

Public Document Pack

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A meeting of the **Cabinet** will be held in Committee Room 2 at East Pallant House Chichester West Sussex on **Tuesday 6 March 2018 at 09:30**

MEMBERS: Mr A Dignum (Chairman), Mrs E Lintill (Vice-Chairman), Mr R Barrow, Mr J Connor, Mrs J Kilby, Mrs S Taylor and Mr P Wilding

SECOND AGENDA SUPPLEMENT

This second agenda supplement contains (as set out below) for online viewing only certain of the appendices to appendix A to agenda item 5 and the background papers to agenda items 5 and 9.

5 **Senior Staff Pay Policy Statement 2018-2019** (pages 1 to 32)

(1) Appendices

Appendix 2 to Statement: Salary tables for grades 1/2 to 12

Appendix 3 to Statement: Hay Job Evaluation process – summary

Appendix 4 to Statement: Honorarium Payments criteria (October 2007)

Appendix 6 to Statement: Relocation Policy

Appendix 7 to Statement: Assisted House Purchase Scheme

Appendix 8 to Statement: link to LGPS and Early Termination of Employment Discretions Policy

Appendix 9 to Statement: link to Training & Development Policy section 11 Qualification Training

(2) Background Paper

Human Rights and Equality Impact Assessment

9 **Social Prescribing** (pages 33 to 35)

Background Paper

Equality Impact Assessment



CHICHESTER DISTRICT COUNCIL
LOCAL HAY GRADES and POINTS & NATIONAL SALARY TABLES

KEY TO SPINAL COLUMN POINT NUMBERS – BASIC AMOUNTS AS AT 1st April 2017

Grade	Spinal Point	£	Hourly Rates £
1 and 2	6	15,014	7.78
	7	15,115	7.83
	8	15,246	7.90
	9	15,375	7.97
	10	15,613	8.09
	11	15,807	8.19
	12	16,123	8.36
	13	16,491	8.55
	14	16,781	8.70
	15	17,072	8.85
	16	17,419	9.03
3	17	17,772	9.21
	18	18,070	9.37
	19	18,746	9.72
	20	19,430	10.07
4	21	20,138	10.44
	22	20,661	10.71
	23	21,268	11.02
	24	21,962	11.38
	25	22,658	11.74
5	26	23,398	12.13
	27	24,174	12.53
	28	24,964	12.94
6	29	25,951	13.45
	30	26,822	13.90
	31	27,668	14.34
	32	28,485	14.76
7	33	29,323	15.20
	34	30,153	15.63
	35	30,785	15.96
	36	31,601	16.38
	37	32,486	16.84

Grade	Spinal Point	£	Hourly Rates £
8	38	33,437	17.33
	39	34,538	17.90
	40	35,444	18.37
	41	36,379	18.86
9	42	37,306	19.34
	43	38,237	19.82
	44	39,177	20.31
	45	40,057	20.76
	46	41,025	21.26
	47	41,967	21.75
	48	42,899	22.24
	49	43,821	22.71
10	50	44,742	23.19
	51	45,658	23.67
	52	46,575	24.14
	53	47,497	24.62
	54	48,419	25.10
	55	49,360	25.58
11	56	50,271	26.06
	57	51,195	26.54
	58	52,102	27.01
	59	53,025	27.48
	60	53,952	27.96
	61	54,880	28.44
	62	55,796	28.92
12	63	56,731	29.41
	64	57,654	29.88
	65	58,588	30.37
	66	59,509	30.85
	67	60,426	31.32
	68	61,349	31.80

Colour	Annual leave entitlement
Light Green	25 days
Light Purple	27 days
Light Blue	30 days

Senior Staff Pay Policy Statement – Appendix 3

Hay Job Evaluation

Factors and Dimensions

In the Hay Guide Charts, the key requirements of any job are regarded as universal, and are termed factors, these being sub-divided into dimensions.

The three Hay universal factors are:

- Know How
- Problem Solving
- Accountability

The dimensions break down as follows:

Know How

- Technical Knowledge
- Management Breadth
- Human Relations Skills

Problem Solving

- Thinking Environment
- Thinking Challenge

Accountability

- Freedom to Act
- Magnitude
- Impact

The effectiveness of the Guide Charts lies in the scoring system and the relationship between the factors within the overall job profile.

Points

Each of the Guide Charts for the three factors includes a points system so that after the job evaluation has been carried out the factors can be scored. The overall score is then translated into a Hay Grade, ranging from 1/2 to 12.

Honorarium Payments criteria

In 2006 the Council approved the Staff Awards Scheme to reward individual staff or teams that had been particularly helpful, responsive and efficient in providing one or more of their services, either to the public or if a support service to internal customers. To win the award staff are expected to have performed above expectations and / or have demonstrated particular initiative, competence, commitment and / or resourcefulness. This also includes achieving / exceeding difficult and important targets etc.

In most cases the Staff Awards Scheme should be used to reward high performing staff so as not to dilute it.

The payment of an honorarium may be appropriate to reflect substantial and short-term additional demands placed on a member of staff. For example:

- Significant additional hours for which overtime is not paid.
- Maintaining operational service whilst covering for an absent colleague.
- Delivering on time and within budget major complex projects.
- The smooth introduction of a major complex piece of legislation.

When awarding an honorarium Directors should consider the following:

- Is the Staff Awards Scheme a more appropriate way of rewarding individuals?
- Can you objectively justify why the honorium is to be given? Will it impact on other staff that may perceive that they have worked just as hard as the person receiving the honorarium?
- Always be careful not to discriminate? Sometimes the more vocal individual gets recognised and quieter individuals are overlooked.
- Do you have the budget?

Process

Directors, in consultation with the Executive Director, have the authority to pay an honorarium up to £1,000. The Executive Director will act in an advisory role and will only challenge such payment if it is clear the award is discriminatory or the Staff Awards Scheme is a more appropriate reward mechanism.

The Chief Executive, in consultation with the Cabinet Member for Business Improvement Services, has the authority to pay an honorarium up to £3,000. The Cabinet must approve any figure over this amount.

Approved by Corporate Management Team 12 October 2007



RELOCATION PACKAGE

REMOVAL AND DISTURBANCE ALLOWANCES

Expenses	Allowances for Approved Expenses
1. Removal of Furniture and Effects (including insurance of goods in transit)	100%
2. (a) Sale of Residence Legal, house agent's and mortgage redemption fees (b) Purchase of Residence Legal, mortgage and survey fee	} Up to a maximum of £4,032 (exclusive of VAT)
(c) Purchase of Residence Only Legal, mortgage and survey fee	Up to a maximum of £2,016 (exclusive of VAT) payable in Special Circumstances only . Subject to approval in advance by the HR Manager in consultation with the appropriate Divisional Manager.
3. Disturbance Allowance Alteration or replacement of curtains, carpets etc.	Up to £979 (exclusive of VAT)
4. Lodging Allowances etc	Up to £123 per week for a period not exceeding six months. Plus standard Class rail fare from Chichester to home every second week.
5. Travelling Allowance Under special circumstances to be agreed by the HR Manager and the relevant Divisional Manager, a travelling allowance of up to £98.00 per week may be payable in lieu of lodging allowance for a maximum of six months.	

