



ADUR & WORTHING  
COUNCILS

23 March 2022

<b>Joint Staff Committee</b>	
<b>Date:</b>	<b>31 March 2022</b>
<b>Time:</b>	<b>6.30 pm</b>
<b>Venue:</b>	<b>QEII Room, Shoreham Centre, Shoreham-by-Sea</b>

**Committee Membership:**

**Adur District Council:** Councillors; Brian Boggis (Adur Chairman), Jim Funnell (Adur Vice-Chairman) and Robina Baine

**Worthing Borough Council:** Councillors; Karen Harman (Worthing Chairman), Rosey Whorlow and Bob Smytherman (Worthing Vice-Chairman)

**Agenda**

**Part A**

**1. Substitute Members**

Any substitute members should declare their substitution.

**2. Minutes**

To approve the minutes of the Joint Staff Committee meeting held on 29 September 2021, copies of which have been previously circulated.

**3. Declarations of Interest**

Members and officers must declare any disclosable pecuniary interests in relation to any business on the agenda. Declarations should also be made at any stage such an interest becomes apparent during the meeting.

If in doubt, contact the Legal or Democratic Services representative for this meeting.

#### 4. Public Question Time

So as to provide the best opportunity for the Committee to provide the public with the fullest answer, questions from the public should be submitted by midday on Monday 28 March 2022.

Questions should be submitted to Democratic Services - [democratic.services@adur-worthing.gov.uk](mailto:democratic.services@adur-worthing.gov.uk)

#### 5. Items Raised under Urgency Provisions

To consider any items the Chairman of the meeting considers to be urgent.

#### 6. Pay and Reward Policy (Pages 3 - 42)

To consider the report by the Director for Digital Sustainability and Resources, attached as Item 6.

### Part B - Not for Publication - Exempt Information Reports

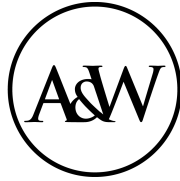
No items.

#### Recording of this meeting

Please note that this meeting is being live streamed and a recording of the meeting will be available to view on the Council's website. This meeting will be available to view on our website for one year and will be deleted after that period. The Council will not be recording any discussions in Part B of the agenda (where the press and public have been excluded).

For Democratic Services enquiries relating to this meeting please contact:	For Legal Services enquiries relating to this meeting please contact:
Neil Terry Democratic Services Lead 01903 221073 neil.terry@adur-worthing.gov.uk	Beverley Rayner Lawyer 01903 221035 beverley.rayner@adur-worthing.gov.uk

**Duration of the Meeting:** Four hours after the commencement of the meeting the Chairperson will adjourn the meeting to consider if it wishes to continue. A vote will be taken and a simple majority in favour will be necessary for the meeting to continue.



ADUR & WORTHING  
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Joint Staff Committee  
31 March 2022

Ward(s) Affected: n/a

## **Pay and Reward Policy**

### **Report by the Director for Digital, Sustainability & Resources**

#### **Executive Summary**

##### **1. Purpose**

- 1.1 This report seeks approval of the additional section in the Adur & Worthing Councils Pay and Reward Policy (section 7.0).
- 1.2 This report also seeks approval of the changes to points 8.4, 8.5, 9.2 and 12.1.

##### **2. Recommendations**

- 2.1 The Joint Staff Committee is recommended to approve the changes to the Pay and Reward Policy with immediate effect.
- 2.2 The Joint Staff Committee is asked to delegate authority to the Head of Human Resources (in consultation with the Chief Financial Officer and the Head of Legal Services, where relevant) in order to make minor and non-material amendments to this policy at any time.

### **3. Context**

- 3.1 The current Pay and Reward Policy was agreed by the Joint Staff Committee on 29th November 2017.
- 3.2 The Pay and Reward Policy is being brought to the Joint Staff Committee as there has been a new section added and some minor changes made to update the policy.
- 3.2 Adur and Worthing Councils are committed to operating transparent, consistent and equitable pay arrangements for its employees. This policy sets out the key principles for establishing pay levels, the basis for determining salaries, pay progression and pay supplements.
- 3.3 The policy applies to all employees of Adur and Worthing Councils.

### **4. Issues for consideration**

- 4.1 The additional option of being able to apply a specialist skills supplement to roles where a specific skill or qualification is required that is in short supply across that specific sector detailed in section 7.0.
- 4.2 Change to the wording in point 8.4 as Performance and Development reviews were replaced with regular 1:1 meetings in 2017/2018.
- 4.3 A change to the wording in point 8.5 as the Establishment Control Forms are being replaced with an electronic staff changes form
- 4.4 The addition of specialist skills or qualification supplement wording to point 9.2.
- 4.5 The change from a £100 gift voucher to a £100 payment in point 12.1, which is subject to the usual deductions. A gift voucher is classed as a benefit and therefore should be declared as such, so the decision was made to change this to a payment so that it can be paid via payroll and be correctly treated for the purposes of tax and national insurance.

### **5. Engagement and Communication**

- 5.1 Unison have been consulted with and have agreed the changes to the Pay and Reward Policy.

## **6. Financial Implications**

- 6.1 The financial implications associated with the new policy will depend on whether any provision exists within the service for the cost of any new specialist skill payment or market supplement.
- 6.2 Where no provision exists, then the cost will have to be funded either by the service itself from within existing budgets, or from the Councils' contingency budgets.

## **7. Legal Implications**

- 7.1 The Pay and Reward Policy would be classed as a contractual policy and therefore form part of the terms and conditions of employment.
- 7.2 Section 112 Local Government Act 1972 gives the Council the power to appoint staff on such terms and conditions as appropriate.

