

NB: Use the electronic MS Word template. Add additional rows and increase box size as required. Make sure your final document is suitable for publishing.

A) Description

Name of service, function, policy (or other) being assessed

Remuneration Cluster

Directorate or organisation responsible (and service, if it is a policy)

Corporate Resources – HR Strategic Services (Policy & Strategy Team)

Date of assessment (DD/MM/YY)

November 2009

Date next assessment due (3 years)

November 2012

Names and/or job titles of people carrying out the assessment

Heidi Arnold – HR Adviser, Policy & Strategy, HR Strategic Services

Accountable person (e.g. Head of Service)

Paul Jones – Director of Employment Strategy

Date EINA Form approved by accountable person (e.g. Head of Service)

xxx

1. What are the aims or main purpose of the service, function or policy? What does it provide and how does it provide it?

The Remuneration cluster is a group of policies that aim to ensure Devon County Council (DCC) employees receive remuneration for various employment functions depending on the situation, for example; Honorarium –enables an employee to receive additional remuneration for carrying out additional work of a higher responsibility whereas the Injury Allowance scheme recompenses employees who suffer an injury or contract a disease at work and as a result suffer financial losses.

There are a number of policies within the cluster as there are many varying situations where an employee may be entitled to receive either recompense for lost salary or additional remuneration to their salary. The scope of the policies cover all DCC staff (including those working in joint arrangements such as the NHS); some may include school support staff but do not cover Teachers as they are on separate Terms and Conditions of employment and have their own policies in many cases.

The policies have been developed and are maintained by the HR Policy and Strategy Team and they provide guidance for staff, managers as well as HR colleagues. Whilst the policies comply with respective legislation and are designed to ensure consistency of approach and fairness across DCC, it is, however, important to acknowledge that some of the policies contain processes where there is potential for differential in treatment (e.g. whether it is agreed that an employee can work at home under the Corporate Home-working Policy and receive a home-working allowance)

Advice and support in respect of the implementation and interpretation of the policies is

provided by the HR Helpdesk and HR Operational Teams.

2. Location or any other relevant information

The policy documents are available on the Source (staff Intranet) in Word and PDF versions. They are also provided electronically to our partners for the management of DCC staff in joint working arrangements. When new or revised policies, procedures and guidance are produced by the HR Policy & Strategy Team they are communicated throughout DCC by cascade and by the inclusion of items in Insider and other relevant directorate staff communications.

3. List any key policies or procedures to be reviewed as part of this assessment.

Policies assigned to this cluster;

- **Honorarium**
- **Injury Allowance Scheme**
- **Market Supplement**
- **Medical Suspension**
- **Redundancy & Efficiency Leavers – compensation**
- **Re-imbusement allowances – this covers; Appendix E, Removal and Disturbance & Redeployment allowance**
- **Retained employees & Nursery employees in Educational Establishments**
- **Travel and Subsistence**
- **Sickness pay**
- **Maternity/Paternity/Adoption pay**
- **Overtime**

4. Who is intended to benefit from the service, function or policy?

- Council (Directorates/Members)
- Applicants
- Employees
- Public & Service users

5. Who are the stakeholders? What is their interest?

Council/Directorates – Ensure that employees are recognised for their contributions within their roles to maintain their motivation and morale which impacts on their performance. As an employer, DCC have a duty of care towards their employees and to ensure they are supported when they are ill, unable to work or unable to work in their substantive job and have to be redeployed elsewhere. There are also policies to attract people where there are skills shortages such as the Market Supplement policy – this enables DCC to continue providing an excellent service.

DCC elected Members – a quality workforce that delivers high quality services and functions; effective and efficient use of public money; and, positive reputation.

Applicants – There are certain types of job role where DCC have skills shortages and there are policies that will attract applicants to DCC such as a Market Supplement and a Removal and Disturbance allowance. These policies enhance DCC's reputation as an Employer of Choice.

Employees – Opportunities to take on additional work such as honorarium policy and overtime. Other policies ensure the employee receives some remuneration if they are off sick due to an injury at work. They will be recompensed for any additional time and travel costs if they have to change their work base or if they have to travel as part of their job, which is the Appendix E policy. They will receive a lump sum if they have to leave the Authority because of redundancy or efficiency. With the current economic climate, it is

important to make sure that employees feel valued and able to maintain their level of income to support their personal lives.

Public & Service Users – They will benefit from receiving high quality services from employees who want to work and provide an excellent service. Through the Market Supplement policy, DCC will be able to attract staff in to areas with skills shortages such as child protection Social Workers and continue to provide this service.

6. Are there any concerns at this stage which indicate the possibility of inequalities/negative impacts? For example: complaints, comments, research, outcomes of a scrutiny review. Please describe:

Policy implementation and communication – difficulties associated with implementing and communicating the policies across such a large and diverse organisation.

