

Equality Impact Assessment

Name of Project	Senior Managers Pay Review	Cabinet meeting date <i>If applicable</i>	
Service area responsible	Chief Operating Officer		
Name of completing officer	Yiota Nicola/Christiana Kyriacou	Date EqIA created	10/01/2017
Approved by Director / Assistant Director	Richard Grice	Date of approval	

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 relevant 'protected characteristics and those without them
- Fostering good relations between those with relevant '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: Yiota Nicola/Christiana Kyriacou	6.
3. Legal Adviser (where necessary): Edmund Jankowski	7.
4.	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:

- A review of the Council's pay and grading structure with the objective of implementing a single pay and grading structure using one job evaluation scheme.
- A review of all the Council's terms and conditions including allowances for all employees (except Teachers and employees on Soulbury terms and conditions).
- A review of Chief Officer and Senior Managers pay and grading arrangements.
- The development and implementation of job families and generic role profiles.
- Implementation of Senior Managers' Pay & Grading Arrangements.
- Conduct of the Senior Managers' Pay Review for 2016.
- New Senior Manager Contract.

A savings target was not attached to this project.

Phase 1 of the Modern Reward Strategy Project was to review Chief Officers and Senior Managers pay and grading arrangements – this was completed and new pay and grading arrangements for Senior Managers were implemented in April 2016. This consisted of all Senior Managers being transitioned on to a new pay and grading structure, being issued with a new senior manager contract and establishing a set of reward principles for this group.

One of the key reward principles of the new Senior Managers' Pay and Grading arrangements was the concept that an individual's salary would be reviewed, but not necessarily increased each year; and any pay award would be linked to the individual's contribution. This principle was also embodied in the new senior manager contract. Therefore, as a result of this a pay review is due for April 2017.

As the Senior Manager Pay Review affects current Senior Managers across all protected characteristics it is necessary to conduct an EqIA. This will allow the Council to consider the impact of the pay review and address 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.

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.

Data Source (include link where published)	What does this data include?
EqIA Workforce Profile - December 2016	Age, gender, ethnicity, disability information – for the Council and the Borough
External benchmarking of National Joint Council for Local Government Services (NJC) Pay Awards.	The detail of pay awards for local government officers on NJC terms and conditions who make up the majority of the workforce in the 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

Data Source (include link where published)	What does this data include?
Employee data of affected staff drawn from SAP HR System	Data includes information on protected characteristics 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.

	Positive	Negative	Details	None - why?
Sex	The Senior Managers Pay review will recognise contribution and reinforce the behaviours that are required to build an agile and flexible senior management workforce.			
Gender Reassignment	As above			
Age	As above			
Disability	As above			
Race & Ethnicity	As above			
Sexual Orientation	As above			
Religion or Belief (or No Belief)	As above			
Pregnancy & Maternity	As above			
Marriage and Civil Partnership (note this only applies in relation to eliminating unlawful discrimination (limb 1))	As 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.

	Positive	Negative	Details	None – why?																
<p>Sex</p> <p>The gender breakdown of employees affected by the review shows that men are overrepresented in this group when compared to the Council profile. The Council profile does not include Council employees based in schools .</p> <table border="1"> <thead> <tr> <th>Gender</th> <th>No.</th> <th>% affected by review</th> <th>% Council Wide</th> </tr> </thead> <tbody> <tr> <td>Female</td> <td>49</td> <td>53</td> <td>66</td> </tr> <tr> <td>Male</td> <td>44</td> <td>47</td> <td>34</td> </tr> <tr> <td>Total</td> <td>93</td> <td>100</td> <td>100</td> </tr> </tbody> </table> <p>Table 1: Gender analysis of employees affected by review</p>	Gender	No.	% affected by review	% Council Wide	Female	49	53	66	Male	44	47	34	Total	93	100	100			See text on the left	<input type="checkbox"/>
Gender	No.	% affected by review	% Council Wide																	
Female	49	53	66																	
Male	44	47	34																	
Total	93	100	100																	
<p>Gender Reassignment</p> <p>The Council currently does not hold sufficient information on Gender Reassignment. There is no evidence to suggest that the proposal would have a negative effect on this group, as it has been designed to treat all groups consistently and there is no evidence this group are overrepresented in the affected group, comparing it with the Council workforce as a whole.</p>			See text on the left	<input type="checkbox"/>																
<p>Age</p> <p>The age group analysis of those affected by the review shows employees aged 45 to 54 (53%) are overrepresented in this group when compared to the Council profile.</p> <table border="1"> <thead> <tr> <th>Age Band</th> <th>% affected by review</th> <th>% Council Wide</th> </tr> </thead> <tbody> <tr> <td>16 to 24</td> <td>0</td> <td>1</td> </tr> <tr> <td>25 to 34</td> <td>1</td> <td>14</td> </tr> </tbody> </table>	Age Band	% affected by review	% Council Wide	16 to 24	0	1	25 to 34	1	14			See text on the left	<input type="checkbox"/>							
Age Band	% affected by review	% Council Wide																		
16 to 24	0	1																		
25 to 34	1	14																		

35 to 44	25	24
45 to 54	53	35
55 to 64	22	23
65 and over	0	2

Table 2: Age analysis of employees affected by review

Disability

The disability analysis of those affected by the review shows that 1% have a disability.