### **Background Papers**

- Current Adur & Worthing Councils Pay and Reward Policy available at Appendix 1
- Proposed amended Adur & Worthing Councils Pay and Reward Policy available at Appendix 2
- Adur & Worthing Councils Pay and Reward Policy changes and rationale document is available at Appendix 3
- Previous Pay and Reward Equality Impact Assessment is available at Appendix 4
- The Equality Impact Assessment for the proposed changes to Pay and Reward Policy is available at Appendix 5

### **Officer Contact Details:-**

Heidi Christmas  
Head of Human Resources  
Worthing Town Hall  
01903 221183  
[heidi.christmas@adur-worthing.gov.uk](mailto:heidi.christmas@adur-worthing.gov.uk)

## Sustainability & Risk Assessment

- 1. Economic**  
Matter considered and no issues identified.
- 2. Social**
  - 2.1 Social Value**  
Matter considered and no issues identified.
  - 2.2 Equality Issues**  
The Equality Impact Assessment for this policy [and associated statistics](#) are attached as Appendix 5
  - 2.3 Community Safety Issues (Section 17)**  
Matter considered and no issues identified.
  - 2.4 Human Rights Issues**  
Matter considered and no issues identified.
- 3. Environmental**  
Matter considered and no issues identified.
- 4. Governance**  
Matter considered and no issues identified.



# ADUR & WORTHING COUNCILS

## Pay and Reward Policy

### 1.0 Overview

1.1 Adur and Worthing Councils are committed to operating transparent, consistent and equitable pay arrangements for its employees. This policy sets out the key principles for establishing pay levels, the basis for determining salaries, pay progression and pay supplements.

1.2 This policy applies to all employees of Adur and Worthing Councils.

1.3 All employees have the responsibility for adhering to this policy. Individual areas of responsibility are:

- **Corporate Leadership Team** – overall responsibility for ensuring that pay and reward practices are managed appropriately and publishing/promoting the adoption of this policy across the Councils
- **HR team** - reviewing this policy to ensure it is effective and advising managers on the interpretation and consistent application of the policy and on best practice
- **Managers** – choosing appropriate pay and reward arrangements for members of staff
- **Employees** - familiarising themselves with this policy and being aware that any additional payment made be subject to normal deductions.

1.4 This policy should be interpreted in accordance with the Equalities Act 2010 and shall be applied fairly and consistently to all employees.

### 2.0 Job Evaluation

2.1 A job evaluation policy allows a consistent and systematic approach to how an organisation determines pay for individual posts (not post-holders) in a fair, systematic and consistent way.

2.2 The job evaluation scheme used by Adur & Worthing Councils is the *Greater London Provincial Council (GLPC) Job Evaluation Scheme*. This scheme is used widely by local authorities across England.

## **When the GLPC will be used**

- 2.3 The job evaluation scheme will be used to determine the pay grade appropriate for:
- New roles
  - Where significant changes are being made to a current role (including if temporary additional duties are to become a permanent feature of a role).
  - Where a manager has submitted a post for re-grading with supporting criteria (as detailed in the procedure notes on the intranet)
  - During a time of organisational change when organisational structures are reviewed
- 2.4 A post cannot be put forward for job evaluation more than once in a 12 month period. If it is felt that an exception is needed to this, the manager concerned should speak to their HR Business Partner.
- 2.5 Any job being evaluated will be considered by a panel consisting of a Trade Union representative, another manager from the organisation and a member of the Human Resources Team.
- 2.6 Where the role is performed by more than one person, the job evaluation process will be done collectively. This is in regards to both through the job evaluation process and any appeal process if applicable.
- 2.7 There are different areas of responsibility in job evaluation process. The main areas are for managers, the panel and the human resources team which are detailed below:

## **Area of Responsibility - Managers**

- 2.8 The areas of responsibility for managers are:
- Owning and storing all job descriptions/personal specifications for individuals in their team, ensuring they are up-to-date and in line with the Councils' templates
  - Discussing any upcoming job evaluation paperwork with their HR Business Partner
  - Reviewing and maintaining all the job descriptions and personal specifications for individuals within their team as part of the Performance Development Review and as appropriate in 1:1s/supervisions.
  - Updating Job Descriptions and Personal Specifications as and when appropriate.
  - Liaising with the relevant accountant regarding any changes to grade and resolving any budgeting issues.
  - Ensuring any new or significantly revised Job Descriptions and Personal Specifications are taken to a Job Evaluation panel for review.
  - Undertaking management scoring as part of the Job Evaluation process
  - Presenting the post at the Job Evaluation panel and answering any queries the panel has to determine the pay grade of the role
  - Communicating the results of the evaluation verbally to individuals concerned and issuing correspondence following the evaluation panel to the staff member(s) regarding the outcome of the panel and right to appeal (copying in the Human Resources Team)



- Completing the Establishment Control Form for any change to grade

### **Area of Responsibility - The Panel**

2.9 The areas of responsibility for the panel are:

- Attend initial and refresher / ongoing training as required
- Attending the panel as required
- Undertaking an assessment of the role and managers scoring prior to the panel, highlighting any queries or differences in opinion for panel discussion
- Working in partnership with colleagues to ensure an approach that is consistent and fair
- Highlighting concerns regarding any outcomes against similar roles
- Making recommendations for improvement in the procedure

### **Area of Responsibility - the Human Resources Team**

2.10 The areas of responsibility for the human resources team are:

- Working with managers to ensure understanding of the Job Evaluation Process and providing support with the manager scoring process.
- Administering panels and circulating paperwork one week before a panel
- Processing pay grade changes at the next available payroll after the appeal period upon receipt of the manager's letter and completed Establishment Control Form

### **Outcomes from the panel**

2.11 The following outcomes can result from a Job Evaluation process:

- **Grade increase** - this will always be effective from the date of the panel and will not be backdated.
- **Grade reduction** - pay protection of 100% for one year and 50% for the second year. This period of protection also applies to other entitlements of the role e.g. annual leave.
- **No change to grade**

### **Right to Appeal**

2.12 If a post holder or manager of the post holder believes the outcome to the Job Evaluation Process for their role is incorrect they have a right to appeal.

2.13 To do this, they should appeal in writing to the Head of Service or Director, copying in Human Resources, within 7 working days of receiving the written decision, stating the full grounds for appeal.