The Policy & Strategy Team has received anecdotal comments that some managers within the organisation may not necessarily be in favour of some of the policies in this cluster such as the Removal & Disturbance allowance, Re-deployment allowance and Honorarium. This will impact across the council if some managers are operating to the standards within the policy but others aren't and this could lead to inconsistencies, differential in treatment and possible grievances.

Staff who are already in jobs where there are skills shortages will find a differential in treatment with regard to salary as new employees are appointed on Market Supplement rates, this may cause low morale and motivation and instigate grievances.

Some managers may be keen to allow employees to work overtime whilst others have minimal budgets and are unable to authorise this, again this causes inconsistencies across the Council.

B) Relevance – Note: if not relevant, do not complete this form

Select **all** that apply:

		Scale of relevance	
7. Service or function that people use.	Y	High	Section C applies
8. Discretion is exercised, or potential for people to experience different outcomes or level of satisfaction.	Y	Medium	
9. Employment policy – where discretion is not exercised.	Y	Medium	Sections C & E apply
10. Employment policy – where discretion is exercised (e.g. recruitment or disciplinary process).	Y	High	
11. Concerns at a local, regional or national level of discrimination/inequalities.	Y	Medium	
12. Major change such as the closure, removal or transfer of a service/provision.	Y	Low	
13. Community and regeneration strategies, local area agreements and organisational or directorate/partnership strategies/plans.*	Y	High	

* link to green agenda and homeworking

Other:

State why it is relevant:

How relevant (high, medium or low?):

Mark 'X' to confirm which strands are relevant to the review:

Age	<input checked="" type="checkbox"/>	Disability	<input checked="" type="checkbox"/>
Gender (men and women)	<input checked="" type="checkbox"/>	Race/ethnicity	<input type="checkbox"/>
Trans-gender	<input checked="" type="checkbox"/>	Religion/belief	<input type="checkbox"/>
Sexual orientation	<input type="checkbox"/>	Other (state below)	<input type="checkbox"/>

Any other (such as Human Rights, people on low incomes and specific sub-strands requiring particular focus such as Travellers and Gypsies, Deaf people):

Low incomes – if redeployed to a lower graded job and the redeployment allowance doesn't make up the difference

People who live in remote areas and/or have to travel long distances – may not be able to access overtime so easily because of the time it takes for them to travel home.

Carers may not be able to access overtime due to their other responsibilities

C) Information

1. What information (monitoring or consultation data) have you got and what is it telling you? *Required where relevance is Medium or High.*

One complaint is logged relating to this cluster,

- Complaint that there was a delay in processing the termination and compensation agreement in the employee's efficiency case which led to them being refused a pension from the date of their leaving employment to the present date costing them significant monies due to them. It was investigated and is currently at Stage 1 of the complaints process.

The 2007 staff survey results <http://staff.devon.gov.uk/staffsurvey.htm> include the following statistics:

- 'Do you have a disability' (Yes 5%)

The above indicates that only 5% of staff who completed the survey disclosed that they have a disability, whereas national statistics suggest that this should be more in the region of 9.3%. This is because nearly 1 in 5 people of working age (7 million, or 18.6%) in UK have a disability, although only half of disabled people of working age are in work (50%), compared with 80% of non disabled people (Office for National Statistics – Labour Force Survey, Jan- Mar 2009)

The DCC Employment Diversity Data – April 2008 to March 2009 reported that 1.3% of the workforce is Disabled (32.3% Not Known - includes those who declined to specify) <http://www.devon.gov.uk/equalitymonitoring.pdf> p.14.

The above statistics may indicate a number of things (e.g. that employees with a disability do not feel that DCC as their employer needs to know about their disability, or, that there is a culture within the organisation whereby employees are reluctant to disclose that they have a disability).

- 'Carer for a dependent' (Children 53%; Elderly relative 12%; Relative with a disability 5%; Other 4%)

The above indicates that many DCC staff who completed the survey have some sort of caring responsibility.

The 2001 Census also found that a considerable amount of unpaid care for family members or friends was being provided – 5.2 million carers in England and Wales, including over a million providing more than 50 hours per week

<http://www.statistics.gov.uk/cci/nugget.asp?id=347>. The percentage of carers for elderly relatives is also predicted to grow in light of the UK's ageing population (Carers in the UK [online] <http://www.carersuk.org/Newsandcampaigns>).

DCC Employment Diversity Data – April 2008 to March 2009

- 77% of women work part time in comparison to 36% men (<http://www.devon.gov.uk/equalitymonitoring.pdf> p.6)
- Workforce profile: 80% staff female; 20% male (<http://www.devon.gov.uk/equalitymonitoring.pdf> p.4)
- Green agenda
 - Many employees, particularly younger ones, are increasingly looking to work for organisations with strong green credentials, which can be enhanced by using homeworking to discourage unnecessary travel (Chartered Institute of Personnel and Development. Homeworking and Teleworking Factsheet. July 2008).

