

Pay & Reward Policies

Well-being Impact Assessment Report

This report summarises the likely impact of the proposal on the social, economic, environmental and cultural well-being of Denbighshire, Wales and the world.

Assessment Number:	358
Brief description:	The application of Pay & reward Policies -Travel Policy - Acting Up, Honoraria and Ex Gratia Policy - Early Termination of Employment Policy - Flexible Retirement Policy - LGPS Discretions & Banding Policy - Standby, Oncall and Sleeping In Policy - Market Supplement Policy - Model School Pay Policy - Pay Policy Statement - Redundancy Policy
Date Completed:	16/07/2019 16:47:44 Version: 2
Completed by:	Andrea Malam
Responsible Service:	Legal, HR & Democratic Services
Localities affected by the proposal:	Whole County,
Who will be affected by the proposal?	Employees
Was this impact assessment completed as a group?	Yes

IMPACT ASSESSMENT SUMMARY AND CONCLUSION

Before we look in detail at the contribution and impact of the proposal, it is important to consider how the proposal is applying the sustainable development principle. This means that we must act "in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs."

Score for the sustainability of the approach

★ ★ ★ ☆ (3 out of 4 stars) Actual score : 23 / 30.

Implications of the score

None applicable

Summary of impact

Well-being Goals

A prosperous Denbighshire

A resilient Denbighshire

A healthier Denbighshire

A more equal Denbighshire

A Denbighshire of cohesive communities

A Denbighshire of vibrant culture and thriving Welsh language

A globally responsible Denbighshire

Neutral

Neutral

Neutral

Positive

Neutral

Neutral

Neutral



Main conclusions

That fair and equitable Pay and Reward Policies contribute to the Wellbeing of our communities. The policies must be applied consistently and fairly to avoid discrimination. Training and support will be offered to managers and staff on all related policies. All policies will be reviewed in line with policy review timescales.

Evidence to support the Well-being Impact Assessment

- We have consulted published research or guides that inform us about the likely impact of the proposal
- We have involved an expert / consulted a group who represent those who may affected by the proposal
- We have engaged with people who will be affected by the proposal

THE LIKELY IMPACT ON DENBIGHSHIRE, WALES AND THE WORLD

A prosperous Denbighshire

Overall Impact	Neutral
Justification for impact	For every positive for pay and rewards there is negative, especially with regards to redundancy. However there are both compulsory and voluntary redundancies which demonstrates that it isn't necessarily negative.
Further actions required	By minimising the negatives this can negatively impact the positives and vice versa.

Positive impacts identified:

A low carbon society	Travel and Subsistence Policy encourages use of pool cars, car sharing and alternative methods of holding meeting (Jabber, Webcam, webex) Encourages home working rather than travel. This in turn reduces the carbon footprint of the County.
Quality communications, infrastructure and transport	not applicable
Economic development	Providing policies that allow for competitive rates of pay and employment practices encourage employees who reside in Denbighshire to stay in the local area, which will keep the money in the County and improve the economy and attract new businesses. This will also attract and retain people from other areas to work and live in the County
Quality skills for the long term	Compulsory redundancies may result in re-training or gaining a qualification in order to obtain future employment. It may also increase volunteering opportunities for people who want to keep their skills up to date, learn a new skill or help the community.
Quality jobs for the long term	Pay and Reward Policies provide a means of attracting and retaining staff for the long term by providing fair and equitable employment.
Childcare	More favourable pay and reward policies along with family friendly policies may result in employees remaining in the workplace and this might have an impact on the number of parents requiring access to childcare.

Negative impacts identified:

A low carbon society	The encouragement of alternative methods of travel i.e. buses, could mean that we are less time efficient as a Council. Home working can mean that there is less spend in local petrol stations
Quality communications, infrastructure and transport	not applicable
Economic development	Compulsory redundancies may have a negative impact on economic development as spending may be reduced. Home working also means that there is less local spend in the towns where offices are located i.e. lunches

Quality skills for the long term	Redundancies, whether compulsory or voluntary may result in the loss of skills and knowledge, however these skills and knowledge maybe transferred to another organisation or applied in a volunteering position.
Quality jobs for the long term	Restrictions in the budget of DCC mean that the favourable terms and conditions may result in employing less staff than we have previously and it may be potentially cheaper to contract out to external employers. Compulsory redundancies will not result in quality jobs for the long term.
Childcare	Childcare providers may see a decrease in take up if redundancies take place as the parent affected may remain at home for the short or long term.

A resilient Denbighshire

Overall Impact	Neutral
Justification for impact	As above
Further actions required	Not Applicable

Positive impacts identified:

Biodiversity and the natural environment	not applicable
Biodiversity in the built environment	not applicable
Reducing waste, reusing and recycling	not applicable
Reduced energy/fuel consumption	By encouraging different methods of transport for meetings, such as pool cars, buses, car share and alternative ways of meeting such as jabber, skype etc, the fuel consumption of the County will reduce. Also the energy used in the Council offices.
People's awareness of the environment and biodiversity	not applicable
Flood risk management	not applicable

Negative impacts identified:

Biodiversity and the natural environment	not applicable
Biodiversity in the built environment	not applicable
Reducing waste, reusing and recycling	not applicable
Reduced energy/fuel consumption	Less spend in local petrol stations, which impacts on the economy. Use of power in employees homes may increase due to increased home working

People's awareness of the environment and biodiversity	not applicable
Flood risk management	not applicable

A healthier Denbighshire

Overall Impact	Neutral
Justification for impact	As above
Further actions required	Our risk is people making poor decisions, which could be tackled through education of employees. In a redundancy situation we look at redeployment options as redundancy is the last/least preferred option. Employees are given access to recruitment training, CV writing and interview experience in order to help them gain further employment.

