

## EQUALITY IMPACT ASSESSMENT

The **Equality Act 2010** places a ‘**General Duty**’ on all public bodies to have ‘**due regard**’ to the need to:

- Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advancing equality of opportunity for 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.

### Stage 1 – Screening

Please complete the equalities screening form. If screening identifies that your proposal is likely to impact on protected characteristics, please proceed to stage 2 and complete a full Equality Impact Assessment (EqIA).

### Stage 2 – Full Equality Impact Assessment

An EqIA provides evidence for meeting the Council’s commitment to equality and the responsibilities under the Public Sector Equality Duty.

**When an EqIA has been undertaken, it should be submitted as an attachment/appendix to the final decision making report. This is so the decision maker (e.g. Cabinet, Committee, senior leader) can use the EqIA to help inform their final decision. The EqIA once submitted will become a public document, published alongside the minutes and record of the decision.**

Please read the Council’s Equality Impact Assessment Guidance before beginning the EqIA process.

#### 1. Responsibility for the Equality Impact Assessment

<b>Name of proposal</b>	Senior Manager Pay Review
<b>Service area</b>	HR
<b>Officer completing assessment</b>	Christiana Kyriacou
<b>Equalities/ HR Advisor</b>	
<b>Cabinet meeting date (if applicable)</b>	N/A
<b>Director/Assistant Director</b>	Richard Grice

#### 2. Summary of the proposal

*Please outline in no more than 3 paragraphs*

- *The proposal which is being assessed*
- *The key stakeholders who may be affected by the policy or proposal*
- *The decision-making route being taken*

One of the central principles of the new Senior Managers' Pay and Grading arrangements introduced in 2016 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 embodied in the new senior management contracts of employment which in accordance with the Committee's decision on 26<sup>th</sup> January 2016 were issued to all senior managers (including the Chief Executive) to take effect from 1<sup>st</sup> April 2016. Therefore, as a result of this a pay review is due for April 2018.

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.

### 3. What data will you use to inform your assessment of the impact of the proposal on protected groups of service users and/or staff?

*Identify the main sources of evidence, both quantitative and qualitative, that supports your analysis. Please include any gaps and how you will address these*

*This could include, for example, data on the Council's workforce, equalities profile of service users, recent surveys, research, results of relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment and any other sources of relevant information, local, regional or national. For restructures, please complete the restructure EqIA which is available on the HR pages.*

Protected group	Service users	Staff
Sex	N/A	Workforce data from HR System
Gender Reassignment	N/A	Workforce data from HR System
Age	N/A	Workforce data from HR System
Disability	N/A	Workforce data from HR System
Race & Ethnicity	N/A	Workforce data from HR System
Sexual Orientation	N/A	Workforce data from HR System
Religion or Belief (or No Belief)	N/A	Workforce data from HR System
Pregnancy & Maternity	N/A	Workforce data from HR System
Marriage and Civil Partnership	N/A	Workforce data from HR System

**Outline the key findings of your data analysis. Which groups are disproportionately affected by the proposal? How does this compare with the impact on wider service users and/or the borough's demographic profile? Have any inequalities been identified?**

*Explain how you will overcome this within the proposal.*

*Further information on how to do data analysis can be found in the guidance.*

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 profile (excluding Schools).

When the outcomes of the Pay Review are determined a follow up Equalities Impact Assessment will be undertaken to further assess the impact on staff by protected characteristics.

**4. a) How will consultation and/or engagement inform your assessment of the impact of the proposal on protected groups of residents, service users and/or staff?**

*Please outline which groups you may target and how you will have targeted them*

Further information on consultation is contained within accompanying EqIA guidance

In the new senior manager contract which was issued to all senior managers in April 2016 onwards it was made clear that senior managers' pay will be reviewed but not necessarily increased each year.

Since April 2016 the senior manager population have been using the My Conversation tool to assess both their performance outcomes and values and behaviours. My Conversation outcomes were collected in 2016/17 and the results were used as evidence of an individual's contribution to the Council and informed the Senior Manager Pay Review in April 2017.

Over the last year (2017/18) we have continued to gather evidence of My Conversation outcomes for the senior manager population and again the results will be used as evidence to inform the April 2018 Pay Review.

These outcomes will be finalised in February/March 2018 and will determine the eligibility for a pay award in April 2018.