Conditions

The total allowance paid to any officer shall not exceed £7,027 (exclusive of lodging allowance, rail fare, travelling allowance and VAT).

For item 1, three competitive quotations to be sought with the lowest being selected. The officer is entitled to choose other than the lowest contractor if he pays the difference in cost. For item 3, receipted accounts to be produced.

The HR Manager/HR Officer, to examine all receipts and quotations prior to authorising reimbursement.

NB: If the officer leaves the service of the Council before the expiry of three years, the following recoupment scales apply*:

Length of Stay	Recoupment
• Up to and including 12 months	100%
• 13 to 24 months	66%
• 25 to 36 months	33%

*the Director of Corporate Services may review special cases in extenuating circumstances

The application of the Scheme (which may be applied in whole or in part) is subject to **prior approval** by the HR Manager **in consultation** with the relevant Divisional Manager.

NB: ALL AMOUNTS ARE EXCLUSIVE OF VAT

This scheme is applied regardless as to whether the applicant benefits from the **restricted** Assisted House Purchase Scheme.

If you presently live more than 25 miles away from the office where this vacancy is based the Council will consider offering a relocation package to assist you in moving to the area. To obtain support under the scheme you would normally need to move to a location within a 15 mile radius or half hour travelling distance of your new office base.

The above information is a broad guide to the Removals Scheme and is subject to interpretation by the HR Manager, and any enquiries relating to this scheme should be directed to the HR Manager.

All claim forms are obtainable from the Human Resources office and receipts and invoices must be provided with all claims.



Employment Policy Statement

Policy Title:	ASSISTED HOUSE PURCHASE SCHEME
Policy Number:	2/6
Date:	May 2008
Revision:	Third Issue – (First Issue 1989, second issue 2003)
Approved:	Full Council

INTRODUCTION

The following information describes in broad terms the benefits of the Assisted House Purchase Scheme. This scheme is open only to selected candidates/appointees and is applied entirely at the Council's discretion.

If having studied the scheme you require further information then please feel free to contact the HR Section who will be pleased to assist you.

1. NEW STAFF WHO WOULD QUALIFY FOR ASSISTANCE

- 1.1 In view of the potential costs to the Council of providing the financial assistance, the scheme will be applied to selected posts only, for example, where there has been difficulty in filling a particular post and it is important to fill the vacancy with the minimum delay.
- 1.2 The Scheme will apply to certain key staff who commence their employment with the District Council on or after 1st March 2003 and whose posts attract a salary of spinal point 33 or above or equivalent salary.
- 1.3 The post/employee must also be considered appropriate for assistance under the scheme by the Executive Director. The scheme may apply in exceptional circumstances to other posts/employees as determined by the Executive Director in consultation with the Cabinet Member for Business Improvement Services.

- 1.4 The general terms of assistance are described in this report but the detailed terms may vary from post to post as determined by the Executive Director.
- 1.5 Property should normally be purchased by the new employee within six months of the commencement of his/her employment with the District Council. Assistance will be limited to one employee per household and the employee will be required to enter a legal agreement with the Council relating to the type of financial assistance he/she obtains.
- 1.6 The assessment of the difference in house prices between the employee's old area and the District Council's area will be based initially on the regional house prices survey published by the Nationwide Building Society. However, the financial assistance offered by the Council will take account of the actual market values of the 'existing' and 'local' properties of the employee as agreed by the Executive Director.
- 1.7 Assistance under this scheme is intended to enable a new employee with a property to sell, to purchase a property. If you presently live more than 25 miles away from the office where this vacancy is based the Council will consider offering a relocation package to assist you in moving to the area. To obtain support under the scheme you would normally need to move to a location within a 15 mile radius or half hour travelling distance of your new office base.
- 1.8 An employee would be free to purchase a property of any price but the level of assistance provided by the Council will relate to the value of a property which is of a comparable standard to the employee's old property and is not a significant improvement on it. For example, an employee may own a three bedroom house in Yorkshire but purchase a four bedroom house in Chichester. The Council's financial assistance would be related to the local price of a broadly comparable three bedroom house.
- 1.9 The various types of assistance available to an employee to choose from are described below and consist of:
 1. Employer Mortgage
 2. Mortgage Subsidy
 3. Bridging loan/relocation agency
 4. Removal and disturbance allowances

2. **EMPLOYER MORTGAGE**

- 2.1 The Council would provide a mortgage towards the purchase of the employee's 'local' property. The employee would not pay any interest on the mortgage and the principal would be recouped when the employee later sold or leased the property or his employment ceased for whatever reason. At that time the Council would also share in the increased market value of the property. However, if house prices fall then the Council would share the burden of the decrease in proportion to its share, thus sharing the risk with the employee.

- 2.2 The employee would therefore own the freehold of the 'local' property and the Council would have a second charge on the property. The respective rights and obligations would be set out in the mortgage deed.
- 2.3 The employee must normally contribute all of the net proceeds of sale of his/her 'existing' property towards the purchase of his/her 'local' property. He/she must also obtain a mortgage from a bank, building society or other financial institution at least equivalent to his/her old mortgage.
- 2.4 The maximum sum advanced by the Council to an employee will not exceed:
 1. £100,000 or
 2. 50% of the market value of the 'local' property, whichever is the lower
- 2.5 At least 10% of the purchase price of the 'local' home must be provided by the employee from his/her own funds, for example from the net proceeds from the sale of his/her 'existing' property. (This should reduce the loss of the Council in the unlikely event of a reduction in value of the 'local' property). The employee may pay off some or all of the principal at a later date at its market value at that time.
- 2.6 An employer mortgage is also available to non home-owners up to a maximum of 50% of purchase price.

3. **MORTGAGE SUBSIDY**

- 3.1 The Council would normally make monthly contributions towards the employee's mortgage on the 'local' property if the new property necessitates a higher mortgage than his/her old mortgage. The employee must also contribute all of the net proceeds from the sale of his/her 'existing' property to qualify for the subsidy.
- 3.2 Mortgage subsidy is also available to non home-owners.
- 3.3 The Council's contributions will be paid with the employee's monthly salary over a five year period at the following rates:

In year 1 -	100% of the extra monthly payments
In year 2 -	90% of the extra monthly payments
In year 3 -	75% of the extra monthly payments
In year 4 -	50% of the extra monthly payments
In year 5 -	25% of the extra monthly payments
- 3.4 Mortgage subsidy would be payable in respect of mortgage increases between £20,000 and £70,000 but not towards any excess over £70,000. An employee who participates in the employer mortgage scheme may also apply for the mortgage subsidy.