Positive impacts identified:

A social and physical environment that encourage and support health and well-being	By providing fair pay enables people to invest in their physical and mental wellbeing, through diet and exercise and social interaction through work.
Access to good quality, healthy food	By providing fair pay it allows employees to access and choose to purchase good quality, healthy food.
People's emotional and mental well-being	By providing fair pay enables people to invest in their mental wellbeing, through financial wellbeing, diet and exercise and social interaction through work.
Access to healthcare	By working some employees may choose to take on private medical insurance
Participation in leisure opportunities	By providing fair pay and the opportunities to manage work life balance through Flexible Retirement, employees can choose to go to the gym or partake in other leisure and social activities

Negative impacts identified:

A social and physical environment that encourage and support health and well-being	The use of disposable income could be used for risk taking behaviours
Access to good quality, healthy food	The use of disposable income could be used for purchasing unhealthy food e.g. take away restaurants A redundancy may result in lower incomes in the household and therefore increase the consumption of cheaper, less healthy food.
People's emotional and mental well-being	The use of disposable income could be used for risk taking behaviours. A redundancy may impact an individuals health and wellbeing.
Access to healthcare	Access to private healthcare might not be an option when a redundancy has occurred.

Participation in leisure opportunities	A redundancy situation may reduce or prevent the access to leisure centres and memberships due to cost and a lower or no income.
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A more equal Denbighshire

Overall Impact	Positive
Justification for impact	As above
Further actions required	The redundancy policy sets out the process to follow to ensure the process is applied correctly and fairly. The policy details the legal provisions for redundancy pay in different situations. The organisation aims to avoid redundancy situations at all costs, and looks at different measures in order to do this, for example, redeployment. In terms of redundancy, considerable scrutiny of all requests is applied and support with development and training is offered to all employees who are made redundant. A weighted criteria with regards to the selection criteria for redundancies will reduce any negative impact on females who may have a higher absence record.

Positive impacts identified:

Improving the well-being of people with protected characteristics. The nine protected characteristics are: age; disability; gender reassignment; marriage or civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation	All Pay and Reward policies are written to comply with equality legislation, employment legislation and LGPS regulations. The policy prevents discrimination by setting out the processes that should be followed in redundancy situations. The law protects female employees that are pregnant, given birth in the last 26 weeks or on maternity leave.
People who suffer discrimination or disadvantage	The policy prevents discrimination by setting out the processes that should be followed in redundancy situations.
Areas with poor economic, health or educational outcomes	Providing fair terms and conditions and pay in employment and good pension can assist in addressing health inequalities in the area over the long term.
People in poverty	Providing fair terms and conditions and pay in employment and good pension can assist in tackling poverty in the area over the long term

Negative impacts identified:

Improving the well-being of people with protected characteristics. The nine protected characteristics are: age; disability; gender reassignment; marriage or civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation	Older employees are more likely to apply for voluntary redundancy. Older and disabled employees may find it more difficult to get a new job or access training. Females may have a higher absence record and this might result in consideration for redundancy.
People who suffer discrimination or disadvantage	not applicable
Areas with poor economic, health or educational outcomes	The redundancy policy will impact specifically on people in terms of their income and employment status.
People in poverty	The redundancy policy will impact specifically on people in terms of their income and employment status.

A Denbighshire of cohesive communities

Overall Impact	Neutral
Justification for impact	As Above
Further actions required	Redeployment is considered in all redundancy situations as redundancy is the last scenario.

Positive impacts identified:

Safe communities and individuals	If poverty is reduced by fair pay, then this will have a positive impact on communities and individuals by making them safer
Community participation and resilience	not applicable
The attractiveness of the area	Fair pay policies could increase the amount of disposable income being spent in the area, which could mean businesses are more attracted to the area reducing empty buildings etc.
Connected communities	not applicable
Rural resilience	not applicable

Negative impacts identified:

Safe communities and individuals	not applicable
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Community participation and resilience	not applicable
The attractiveness of the area	Redundancies may have a negative impact on spending which may impact attracting business' to the area.
Connected communities	not applicable
Rural resilience	not applicable

A Denbighshire of vibrant culture and thriving Welsh language

Overall Impact	Neutral
Justification for impact	As above.
Further actions required	The council can assist the employee being made redundant with resources and support in where they can access opportunities to learn the Welsh language.

Positive impacts identified:

People using Welsh	Retention of staff through fair pay and reward will potentially increase Welsh language learners and Welsh being used within the workplace.
Promoting the Welsh language	not applicable
Culture and heritage	not applicable

Negative impacts identified:

People using Welsh	Redundancies may result in the loss of welsh speakers or Welsh learners. Access to free Welsh lessons may be limited if made redundant.
Promoting the Welsh language	not applicable
Culture and heritage	not applicable

A globally responsible Denbighshire

Overall Impact	Neutral
Justification for impact	N/A
Further actions required	There is a training and development need for managers in ensuring that the policy processes are applied fairly and consistently to avoid discrimination or breaches of an employees human rights.

Positive impacts identified:

Local, national, international supply chains	not applicable
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Human rights	All pay and reward policies are prevent discrimination by setting the processes that should be followed.
Broader service provision in the local area or the region	not applicable

Negative impacts identified:

Local, national, international supply chains	not applicable
Human rights	Poor application of policy process may result in discrimination.
Broader service provision in the local area or the region	not applicable