**4. b) Outline the key findings of your consultation / engagement activities once completed, particularly in terms of how this relates to groups that share the protected characteristics**

*Explain how will the consultation's findings will shape and inform your proposal and the decision making process, and any modifications made?*

All senior managers have signed and accepted the terms of their senior manager contract stating that senior managers' pay will be reviewed but not necessarily increased each year.

The senior manager population are aware that the My Conversation tool is used to gather evidence of an individual's contribution to the Council and the outcomes will be used to determine eligibility for a pay award for senior managers. This process is now embedded in the organisation.

**5. What is the likely impact of the proposal on groups of service users and/or staff that share the protected characteristics?**

*Please explain the likely differential impact on each of the 9 equality strands, whether positive or negative. Where it is anticipated there will be no impact from the proposal, please outline the evidence that supports this conclusion.*

Please note that the Council wide profile data below does not include Council employees based in Schools.

### 1. Sex

Analysis by Sex			
Sex	No.	% affected by review	% Council Wide
Female	54	55	66
Male	44	45	34
Total	98	100	100

The gender breakdown of employees affected by the senior managers pay review shows that men (45%) are overrepresented in this group when compared to the Council profile of 34%.

Positive		Negative		Neutral Impact	X	Unknown Impact	
----------	--	----------	--	----------------	---	----------------	--

### 2. Gender reassignment

The Council currently does not hold sufficient information on Gender Reassignment. There is no evidence to suggest that the pay review will 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.

Positive		Negative		Neutral impact	X	Unknown Impact	
----------	--	----------	--	----------------	---	----------------	--

### 3. Age

Analysis by Age		
Age Band	% affected by review	% Council Wide
16 to 24	0	1
25 to 34	3	15
35 to 44	26	24
45 to 54	47	34
55 to 64	24	23
65 and over	0	2

The age group analysis of those affected by the review shows employees aged 45 to 54 (47%) are overrepresented in this group when compared to the Council profile of 34%.

Positive		Negative		Neutral impact	X	Unknown Impact	
----------	--	----------	--	----------------	---	----------------	--

### 4. Disability

Analysis by Disability			
% Disabled	% Not Disabled	% Not Declared	% Disabled Council Wide
1	81	18	8

The disability analysis of those affected by the review shows that 1% have a disability compared to 8% of the Council profile.

It should be noted that 18% in this population have not declared their disability status and therefore there may be other employees in this population who have a disability but prefer not to say.

Positive		Negative		Neutral impact	X	Unknown Impact	
----------	--	----------	--	----------------	---	----------------	--

## 5. Race and ethnicity

Analysis by Ethnicity		
Ethnic Group	% affected by review	% Council Wide
BAME	22	51
White Other	8	16
White	64	29
Not Declared	5	4

The ethnicity analysis of those affected by the implementation shows employees in the White group (64%) are overrepresented compared to the Council profile of 29%.

Positive		Negative		Neutral Impact	X	Unknown Impact	
----------	--	----------	--	----------------	---	----------------	--

## 6. Sexual orientation

Sexual Orientation Analysis		
Sexual Orientation	% affected by review	% Council Wide
Not Recorded	45	55
Bi-Sexual	0	1
Gay Man	3	1
Heterosexual	44	32
Lesbian	1	1
Prefer not to say	7	10

The sexual orientation analysis of those affected by the review shows that employees in the Heterosexual group (44%) are overrepresented compared to the Council profile of 32%.

It should be noted that 45% of those affected by the review, have not declared their sexual orientation, so this analysis needs to be viewed with this in mind.

Positive		Negative		Neutral impact	X	Unknown Impact	
----------	--	----------	--	----------------	---	----------------	--

### 7. Religion or belief (or no belief)

Religion Analysis		
Religion/Belief	% affected by review	% Council Wide
Not Recorded	45	55
Buddhist	0	0.3
Christian	18	19
Hindu	0	1
Jewish	1	0.5
Muslim	0	4
None	24	10
Other	2	1
Prefer not to say	9	9
Sikh	0	0.4

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 10%.

It should be noted that 45% of those affected by the review, have not declared their religion/belief, so this analysis needs to be viewed with this in mind.