- 3.5 The employee will be liable to pay income tax and National Insurance contributions on the mortgage subsidy paid to him/her by the Council.
- 3.6 The subsidy will cease within the five year period if the employee ceases to be employed by the Council within that time for whatever reason, or the property is sold/leased or the mortgage is discharged.
- 3.7 Repayment of the whole of the subsidy will be required if the employment ceases for whatever reason within two years of the first payment of subsidy and 50% if within three years.

4. **BRIDGING LOAN/RELOCATION AGENCY**

- 4.1 An interest free bridging loan would be provided by the Council linked to the services of a relocation agency. This would avoid delays and financial difficulties for the new employee (and the Council) over the sale of his/her 'existing' property.
- 4.2 The relocation agency will co-ordinate the sale of the employee's 'existing' property and keep it insured and maintained. The employment of a relocation agency will relieve the employee of uncertainty and worry over the sale of his/her 'existing' home, and avoid financial difficulties for him/her, for example, a guaranteed sale price of his/her 'existing' home is determined by the Council after considering valuations by two qualified valuers. (The guaranteed price offered is entirely at the discretion of the Council). If the price is acceptable to the employee the Council will advance a bridging loan equivalent to the guaranteed price, to enable the employee to purchase his/her 'local' home. The agency will look after the property when he/she has vacated it until it has been sold.
- 4.3 The agency will seek to ensure that the 'existing' home is sold without delay thereby minimising the length of time that the bridging loan provided by the Council is outstanding.
- 4.4 The bridging loan/relocation agency assistance could apply to new employees who move to the Council's area. The relocation agency can also assist the employee to obtain a mortgage for his/her 'local' home if requested.
- 4.5 The employee must normally contribute all of the net proceeds of sale of his/her 'existing' home towards the purchase of his/her 'local' home.
- 4.6 If within two years of commencement of employment the employment ceased for whatever reason, or the 'local' house was sold or leased, the employee would be required to reimburse the Council for the whole of its expenditure under the relocation agency arrangement and the interest it had foregone on the bridging loan. If the employment ceased during the third year 50% reimbursement would be required.
- 4.7 With regard to the employment of a relocation agency to help to sell the employee's 'existing' house, it should be noted that:

1. If the house is sold for a higher price than the price guaranteed to the employee, the Council would take the entire gain.
2. If the 'existing' house is sold at less than the guaranteed price, the Council would bear the loss.

5. **REMOVAL AND DISTURBANCE ALLOWANCES**

- 5.1 In addition to the above assistance the Council's scheme for the payment of removal and disturbance allowances will apply. Within these allowances is an element for lodging. The Executive Director has the discretion to increase the lodging allowance up to a maximum of £750 per month based on the employee's family circumstances for a maximum of 6 months. This allowance will not be payable once the employee has sold his/her 'existing' property.



CHICHESTER DISTRICT COUNCIL

EMPLOYMENT POLICY STATEMENT

Policy title: LOCAL GOVERNMENT PENSION SCHEME (LGPS) AND EARLY TERMINATION OF EMPLOYMENT DISCRETIONS POLICY

Date: October 2016

Revision: Tenth Issue

Policy Statement

Under various regulations, the Council is given authority to exercise certain discretions regarding pensions and early termination of employment and is required to issue a statement to indicate the policy of the Council in exercising those discretionary provisions. This policy sets out the Council's decisions in exercising such discretions.

Scope

This policy relates to all staff employed on contracts of employment of more than 3 months by the District Council.

This policy does not confer any contractual rights and is subject to amendment at any time in the future. Only the current pension discretions policy applies at the time of any event except for scheme members who ceased active membership before the 1st April 2014, where discretions under previous pension discretions policies will apply unless superseded by this policy or later policies or scheme regulations. Where costs to the Pension Fund are referred to these are costs that when incurred will be met by the employer unless otherwise stated.

This policy statement will be brought to the attention of all Chichester District Council employees.

Legislation

Enterprise Act 2016

Local Government Pension Scheme Regulations 2013 [prefix R]

Local Government Pension Scheme (Transitional Provisions, Savings and Amendment) Regulations 2014 [prefix TP]

Local Government Pension Scheme (Administration) Regulations 2008 [prefix A]

Local Government Pension Scheme (Benefits, Membership and Contributions) Regulations 2007 (as amended) [prefix B]

Local Government Pension Scheme (Transitional Provisions) Regulations 2008 [prefix T]

Local Government Pension Scheme Regulations 1997 (as amended) [prefix L]

Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006 [prefix E]

Local Government (Discretionary Payments) (Injury Allowances) Regulations 2011 [prefix D]

Policy Standards

The Council has resolved that, in each of the areas listed below, it will be guided in its discretionary powers by the policy shown.

Cap on public sector exit costs

With effect from early 2017 a financial cap on public sector exit costs is expected to apply under the Enterprise Act 2016 initially set at £95,000 per employee. This includes redundancy pay or other compensation for loss of employment plus pension strain costs (that enable early access to pension without any actuarial reductions being applied).

Where the Statutory Redundancy amount plus the pension strain cost exceeds the cap, the pension payable on redundancy or efficiency of the service termination will be limited by applying the actuarial reduction necessary to bring the cost within the cap. There is however the provision to allow the employee to pay all or part of the pension strain cost exceeding the cap his or herself in order to receive an unreduced pension.

The cap also covers any other payments made as a consequence of or conditional on the termination of the employment such as pay in lieu of notice, whether contractual or not. Some payments are excluded from the cap such as untaken contractual leave and contractual bonuses.

The cap will only be able to be waived for a given employee by vote of full Council.

- a) **Redundancy Calculations Generally.** Power to calculate an employee's redundancy payment using his/her actual week's pay rather than the statutory capped limit (*under prefix E regulation 5*).

This Council's Decision: To calculate redundancy on the basis of the actual week's pay.

The calculation of a week's pay is as defined by the Employment Rights Act 1996.

- b) **Redundancy.** Power to pay increased redundancy compensation to a maximum of 104 actual weeks' pay to staff with at least two years' service (*under prefix E regulation 6*).

(i)Compulsory Redundancy

This Council's Decision: To pay a one-off lump sum based on 2.2 times the statutory redundancy formula (calculated according to length of service and age) to a maximum of 66 actual week's pay.

(ii)Voluntary Redundancy

This Council's Decision: To pay a one-off lump sum based on 2.2 times the statutory redundancy formula (calculated according to length of service and age) to a maximum of 66 actual weeks' pay.

(iii)Strain on the Pension Fund

Staff aged 55 and above have the automatic right to access their accrued pension if their contract of employment is terminated on the grounds of redundancy. Where an individual is under their Normal Pension Age (NPA), which is the same as their State Pension Age or 65 if greater, then the Council is required to make a payment to the Pension Fund known as 'strain on the fund' to offset the early access costs incurred by not applying any actuarial reductions that would otherwise reduce the benefits payable. The Council, if it wishes to do so, can offset these costs against any non-statutory compensation paid to an individual. The Council must still pay any statutory redundancy payment that is due.

NB the pension payable may however be limited by the cap on costs applied by the Enterprise Act 2016. Please see section above 'Cap on public sector exit costs'.