2.14 Appeals may only be raised on the grounds of:

- a) Sufficient information about the job under one or more of the job evaluation factors has not been taken into consideration;
- b) The information about the job under one or more of the job evaluation factors was inaccurately interpreted.

2.15 The individual appealing must state the grounds for the appeal and identify the factor(s) in

question and provide/correct the information appropriately. The appeal must be done using the appeals procedure form available on the intranet or in the place of work.

- 2.16 The appeal panel will be formed of an alternative manager, alternative member of the Human Resources team and, where possible, an alternative Trade Union Representative.
- 2.17 Appeals can result in job evaluation factors being unchanged, decreased, or increased. The outcome of an appeal is final. If the appeal is upheld, any changes to the pay grade will be backdated to the original Job Evaluation date.

### **3.0 Increments**

- 3.1 Each job role has a set pay grade determined by the job evaluation process that has between 4-6 incremental pay points.
- 3.2 Normally where an employee enters or moves to a new post they will be appointed on the minimum point for the new post. In some circumstances it may be appropriate to appoint them above the minimum of the level for example to recognise previous experience or transferable skills of the employee. All requests to appoint above the first three points must be agreed by the relevant Head of Service subject to the maximum of the level not being exceeded.
- 3.3 Increments will be automatically paid on 1st April each year until the maximum level for the pay grade is reached subject to satisfactory service.
- 3.4 Employees with less than six month's service in the grade by 1 April shall receive their first increment six months from the actual start date of appointment, promotion or re-grading. All future increments will then be paid in April.

### **4.0 Additional Duty Payments**

- 4.1 An additional duty payment is an arrangement agreed by the employee and their manager when an employee undertakes additional duties and responsibilities at a more senior level for a period of over four weeks.
- 4.2 The period of time additional duty payments can be made for is no more than 12 months as the purpose of the payments is to cover a time-limited, specific, short-term requirement (i.e. covering a colleague's duties when sick or flexibly covering maternity leave).
- 4.3 If additional duty payments have been paid to an individual for 8 months, the manager should talk to their HR Business Partner to agree next steps.
- 4.4 If the employee undertakes the full duties of a more senior role the payment will be based on the salary of the role the employee is acting up into. Where an employee undertakes some, but not all of the additional duties and responsibilities of the more senior role, a

percentage payment of 25%, 50% or 75% may be applied as appropriate. Where an employee is not working at the higher level of the post in question, but taking on additional duties above their post, the individual might be paid at another mid-way salary level.

- 4.5 The member of staff will usually be put at the bottom of the spinal column point for the role and they will **not** be entitled to any other benefits of the role, such as higher annual leave entitlements.

## **5.0 Special Merit Payment (previously called 'honorarium')**

- 5.1 A special merit payment is in recognition of a particular one-off contribution over and beyond their job or a substantially increased workload over a short period of time.
- 5.2 The payment as detailed in the procedure documents available on the intranet needs to be objectively justified by, for example, the number of additional hours worked over a specified period, the quality of project work produced by the employee or adherence to challenging deadlines.
- 5.3 A Special Merit Payment can only be made where no other form of additional payment has been made for the work completed.
- 5.4 This payment will be subject to usual deductions.

## **6.0 Market Supplement**

- 6.1 A market supplement is a salary enhancement that can be paid in order to recruit and retain staff with the skills that are essential to the effective provision of services. It can be paid where:
- Recruitment and/or retention problems have occurred and shortages of essential skills exist.
  - Recruitment and/or retention patterns indicate that without corrective action essential skill shortages will arise.
  - The manager has exhausted the alternative solution available (including non-monetary rewards) for filling a role.
- 6.2 Details are available on the intranet for the steps a manager must take before a market supplement can be agreed and guidance for determining the appropriate market supplement, which is usually the financial difference between the highest spinal point of the post and the lowest market rate.
- 6.3 Payments will be made monthly as a separate and identifiable addition to salary, are subject to review every 12 months. Any payment will be subject to usual deductions.

## **7.0 Career graded posts**

- 7.1 Career graded posts are posts where the salary scale crosses more than one grade, with progression to a higher grade dependent on individuals demonstrating the competency, experience or performance level detailed in the associated job description for the higher grade.
- 7.2 Career grades provide a way by which staff can be effectively retained and developed. This enables an organisation to keep the expertise these staff have built up and recognise the contribution they are making in their job role.
- 7.3 Usually staff recruited will be placed at the lowest spinal column point in the lower grade unless their qualifications, competencies and experience means that is appropriate for them to be recruited at a higher level.
- 7.4 The Performance and Development Review will be used to record employees' performance, achievements and the identification of any training and development needs. This should also be used to record whether employees are recommended or not for progression to the next level.
- 7.5 Progression to the next level of a career grade can be recommended using the Establishment Control Form available on the intranet.

## **8.0 Recruitment Incentives**

- 8.1 A recruitment incentive is a one-off payment of up to 10% of the post's annual salary that will assist a recruiting manager to secure an appointment to a post that is difficult to fill or to attract a candidate who has significant previous experience or particularly desirable transferable skills.
- 8.2 A Recruitment Incentive Payment cannot be paid in addition to a market supplement.
- 8.3 The amount offered will be determined with reference to the size and quality of the response to the advertisement and whether there are alternative candidates that could be appointed. Eligibility is based on proven recruitment difficulty and evidence of skills shortages.
- 8.4 The recruitment incentive is payable following successful completion of probation and must be repaid if the individual leaves the Councils before a two year period.
- 8.5 Managers have the responsibility of identifying how the additional cost of a recruitment incentive will be met before offering it to their staff.
- 8.6 This payment will be subject to usual deductions.

