

# HDC Full Equality Impact Assessment Form

## Part 1 – AIMS AND IMPLEMENTATION OF THE POLICY/SERVICE PROCEDURE/PRACTICE

### 1.1 What is being assessed? Name of the service, policy, procedure or practice:

*(What is being assessed – service/function, policy, procedure or practice? Is it new or existing?)*

Pay & Grading Review process – this is a new process being put in place in response to the 2004 NJC agreement. Some initial work on the review was undertaken in 2006 which focused on a number of posts at ‘team leader’ level. There was no EIA done on this part of the review. However all team leader posts have been refreshed and evaluated again as part of this second stage.

### 1.2 Officer(s) & Section/Service responsible for completing the assessment:

*(Explain why the members of the impact assessment team were selected e.g. the knowledge and experience they bring to the process).*

Human Resources Officer recruited specifically to support the project from an HR perspective. HRO represents an objective viewpoint and access to the relevant confidential information.

The assessment will be considered by the Pay and Grading Review Project Team.

### 1.3 What is the main purpose or aims of the service, policy, procedure or practice?

To ensure that an objective method of assessing the relative value of jobs existing within Harborough District Council is implemented and that all jobs are measured by an objective process that excludes discriminatory factors.

To implement a revised grading structure and identify where posts are located within this by virtue of the job evaluation score.

### 1.4 Who is affected by the service/policy/procedure/practice? Who is it intended to benefit and how?

*Who are the main stakeholders in relation to this policy?*

*What outcomes would other stakeholders want from this policy?*

*Are there any groups, which might be expected to benefit from the intended outcomes, but which do not?*

Employees and Applicants for jobs – moving salaries to a market median position should help attract candidates to HDC and retain existing staff. The review has been applied to all employees. The exceptions have been a small number of posts which were created during the past year and these will be subject to evaluation in October 2009, using the agreed job evaluation scheme.

No particular group will benefit nor be disadvantaged, however, some employees will benefit where others may not in line with the results of the job evaluation. There are protection arrangements in

place for those whose jobs are downgraded.

The assessment within the job evaluation is not by person but by job content.

**1.5 Has the service/policy/procedure/practice been promoted or explained to those it might affect directly or indirectly?**

**Initially:-**

- 1) Staff briefings were given
- 2) A Project Team was set up which included Trade Union representatives.
- 3) There have been Pay & Grading Bulletins e-mailed to all staff and a P&G Intranet site has been regularly updated.

**When results are published this will be by:-**

Individual letters which will include:

- 1) JE score
- 2) What the effect of the score will be and from when
- 3) Details of protection arrangements where applicable
- 4) Appeals Procedure

There will also be:

- 1) Individual meetings with those whose jobs are downgraded
- 2) Briefing meetings with Heads of Service so that they are fully aware of how the results of the review will affect their staff
- 3.) Advice and information via UNISON representatives
- 4) General information on HDC Intranet with details of the Appeals Procedure

A detailed communications plan is being drawn up by the Project Team

**1.6 How does the service/policy/procedure/practice contribute to better Community Cohesion?**

*(How do you promote good relations between different communities you serve based on mutual understanding and respect? What opportunities are there for positive cross cultural contact between these communities to take place e.g. between younger and older people, or between people of different religious faiths?).*

Not directly applicable in the context of the review. However the development and implementation of the review outcomes and wider policies in relation to equality of opportunity in employment aim to promote a workforce which is representative of the community we serve and a workplace environment in which all sections of the community are welcomed and treated fairly

**1.7 How does the service/policy/procedure/practice fit in with the council's wider aims? Include corporate and partnership priorities.**

*(How does the policy relate to other policies and practices within the council? What factors/forces could contribute /detract from the outcomes? How do these outcomes meet or hinder other policies, values or objectives of the council?)*

Putting a process in place where all jobs are measured by an objective process that excludes any discriminatory factors is clearly in line with policies.

The implementation of this project has been clearly communicated as a Council priority.