This Council's Decision: Where there is a 'strain on the fund' the Council will deduct the costs payable to the Pension Fund from any non-statutory compensation payment made to an individual.

After deducting the 'strain on the fund' costs any remaining balance of the non-statutory compensation, together with all of the statutory redundancy pay, will be paid to the employee. For avoidance of doubt statutory redundancy pay is based on the statutory cap limit and not actual week's pay.

(iv) TUPE

For clarification, any staff transferred to this authority under the Transfer of Undertakings (Protection of Employment) Regulations 2006 and as amended 2014, i.e. under TUPE, or on an equivalent basis, that are made redundant for any reason following the transfer would receive redundancy compensation calculated on the basis of their terms and conditions immediately prior to the transfer. This would apply even if the compensation were less beneficial than that usually provided by this authority.

- c) **Efficiency of the Service.** Power to pay up to a maximum of 104 actual weeks' pay to staff whose contract of employment is to be terminated in the efficiency of the service (*under prefix E regulation 5 & 6*).

This Council's Decision: To pay a one-off lump sum, based on the merits of each individual case, up to a maximum of 104 actual weeks' pay where the contract of employment is terminated for the efficiency of the service. Factors to be taken into account in awarding compensation would include:

- Employee relations considerations
- The likely and foreseeable financial loss to the employee taking into account all circumstances including any other form of compensation and benefit being received
- Overall reasonableness, including benefits to the Council Tax Payer by the employee leaving the Council.
- Direct financial savings to be incurred by the employee leaving the Council.

The calculation of a week's pay is as defined by the Employment Rights Act 1996.

Strain on the Pension Fund

Staff aged 55 and above have the automatic right to access their accrued pension if their contract of employment is terminated on the grounds of the efficiency of the service. Where an individual is under their Normal Pension Age (NPA), which is the same as their State Pension Age or 65 if greater, then the Council is required to make a payment to the Pension Fund known as 'strain on the fund' to offset the early access costs incurred by not applying any actuarial reductions that would otherwise reduce the benefits payable. The Council, if it wishes to do so, can offset these costs against any non-statutory compensation paid to an individual.

NB the pension payable may however be limited by the cap on costs applied by the Enterprise Act 2016. Please see section above 'Cap on public sector exit costs'.

This Council's Decision: Where there is a 'strain on the fund' the Council will deduct the costs payable to the Pension Fund from any non-statutory compensation payment made to an individual.

After deducting the 'strain on the fund' costs if there is any compensation payment remaining then the Council will pay the balance to the individual.

- d) **Conversion of Lump Sum Compensation Payment into Additional Pension Entitlement.** Power to convert lump sum compensation in excess of any statutory redundancy payment, on the employee's request, into additional annual pension entitlement of up to £6,755 (1st April 2016 figure).

This Council's Decision: To allow the employee to convert the lump sum compensation in excess of any statutory redundancy payment into additional pension entitlement as above.

- e) **Power of employing authority to grant additional pension**

Power to grant a member on redundancy or efficiency of the service termination of employment an additional pension of not more than £6,755 a year (1st April 2016 figure) payable from the date of retirement (*under prefix R regulation 31*).

This Council's decision: That this discretion not be used.

- f) **Power of employing authority to share the purchase cost of additional annual pension**

i) Where the staff member wishes to purchase additional annual pension of up to £6,755 a year via Additional Pension Contributions (APCs), the power for the employing authority to share the cost of this. This would be via a Shared Cost Additional Pension Contribution (*under prefix R regulations 16(2)e & (4)d*).

This Council's Decision: That this discretion not be used.

- g) **Voluntary Early Retirement before age of 60** – Staff aged between the ages of 55 to 59 can choose voluntarily to retire and draw their pension with immediate benefits without the the employer's consent, subject to actuarial reductions for early payment. Power to apply the *85 year rule (see below) if the employee meets its requirements (termed switching the 85 year rule back on) (*under prefix TP schedule 2,1(1)c*).

This Council's Decision: That this discretion not be used.

- h) **Voluntary Early Retirement before age of 60** – Staff aged aged 55 or over can choose voluntarily to retire and draw their pension with immediate benefits without the the employer's consent, subject to actuarial reductions for early payment. Power to waive any actuarial reductions (*under prefix R regulation 30 [5]*).

This Council's Decision: That this discretion not be used.

- i) **(i) Flexible Retirement:** Subject to the employer's consent power to allow a member of the scheme to draw all or part of their pension after the age of 55 and to continue to work for the Council providing the staff member either reduces their hours or grade (*under prefix R regulation 30 [6]*).

This Council's Decision: To allow staff to draw all or part their pension after the

age of 55 providing the staff member either reduces their hours or grade / salary by a minimum of 20%, the arrangement meets the operational requirements of the Council and where there is no cost to the Pension Fund. The pension will be actuarially reduced if it is taken before the employee's Normal Pension Age.

(ii) Flexible Retirement: Power to waive, in full or in part, any actuarial reduction that is applied to the early payment of those benefits.

This Council's decision: This power may be used exceptionally where a strong business case exists for doing so and where the cost of this will be recouped within 2 years by the savings made for the Council due to the Flexible Retirement.

- j) **Shared Cost Additional Voluntary Contribution (SCAVC)** - Power to assist employees in "topping-up" pension benefits by sharing with them the cost of Additional Voluntary Contributions. This discretion might be used as another form of inducement in the recruitment process (*under prefix R regulation 17*).

This Council's Decision: That this discretion not be used.

- k) **Power to grant an application for reinstatement of a suspended tier 3 ill health pension on or after age 55 and before age 60.**

This Council's Decision: That this discretion not be used.

- l) **Power to include any regular lump sum payment received by the employee in the preceding 12 months when calculating assumed pensionable pay when the employee is** (*under prefix R regulation 21*):

- on reduced contractual pay or no pay due to sickness or injury, or
- absent during ordinary maternity, paternity or adoption leave or during paid additional maternity, paternity or adoption leave, or
- absent on reserve forces service leave, or
- retires with a Tier 1 or Tier 2 ill health pension, or
- dies in service

This Council's Decision: That this discretion not be used.

- m) **Power to make an injury award to those who sustain an injury or contract a disease as a result of anything they were required to do in performing the duties of their job and in consequence of which they** (*under prefix D regulation 3-7*):

- suffer a reduction in remuneration, or
- cease to be employed as a result of an incapacity which is likely to be permanent and which was caused by the injury or disease, or
- die leaving a surviving spouse, civil partner or dependant

This Council's Decision: That this discretion not be used.

- n) **Transferring non-LGPS pension entitlements to the LGPS:** Staff with accrued non-LGPS pension entitlements who join the LGPS for the first time, or if previously a member of the LGPS acquired these subsequently, have 12 months from joining to transfer them. This period may be extended at the discretion of the council where there is available evidence that the employee formally commenced a transfer within the 12 months period which has not been completed (*under prefix R regulation 100 [6]*).