## **9.0 Paid Overtime**

- 9.1 The organisation may, as required from time to time according to the needs of the business, ask employees to work overtime. Employees are reasonably expected to be available for overtime as and when required.
- 9.2 Employees will be considered to be working overtime when they exceed their contractual hours due to a business need. Where an employee requests/volunteers to work overtime, he/she should seek the authorisation of their line manager. All overtime requires express authorisation.
- 9.3 Any employee who requests/volunteers to work overtime that will mean working over 48 hours in one week needs to sign the organisation's form to agree to opt out of the 48-hour working week.
- 9.4 Employees will not accrue any additional annual leave (over and above their contractual entitlement) for any overtime hours worked. Instead, they will receive an additional financial supplement as part of their overtime pay to financially compensate for the annual leave.
- 9.5 Overtime will, at the discretion of the manager, be paid at the hourly rate set out in the Green Book (unless local agreements exist) or taken as accrued hours (see flexible working policy).

## **10.0 Out of Hours Work**

- 10.1 Where an individual is contractually obligated to perform out of hours duties (both being on standby and resolving issues that arise), this will be set out in their contract.
- 10.2 The contract will detail the payments that these duties will attract in addition to the individual's baseline salary.

## **11.0 Financial Benefits**

- 11.1 On attaining 25 years' service with Adur and Worthing Councils, employees will be eligible to receive a £100 gift voucher.
- 11.2 The organisation will calculate employees' number of years' service from the date of commencement of employment, including periods during which the employee has taken maternity, paternity, adoption and parental leave.
- 11.3 Long Service Awards may be varied from time to time at the organisation's discretion following. Long Service rewards do not form part of employees' contracts of employment.
- 11.4 Other financial benefits available to employees, including a generous pension, interest free travel loans, free eye tests and voucher schemes, are available on the intranet.

## **12.0 Other Rewards**

- 12.1 The Councils appreciate the invaluable contribution made by all employees. Effort is made to ensure staff members are compensated, not just financially, but through the provision of relevant non-financial rewards.
- 12.2 Details of non-financial rewards and benefits for staff are available on the intranet.

## **13.0 Monitoring and Review**

- 13.1 This policy will be monitored and reviewed on a regular basis by the Human Resources team with a thorough review taking place in three years if required.

Date policy agreed with Unison: 8 November 2017

Date agreed by Joint Staff Committee: 29 November 2017

Date policy formally adopted: 1 February 2018

Date for review: 3 years from formal adoption of policy (1 February 2021)



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## Pay and Reward Policy

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- 1.4 This policy should be interpreted in accordance with the Equalities Act 2010 and shall be applied fairly and consistently to all employees.

### 2.0 Job Evaluation

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4.5 The member of staff will usually be put at the bottom of the spinal column point for the role and they will **not** be entitled to any other benefits of the role, such as higher annual leave entitlements.

## **5.0 Special Merit Payment (previously called ‘honorarium’)**

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5.3 A Special Merit Payment can only be made where no other form of additional payment has been made for the work completed.

5.4 This payment will be subject to usual deductions.

## **6.0 Market Supplement**

6.1 A market supplement is a salary enhancement that can be paid in order to recruit and retain staff with the skills that are essential to the effective provision of services. It can be paid where:

- Recruitment and/or retention problems have occurred and shortages of essential skills exist.
- Recruitment and/or retention patterns indicate that without corrective action essential skill shortages will arise.
- The manager has exhausted the alternative solution available (including non-monetary rewards) for filling a role.

6.2 Details are available on the intranet for the steps a manager must take before a market supplement can be agreed and guidance for determining the appropriate market supplement, which is usually the financial difference between the highest spinal point of the post and the lowest market rate.

6.3 Payments will be made monthly as a separate and identifiable addition to salary, subject to review every 12 months. Any payment will be subject to usual deductions.

## **7.0 Specialist Skills or Qualification Supplement**

7.1 A specialist skills supplement is a salary enhancement that can be paid in order to recruit and retain staff with specialist skills that are essential to the effective provision of services. It can be paid where:

- Recruitment and/or retention problems have occurred and shortages of these specialist skills or qualification exist and are likely to persist for some time.

- 7.2 Details are available on the intranet for the steps a manager must take before a specialist skills supplement can be agreed and guidance for determining the appropriate level of remuneration, which is usually the financial difference between the highest spinal point of the post and the lowest market rate for an equivalent role.
- 7.3 Payments will be made monthly as a separate and identifiable addition to salary. Any payment will be subject to usual deductions.

## **8.0 Career graded posts**

- 8.1 Career graded posts are posts where the salary scale crosses more than one grade, with progression to a higher grade dependent on individuals demonstrating the competency, experience or performance level detailed in the associated job description for the higher grade.
- 8.2 Career grades provide a way by which staff can be effectively retained and developed. This enables an organisation to keep the expertise these staff have built up and recognise the contribution they are making in their job role.
- 8.3 Usually staff recruited will be placed at the lowest spinal column point in the lower grade unless their qualifications, competencies and experience means that is appropriate for them to be recruited at a higher level.
- 8.4 The employees' performance, achievements and the identification of any training and development needs will be discussed in their regular 1:1s with their line manager. This should also be used to record whether employees are recommended or not for progression to the next level.
- 8.5 Progression to the next level of a career grade can be recommended using the staff changes form.

## **9.0 Recruitment Incentives**

- 9.1 A recruitment incentive is a one-off payment of up to 10% of the post's annual salary that will assist a recruiting manager to secure an appointment to a post that is difficult to fill or to attract a candidate who has significant previous experience or particularly desirable transferable skills.
- 9.2 A Recruitment Incentive Payment cannot be paid in addition to a market supplement or a specialist skills supplement.
- 9.3 The amount offered will be determined with reference to the size and quality of the response to the advertisement and whether there are alternative candidates that could be appointed. Eligibility is based on proven recruitment difficulty and evidence of skills shortages.

- 9.4 The recruitment incentive is payable following successful completion of probation and must be repaid if the individual leaves the Councils before a two year period.
- 9.5 Managers have the responsibility of identifying how the additional cost of a recruitment incentive will be met before offering it to their staff.
- 9.6 This payment will be subject to usual deductions.

