	n/a	no
D	3 additional days off, taken at Christmas	all	
E	All employees got the three days in-between Christmas and New Year off in addition to their annual leave allowance. Those that worked can take the three days off at another time. No other reward has been offered, and as a result of the additional three days leave we have asked managers not to put through any honoraria payments for Covid related recognition. Also, all of our incremental progression is performance linked, so the three days was used as a blanket reward for everyone for the period April – September. Objectives have only been set from October and performance related pay considerations in April this year will only consider performance in role from October 2020 – March 2021.	all	We've not yet spoken with our SMT about this year's pay, and we have no plans at this stage to offer anything in addition anyway.
F	1 additional day off - Christmas Eve for those able to take the day off and	all	n/a

	equivalent time off in lieu for all other staff		
G			
H	Every employee received an additional day's leave to be taken (where possible) before 1st April – otherwise it will be rolled over like any other leave. For front line staff in Social Care (both adults and C&F) they all received £50 to spend via Reward Gateway which enables them to choose a retailer of their choice to buy gift vouchers for. For all other areas – leaders were reminded of the current reward policy which does allow; subject to approval and budget small (up to £25) recognition payments to people if deemed appropriate although there was no corporate/blanket offering like Social Care.	some to all and some to specific groups	no - our political leadership team have approved an overall pay budget of 2.2% in line with NMW increases – this is to be used dynamically to address market pressures in our key roles
I	£100 payment to all staff	no	

J	have launched online e card / recognition scheme / done thank you posters and badges via nomination scheme. Lots of thank you videos etc but no tangible reward The overview and scrutiny committee sent thank you messages, cards, emails and certificates had been used to recognise the contribution by staff; Pin badges are being designed for staff as a symbol of the role they played in the council's response to the Covid-19 pandemic; plans for a new Herts Applause system for employees to send online cards.	not schools	It helped suggest financial reward was not right path.
K	one extra day off around Christmas or TOIL for those who could not take it then. facility for managers to use discretionary recognition payments.	all	no
L			
M	additional days leave	all	no
N	n/a	n/a	no
O	n/a	n/a	n/a

P	additional days leave at Christmas	all	
Q	Employs in the region of 5,000 staff. Pay some staff in Adult Social Care honoraria payments	<p>Criteria was whether the staff 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.</p> <p>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</p>	

R	<p>It was agreed in December that a one-off unconsolidated payment of £250 per person to frontline staff within Adult Social Care Service Delivery and Children's Residential Care would be made in recognition of their work through the pandemic on the basis that the payment is:</p> <ul style="list-style-type: none">• in recognition to you as an individual and the team effort in Service Delivery that nearly all staff will get a non-consolidated recognition payment of £250 per person to be paid in December 2020• staff who are eligible for the payment are all permanent staff, staff advised not to work during the pandemic, either as a result of shielding or a risk assessment and Bank workers who have worked during the period of the pandemic• if staff have more than one contract, they will only receive the payment once, and payments will not be grade or contracted hours related as a flat rate of £250 will apply• employees will not be eligible for the payment if they chose not to work during the pandemic or were appointed on or after 1 December 2020	frontline staff within Adult Social Care Service Delivery and Children's Residential Care only	<p>In addition as a result of the spending review announcement we withdrew our initial offer of a 2% pay award and instead have offered an increase in pay up to and including the Surrey Pay median salary of £29,333, of £350. We have also revised the minimum pay point on Surrey Pay grade PS1/2 to align to the UK voluntary Living Wage Foundation rate for outside London. Arrangements for pay progression will not change; incremental progression to the next pay point within the grade will continue to apply until the grade maximum salary point is reached, (subject to performance for all eligible staff).</p>
---	--	--	--

S	<p>paid some 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.</p>	<p>The criteria for these payments is not known as HR were not involved.</p>	
T	<p>an additional days leave to be taken this financial year to recognise staff efforts and to promote well-being and avoid confusion over funding.</p>		
U			
V			
W			
X	<p>2 additional days (pro rata for part-time staff) awarded to all staff</p>		
Y	<p>1.5% pay uplift on the base salary for staff who worked throughout the pandemic unless 6 months service or under performance review - in line with performance related pay criteria.</p>		

Z	Discretionary award in the form of vouchers for £100 and a thank you letter to staff along who had been recognised as going above and beyond during the pandemic. In addition, gave additional days annual leave for all staff was announced at annual staff awards ceremony.		
A2	an additional days leave for all staff	All staff	

This page is intentionally left blank

Appendix 3: Options for Reward and Recognition at PCC

The table below lists a variety of options for reward and recognition. These could be used to reward and recognise the efforts made by staff as a result of the pandemic and recovery.