This Council's Decision: That this discretion is used.

- o) **Transferring previous LGPS pension entitlements:** Staff with previous LGPS pension entitlements from non-West Sussex authorities have 12 months from joining (or rejoining) the WSCC scheme to elect **not** to have these aggregated with future pension entitlements accrued (i.e. to decide to keep them separate). This period may be extended at the discretion of the council where there is available evidence that the employee formally requested this within the 12 months period but that this was not actioned (*under prefix R regulation 22 [7] & [8]*).

This Council's Decision: That this discretion is used.

- p) **Pension contribution bands:** The correct pension contribution band for each employee is calculated using the Employee Contribution Table (England and Wales) issued by the LGPS annually. The table is tiered, with higher contribution rates for higher earning staff. Staff pay the rate applicable to them on the whole of their gross pay including any overtime. It is based on actual pay earned not Full Time Equivalent salary. The Council's policy is that if an employee's pay rises during the course of the year into a higher contribution band then he or she would be required to contribute the increased rate on all of their pay from that date (and vice a versa if their pay decreased). Where this situation applies following the backdating of a salary increase, the employee would be required to make backdated contributions at the higher rate (*under prefix R regulations 9 & 10*).

All continuous service with bodies listed under the Modification Order will be included in all of the redundancy and compensation payments listed above.

Explanatory Note - 85 year rule

The 85 year rule was a test to calculate whether pension benefits should be actuarially reduced if a pension is paid to a member of the scheme before they reach 65. If the sum of the scheme member's age plus their LGPS membership (for part-time staff, scheme membership towards this rule counts at its full calendar length) was equal to at least 85 years then their pension was not reduced. Where less than 85 years then their pension benefits would be actuarially reduced. The earliest a member of staff can choose to draw their pension is age 55.

Since the 1st April 2008 the 85 year rule has been in the process of being phased out. There are transitional protection arrangements in place. Scheme members who were 60 or over prior to the 31st March 2016 will receive full protection on all their pensionable service accrued before the 1st April 2016 if they meet the terms of the

rule. Pensionable service accrued after this date up to their Normal Pension Age would be subject to actuarial reduction.

Scheme members who reach 60 between the 1st April 2016 and the 31st March 2020 will receive at least partial protection of their pensionable service accrued between the 1st April 2008 and the 31st March 2020, as well as full protection of all earlier service, if they meet the terms of the rule.

If you were under age 60 as at the 31st March 2016 and choose to retire before the age of 65, then, provided you satisfy the 85 year rule when you start to draw your pension and were a scheme member as at 30th September 2006, the benefits you have built up to the 31st March 2008 will not be reduced.

Please note that the above Explanatory Note on the 85 year rule is for information purposes only and does not form part of this corporate policy or of itself confer any entitlements on staff.

October 2016

TRAINING & DEVELOPMENT POLICY

Policy Statement

Chichester District Council will:

- a) provide all staff with training and development that is relevant and appropriate, and meets the needs of the Council's current and future objectives and key tasks.
- b) provide the opportunity for all staff to improve their job performance, raise productivity, quality and customer service in pursuit of continuous improvement
- c) develop staff potential to meet their personal aspirations for career development and job satisfaction where these can reasonably be accommodated in terms of cost and time.
- d) promote equality of access to training and development for all staff.
- e) create an environment which encourages all staff to take responsibility for their training and career development.
- f) make necessary adjustments to its training and development programmes to retain Investors in People accreditation.

Scope

This policy relates to all staff employed by the District Council, and the Council will ensure that training and development is offered in accordance both with the Council's Corporate Improvement Plan and the Council's Equalities Policy.

This training and development policy statement will be brought to the attention of all employees of Chichester District Council.

Legislation

Health and Safety at Work Etc Act 1974

Race Relations Act 1976 and Race Relations Amendment Act 2000

Sex Discrimination Act 1975

Disability Discrimination Acts 1995 and 2005

Part-Time Workers (Prevention of Less Favourable Treatment) Regulations 2000

Fixed-Term Workers (Prevention of Less Favourable Treatment) Regulations 2002

Employment Equality (Sexual Orientation) Regulations 2003

Employment Equality (Religion or Belief) Regulations 2003

Employment Equality (Age) Regulations 2006

Equality Act 2006

1 Corporate Training Needs

- 1.1 The Sustainable Community Strategy (SCS) is a high-level multi agency document that sets out the medium to long-term strategic vision and priorities for the District. The Council's Corporate Improvement Plan defines the Council's strategic and operational planning processes over a five-year period within the strategic context of the SCS. The policies and strategies embraced by the Corporate Improvement Plan will be reviewed regularly.
- 1.2 The Council will produce an annual Performance Plan setting out how it will achieve its priorities detailed in the Corporate Improvement Plan. Under each priority area there will be a number of objectives and targets to achieve. Flowing from these corporate priorities are a series of operational strategies, and each manager is required to draw up an annual Service Plan identifying the resources required (including training needs) and the key targets and objectives for their service area. Each annual Service Plan will be reviewed at the end of the year both to test its effectiveness and its continuing relevance to the higher corporate objectives.
- 1.3 Managers undertake appraisals of their staff, in the form of Performance & Development Reviews, to set individual targets and to identify the training they will require to achieve their objectives. Changes in corporate objectives will be reflected in the annual Service Plan, individual staff appraisals and the Strategic Learning & Development Plan.

2 The Needs of New Entrants

- 2.1 In line with the Council's equalities and recruitment and selection procedures an employee specification will be prepared for all vacancies identifying the essential qualifications and skills required of the post holder.

Success in a post and employee effectiveness can be influenced by the impression given to a new employee during the first few weeks of employment. Therefore all staff will take part in the Corporate Induction Programme within three months of joining the Council. The content of the induction programme will be reviewed annually and any recommendations for change will be agreed by the CMT. In addition to the Corporate Induction Programme, all employees will receive a Health & Safety Induction within two months of joining. Further initial health and safety training and computer skills training where necessary will be completed within three months where

possible of the training need being identified. The Corporate Induction Programme is detailed in the current Strategic Learning & Development Plan.

- 2.2 Westgate and Chichester Contract Services (CCS) have a separate induction programme for their staff.
- 2.3 Within a new starter's first week an induction meeting with a member of the Personnel team takes place, except for Westgate and CCS staff where different arrangements apply. The new employee's line manager is responsible for ensuring that he or she has a comprehensive departmental induction and both the employee and manager may be asked for details of this by the Personnel Section and therefore records should be kept. It is advised that a comprehensive work programme detailing all tasks to be undertaken and identifying who will be responsible for the training is drawn up by the line manager. The manager should normally hold regular meetings during the employee's probation period to discuss progress and notes of these meetings should be retained.
- 2.4 A probationary review will be held in line with the Council's probationary scheme towards the end of the first five months of employment (six months for Westgate staff) and managers will identify any additional training required at this stage.
- 2.5 Once the probationary period is completed the manager may choose to carry out a preliminary appraisal with the staff member to set out their key objectives, linked to the section's Service Plan, if these have not already been agreed. The exact timing of the preliminary appraisal would depend on its proximity to the normal annual appraisals process. Any identified training and development needs would be recorded in the Training & Development section of the Performance & Development Review form.
- 2.6 It shall be the responsibility of line managers to provide all new and promoted staff with such on-the-job training as is appropriate to enable them to perform safely, efficiently and effectively.
- 2.7 Where appropriate on-line and other computer based learning may form a part of the departmental induction process for new and newly promoted staff.