Attracting the right people into the right jobs enables the Council to meet its objectives.

**1.8 What is the relevance of the aims of the service/policy/procedure/practice to the equality target groups and the Council's duty to eliminate unlawful racial, disability and gender discrimination, and promote equality of opportunity?**

The Pay & Grading process will ensure an objective method of assessing the relative value of jobs existing within the Council. All jobs are measured by an objective process that excludes any discriminatory factors.

**1.9 How is, or will the service/policy/procedure/practice be put into practice and who is, or will be, responsible for it?**

*(Who defines or defined the policy? Who implements the Policy? How does the council interface with other bodies in relation to the implementation of this policy? Is the service provided solely by the Department/Unit or in conjunction with another department, agency or contractor? If external parties are involved then what are the measures in place to ensure that they comply with the Councils Equal Opportunity Policy?)*

Responsibility for agreeing the final details of the pay and grading structure were delegated by Council to the Strategic Director and Leader of Council. This aspect has been advised by the considerations of the Project Team.

The review has been undertaken in close partnership with the trade union who have been represented at all levels e.g. on evaluation panels; the project team etc

The Pay & Grading exercise was also undertaken in partnership with Hay who acted as specialist consultant and provided training; undertook some evaluations and benchmarking; market rates advice; quality assurance etc . It will be implemented via the Human Resources team. There will be ongoing Job Evaluation Panels, made up from employees from throughout the Authority.

## Part 2 – CONSIDERATION OF DATA AND RESEARCH

To conduct the assessment you will need information about service users and staff that provide the service. This section is to help you identify the sort of information that will be needed to help you assess whether there may be barriers to different equality groups who access your service, policy, procedure or practice.

**2.1 List all examples of quantitative and qualitative data or any consultation information available that will enable the impact assessment to be undertaken** (include information where appropriate from other directorates/units, Census 2001 etc. Please note that in some cases data may not exist or be available and you may therefore have to undertake additional research.)

Personal Details Check and Equality Monitoring – February 2009  
Equal Pay Audit – June 2009  
Analysis of average pay by gender and grade – June 2009  
Analysis of gender distribution for part and full time staff – June 2009  
Analysis of part-time and full-time split across gender within grade – June 2009  
Analysis of changes under proposed grading structure – June 2009

**2.2 Equalities profile of users or beneficiaries.** (Use the Council's approved diversity monitoring categories and provide data by target group of users or beneficiaries to determine whether the service user profile reflects the local population or relevant target group or if there is over or under representation of these groups.)

All posts within the Council have been evaluated. Our primary target group is that of gender and one of the main reasons for carrying out the review was to ensure equal pay. We have attached our Equal Pay Audit of June 2009 which includes tables evidencing 'Average Pay by Gender and Grade', 'Gender Distribution for Part and Full time', 'Part time and full time split across gender within grades' and an 'Analysis of the changes under the proposed grading structure.'

**2.3 Evidence of complaints against the service/policy/procedure/practice on grounds of discrimination.** (Is there any evidence of complaints either from customers or staff (grievance) as to the delivery of the service, or its operations, on the equality target groups?)

N/A

**2.4 What does the consultation/research/data indicate about the negative impact of the service, policy, procedure or practice?**

A minority of employees will have their salaries "red circled" and protected for two years. Some employees may see a reduction in their expected "head room." There is no evidence of any disproportionate impact on equality groups.

[Empty box]

**2.5 What does the consultation/research/data indicate about the positive impact of the service, policy, procedure or practice?**

The majority of employees will either have an increase in their pay level or will stay at the same level.

The salaries will be in line with market median pay as opposed to the current position of lower quartile pay.

The process has included an equal pay audit. Initial work identified a potential issue in terms of equal pay for a group of women employees. Action was taken to address this and rectify the potential issue.

### Part 3 – ASSESSMENT OF IMPACT

Now that you have looked at the purpose, etc. of the **service/policy/procedure/practice (part 10 and looked at the data and research you have (part 2)**, this section asks you to **assess the impact, positive and negative of the service/policy/procedure/practice on each of the six strands of diversity covered in the Council’s Equality and Diversity Policy. A copy of the policy can be found on the council’s website**

#### RACE – testing of disproportional, adverse, neutral or positive impact

**a. Identify the effect of this policy on different RACE groups from information available.**

It is the job that is evaluated and not the individual; therefore, there is no intention of race discrimination within the process.

There does not appear to be any disproportional impact on any racial group as, on analysis, minority racial/ethnic groups do not feature disproportionately in any specific job group.

**b. How is the target race group reflected in the take up of the service?**

All employees will have their jobs evaluated.

In a recent ‘Data Capture’ exercise all employees received a form asking them to update their personal details including ethnicity. Of the 173 forms that were returned, 18 were not completed under the ethnicity heading but of the 155 completed records, 7 employees identified themselves as being employees with ethnic minority status. This equates to 4.51% of the completed records.

Efforts are being made to collect data from the employees who to date have not returned the forms as a full profile will be important in order to measure future impacts and changes, providing a baseline.

**c. From the evidence available does the policy affect, or have the potential to affect, racial groups differently?**

Yes

No

**d. If yes, do any of the differences amount to:**

	Reason/evidence/comment
<b>Barriers, negative impact or unlawful discrimination?</b>	
<b>Neutral impact?</b>	
<b>Positive impact?</b>	
<p><b>e. If there is a negative impact, can it be justified on the grounds of promoting equality of opportunity for one racial group or for another legitimate reason?</b></p> <p>N/A</p>	

## **GENDER – testing of disproportionate, adverse, neutral or positive impact**

<p><b>a. Identify the effect of this policy on different GENDER groups from information available.</b></p> <p>Job Evaluation is designed to ensure Equal pay so there will be no adverse effect on gender groups. In order to ensure fairness and transparency in this regard, Harborborough District Council commissioned Welland Consortium to carry out an Equal Pay Audit both prior to the review and after the review. The Equal Pay Audit of June 2009 is attached and shows the steps taken to eliminate any potential for Equal Pay issues.</p>
<p><b>b. How are men and women reflected in the take up of the service?</b></p> <p>All employees will have their jobs evaluated and it is the jobs that the review has focused on but, as you will see from the Equal Pay Audit enclosed, of our 278 occupied posts, 123 are filled by males and 155 by females (44% males; 56% females.) The ratio of men to women varies over the grades.</p>
<p><b>c. From the evidence available does the policy affect, or have the potential to affect, men and women differently?</b></p>

Yes	<input type="checkbox"/>
No	<input checked="" type="checkbox"/>
<b>d. If yes, do any of the differences amount to:</b>	
	<b>Reason/evidence/comment</b>
<b>Barriers, negative impact or unlawful discrimination?</b>	
<b>Neutral impact?</b>	HDC's Equal Pay Audit dated 1 <sup>st</sup> June 2009 has concluded that, 'on analysis, it would appear that the proposed grading structure gives substantial assurance that there are no significant issues regarding equality of pay.'
<b>Positive impact?</b>	
<b>e. If there is a negative impact, can it be justified on the grounds of promoting equality of opportunity for one gender or for another legitimate reason?</b>	

## DISABILITY – testing of disproportionate, adverse, neutral or positive impact

<b>a. Identify the effect of this policy on Disabled people from information available.</b>
None
<b>b. How are disabled people reflected in the take up of the service?</b>
All employees will have their jobs evaluated. Having recently carried out a Data Capture exercise, 173 forms were returned. 4 of those returned did not comment on the 'disability section' but of the 169 completed records, 16 employees identified themselves as disabled. This equates to 9.46% of the completed records.
Efforts are being made to collect outstanding returns. There is no evidence that disabled



people feature disproportionately in any job group.

**c. From the evidence available does the policy affect, or have the potential to affect, disabled people differently?**

Yes

No

**d. If yes, do any of the differences amount to:**

	<b>Reason/evidence/comment</b>
<b>Barriers, negative impact or unlawful discrimination?</b>	
<b>Neutral impact?</b>	
<b>Positive impact?</b>	

**e. If there is a negative impact, can it be justified on the grounds of promoting equality of opportunity for disabled people or for another legitimate reason?**

**AGE – testing of disproportionate, adverse, neutral or positive impact**

**a. Identify the effect of this policy on different AGE groups from information available.**

No adverse effect as all employees' jobs will be evaluated

**b. How are different age groups reflected in the take up of the service?**

All employees will have their jobs evaluated  
 We do not yet have a full age profile breakdown. This is being addressed as part of the data capture work and to aid workforce planning.

**c. From the evidence available does the policy affect, or have the potential to affect, age groups differently?**

- Yes
- No

**d. If yes, do any of the differences amount to:**

	Reason/evidence/comment
Barriers, negative impact or unlawful discrimination?	
Neutral impact?	
Positive impact?	

**e. If there is a negative impact, can it be justified on the grounds of promoting equality of opportunity for one age group or for another legitimate reason?**

**LESBIAN, GAY, BISEXUAL and TRANSGENDER – testing of disproportional, adverse, neutral or positive impact**

**a. Identify the effect of this policy on LESBIAN, GAY, BISEXUAL and TRANSGENDER people from information available.**

No adverse effect

**b. How is this target group reflected in the take up of the service?**

All employees will have their jobs evaluated

**c. From the evidence available does the policy affect, or have the potential to affect, LESBIAN, GAY, BISEXUAL and TRANSGENDER people differently?**

Yes

No

**d. If yes, do any of the differences amount to:**

	Reason/evidence/comment
Barriers, negative impact or unlawful discrimination?	
Neutral impact?	
Positive impact?	

**e. If there is a negative impact, can it be justified on the grounds of promoting equality of opportunity for LESBIAN, GAY, BISEXUAL and TRANSGENDER people or for another legitimate reason?**

**RELIGION/BELIEF – testing of disproportionate, adverse, neutral or positive impact**

**a. Identify the effect of this policy on different RELIGIOUS/BELIEF groups from information available.**

No adverse effect

**b. How are the target RELIGIOUS/BELIEF groups reflected in the take up of the service.**

All employees will have their jobs evaluated

**c. From the evidence available does the policy affect, or have the potential to affect, RELIGIOUS/BELIEF groups differently?**

Yes

No  (Please see below)

**d. If yes, do any of the differences amount to:**

	Reason/evidence/comment
<b>Barriers, negative impact or unlawful discrimination?</b>	
<b>Neutral impact?</b>	
<b>Positive impact?</b>	The terms and conditions arising from the review include provision for enabling employees to take leave at times of their specific cultural celebrations.

**e. If there is a negative impact, can it be justified on the grounds of promoting equality of opportunity for one RELIGIOUS/BELIEF group or for another legitimate reason?**

**OTHER – Additional groups that may experience impacts - testing of disproportional, adverse, neutral or positive impact**

**a. Identify the effect of this policy on OTHER GROUPS in the DISTRICT from information available.** *(These other groups could include factors such as literacy, health, poverty, marital status etc.)*

N/A

**b. How are the target OTHER groups reflected in the take up of the service.**

**c. From the evidence available does the policy affect, or have the potential to affect, OTHER groups differently?**

Yes

No

**d. If yes, do any of the differences amount to:**

	Reason/evidence/comment
Barriers, negative impact or unlawful discrimination?	
Neutral impact?	
Positive impact?	

**e. If there is a negative impact, can it be justified on the grounds of promoting equality of opportunity for one OTHER group or for another legitimate reason?**

**Part 4**

**MEASURES TO MITIGATE DISPROPORTIONATE OR ADVERSE IMPACT OR IMPROVE ON NEUTRAL OR POSITIVE IMPACTS**

**4.1 If there is any negative impact on any target equality group identified in Section 3, is the impact intended or legal?**

There is no negative impact on any target equality group with Section 3.