Members may also be minded to explore these options to implement future reward and recognition mechanisms for staff at Portsmouth City Council.

Reward / recognition Type	Description	Pros	Cons	Financial Cost	Link to other work/ corporate priorities/ solving a problem	Link to existing policies	Other organisations that have done this
Team building 'away day' (Team level)	Team building 'away days' can include various activities that are used to enhance social relations, often involving collaborative tasks.	-Feedback from staff through staff survey has been that they have missed interaction with their team since the pandemic. A team away day would allow teams to come together, reconnect. -They can also be used to refocus on their purpose and how they will achieve their future objectives. -Time away from the workplace can boost morale and aid staff wellbeing.	Time away from work may be harder for some services to achieve due to other competing priorities/requirement for cover	-Variable depending on location, allowance given for lunch/refres hments activities chosen	-Social values team building activities helping the community at the same time -Connectivity- support teams in hybrid working model - 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	-Travel and Subsistence policy covers a value for staff to have meals and travel expenses paid for training activities	-CCG

					<p>covid-19 pandemic.</p> <p>-Staff wellbeing- feedback that a lot of staff are feeling fatigued and experiencing 'burn out' from the increased workload experienced as a result of the pandemic</p>		
<p>Internal recognition scheme</p> <p>can be implemented at:</p> <ul style="list-style-type: none"> -Member level -Director level -Team level -Peer level) 	<p>Recognition scheme that highlights and acknowledges the dedication, hard work and commitment of staff.</p> <p>Can be in the form of :</p> <ul style="list-style-type: none"> -e-cards -certificates, -pins/badges -Formal reward ceremony 	<ul style="list-style-type: none"> -Improve staff morale and engagement - Categories for recognition can be linked to objectives at organisational, team, individual level -Assists with cultural change and encouraging certain behaviours across the organisation -Minimal cost to the service and allows multiple levels of recognition to be used if required -Offers a non-financial mechanism to 	<p>-Recognition would need to be applied fairly so that it didn't demotivate those that weren't being recognised for their work</p>	<p>-Variable depending on recognition method- no cost if via an e-card, more cost if it is via pins/badges or a formal reward ceremony</p>	<p>-The reasons /categories for recognition can be linked to other corporate priorities, this will help to reinforce cultural and behavioural change</p>	N/A	<p>Cumbria County Council (launched a peer-to-peer recognition scheme that resulted in more than 1,200 messages of thanks were received by employees from their colleagues).</p> <p>Brighton and Hove CC established a programme for recognising exceptional contribution of individuals and teams through 'The Big Difference Reward Scheme'. (included a reward ceremony attended by the CX and Lord Mayor)-currently suspended due to covid restrictions.</p>

		<p>recognise hard working members of staff. Managers are often seeking an alternative to an Honoria payment, this would allow this.</p> <p>-Can drive sustainable improvements in performance</p> <p>-Wider reaching and more meaningful</p>					<p>Brighton and Hove CC also plan to set up a 'thank you scheme' centred on web-based nominations from staff and the public to recognise outstanding work.</p> <p>Hertfordshire CC sent thank you messages, cards, emails and certificates to recognise the contribution by staff; Pin badges are being designed for staff as a symbol of the role they played in the council's response to the Covid-19 pandemic; plans for a new Herts Applause system for employees to send online cards.</p>
<p>Additional days annual leave at Christmas (Organisational level)</p>	<p>Provide an additional day's annual leave to staff, to be used by a particular date over the Christmas period. Often referred to as a 'sandwich day' as it bridges the gap between bank holidays</p>	<p>-Popular amongst employees who value holiday, work life balance and a sense of well being</p> <p>-Staff are familiar with this form of reward as it has been used in previous years</p> <p>-Fairly simple to implement</p>	<p>-Can put pressure on services as many are short staffed during this period</p> <p>-Some staff have to work at Christmas time; they would have to use their additional day at a different time. This has led to negative feelings from staff who would like to spend Christmas with their family but their service is unable to</p>	<p>-Cost to be determined by finance</p>	<p>-Wellbeing- improve work/life balance</p>	<p>This is an existing term within the Green book terms and conditions. It allows for additional day at Christmas, known as the 'Sandwich Day'.</p>	<p>-Hertfordshire County Council</p> <p>-Warwickshire County Council</p> <p>-Kent County Council</p> <p>-South Gloucestershire Council</p> <p>-Chelmsford City Council</p> <p>-Cambridge City Council (gave 3 extra days)</p>