3 Training and Development Needs of Existing Staff

- 3.1 Corporate aims and annual key tasks will be cascaded down through the organisation through its communication and corporate planning mechanisms, supplemented by the appraisal process. The appraisal process will provide feedback on past performance and will set out work objectives, targets and training and support needs for the following year. It will also provide the employee with the opportunity to identify his/her training needs and career aspirations. The resulting development needs will be recorded in priority order and thought given as to how these needs can best be met. Managers should follow the guidance given in the Council's Performance & Development Review Guidance Notes.

- 3.2 Line managers and Personnel must consider all types of learning experience, including both internal and external course attendance, National Vocational Qualifications, mentoring and secondment.
- 3.3 Liaison between managers and the Training & Development Officer will take place to allow the most cost-effective corporate training to be provided for common training needs.
- 3.4 It is important that managers are aware of current Continuous Professional Development (CPD) requirements for their staff, as often most of these can be met by activities other than course attendance.
- 3.5 Staff with at least five years' service upon retirement will normally be invited to attend a pre-retirement course within two to three years of their known retirement date.
- 3.6 All training and development provision must be planned, delivered and monitored on the basis of equal access for all, including part time staff and shift workers. Time-off and day release for a part-time employee undertaking training will normally be given pro rata to his or her working hours. When a part-time employee is required to attend a training course on their day off time off in lieu or payment will normally be given based on their hours of attendance unless otherwise agreed.
- 3.7 In addition to the Corporate Induction Programme, all non-managerial staff will participate in other corporate training from time to time as appropriate. This training is detailed in the current Strategic Learning & Development Plan.

4 Management Development Requirements

- 4.1 This Council is committed to the management development of staff at supervisory and management levels. Managers have been classified into two categories for assessing competencies and needs. These are Executive Director / Assistant Director level and Manager level (grade 6 – 10 staff who manage teams).
- 4.2 Competencies have been produced for both of these levels with a view to ensuring that managers are equipped to perform to the standard necessary for them to achieve the Council's strategic objectives.
- 4.3 All managers will be required to attend management training. This will include Manager's Toolkit modules and up-dates on subjects that are essential for successful line management. Staff newer to management or where some update training would be helpful, may be requested to attend the Council's first line management programme. For development reasons, this can also include some staff who do not currently have any management responsibilities. See current Strategic Learning & Development Plan for details.

- 4.4 Management development training ensures that managers have the necessary skills and competencies to meet the Council's stated targets and priorities, and to manage and empower staff. Management development gives managers at all levels the confidence and necessary skills to follow through their part in meeting the Council's overall objectives, which reflect the priorities set out in the Corporate Improvement Plan. To this end, all management development training is reviewed against the Council's corporate objectives on a regular basis.
- 4.5 In addition to the above, staff nominated by their Executive Director may be considered for participation in an accredited professional management qualification training course. Currently this is the Council's Higher Education Certificate in Management programme being provided by the University of Chichester. Staff wishing to partake in this programme must be nominated by their Executive Director. The development activities of the programme are customised to take into account issues relevant to Chichester District Council. See current Strategic Learning & Development Plan for programme details.

Health and Safety and Computer Skills Training⁵

- 5.1 The Management of Health and Safety at Work Regulations require risk assessment of work activities to identify training requirements. Provision has to take account of the capability of those undertaking the training. It must also include information on the hazards of the work, the safety arrangements and limits and emergency procedures. Training is also required when there are changes to the work or changes in responsibility.
- 5.2 There is also a requirement to ensure that such training takes place during work hours and is repeated periodically where appropriate. The requirements for health and safety training and / or maintaining qualifications includes temporary workers. Staff may be required to complete coursework for competency training such as risk assessment, manual handling and first aid training.
- 5.3 Health and safety legislation on specific hazards may determine that additional factors should be included in training on issues such as manual handling, asbestos, hazardous substances, display screen equipment etc.
- 5.4 It is not only necessary to train new entrants in the use of computer systems and health and safety, but to ensure that existing employees' skills and knowledge are kept up-to-date. The Council has committed itself to providing in-house support for ICT and health and safety training and has developed a comprehensive training programme for these areas. Line Managers, with appropriate advice and support from the ICT and the Health and Safety teams, shall assess the training needs of their staff. The Council shall ensure that a comprehensive training programme is included in all new ICT projects or when a new system of work is introduced.

6 Equalities

- 6.1 Equalities training forms an essential element of induction and management training and all staff will be required to undertake periodic equalities awareness training. It is the Council's objective that all recruitment interviewing panels will include at minimum one manager who has completed the Council's official recruitment and selection training, including knowledge of all relevant equalities legislation and related Council policies. Where no member of the panel has received this training, a member of the Personnel Section must attend the interview.

7 Member Training Requirements

- 7.1 The Council recognises that the demands for training are not confined to staff and that councillors too have development needs to enable them to properly fulfil their role. The Council therefore organises a comprehensive programme of induction training for all new councillors and refresher training for re-elected members following the Council elections every four years. A number of factors will determine the extent and manner of future training such as new legislation, and the development needs that councillors themselves identify.

8 Strategic Learning & Development Plan

- 8.1 It is the responsibility of each section manager to prioritise the training needs of his / her staff and to document them in the Service Plan for their section. This is based on the individual training needs identified during staff appraisals within Performance & Development Reviews. By prioritising training needs according to the importance of the business objectives they relate to, the Council can target the funds available for training, so the positive effect on business performance is maximised.
- 8.2 Training budgets are decided by the Corporate Management Team (CMT) based on the learning and development needs presented within individual Service Plans.
- 8.3 The Senior Personnel Manager will liaise with the Executive Director of Support Services and the Economy and CMT to identify those changes in high level corporate objectives which will impact on strategic learning and development requirements for the year ahead.
- 8.4 On an annual basis, the Senior Personnel Manager will prepare a Strategic Learning & Development Plan for approval by CMT, incorporating the various requirements emerging from the corporate planning process, the planned corporate training courses for the year ahead, the training sections of the Service Plans for each section, ICT training, health & safety training, the needs of councillors and the impact of new legislation. This report will also include a review of the previous year's activities.
- 8.5 Once the Strategic Learning & Development Plan is approved, Executive Directors will have the authority to vary any planned training expenditure

within their budget to meet previously unforeseen needs. Whilst it is the responsibility of each Director to monitor the training expenditure within their own service, the Senior Personnel Manager will monitor corporate training expenditure throughout the Council.