## **10.0 Paid Overtime**

- 10.1 The organisation may, as required from time to time according to the needs of the business, ask employees to work overtime. Employees are reasonably expected to be available for overtime as and when required.
- 10.2 Employees will be considered to be working overtime when they exceed their contractual hours due to a business need. Where an employee requests/volunteers to work overtime, he/she should seek the authorisation of their line manager. All overtime requires express authorisation.
- 10.3 Any employee who requests/volunteers to work overtime that will mean working over 48 hours in one week needs to sign the organisation's form to agree to opt out of the 48-hour working week.
- 10.4 Employees will not accrue any additional annual leave (over and above their contractual entitlement) for any overtime hours worked. Instead, they will receive an additional financial supplement as part of their overtime pay to financially compensate for the annual leave.
- 10.5 Overtime will, at the discretion of the manager, be paid at the hourly rate set out in the Green Book (unless local agreements exist) or taken as accrued hours (see flexible working policy).

## **11.0 Out of Hours Work**

- 11.1 Where an individual is contractually obligated to perform out of hours duties (both being on standby and resolving issues that arise), this will be set out in their contract.
- 11.2 The contract will detail the payments that these duties will attract in addition to the individual's baseline salary.

## **12.0 Financial Benefits**

- 12.1 On attaining 25 years' service with Adur and Worthing Councils, employees will be eligible to receive a £100 payment. This payment will be subject to usual deductions.

- 12.2 The organisation will calculate employees' number of years' service from the date of commencement of employment, including periods during which the employee has taken maternity, paternity, adoption and parental leave.
- 12.3 Long Service Awards may be varied from time to time at the organisation's discretion following. Long Service rewards do not form part of employees' contracts of employment.
- 12.4 Other financial benefits available to employees, including a generous pension, interest free travel loans, free eye tests and voucher schemes, are available on the intranet.

### **13.0 Other Rewards**

- 13.1 The Councils appreciate the invaluable contribution made by all employees. Effort is made to ensure staff members are compensated, not just financially, but through the provision of relevant non-financial rewards.
- 13.2 Details of non-financial rewards and benefits for staff are available on the intranet.

### **14.0 Monitoring and Review**

- 14.1 This policy will be monitored and reviewed on a regular basis by the Human Resources team with a thorough review taking place in three years if required.

Date policy agreed with Unison:  
Date agreed by Joint Staff Committee:  
Date policy formally adopted:  
Date for review: 3 years from formal adoption of policy



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## Pay & Reward Policy Changes and Rationale

What has been changed/added	Why?
Section 7.0 added	To enable a specialist skill supplement to be awarded to roles where recruitment and/or retention problems have occurred and shortages of these specialist essential skills or qualification exist and are likely to persist for some time.
Amendment to the wording in point 8.4	Performance and Development reviews were replaced with regular 1:1 meetings in 2017/2018
Amendment to the wording in point 8.5	The Establishment Control Forms are being replaced with an electronic staff changes form
Amendment to the wording in point 9.2	The addition of specialist skills or qualification supplement
Amendment to the wording in point 12.1	The £100 gift card has been replaced with a £100 payment



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# **Equality Impact Assessment – Pay & Reward Policy**



**Name of project/policy/strategy (hereafter referred to as “initiative”):**

Pay & Reward Policy

**Provide a brief summary (bullet points) of the aims of the initiative and main activities:**

A review and rewrite of the pay and reward policy process to:

- Improve our approach to rewarding staff
- Clarify expectations and understanding of how rates of pay are decided
- Add information that is missing from the current policy
- Clarify expectations of managers, the HR team and staff
- Review best practice and bring our policy in line with latest ACAS guidance

**Project Manager: Amy Newnham**

**Date: November 2017**

### **Stage 1: ‘Screening’**

This stage establishes whether a proposed initiative will have an impact on equality groups, (age, disability, gender, race, religion/belief, sexual orientation), or whether it is “equality neutral” (i.e. have no effect either positive or negative). So for example in the case of gender impact, consider whether men and women are affected differently.

**Q.1. Who will benefit from this initiative? Is there likely to be a positive impact on specific equality groups (whether or not they are intended beneficiaries), and if so, how? Or is it clear at this stage that it will be equality “neutral”? i.e. will have no particular effect on any group.**

The policy allows the organisation to manage pay and reward staff in a fair and consistent way. It brings together a number of policies that were stand alone to simplify and clarify pay and reward options.

The ultimate beneficiaries of the policy review are the residents of Adur & Worthing – this policy ensures that value for money is obtained through salaries being graded at the correct level and that hard-to-recruit posts can be filled to ensure service provision.

Other beneficiaries are: **managers** – greater clarity around how pay & reward is managed. **Employees** – clarity about how any pay & reward requests will be managed and how they can appeal job evaluation outcomes

### **Equality considerations:**

**Age** – equality implications due to age have been considered and none have been found. Salaries and the range of reward options are determined by reviewing the job description/the merit of individual circumstances and would not be impacted by the age of the individual in the role. Potentially those who have more experience may be offered recruitment incentives more than those at the start of their careers, but the

circumstances where a recruitment incentive would apply are very specific (to secure an appointment to a post that is difficult to fill or to attract a candidate who has significant previous experience or particularly desirable transferable skills) and so it is unlikely that younger people will be at a disadvantage. Again, those who have been with the organisation longer will be on a higher increment than someone who is new to the organisation, but the pay scales are narrow and it would only take 2-3 years for an individual to reach the top of the salary band so there is minimal impact on different age groups.

**Disability** – equality implications due to disability have been considered and none have been found. Salaries and the range of reward options are determined by reviewing the job description/the merit of individual circumstances and would not be impacted by whether an individual has a disability.

**Gender Reassignment** – equality implications due to gender reassignment have been considered and none have been found. Salaries and the range of reward options are determined by reviewing the job description/the merit of individual circumstances and would not be impacted by whether an individual has undergone gender reassignment.