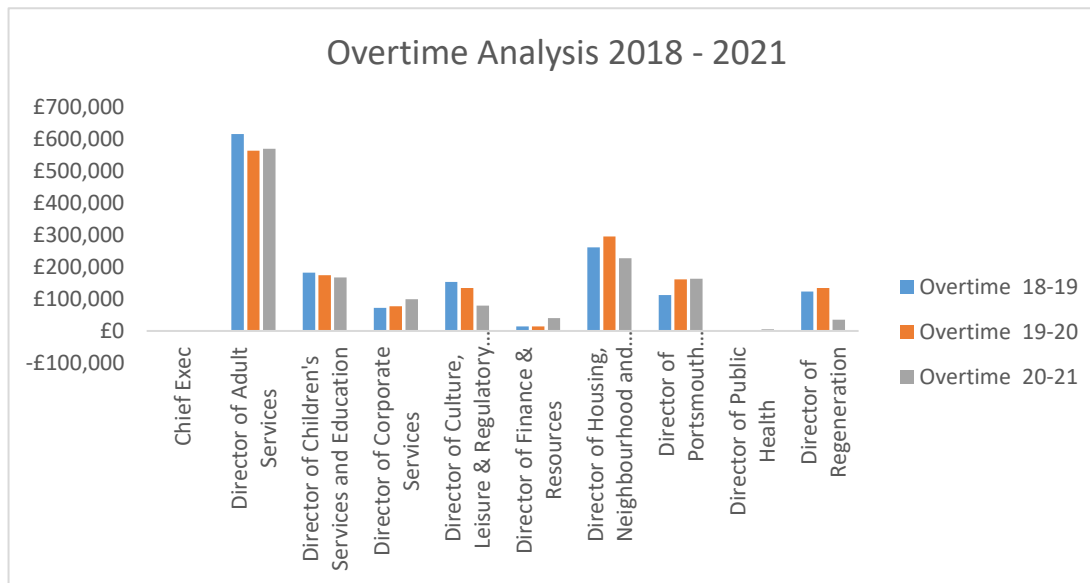
	and working days.		<p>shut for Christmas period (e.g. Adults social care).</p> <p>-Many staff already have excessive leave to take because of increased workloads, giving the additional day will only exacerbate the problem.</p> <p>-Loss of productivity</p>				
<p>Wellbeing day (organisational level)</p> <p>Page 82</p>	An additional days leave for staff to take as and when they feel they need to.	<p>-This can be used at any time so not putting pressure on services</p> <p>-Would meet the request/expectations of Trade Unions</p> <p>-Staff have described a feeling of 'burn out' following the pandemic, this would allow them a day to focus on their wellbeing</p> <p>- Wellbeing day activities could be documented and shared with colleagues to boost moral and encourage others to use their days to improve their wellbeing</p>	<p>-Puts additional pressure to take leave. Staff already struggling to fit annual leave in with current work demands.</p> <p>-Loss of productivity</p>	-cost to be determined by Finance	<p>-Improving employee wellbeing can help to reduce absenteeism.</p> <p>-A large proportion of staff are also residents in Portsmouth, improving staff wellbeing will also link to the City vision to tackle health issues, and encourage active, healthy lives</p>	-Annual leave policy, an employee would still need to gain agreement from their manager of when they could take their 'wellbeing day'	-Brighton and Hove City Council awarded an additional day off as a 'thank you day'