9 Review Mechanisms

- 9.1 Managers will be expected to discuss the objectives of each designated training event with the employee prior to attendance and to conduct a debriefing session following the event. Attendees on short courses and qualification training events, both internal and external, will be required to complete course evaluation forms indicating their assessment of the effectiveness of the training event.
- 9.2 The contribution of learning and development on performance, productivity etc will be reviewed at the employee's annual Performance & Development Review. In respect of those staff that participate in management development programmes, the prospective participant's Executive Director or Assistant Director or equivalent must discuss their participation with the Training & Development Officer prior to the commencement of any programme. They will also normally be required to provide written feedback to the Training & Development Officer after the completion of the programme assessing the difference in their staff member's performance and attitude. In addition to the above, the outcome of training events should be discussed at Team Briefings.

Practical Implementation Standards

10 Short Course Reservations

- 10.1 Technical and professional short courses and up-dates and Continuous Professional Development (CPD) should be organised by sections as authorised by their Executive Director or Assistant Director. Before any training events are booked, an individual and their manager must consider what they are expecting to learn from the particular learning experience, whether it represents value for money (use of time, course fees, travel costs etc) and how they anticipate it will help them achieve their key tasks.

11 Qualification Training

- 11.1 Professional qualification training expenditure is managed corporately and staff will be supported in this training on the basis of agreement between the relevant Executive Director and the Senior Personnel Manager, where funding is available.
- 11.2 Qualification training will only be provided and funded where it is appropriate and necessary for an individual to do a particular job. Executive Directors will need to be convinced that the individual needs a particular professional or technical qualification to successfully undertake his/her duties.

- 11.3 The employee applying to undertake such training will need to complete the appropriate form from Personnel which is then countersigned by the Executive Director and the Senior Personnel Manager. The form includes an undertaking in terms of the repayment of fees and expenses as a result of:
- a) unsatisfactory progress for which no acceptable explanation can be provided; or
 - b) resignation from the Council's employment within a period of two years from the date of completion of the qualification or the course of study.

The sums to be repaid shall comprise all course fees, subsistence, travel expenses and any other financial assistance provided (not including salary costs) during the entire course of study except where the date of resignation occurs more than 12 months after the date of the completion of the qualification or course of study - in which case the repayment requirements shall be reduced by 50%.

- 11.4 The individual's progress will be monitored closely by both his/her own manager and by Personnel. Where an individual fails exams then the situation will be reviewed and a decision taken as to whether the Council will fully or partly support resits. Each case will be looked at on its merits.
- 11.5 In cases where an individual fails examinations on more than two occasions, it is likely that the Council will terminate its support.

12 Fees and Leave

- 12.1 The Council will normally pay for all course and examination fees plus any other associated costs for the first attempt at an examination although this may be varied where the Senior Personnel Manager and the relevant Director or Assistant Director considers it appropriate for the employee to make a contribution.
- 12.2 Staff will normally be granted paid leave to attend courses and examinations. Paid revision leave will also be granted for qualification courses, on the basis of one half-day leave for each examination sat. Paid leave for a part-time employee undertaking qualification training will normally be given pro rata to his or her working hours (see 3.6). The time span for making up any deficit in time will be decided by the staff member's line manager taking into account other commitments, including caring responsibilities, that the employee may have.
- 12.3 Where exams are resat, then the payment of exam fees will be reviewed jointly by the relevant manager and the Senior Personnel Manager and a decision made as to what funding and time-off (if any) can be given.
- 12.4 Absence during working hours to attend training will be credited at the rate of 7 hours 24 minutes for a full day and 3 hours 42 minutes for a half day. For attendance on mandatory training courses, staff at grade 5 or below (or

equivalent) will be allowed to claim back appropriate travelling time that exceeds their normal travel to work time. Time spent away from home other than travelling time is excluded. The above also specifically excludes travel in relation to professional qualification training.

13 Expenses and Allowances

- 13.1 Staff attending a training course or conference are eligible to claim the subsistence allowances approved by the Council. Receipts will be required in all claims.
- 13.2 Staff attending residential courses or conferences may additionally claim the out-of-pocket allowance.
- 13.3 Staff will be reimbursed for the above in accordance with the current Subsistence Allowances and Qualification Training Subsistence Allowances shown on the Staff Intranet.
- 13.4 Travel expenses will only be reimbursed at the cost of the Standard Class rail fare. Only in exceptional circumstances will mileage rate be paid for the use of a car. Prior approval should be obtained from the Personnel Section and the minimum rate as paid to Essential Car Users will apply.

14 Professional Subscriptions

- 14.1 The Council will reimburse the annual subscription to a professional body for staff undergoing approved qualification courses, provided that membership is a pre-requirement to attending the course. The Council will pay one professional subscription after qualification for all qualifying staff.

15 Unsatisfactory Progress

- 15.1 If any member of staff fails to complete a course satisfactorily without good reason, has unauthorised absence from training sessions, or receives adverse reports in areas such as attendance, application and commitment, this may be treated as a formal matter within the Council's disciplinary or capability procedures.
- 15.2 It is the responsibility of all staff attending qualification training courses to notify the Senior Personnel Manager immediately of any perceived deficiencies in the quality of the course materials or in the capabilities of the course lecturers which they consider could impact on their ability to successfully complete the course or pass the qualification.

16 Records of Training

- 16.1 The line manager for the staff member attending any technical or professional short courses or CPD events must up-date his or her training record on the computerised system, Trent "People Manager". All corporately organised

training provided by Personnel, Health & Safety or the ICT section is up-dated on the system centrally.

- 16.2 In addition the Council will keep and monitor a full record of all expenditure on training and related expenses.

17 Staff appraisals - Performance & Development Reviews and Job Chats

- 17.1 Managers are required to ensure that staff Performance & Development Reviews and Job Chats are carried out annually with each member of staff setting out the agreed objectives and training requirements for the year ahead, linked to the section's Service Plan.

- 17.2 The Performance & Development Review forms include separate Competencies for Executive Director/Assistant Director level, Manager level (grade 6 – 10 staff who manage teams) and Officer level (grade 4 staff upwards who do not manage teams). In advance of the appraisal, appraising managers must assess their staff member against each Competency. Job Chats apply to other staff and do not include Competencies.

- 17.3 The Personnel Section will record details of appraisal dates and will supply regular reports to CMT to enable them to monitor compliance with the appraisals process and equalities monitoring obligations.

June 2009

Senior Staff Pay Policy Statement **Background Paper**

Equality Impact Assessments - Guidance for services

We have a legal duty to undertake equality impact assessments for race, disability and gender at the start of any new projects or policies, major changes in service delivery or any potential removal of services. Assessing the equality impact is something that most of us do without thinking about it, for example consideration of how people access any service that we provide or ensuring that certain groups do not face any barriers to what we are providing is often part of our everyday consideration. This thought process must however be documented as we may need to show it as evidence.