The above links to DCC's County Hall Travel Plan that contributes to 'Making Devon Greener' by reducing the carbon footprint of all travel related activities at County Hall, and the respective Equality Impact Needs Assessment (EINA) can found at http://www.devon.gov.uk/eina_county_hall_travel_plan_aug_2008.pdf .

It is clear that with more people receiving a better work/life balance and working from home that the home-working allowance will be utilised more to support this.

The two tables below show the results from the 2007 Staff Survey.

Salary

	No of respondee's	Col %
Less than £11,193 (£5.80 per hour)	319	12%
£11,193 to £15,825 (£5.80 - £8.20 per hour)	849	31%
£15,826 to £26,187 (£8.21 - £13.57 per hour)	936	34%
£26,188 to £39,968 (£13.58 - £20.72 per hour)	549	20%
More than £39,968 (more than £20.72 per hour)	100	4%
Total	2753	100%

This shows that 12% of DCC workforce are on a low salary i.e. less than £11,193

Age

	No of respondee's	Col %
16 to 19	17	1%
20 to 24	83	3%
25 to 29	178	6%
30 to 39	524	19%
40 to 49	802	29%
50 to 59	911	33%
60 to 64	184	7%
65 or over	62	2%
Total	2761	100%

42% of DCC employees are over 50 and may wish to take early retirement or leave at retirement age at some point in the near future (the normal retirement age for DCC is age 65). Only 4% of the workforce are aged between 16 – 24.

D) Assessment

1. Describe any NEGATIVE impacts (actual or potential):

Strand/community	Impact (<i>how they may be affected</i>).
Age	Employees who have been in the working population for a longer period are more likely to have more experience and service and this will impact on the level of redundancy pay they get, this could be positive or negative in that those who have a lot of experience and are expensive for DCC to release may not be able to go because of the budget constraints and the creation of skills gaps. If they are authorised to leave the service of Devon County Council, they will receive a larger monetary payment than those who are within a younger age group with less service. As shown in the staff survey results above, the difference between those aged between 16 – 24 and those aged over 50 is 38% with the majority being for employees over 50.

Gender (men and women)	<p>Men are more likely to have reached management level due to unbroken service whereas women may have taken maternity leave, career breaks and reduced their hours to care for children or relatives; this will impact on the amount of redundancy pay they will receive.</p> <p>Legally women get maternity pay over a longer period of time than men do for paternity leave.</p> <p>The majority of employees working for Devon County Council are - 80% staff female; 20% male. 77% of women work part time in comparison to 36% men</p>
Disability	<p>If they are unable to work because of their disability they will be entitled to sick pay and possibly incapacity benefit from the Dept Work & Pensions. The DCC staff survey 2007 shows that 5% of DCC staff have registered that they have got a disability.</p>
People on low incomes	<p>May be redeployed into a post of a lower grade and a redeployment allowance may not make up the difference causing a short fall and lower pay. This also applies to the injury allowance scheme where an employee may suffer permanent incapacity at work and may only receive a percentage of pay to compensate them – leaving them with loss of earnings. This may be balanced with any incapacity benefit they are entitled to. The DCC staff survey shows that 12% of staff are on a salary of less than £11,193 (£5.80 per hour).</p>
People who live in remote rural areas/ need to travel long distances to commute to work	<p>May not be able to do overtime given the time it takes to get home. However, employees may be able to work from home and therefore, utilise the home-working allowance.</p>
Trans gender	<p>More time off sick if undergoing surgery – may impact on levels of sick pay receive and how quickly half pay is applied.</p>
Carers	<p>May not be able to access overtime so easily due to other commitments. 77% of women work part time in comparison to 36% men - salaries are pro-rata so therefore lower than an employee who is able to work full-time. Evidence shows that 58% of carers are women and 42% are men. http://www.carersuk.org/Newsandcampaigns/Media/Factsaboutcaring</p>

1. Provide any information about NEUTRAL impacts that have been identified (there is neither a positive or negative impact):

Strand/community	The policies within the cluster are meant to benefit and provide a positive or neutral impact to all those that need to refer to them to enable the employee not to be disadvantaged. For example; travelling allowance will recompense the employee for the cost of any incurred travel expenses. The honorarium is paying an employee for doing additional higher-level work therefore, paying them the rate for the job. The medical suspension policy also pays the employee whilst they are suspended (as it's through no fault of their own) so they are not disadvantaged through loss of earnings. This applies to all the following strands.
	Ditto
People who live in remote rural areas/ need to travel long distances to commute to work	Ditto
Age	Ditto
Gender (men and women)	Ditto
Disability	Ditto
Religion and belief	Ditto
Carers	The honorarium and overtime policies will be a benefit as they will enable the employee to receive a higher salary.
People on low incomes	The honorarium and overtime policies will be a benefit as they will enable the employee to receive a higher salary.