		-If staff wellbeing and morale are improved, so will productivity and the service they deliver to residents					
<p>Monetary reward</p> <p>(can be implemented at: -organisational level -service level -team level -individual level)</p>	<p>-Paying a one off sum to employees for rewarding their dedication and hard work during the pandemic and recovery or as a future reward mechanism to reward exceptional performance</p> <p>Could be issued as part of a formal reward ceremony</p>	<p>-If the monetary value is considered proportionate then monetary rewards can be motivating for staff and act as an incentive to encourage the continuation of similar efforts/behaviours</p>	<p>- The Council are under financial pressures following the pandemic and this will increase costs further</p> <p>-Would need to decide how the level of reward was to be granted and to whom- at individual level, team level, service level, organisational level- could result in it being a divisive scheme if only certain teams were eligible. It could also lead to claims for inequality of pay and/or discrimination claims</p> <p>-If awarded because of the contribution during pandemic/recovery, the merit of any monetary value will be significantly different for each employee. Therefore, it may act as a disincentive if the</p>	<p>Dependent on level of reward offered-cost to be determined by Finance</p>		<p>Honoraria payments can be made under our Additional and Exceptional Duty Payments</p>	<p>Essex County Council awarding a financial reward to ASC and C and F. in the form of a £100 voucher (September 2020). 2021, everyone will receive an additional days leave, front line staff in ASC and C and F received £50 to spend via Reward Gateway to exchange these for gift vouchers. All other managers in other areas were reminded of the Reward Policy that allows a recognition payment to be granted up to a value of £25.</p> <p>Surrey County Council agreed in December 2020 that a one-off unconsolidated payment of £250 per person to frontline staff within Adult Social Care Service Delivery and Children's Residential Care would be made in recognition of their work through the</p>

			<p>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>				<p>pandemic on the basis that the payment is:</p> <ul style="list-style-type: none">•in recognition to the individual and the team effort in Service Delivery that nearly all staff will get a non-consolidated recognition payment of £250 per person to be paid in December 2020•staff who are eligible for the payment are all permanent staff, staff advised not to work during the pandemic, either as a result of shielding or a risk assessment and Bank workers who have worked during the period of the pandemic•if staff have more than one contract, they will only receive the payment once, and payments will not be grade or contracted hours related as a flat rate of £250 will apply•employees will not be eligible for the payment if they chose not to work during the pandemic or were appointed on or after 1 December 2020
--	--	--	--	--	--	--	---

Appendix 4 - Overtime Analysis 2018 - 2021

Sum of Amount Director	Name	Overtime 18-19	Overtime 19-20	Overtime 20-21	Grand Total
Chief Exec			£0		£0
Director of Adult Services		£615,995	£564,196	£569,693	£1,749,884
Director of Children's Services and Education		£182,053	£174,862	£166,964	£523,879
Director of Corporate Services		£72,343	£77,322	£99,482	£249,147
Director of Culture, Leisure & Regulatory Services		£153,793	£134,565	£79,511	£367,869
Director of Finance & Resources		£14,352	£13,709	£40,033	£68,094
Director of Housing, Neighbourhood and Building Services		£261,594	£295,873	£227,941	£785,408
Director of Portsmouth International Port		£111,908	£161,041	£163,719	£436,668
Director of Public Health			£323	£5,125	£5,448
Director of Regeneration		£123,693	£134,209	£35,247	£293,150
Grand Total		£1,535,733	£1,556,101	£1,387,714	£4,479,547



This page is intentionally left blank

Integrated Impact Assessment (IIA)

Integrated impact assessment (IIA) form December 2019

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 through email communication to staff and use this as an opportunity to launch and begin to develop a culture of recognition across the organisation.

outstanding contribution to the Council or city, demonstrated exceptional customer service or gone beyond the call of duty during the pandemic.
To provide an additional days annual leave to all staff.
To continue to use existing policies and processes to offer monetary rewards to staff within in the remit of the relevant policy.

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 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 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?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
---	--------------------------	-------------------------------------

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 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?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
---	--------------------------	-------------------------------------

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 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 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 equal legislation, for example be applied fairly and equitably and will be applied within the remit and limitations of existing policies. The additional days annual leave will be applied equally to all PCC staff.

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. This has been demonstrated as a useful tool following the feedback from the 2020 staff survey which outlines the importance for staff of time off.

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 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 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 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 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 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 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 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 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 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?

Page 95

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 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: