



Haringey Council

## Equality Impact Assessment

Name of Project	Proposed New Senior Reward Principles and Pay Grading Structure	Cabinet meeting date <i>If applicable</i>	
Service area responsible	Chief Operating		
Name of completing officer	Yiota Panayiotou	Date EqIA created	21/08/2015
Approved by Director / Assistant Director	Jacquie McGeachie	Date of approval	01.09.2015

The Equality Act 2010 places a 'General Duty' on all public bodies to have 'due regard' to:

- Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advancing equality of opportunity between those with 'protected characteristics' and those without them
- Fostering good relations between those with 'protected characteristics' and those without them.

In addition the Council complies with the Marriage (same sex couples) Act 2013.

Haringey Council also has a 'Specific Duty' to publish information about people affected by our policies and practices.

**All assessments must be published on the Haringey equalities web pages. All Cabinet papers MUST include a link to the web page where this assessment will be published.**

This Equality Impact Assessment provides evidence for meeting the Council's commitment to equality and the responsibilities outlined above, for more information about the Council's commitment to equality; please visit the Council's website.

Stage 1 – Names of those involved in preparing the EqIA	
1. Project Lead: Ian Morgan	5.
2. Equalities / HR : Julie Amory (HR)	6.
3. Legal Advisor (where necessary)	7.
4. Trade union	8.

**Stage 2 - Description of proposal including the relevance of the proposal to the general equality duties and protected groups. Also carry out your preliminary screening** (Use the questions in the Step by Step Guide (The screening process) and document your reasoning for deciding whether or not a full EqIA is required. If a full EqIA is required move on to Stage 3.

The aim of the Modern Reward Strategy is to have a modern, sustainable, fair and transparent pay and grading structure, aligned to equalities and business goals, which rewards people fairly for their contribution to the Council.

The Modern Reward Strategy Project Main Objectives and Outcomes are:

- This is a key work stream of the Workforce Plan as it will link together all pay related activities in the Council into one structured pay and grading strategy that will provide clearer and transparent terms and conditions of employment
- To research, develop, agree with Council stakeholders and then subsequently consult with the recognised trade unions over a package of employment proposals (new T&Cs, pay and grading structure and additional pay allowances) that meet the current and future needs of the Council.
- To develop and implement a single pay and grading structure that is robust, consistently applied and complies with current legislation, based on a single job evaluation scheme.
- To review the pay and grading structure of Haringey Council
- To review all Council allowances to determine whether they are fit for purpose and to develop and recommend changes where appropriate.
- To provide a competitive package(s) that attracts and retains high calibre employees and demonstrates a link between good value and business outcomes for the Council.
- To ensure that the Council’s position concerning low pay in its workforce is fully considered in the design and development of the new pay and grading structure.
- To produce a sustainable Reward Strategy and Remuneration Policy that is aligned to Council priorities and objectives and is easy to communicate and understand.
- That all employees pay elements are paid in accordance with the Reward Strategy and Remuneration Policy.
- That employees believe that they are being paid fairly.

- That every established role in the Council has an evaluated grade under a single evaluation approach and assigned a job family.