**Marriage and civil partnership** - equality implications due to marriage and civil partnership have been considered and none have been found. Salaries and the range of reward options are determined by reviewing the job description/the merit of individual circumstances and would not be impacted by an individual's marriage/civil partnership status.

**Pregnancy & Maternity** – equality implications due to pregnancy and maternity have been considered and none have been found. Salaries and the range of reward options are determined by reviewing the job description/the merit of individual circumstances and would not be impacted by whether an individual is pregnant or on maternity leave.

**Race/ethnicity** - equality implications due to race/ethnicity have been considered and none have been found. Salaries and the range of reward options are determined by reviewing the job description/the merit of individual circumstances and would not be impacted by an individual's race/ethnicity.

**Religion & belief** - equality implications due to religion/belief have been considered and none have been found. Salaries and the range of reward options are determined by reviewing the job description/the merit of individual circumstances and would not be impacted by an individual's religion/belief.

**Sexual orientation** – equality implications due to sexual orientation have been considered and none have been found. Salaries and the range of reward options are determined by reviewing the job description/the merit of individual circumstances and would not be impacted by an individual's sexual orientation.

**Sex** – equality implications due to sex have been considered and none have been found. Salaries and the range of reward options are determined by reviewing the job

description/the merit of individual circumstances and would not be impacted by an individual's sex.

**Q.2. Is there likely to be an adverse impact on one or more equality group as a result of this initiative? If so, who may be affected and why? Or is it clear at this stage that it will be equality “neutral”?**

Consultation has taken place with Unison and no significant concerns have been raised about equality issues due to protected characteristics.

**Q.3. Is the impact of the initiative - whether positive or negative - significant enough to warrant a more detailed assessment (Stage 2 - see guidance)? If not, will there be monitoring and review to assess the impact over a period of time? Briefly (bullet points) give reasons for your answer and any steps you are taking to address particular issues, including any consultation with staff or external groups/agencies.**

Due to the response in Q2, it is felt that a more detailed assessment is not required at this time. The policy will be reviewed in 3 years' time and at this point, the equality impact assessment will also be reviewed to ensure that the impact on those covered by the Equality Act remains “neutral”.

## **Adur & Worthing Equality Impact Assessment (EIA) Template Trial - 2020/21**

We want to trial the use of this template when it is appropriate, for example when making significant decisions that may impact disproportionately on certain protected communities. As part of our Good Service Standard we are also seeking to embed these equality impact assessment principles into everyday service planning and delivery. You may therefore only need to complete a template occasionally, but you should always be working to achieve its general principles and intended outcomes.

### **Our Equality Statement**

Adur District and Worthing Borough Councils are committed to increasing inclusion and providing equality of opportunity in all our activities and to ensuring that discrimination does not occur. We will strive for a workforce that reflects the diversity of the local community in order that our services are provided appropriately and the Councils benefit from a wealth of experiences. The Councils will involve the wider community in our decision-making processes and use our influence to progress equality and inclusion issues in the Adur District and Worthing Borough.

To achieve our vision for inclusion and equality we will lead by example, we will listen to our communities and we will seek to work in collaboration with others. As part of this and as set out in Platforms of Our Places; Going Further plan, we will work to establish a platform that will aim to unlock the energy and unleash the power of people in the community to run and improve their own lives and the places they live. We will undertake this work with care, support and respect, recognising the reality of disadvantage and discrimination experienced by many communities.

### **Equality Impact Assessments (EIAs)**

EIAs enable us to consider all the information about a service, policy or strategy from an equalities perspective and then identify actions to support delivery towards our equality objectives and our statutory duties. The EIA process specifically aims to:

- Get the best outcomes for our staff and residents
- Analyse how all our work as councils might impact differently on different groups.
- Help us make good decisions and evidence how we have reached these decisions

EIAs are therefore a practical way in which we can achieve our Good Service standard, where we have pledged to improve our services and make them accessible to everyone. The EIA template we are trialing in 2020/21 is suitable for a number of settings, including policy development, organisation management and service redesign. The template is made up of a series of tables and numbered guidance notes to guide and support you through the approach. We will evaluate the use of the template towards the end of 2021.

## Part 1. Equality Impact Assessment (EIA) Template

First, consider whether you need to complete an EIA. Is an EIA needed and is there another way to evidence assessment of impacts. See guidance note (1) on the legislative context and guidance note (2) on considerations when planning an EIA.

<b>Title of EIA (3)</b>	<b>Changes to the Pay and Reward Policy</b>
<b>Team/Department (4)</b>	<b>Human Resources</b>
<b>Focus of EIA (5)</b>	<p>There has been an additional section added to the policy at 7.0 for the option of being able to apply a specialist skills supplement to roles where a specific skill or qualification is required or in short supply across that specific sector detailed in section 7.0.</p> <p>Change to the wording in point 8.4 as Performance and Development reviews were replaced with regular 1:1 meetings in 2017/2018.</p> <p>A change to the wording in point 8.5 as the Establishment Control Forms are being replaced with an electronic staff changes form</p> <p>The addition of specialist skills or qualification supplement wording to point 9.2.</p> <p>The change from a £100 gift voucher to a £100 payment in point 12.1, which is subject to the usual deductions. A gift voucher is classed as a benefit and therefore should be declared as such, so the decision was made to change this to a payment.</p>

## Part 2. Update on previous EIA and outcomes of previous actions

If there is no previous EIA, or EIA equivalent or this is an assessment of a new service, then simply write 'not applicable'.