However, It should be noted that 22% in this population have not declared their disability status, therefore there may be other employees who have a disability but prefer not to say.

% Disabled	% Not Disabled	% Not Declared	% Disabled Council Wide
1	77	22	9

Table 3: Disabled analysis of employees affected by review

See text on the left

Race & Ethnicity

The ethnicity analysis of those affected by the implementation shows employees in the White group (67%) are overrepresented when comparing against the Council profile.

Ethnic Group	% affected by review	% Council Wide
BAME	20	50
White Other	5	16
White	67	30
Not Declared	8	3

Table 4: Race analysis of employees affected by review

See text on the left



Sexual Orientation

The sexual orientation analysis of those affected by the review shows that employees in the Heterosexual group (42%) are overrepresented compared to the Council profile of 28%. However it should be noted that 55% of those affected by the review, and 70.5% of the Council profile, have not declared their sexual orientation, so that this analysis needs to be treated with caution.

Sexual Orientation	% affected by review	% Council Wide
Not Recorded	46	61.2
Bi-Sexual	0	0.6
Gay Man	2	0.7
Heterosexual	42	27.8
Lesbian	1	0.6
Prefer not to say	9	9.3

Table 5: Sexual Orientation analysis of employees affected by review

See text on the left



Religion or Belief (or No Belief)

The Religion/Belief analysis of those employees affected by the review shows an overrepresentation in the 'none' group (24%) when compared to the Council's profile of 9%.

However it should be noted that 54% of the affected population have chosen not to record their religion/belief therefore within this percentage there may be employees that fall within the other groups. Further 68.7% of the Council profile have chosen not to record their religion/belief.

Religion/Belief	% affected by review	% Council Wide
Not Recorded	46	61.1
Christian	20	17.1
Hindu	0	0.7

See text on the left



Jewish	1	0.4				
Muslim	0	2.8				
None	24	9.0				
Other	1	1.2				
Prefer not to say	8	7.6				

Table 6: Religion/ Belief analysis of employees affected by review

<p>Pregnancy & Maternity</p> <p>1% of those affected by the review are on maternity leave compared to 1% Council wide.</p>			See text on the left	□
<p>Marriage and Civil Partnership (note this only applies in relation to eliminating unlawful discrimination (limb 1))</p> <p>11% of those employees affected by the review have indicated they are married compared to 8% of the Council profile.</p> <p>It should be noted 73% of employees affected by the review have not indicated their marital status which is identical to the percentage of the Council profile who have not indicated their marital status .</p>			See text on the left	□

Stage 6 - Initial Impact analysis	Actions to mitigate, advance equality or fill gaps in information
<p>This analysis assesses the potential impact of the review on the affected population. The Reward team have kept SLT fully informed of progress and highlighted any issues to their attention through regular communication.</p> <p>The analysis of current post holders have been drawn from records held on SAP. It should be noted however, as this Equality Impact Assessment (EqIA) is a public document, there are no details disclosed that could reveal an employee's identity.</p> <p>In summary there is evidence to suggest that some people that share protected characteristics are more likely to be affected by the review, for example employees who are men, white, heterosexual and aged 45-54 as these equality strands are overrepresented in the senior manager population when compared to the Council's workforce as a whole (outside schools).</p> <p>However, overall there is no evidence to suggest that any group will be disadvantaged by the review,as it is recommended that the pay award budget for the senior management population should be constructed in a similar way to the rest of the workforce, taking into account cost of living increases as well as incremental progression. Therefore, this approach is not less advantageous to the affected population than the pay awards that applied to the rest of the Council's workforce on NJC terms and conditions.</p>	<p>There is a gap in the religion/belief , marital status sexual orientation information of the affected employees as well as Council wide. The analysis identified that 54% of the employees affected by the review have not declared a particular religion/belief , 55% of the employees affected by the review have not declared a particular sexual orientation and 73% of the employees affected by the review have not indicated their marital status. Further 22% of the affected employees have not declared their disability status.</p> <p>It is intended that we will seek to address the gaps by running a Council wide exercise. This exercise requires sufficient resources to administer and therefore, must t be thought through accordingly.</p> <p>In the new senior manager contract it was made clear that senior managers pay will reviewed but not necessarily increased and based on this principle all staff in this population are being treated consistently.</p> <p>The recommendation to apply a pay award for senior managers which is similar to the agreed national pay award for the rest of the workforce on NJC terms and conditions enables the Council to take a consistent approach to pay increases for both populations.</p>

Stage 7 - Consultation and follow up data from actions set above	
Data Source (include link where published)	What does this data include?
Senior Leadership Team (SLT)	Regular communication with SLT to provide updates.

Stage 8 - Final impact analysis
A final impact analysis will be undertaken after the review.

Stage 9 - Equality Impact Assessment Review Log

Review approved by Director / Assistant Director

Date of review

Review approved by Director / Assistant Director

Date of review

Stage 10 – Publication

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