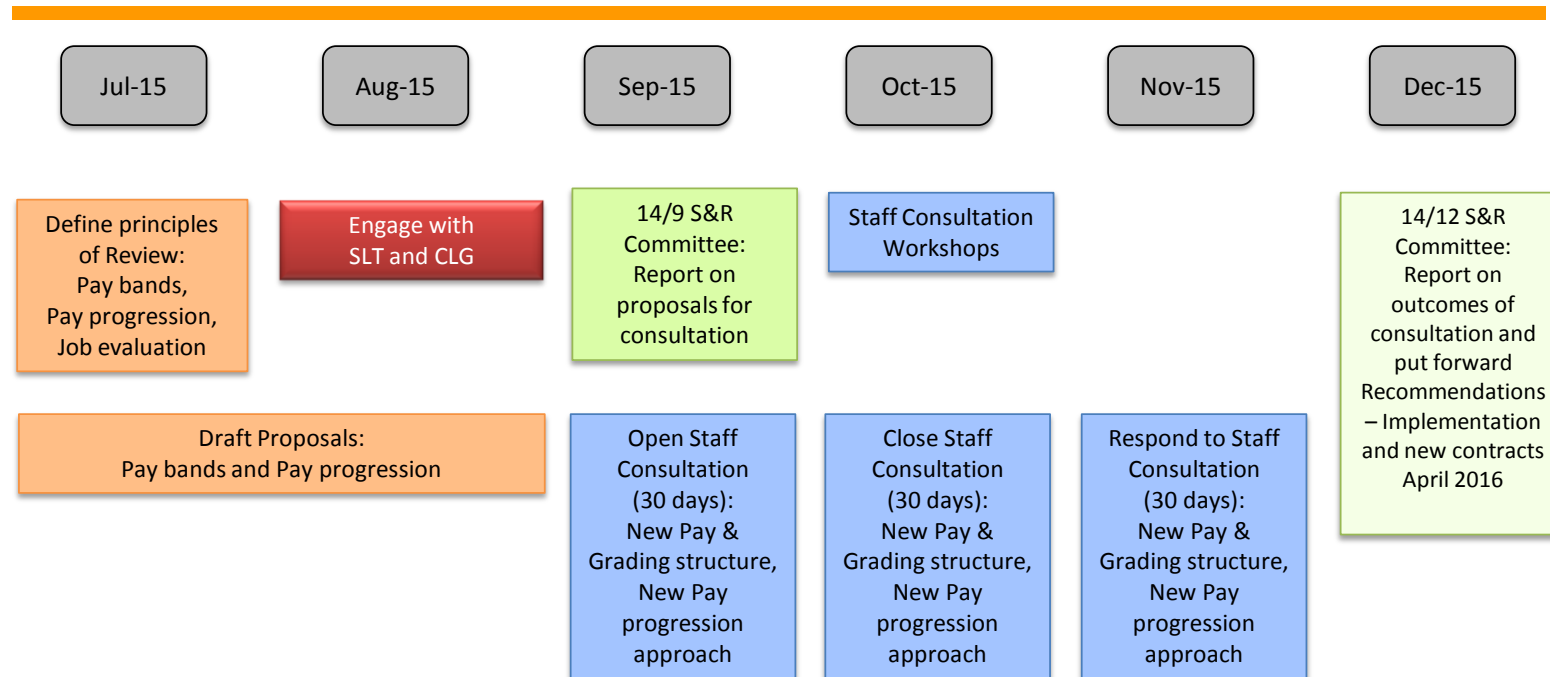
As the proposal will affect existing and future employees of council across all protected equality strands it is necessary to conduct an EqIA. An EqIA will allow the council to consider the potential impact of the proposal and identify any unintended consequences that could impact on equality and risk the council failing to meet its statutory equality duties. The assessment will allow the council to reduce where possible any adverse impact identified and ensure that alternatives can be considered.

### **Financial savings:**

A savings target has not been attached to this project

### **Timeline of implementation stages:**

# Senior Manager (SM) Pay & Grading Implementation Timeline



**Stage 3 – Scoping Exercise - Employee data used in this Equality Impact Assessment**

Identify the main sources of the evidence, both quantitative and qualitative, that supports your analysis. This could include for example, data on the Council's workforce, equalities profile of service users, recent surveys, research, results of recent relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment and any other sources of relevant information, local, regional or national.

<b>Data Source (include link where published)</b>	<b>What does this data include?</b>
EqIA Profile on Harinet	Age, gender, ethnicity, disability information – for the Council and the Borough
External benchmarking of Local Authority reward systems	Information on the reward strategies of London Boroughs including neighbouring boroughs such as Camden Council and Barnet Council

**Stage 4 – Scoping Exercise - Service data used in this Equality Impact Assessment**

This section to be completed where there is a change to the service provided

<b>Data Source (include link where published)</b>	<b>What does this data include?</b>
Employee data of affected staff drawn from SAP report	Data includes information on equality profile of affected employees including age, gender, disability, faith, sexual orientation and race.