Positive		Negative		Neutral impact	X	Unknown Impact	
----------	--	----------	--	----------------	---	----------------	--

### 8. Pregnancy and maternity

2% of those affected by the pay review are on maternity leave compared to 1% in the Council.

Positive		Negative		Neutral impact	X	Unknown Impact	
----------	--	----------	--	----------------	---	----------------	--

### 9. Marriage and Civil Partnership *(Consideration is only needed to ensure there is no discrimination against people in a marriage or against people in a civil partnership)*

8% of those employees affected by the review have indicated they are married compared to 8% of the Council profile.

It should be noted that 78% of employees affected by the pay review have not indicated their marital status compared with 74% of the Council profile.

Positive		Negative		Neutral impact	X	Unknown Impact	
----------	--	----------	--	----------------	---	----------------	--

**Outline the overall impact of the policy for the Public Sector Equality Duty:**

- Could the proposal result in any direct/indirect discrimination for any group that shares the protected characteristics?
- Will the proposal help to advance equality of opportunity between groups who share a protected characteristic and those who do not?  
This includes:
  - a) Remove or minimise disadvantage suffered by persons protected under the Equality Act
  - b) Take steps to meet the needs of persons protected under the Equality Act that are different from the needs of other groups
  - c) Encourage persons protected under the Equality Act to participate in public life or in any other activity in which participation by such persons is disproportionately low
- Will the proposal help to foster good relations between groups who share a protected characteristic and those who do not?

In summary there is evidence to suggest that some people that share protected characteristics are more likely to be affected by the pay 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 profile (excluding Schools).

The My Conversation tool is a fair and consistent approach of assessing an individual's performance outcomes and values and behaviours across the organisation both for the senior manager population and the rest of the workforce.

The Senior Manager Pay Review was introduced to ensure that senior managers pay is reviewed annually but not necessarily increased and this in turn will ensure a consistent approach that aligns with pay reviews that are carried out nationally for the rest of the workforce on National Joint Council (NJC) Pay & Conditions.

**6. a) What changes if any do you plan to make to your proposal as a result of the Equality Impact Assessment?**

Further information on responding to identified impacts is contained within accompanying EqIA guidance

Outcome	Y/N
<b>No major change to the proposal:</b> the EqIA demonstrates the proposal is robust and there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken. <u>If you have found any inequalities or negative impacts that you are unable to mitigate, please provide a compelling reason below why you are unable to mitigate them.</u>	Y
<b>Adjust the proposal:</b> the EqIA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality. Clearly <u>set out below</u> the key adjustments you plan to make to the policy. If there are any adverse impacts you cannot mitigate, please provide a compelling reason below	N
<b>Stop and remove the proposal:</b> the proposal shows actual or potential avoidable adverse impacts on different protected characteristics. The decision maker must not make this decision.	N

**6 b) Summarise the specific actions you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty**

Impact and which protected characteristics are impacted?	Action	Lead officer	Timescale
All protected characteristics.	<i>To run a periodic Council wide data collection exercise to address gaps in equalities data.</i>	HR	<i>Carry out a periodic data collection. Recent collection undertaken November 2017.</i>

**Please outline any areas you have identified where negative impacts will happen as a result of the proposal but it is not possible to mitigate them. Please provide a complete and honest justification on why it is not possible to mitigate them.**

N/A

**6 c) Summarise the measures you intend to put in place to monitor the equalities impact of the proposal as it is implemented:**

Once the Pay Review is completed and pay awards are determined we will carry out a further Equalities Impact Assessment to ascertain the impact on senior managers by protected characteristic.

The My Conversation tool will continue to be used to determine senior managers' eligibility for a pay award and the collection of data and the moderation process will continue to ensure that the Council has a robust process which determines senior manager pay awards.

It is intended that a periodic data collection exercise will be undertaken to address gaps in equalities data held on the HR System. An exercise was undertaken in November 2017 and whilst some data was collected some further work needs to be done to ensure a more conclusive equalities data set is held which accurately reflects the demographics of our workforce.

**7. Authorisation**

EqIA approved by ..... (Assistant Director/ Director)	Date.....
----------------------------------------------------------	-----------

**8. Publication**

*Please ensure the completed EqIA is published in accordance with the Council's policy.*

--

Please contact the Policy & Strategy Team for any feedback on the EqIA process.