**4.2 Specify measures that can be taken to remove or minimise the disproportionate or adverse effect identified in Section 3. If none were identified in Section 3, identify how disproportionate impact or adverse effect could be avoided in future. (Consider measures to mitigate any adverse impact and better achieve the promotion of equal opportunity).**

**4.3 If there is no evidence that the service/policy/procedure/practice promotes equality, equal opportunities or improves relations within equality target groups, what amendments could be made to achieve this?**

**4.4 If A NEUTRAL OR POSITIVE IMPACT has been identified, can that impact be improved upon (continuous improvement)? What are the improvements that can be made? Can they be applied elsewhere in the Council?**

**4.5 How will any amended service, policy, procedure or practice be implemented, including any necessary training. (Include actions, date for completion, officer(s) responsible and any budget requirements.)**

Resources have been made available for implementing the review and its outcomes

**Part 5 - CONCLUSIONS AND RECOMMENDATIONS**

**5.1 Does the policy comply with equalities legislation, including the duty to promote race, disability and gender equality?** *(Take into account your findings from the impact assessment and consultations and explain how the policy was decided upon its intended effects and its benefits.)*

YES  NO

**5.2 What are the main areas requiring further attention?**

On an ongoing basis ensure that job requirements do not specify particular qualifications and experiences which would eliminate certain groups of staff e.g. age

**5.3 Summary of recommendations for improvement.**

**5.4 What equality monitoring/evaluation/review systems have been set up to carry out regular checks on the effects of the service/policy/procedure/practice?** *(Give details.)*

Equal Pay Audit on an annual basis to ensure that way of classifying jobs is free from bias.  
Ensure that future evaluation panels have a consistent evaluator present to prevent grade drift and ensure consistency.  
Ensure all managers are well briefed in requirements re job descriptions and need for evaluation and that HR staff are consulted and involved in request to vary roles/grades etc  
Maintain and develop data capture; monitor changes from baseline

**5.5 When will the amended service/policy/procedure/practice be reviewed?** *(Include dates for completion and officer(s) responsible.)*

This is a one-off review to comply with the National Agreement. It is designed to provide a firm basis for the pay and grading structure and an ongoing foundation for job evaluation. There will be ongoing actions to ensure the outcomes are applied consistently. The need for any further review can be considered over time.

**Date completed:**

**Signed by (Manager):**





## Part 6 - Equality Impact Assessment Improvement Plan

The table below should be completed using the information from the Equality Impact Assessment to produce an action plan for the implementation of proposals to:

1. Lower the negative impact? **And/Or**
2. Ensure that the negative impact is legal under anti-discriminatory law? **And/Or**
3. Provide an opportunity to promote equality, equal opportunity and improve relations within equality target groups? i.e. increase the positive impact

***Please ensure that you update your service/business plan with the equality objectives/targets and actions identified below:***

Area of negative impact	Changes proposed	Lead Officer	Timescale	Resource implication	Comments

## Part 7 - Equality Impact Assessment: Summary Report

The results of equality impact assessments must be published. Please complete this summary, which will be used to publish the results of your impact assessment on the authority's web site and return it to your authority's nominated "equality" officer.

<b>Date of Assessment: 18<sup>th</sup> June 2009</b>	
<b>Completing Officer's Title/Position: HR Officer (Interim)</b>	
<b>Officer's Name: Fay Douglas</b>	
<b>Service, Policy, Procedure, or Practice that was Impact Assessed:</b> Pay & Grading Review	
<b>Summary of findings:</b> The proposed pay and grading structure gives substantial assurance that there are no significant issues regarding equality of pay.	
<b>Summary of Recommendations and Key Points of Action Plan:</b>	
Groups that this policy will impact upon: ALL	
Race	
Gender	
Sexual Orientation	
Age	
Disability	
Religion or Belief	
Other	