**Stage 5a – Considering the above information, what impact will this proposal have on the following groups in terms of impact on residents and service delivery:  
Positive and negative impacts identified will need to form part of your action plan.**

	<b>Positive</b>	<b>Negative</b>	<b>Details</b>	<b>None – why?</b>
<b>Sex</b>	The new structure will reward and reinforce the behaviours that are needed to build an agile and flexible workforce.			
<b>Gender Reassignment</b>	See above			
<b>Age</b>	See above			
<b>Disability</b>	See above			
<b>Race &amp; Ethnicity</b>	See above			
<b>Sexual Orientation</b>	See above			
<b>Religion or Belief (or No Belief)</b>	See above			
<b>Pregnancy &amp; Maternity</b>	See above			
<b>Marriage and Civil Partnership (note this only applies in relation to eliminating unlawful discrimination (limb 1))</b>	See above			

**Stage 5b – For your employees and considering the above information, what impact will this proposal have on the following groups:  
Positive and negative impacts identified will need to form part of your action plan.**

	<b>Positive</b>	<b>Negative</b>	<b>Details</b>	<b>None – why?</b>
<b>Sex / Gender</b>				
The gender split of employees affected by the proposal reveal that there are slightly more men than			See text on	✓

women at this grade.

Although we have stated that there will be no impact we believe that the impact is neutral as the proposal will affect all strands equally.

Gender	No. affected by proposal	% affected by proposal	Council wide %
Female	42	48%	67%
Male	46	52%	33%
Grand Total	88	100%	100%

Table 1: Gender analysis of employees affected by the proposal

Gender Reassignment	Positive	Negative	Details	None – why?
<p>The council does not currently collate information on Gender Reassignment. However, there is no evidence to suggest that the proposal would have negatively affected this group as it is designed to affect all groups equally and will have the benefit of rewarding people fairly for their contribution to the Council.</p> <p>Although we have stated that there will be no impact we believe that the impact is neutral as the proposal will affect all strands equally.</p>			See text on the left	✓
<p><b>Age</b> The largest age group are age 45 to 54. This is consistent with the council-wide headcount. The current council workforce profile is available on the council's internet site at <a href="#">Haringey Council Employment Profile   Haringey Council</a></p> <p>Although we have stated that there will be no impact we believe that the impact is neutral as the proposal will affect all strands equally.</p>	Positive	Negative	Details See text on the left	None – why? ✓

Age	25 to 34	35 to 44	45 to 54	55 to 64	65 and over
Chief Operating	0	7	19	5	0
Corporate Governance	0	1	7	4	1
Deputy Chief Executive	0	8	10	5	0
Regeneration, Planning & Development					

Table 2: Age analysis of employees affected by the proposal

Disability	Positive	Negative	Details	None – why?
<p>The percentage of employees affected by the proposal who declared a disability is 1%, which is lower than the council wide percentage of 10%.                      Although the number of employees declaring a disability is lower than the council wide percentage it must be noted that there are 23 employees in this population that have not declared, so it is possible that this includes employees that have a disability but prefer not to say.                      There is no evidence at this stage to suggest that the proposal will adversely affect disabled employees. The proposal will be applied to all employees within the pay category.                      Further analysis will be completed where necessary throughout and at the end of the implementation of the proposal to minimise any unintended impact on equality groups.</p> <p>Although we have stated that there will be no impact we believe that the impact is neutral as the proposal will affect all strands equally.</p>			See text on the left	✓

	Disabled	Not disabled	Total declaring a disability	Council wide headcount %
Disability	2%	98%	1*	10%

Table 3: Disability analysis of employees affected by the proposal

Race & Ethnicity	Positive	Negative	Details	None – why?
<p>Although analysis of the ethnic profile of employees affected by the proposal is disproportionate with the council’s March 2015 council wide profile there is no evidence at this stage of adverse impact on</p>			See text on	✓



any ethnic group. This is due to the proposal affecting all ethnic groups equally.

The proposal may result in a change in the ethnic profile of this group of employees if some employees change or leave their current roles because of the proposal, however, at this stage there is no evidence to suggest that the proposal has a negative impact and therefore no need to seek alternatives.

Although we have stated that there will be no impact we believe that the impact is neutral as the proposal will affect all strands equally.

Ethnicity	No. of employees affected by the proposal	% of employees affected by the proposal	Council wide headcount
BAME	16	18%	53%
White	4	4%	16%
White Other	56	64%	29%
Not declared	12	14%	2%
<b>Grand Total</b>	<b>88</b>	<b>100%</b>	<b>100%</b>

Table 4: Ethnicity and

Race analysis of employees affected by the proposal

**Sexual Orientation**

To maintain the privacy of employees, we have not reported the information on sexual orientation due to the numbers. Analysis has been completed and there is no evidence to suggest that the proposal will have an adverse impact on sexual orientation, as the proposal applies to all strands equally.