<b>What actions did you plan last time?</b>  (List them from the previous EIA)	<b>What improved as a result?</b>  What outcomes have these actions achieved?	<b>What <u>further</u> actions do you need to take?</b> (add these to the Action plan below)
No actions were identified in the previous Equality Impact Assessment for this policy	Not applicable	Not applicable

### Part 3. Review of information, equality analysis and potential actions

In this section we consider the various protected characteristics groups from the Equality Act 2010 (6)

<b>Protected characteristics groups from the Equality Act 2010</b>	<b>What do you know?</b> Summary of data about your service-users and/or staff. (7)	<b>What do people tell you?</b> Summary of service-user and/or staff feedback. (8)	<b>What does this mean?</b> Impacts identified from data and feedback (actual and potential). (9)	<b>What can you do?</b> All potential actions to: <ul style="list-style-type: none"> <li>• advance equality of opportunity,</li> <li>• eliminate discrimination, and</li> <li>• foster good relations (10)</li> </ul>
<b>Age</b>				
<b>Disability</b>				
<b>Gender reassignment</b>				
<b>Pregnancy and maternity</b>				

<b>Race/ethnicity</b> Including migrants, refugees and asylum seekers				
<b>Religion or belief</b>				
<b>Sex/Gender</b>				
<b>Sexual orientation</b>				
<b>Marriage and civil partnership</b>				
<b>Community Cohesion</b>				
<b>Other relevant groups</b>				



<b>Cumulative impacts including socio economic impacts</b>				
<b>Assessment of overall impacts and any further recommendations. 11)</b>				
<p>The additional section regarding a specialist skills or qualification supplement to a role will be solely connected to the role and everyone in that role will be treated the same therefore this will be relevant to everyone with any protected characteristics.</p> <p>The other changes to the policy are mainly procedural and again will apply to all staff irrespective of any protected characteristics.</p>				

## Part 4. Prioritised Action Plan

The Equality Duty is an ongoing duty which means policies must be kept under review. The actions identified below should be incorporated into service or business plans and monitored to ensure they achieve the outcomes identified.

<b>Impact identified and group(s) affected</b>	<b>Action planned</b>	<b>Expected outcome</b>	<b>Measure of success</b>	<b>Timeframe</b>
<b>None identified</b>	<b>Not applicable</b>	<b>Not applicable</b>	<b>Not applicable</b>	<b>Not applicable</b>

## EIA sign-off:

For the EIA to be final an email must be sent from the relevant people agreeing it or this section must be signed.

<b>Staff member completing Equality Impact Assessment:</b>	<b>Date:</b>
<b>Head of Service:</b>	<b>Date:</b>
<b>Please share this EIA once signed off with: <a href="mailto:richard.tuset@adur-worthing.gov.uk">richard.tuset@adur-worthing.gov.uk</a></b>	

## EIA Guidance Notes

If this is your first EIA, take some time to read through the notes. If you have any questions please email: [equalitieschampions@adur-worthing.gov.uk](mailto:equalitieschampions@adur-worthing.gov.uk)

### 1. Our duties in the Equality Act 2010

As a public sector organisation, we have a legal duty (under the Equality Act 2010) to show that we have identified and considered the impact and potential impact of our activities on all people with 'protected characteristics' (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, and marriage and civil partnership). This applies to policies, services (including commissioned services), and our employees. The level of detail of this consideration will depend on what you are assessing, who it might affect, those groups' vulnerability, and how serious any potential impacts might be. We use this EIA template to complete this process and evidence our consideration. The following are the duties in the Act that we must give 'due regard' (pay conscious attention):

- **Avoid, reduce or minimise negative impact** (if you identify unlawful discrimination, including victimisation and harassment, you must stop the action and take advice immediately).
- **Promote equality of opportunity.** This means the need to:
  - Remove or minimise disadvantages suffered by equality groups
  - Take steps to meet the needs of equality groups
  - Encourage equality groups to participate in public life or any other activity where participation is disproportionately low
  - Consider if there is a need to treat some people differently, including more favourable treatment where necessary
- **Foster good relations between people who share a protected characteristic and those who do not.** This means:
  - Tackle prejudice
  - Promote understanding

In addition the following principles, drawn from case law, explain when and how the above duty should be applied:

- **Knowledge:** In working for the councils and reviewing its activities staff must be aware of equalities duties and apply them appropriately to this work.
- **Timeliness:** The duty applies at the time of considering policy options and/or before a final decision is taken – not afterwards.
- **Real Consideration:** The duty must be an integral part of our decision-making and able therefore to influence the process.
- **Sufficient Information:** You must assess what information you have and what is needed to give proper consideration.
- **No delegation:** The councils are responsible for ensuring that any contracted services which provide services on our behalf can comply with the duty, are required in contracts to comply with it, and do comply in practice. It is a duty that cannot be delegated.
- **Review:** The equality duty is a continuing duty. It applies when a policy is developed/agreed, and when it is implemented/reviewed.
- **Proper Record Keeping:** To show that we have fulfilled our duties we must keep records of the process and the impacts identified. Properly used, an EIA can form a key part of this requirement.

## 2. Do you need to undertake an EIA?

An EIA may or maynot be necessary or appropriate:

- Is the policy, decision or service likely to be relevant to any people because of their protected characteristics?
- How many people is it likely to affect?
- How significant are its impacts?
- Does it relate to an area where there are known inequalities?
- How vulnerable are the people (potentially) affected?

If there are potential impacts on people but you decide not to complete an EIA it is important to document why.

**When might you generally complete an EIA:**

- When planning or developing a new service, policy or strategy
- When reviewing an existing service, policy or strategy
- When ending or substantially changing a service, policy or strategy
- When there is an important change in the service, policy or strategy, or in the borough or district (eg: a change in population), or at a national level (eg: a change of legislation)

The EIA does not have to be on this template, but must be documented. Wherever possible, build the EIA approach into your usual planning/review processes. When planning your EIAs remember it should be proportionate to:

- The size of the service or scope of the policy/strategy
- The resources involved
- The numbers of people affected
- The size of the likely impact
- The vulnerability of the people affected

The greater the potential adverse impact of the proposed policy on a protected group (e.g. disabled people), the more vulnerable the group in the context being considered, the more thorough and demanding the process is required.