E) Consultation

17 Did you carry out any consultations? *Required where relevance is High.*

Yes

18 Who was consulted? Include your findings in 15, 16 and 17 above.

Employees – Staff Survey

During the Draft of the EINA Jeanette Withers and Alison Palmer from the Policy & Strategy team were consulted because of their experience in drafting previous EINA's.

DCC's HR policies are usually consulted on before they are implemented or significantly revised, and the HR Policy & Strategy Team uses a checklist for communication and consultation which includes Directorates, HR and Trade Unions.

19 Describe other research, studies or information used to assist with the assessment and include your findings above:

Relevant DCC information including the DCC 2007 Staff Survey and DCC Employment Diversity Data – April 2008 – march 2009.

Carers UK website;

<http://www.carersuk.org/Newsandcampaigns/Media/Factsaboutcaring>

Relevant employment legislation and professional HR best practice resources, for example, professional magazines, journals and resources produced by organisations such as the Chartered Institute of Personnel and Development and Xpert HR.

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F) Conclusions

	Action/objective/target OR Justification	Resources required	Timescale	I/R/S/O
a)	Action: Communicate and promote the cluster of policies across DCC to help ensure that they are open to all, including those with learning disabilities, whilst addressing any concerns that managers have in order to engage with them and gain commitment.	HR Policy & Strategy Team Internal Communications Team	Within 6 – 12 months	
b)	Action: Monitor the effectiveness of the Market Supplement policy to see whether it is attracting the right calibre of staff and whether it is enabling DCC to meet their legislative requirements.	Reward Team – Corporate Resources HR Policy & Strategy Team	3 – 6 months	
c)	Justification: J.E was implemented to establish a fair and equal pay and grading structure within DCC. In some cases this has meant that where there are skills shortages, DCC are unable to offer a competitive salary to attract candidates to work for the Authority. As a result the Market Supplement policy was written. Although this may seem inequitable for others already doing the job, this has to be balanced against the legislative requirement to employ Child Care Social Workers for example.			
d)	Action: Redundancy & Efficiency compensation –	HR – Corporate Resources Joint Secretaries	Work is ongoing through the	

	to ensure the criteria for deciding who can and can't be released is fair and equitable and not just based on those who are going to cost DCC less i.e. those with less service and lower paid jobs.	HR Policy & Strategy – redundancy policy	planning of any future redundancies	
e)	Justification: The criteria is set by HR and Senior Management together with Union involvement, this should ensure that the criteria is fair and equitable before any decisions are made. Costs of redundancy and Efficiency will have to be taken into account as part of the criteria but this will not be the only deciding factor.			
f)	Overtime – this may be more difficult to access for those with caring responsibilities, those that live a long way from their work place or those that are part-time. Action: To highlight this to the Policy Human Resource Advisor who is currently reviewing this policy to take these factors into account.	HR Policy & Strategy Team	Now	I
g)	Action: Continue to monitor legislation, HR best practice and the take up and effectiveness of the cluster of policies, where practicable. Update and enhance the HR policies, as appropriate.	HR Policy & Strategy Team	Ongoing	
h)	Justification: It is not possible to monitor the take up and effectiveness of the cluster of policies across DCC in detail as it is a large and diverse organisation, or			

<p>completely eliminate the potential for discrimination, however, any negative effects are mitigated by:</p> <ul style="list-style-type: none"> • equality and diversity training for all DCC staff • giving managers the tools (e.g. clear policy guidance and support) in order that all requests are considered <p>the continuation of initiatives such as staff surveys that incorporate questions relating to this cluster of policies</p>			
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Notes;

- The Honorarium policy was amended in May 2008 to provide more precise guidance to managers on how honorarium should be applied. This was as a result of an Audit report which highlighted inconsistencies in the previous policy's application across the County Council. The amended policy and procedure was consulted on widely and no major amendments were required.
- The Overtime policy is currently being reviewed to take account of feedback from consultation. This information will be available by April 2010.
- The Redeployment allowance policy has been amended w.e.f. December 2009 as feedback asked for a procedure to be included for applying an ill health redeployment allowance to ensure that managers applied this consistently.
- Maternity, Paternity and Adoption pay have been amended in July 2008 to comply with changing legislation
- Other than the specific conclusions identified above (Section F), no further ones have been identified at the present time. All of the HR policies are supportive in terms of helping employees to receive remuneration for various situations and activities. They also comply with respective employment legislation as well as nationally and locally agreed terms and conditions of employment.