Although we have stated that there will be no impact we believe that the impact is neutral as the proposal will affect all strands equally.

**Religion or Belief (or No Belief)**

The analysis identified that over 50% of the employees affected by the proposal did not declare having a particular faith/religion.

Although we have stated that there will be no impact we believe that the impact is neutral as the proposal will affect all strands equally.

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<b>Positive</b>	<b>Negative</b>	<b>Details</b>	<b>None - why?</b>
		See text on the left	✓
<b>Positive</b>	<b>Negative</b>	<b>Details</b>	<b>None - why?</b>
		See text on the left	✓

<p><b>Pregnancy &amp; Maternity</b> There are currently no affected employees on maternity or paternity leave.</p> <p>Although we have stated that there will be no impact we believe that the impact is neutral as the proposal will affect all strands equally.</p>	<p><b>Positive</b></p>	<p><b>Negative</b></p>	<p><b>Details</b></p>	<p><b>None</b></p>
<b>Appendix G</b>				
<p><b>Marriage and Civil Partnership</b> <b>(note this only applies in relation to eliminating unlawful discrimination (limb 1))</b></p> <p>To maintain the privacy of employees, we have not reported the information on marital status due to the numbers. Although we have stated that there will be no impact we believe that the impact is neutral as the proposal will affect all strands equally.</p>	<p><b>Positive</b></p>	<p><b>Negative</b></p>	<p><b>Details</b></p>	<p><b>None</b> - <b>why?</b></p>
See text on the left				
✓				

<b>Stage 6 - Initial Impact analysis</b>	<b>Actions to mitigate, advance equality or fill gaps in information</b>
<p>The analysis assesses the potential impact of the proposal on the affected employees. The Reward Team and HR have kept the Trade Unions fully informed of progress and any issues through regular liaison.</p> <p>The analysis of current post holders is drawn from SAP records, however, as this Equality Impact Assessment (EqIA) is a public document, no details are included that could make identification of individuals possible.</p> <p>Although there is evidence that some equality strands, for example men, and those employees aged between 45 – 54 are more likely affected by the proposals when compared to their comparators, this is due to the profile of those affected by the change. There is therefore no evidence to suggest that any equality groups will be disadvantaged by the proposal as all employees are being treated equally.</p> <p>It is accepted that people respond differently to change proposals, which HR is managing through effective consultation and engagement. The proposal should have no adverse impact on relations between different groups</p>	<p>There are no actions required as the analysis has identified that the proposal will have a neutral impact on all equality groups.</p> <p>There is a gap in the faith/religious information of the affected employees. The analysis identified that over 50% of the employees affected by the proposal did not declare having a particular faith/religion.</p> <p>It is intended that we will seek to address the gaps by running a council wide exercise to get equality data gaps filled as part of the ESS/MSS go live or when new contracts are issued for this group.</p> <p>Further analysis will be completed where necessary throughout and at the end of the implementation of the proposal to minimise any unintended impact on equality groups.</p> <p>There is no evidence at this stage of the process that the proposal will adversely impact on any equality strand.</p> <p>HR is however aware that the job re-evaluation process that is required to fulfil the new tier 3 structure will require monitoring to assess whether there is any unintended adverse impact on any equality strand stemming from the changes. HR will continue to</p>

	monitor the implementation of the proposal and will be liaising with the Trade Unions throughout the entire process.
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**Stage 7 - Consultation and follow up data from actions set above**

<b>Data Source (include link where published)</b>	<b>What does this data include?</b>
SLT Unions CLG	Presentation to SLT members on proposals Weekly meetings on progress Holding update sessions with all Senior Managers

**Stage 8 - Final impact analysis**

This will be completed at the end of the consultation.

**Stage 9 - Equality Impact Assessment Review Log**

Review approved by Director / Assistant Director	<input type="text"/>	Date of review	<input type="text"/>
Review approved by Director / Assistant Director	<input type="text"/>	Date of review	<input type="text"/>

**Stage 10 – Publication**

Ensure the completed EqIA is published in accordance with the Council's policy