**3. Title of EIA:** This should clearly explain what service / policy / strategy / change you are assessing **4.**

**Team/Department:** Main team responsible for the policy, practice, service or function being assessed

**5. Focus of EIA:** A member of the public should have a good understanding of the policy or service and any proposals after reading this section. Please use plain English and write any acronyms in full first time - eg: 'Equality Impact Assessment (EIA

**6. Protected characteristics groups from the Equality Act 2010:**

→ **Age:** People of all ages

- **Disability:** A person is disabled if they have a physical or mental impairment which has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities. The definition includes: sensory impairments, impairments with fluctuating or recurring effects, progressive, organ specific, developmental, learning difficulties, mental health conditions and mental illnesses, produced by injury to the body or brain. Persons with cancer, multiple sclerosis or HIV infection are all now deemed to be disabled persons from the point of diagnosis.
- **Gender Reassignment:** In the Act a transgender person is someone who proposes to, starts or has completed a process to change his or her gender. A person does not need to be under medical supervision to be protected.
- **Pregnancy, Maternity and Paternity Leave:** Protection is during pregnancy and any entitled statutory leave.
- **Race/Ethnicity:** This includes ethnic or national origins, colour or nationality, and includes refugees and migrants, and Gypsies and Travellers. Refugees and migrants means people whose intention is to stay in the UK for at least twelve months (excluding visitors, short term students or tourists). This definition includes asylum seekers; voluntary and involuntary migrants; people who are undocumented; and the children of migrants, even if they were born in the UK.
- **Religion and Belief:** Religion includes any religion with a clear structure and belief system. Belief means any religious or philosophical belief. The Act also covers lack of religion or belief.
- **Sex/Gender:** Both men and women are covered under the Act.
- **Sexual Orientation:** The Act protects bisexual, gay, heterosexual and lesbian people
- **Marriage and Civil Partnership:** Only in relation to due regard to the need to eliminate discrimination.
- **Community Cohesion:** What must happen in all communities to enable different groups of people to get on well together.
- **Other relevant groups:** eg: Carers, people experiencing domestic and/or sexual violence, substance misusers, homeless people, looked after children, ex-armed forces personnel, people on the Autistic spectrum etc
- **Cumulative Impact:** This is an impact that appears when you consider services or activities together. A change or activity in one area may create an impact somewhere else. Consider socio economic impacts on the decision / policy change. Will the actions reduce or increase the inequalities of outcome which result from socio-economic disadvantage.

## 7. What do you know (data and Information): Make sure you have enough data and information to inform your EIA.

- What data, relevant to the impact on protected groups of the policy/decision/service, is available? Consider local sources of data (eg: the JSNA, Local Insight) and national sources where they are relevant.
- What further evidence is needed and how can you get it? (e.g. further research or engagement with the affected groups).
- What do you already know about needs, access and outcomes? Focus on each of the protected characteristics in turn. Eg: who uses the service? Who doesn't and why? Are there differences in outcomes? Why?
- Have there been any important demographic changes or trends locally? What might they mean for the service or function?
- Does data/monitoring show that any policies or practices create particular problems or difficulties for any groups?
- Do any equality objectives already exist? What is current performance like against them?
- Is the service having a positive or negative effect on particular people in the community, or particular groups or communities?

## 8. What do people tell you (engagement):

You must seek to engage appropriately with those likely to be affected:

- What do people tell you about the services?
- Are there patterns or differences in what people from different groups tell you?
- What information or data will you need from communities?
- How should people be consulted? Consider:
  - ◆ consulting when proposals are still at a formative stage;
  - ◆ explain what is proposed and why, to allow intelligent consideration and response;
  - ◆ allow enough time for consultation;
  - ◆ make sure what people tell you is properly considered in the final decision.



- .→ Try to consult in ways that ensure all perspectives can be considered.
- Identify any gaps in who has been consulted and identify ways to address this.

## 9. What does this information and feedback mean?

Your EIA should seek to understand the actual and potential impacts.

- The equality duty does not stop decisions or changes, but means we must conscientiously and deliberately confront the anticipated impacts on people.
- Be realistic: don't exaggerate speculative risks and negative impacts.
- Be detailed and specific so decision-makers have a concrete sense of potential effects. Instead of "the policy is likely to disadvantage older women", say if you can, how many or what percentage are likely to be affected, how, and to what extent. Questions to ask when assessing impacts depend on the context. Examples:
  - ◆ Are one or more protected groups affected differently and/or disadvantaged? How, and to what extent? ◆ Is there evidence of higher/lower uptake among different groups? Which, and to what extent?
    - ◆ If there are likely to be different impacts on different groups, is that consistent with the overall objective?
    - ◆ If there is negative differential impact, how can you minimise that while taking into account your overall aims
    - ◆ Do the effects amount to unlawful discrimination? If so the plan must be modified.
    - ◆ Does the proposal advance equality of opportunity and/or foster good relations? If not, could it?

## 10. What can you do?

Consider all three aims of the Act: removing barriers, and also identifying positive actions we can take.

- Where you have identified impacts you must state what actions will be taken to remove, reduce or avoid any negative impacts and maximise any positive impacts or advance equality of opportunity.
- Be specific and detailed and explain how far these actions are expected to improve the negative impacts. →

If mitigating measures are contemplated, explain clearly what the measures are, and the extent to which they can be expected to reduce / remove the adverse effects identified.

## 11. Assessment of overall impacts and any further recommendations

- Make a frank and realistic assessment of the overall extent to which the negative impacts can be reduced or avoided by the mitigating measures. Explain what positive impacts will result from the actions and how you can make the most of these.
- Countervailing considerations: These may include the reasons behind the formulation of the policy, the benefits it is expected to deliver, budget reductions, the need to avert a graver crisis by introducing a policy now and not later, and so on. The weight of these factors in favour of implementing the policy must then be measured against the weight of any evidence as to the potential negative equality impacts of the policy.
- Are there any further recommendations? Is further engagement needed? Is more research or monitoring needed? Does there need to be a change in the proposal itself?