There are three possible impacts to consider as part of the assessment:

A positive impact

Where a policy, service or project improves equality of opportunity. For example providing an interpretation service for people where English is not their first language will enable them to understand and use our services

A negative or adverse impact

Where the policy, service or project disadvantages one or more of the equality groups. For example an event held with no induction loop facility would have a negative impact on some attendees with hearing impairments.

A neutral impact

Where a policy, service or project has similar impact upon equality groups whether they belong to an equality group or not.

How to Carry out an Equality Impact Assessment

For each policy or project that you are assessing you should think about all of the strands of equality and consider the areas of:

- **Accessibility**
 - Physical Facility Audit
 - Transport issues
 - Cost
 - Activity (involvement)
 - Equipment

- **Staff Training**
 - Disability Awareness
 - Equalities / Diversity
 - Service Specific

- **Monitoring**
 - Data Collection
 - Evaluation
 - Feedback and resulting adjustments in service delivery

- **Consultation**
 - In accordance with consultation strategy and guidance
 - Various appropriate methods of consultation

- **Communication**
 - Link and knowledge exchange with internal equalities team
 - Various methods of communicating where appropriate
 - Plain English
 - Information Distribution
 - In accordance with new Communication Strategy

Initial questions

Are monitoring stats available? How could monitoring be collected in future?

Any good practice examples available on diversity in this subject area?

What are the main activities of the policy and areas of work that it will involve?

Who are the main beneficiaries of the policy?

List any changes that you may be expecting to make to the policy over the next year

Documentation of Equality Impact Assessment

Name of Policy, service, project, decision; **Senior Staff Pay Policy Statement**

- a) **Does the policy affect men and women in different ways? e.g. flexible working arrangements might have a positive impact on women with caring responsibilities.**

You should consider any impact both men or women.

	Positive impact	Negative impact	Neutral	Reason
Gender	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

- b) **Does the policy affect people from different racial groups, e.g. will women from certain minority communities use the Council's swimming pool more often if same sex swimming arrangements are in place?**

You should consider the impact on all racial groups, this includes gypsies and travellers.

	Positive impact	Negative impact	Neutral	Reason
Race	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

- c) **How will the policy impact on people with disabilities, e.g. if information about Council Tax benefits are not made available in large print or alternative formats, access to such benefits might be denied to people with a visual impairment or learning disability.**

You should consider those with impairments such as mobility, sight, hearing, learning disabilities and mental health issues.

	Positive impact	Negative impact	Neutral	Reason
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

d)

	Positive impact	Negative impact	Neutral	Reason
Any other equality impact (all other Protected Characteristics)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

Overall impact Low Medium High

Actions to be taken as a result of this impact assessment

Any other comments
This statement will further ensure that all decisions made about senior staff pay and benefits are made in a fair, transparent and accountable way.

Equality Impact Assessment

Author/editor/assessor	Elaine Thomas
Partners/decision makers/implementers, etc.	Chichester District based GPs as part of the Local Community Networks, WSCC, Community Referrers (when in post), voluntary sector partners.
Start date	February 2018 project planning and design stages
End date	March 2020 at the end of the 2 year pilot period. Equalities will be monitored throughout the lifetime of the project and reported annually in line with the council's policy.
Relevance	<p>The Social Prescribing project will have a positive impact on equalities as it is aimed at providing support to the most vulnerable members of our community. GPs will refer patients who attend appointments for non medical issues where the solutions are better found in the community. These patients are likely to be older people, people with mental health issues, lone parents etc</p> <p>Eliminate unlawful discrimination: this project does not focus specifically on this duty but the team will receive training and have an awareness of the potential for this to occur and what action to take if it does.</p> <p>Advance equality of opportunity; Primarily the service will support vulnerable people who are likely to be older / frail people</p> <p>Foster good relations; A key part of the Community Referrer role includes creating relationships between patients and community groups who have the potential to provide support and services.</p>
Policy Aims	There are currently 'revolving' door customers who disproportionately use public services because they are unable or unaware of how to access more appropriate services. The project aims to provide support these people who are likely to be vulnerable and isolated individuals. The project will be planned, delivered and monitored by a multi agency steering group to ensure it is successful. Reports will be produced for Overview and Scrutiny committee annually and Cabinet at the end of the 2 year pilot period (2018 – 2020).
Available evidence	Evidence of the need for a Social Prescribing project is based on similar work in other areas of the country in particular Adur

	and Worthing Councils who have recently produced their year one evaluation report.
Evidence gaps	The only gaps relating to equalities relate to unknown factors around understanding who will be referred to the project and who will choose to access it.
Involvement and consultation	No formal consultation has been carried out but the project has been planned with partners using evidence and best practice from other areas.
What is the actual/likely impact?	<p>Age: it is clear that older people are likely to benefit from the new service.</p> <p>Disability: people with a disability will benefit from the service as they will be supported to access services/groups to reduce isolation. There is the potential that this group will choose not to access the service so we will ensure that we make contact with any referrals that fail to respond once referred.</p> <p>Gender reassignment: as above, the service is universal to all adults aged 18+</p> <p>Marriage and civil partnership: as above, marital status is not taken into consideration during the referral process.</p> <p>Pregnancy and maternity: positive impact, The service has the potential to support parents to access services</p> <p>Race: The demographic of the district shows that we have very low numbers of non white british residents, experience from other service areas shows that those who do not fall into this category are less likely to access this type of service. As it is GP referral only we will monitor referrals and ethnicity as part of the process.</p> <p>Religion or Belief: this does not form part of the referral process and will therefore not impact on this group.</p> <p>Sex/Gender: experience shows that women are more likely to access service by a ratio of 4:1. We will monitor GP referrals to ensure referrals are balanced.</p> <p>Sexual Orientation: not part of the referral process</p>
Address the impact	<p>No major change. - The impact on the protected groups is positive but there is an awareness that some may be less likely to access the service. We will monitor referrals closely along with recording of ethnicity etc to ensure we can identify any issues.</p> <p>Adjust the policy: adjustments will be made as described above</p> <p>Continue the policy; as described above</p> <p>Stop and remove the policy; not applicable</p> <p>.</p>
Monitoring and review	A robust evaluation process is being put in place at the start of the project which will monitor referrals, onward referrals and key outcome measures for the project. Equalities monitoring will

	take place as part of this process.
Action Plan	<p>This will be reviewed as part of the project evaluation process.</p> <p>An action plan will be developed, monitored and reviewed. This will include evaluation of the changes, to measure whether they have had their intended effect, and of the outcomes achieved.</p> <p>The action plan will include:</p> <ul style="list-style-type: none"> • actions identified as necessary • details of who is responsible for implementation of actions • timescale for implementation • timescale and actions for review, and • details of how the effects of the actions will be evaluated to measure if expected outcomes are achieved in practice.
Decision making and quality control	<p>The PID is being approved by Cabinet and the project evaluation will report to OSC annually and Cabinet at the end of the 2 year pilot.</p> <p>Includes sign-off by a responsible officer/equality officer and a member of the senior management team.</p>