

County Council

22 February 2012



**Proposals for the Implementation of
new Pay and Grading Arrangements
for Council Employees**

**Report of Don McLure, Corporate Director, Resources
Councillor Alan Napier, Deputy Leader and Cabinet Portfolio Holder,
Resources**

Purpose of the Report

- 1 The purpose of this report is to:-
 - Propose changes to pay and grading arrangements for all employees engaged under National Joint Council (NJC) Terms and Conditions of employment
 - Update on the proposed changes to support the above, following negotiations with recognised Trade Unions through the Council's Partnership Agreement.

Background

- 2 The 1997 National Single Status Agreement for Local Government set in place a national agreement to harmonise the pay arrangements of Local Government workers who had previously had separate pay arrangements and service conditions. The employees covered by this agreement were those engaged under terms and conditions which are negotiated by the National Joint Council (NJC) for Local Government Services. (Sometimes referred to as 'Green Book' employees).
- 3 Prior to Local Government Review (LGR), each local authority in County Durham had approached the implementation of this agreement in a different way and had different arrangements for remunerating their employees. Considerable organisational change has taken place since LGR and the former eight authorities have successfully integrated into one single Unitary Council.
- 4 The Council agreed on the 26 October 2011 to commence formal Trade Union negotiations on the implementation of Job Evaluation and other changes to allowances and terms and conditions of employment. Successful implementation of job evaluation would not only demonstrate and strengthen the Council's drive to promote and encourage equality across its workforce, but would also help facilitate the way in which we operate as an organisation by being more efficient, flexible, responsive and cost effective.

Scope

- 5 As detailed in paragraph 2 of this report the Single Status Agreement is applicable to all employees covered by 'Green Book' pay and conditions. This includes former manual employees as well as the majority of administrative, professional, technical and clerical staff, together with school based support staff.
- 6 Those employees paid above Spinal Column Point (SCP) 49 of the national agreement are not covered by the proposed changes within this report. However, other options covering that group of employees are being considered and will be reported upon separately.
- 7 There are other groups of employees covered by agreements which are not part of this particular national agreement. These groups include former 'Craft' employees, Soulbury (teaching) and Youth & Community graded employees.

Trade Union Engagement

- 8 In April 2009, a Partnership Agreement was signed between the Council and Trade Unions in recognition of the requirement for joint working. The agreement highlighted the need for constructive partnership between Elected Members, Managers, Employees and Trade Unions.
- 9 It is pleasing to report that the local Trade Unions have been actively engaged in the job evaluation process and in the development of supporting policy documentation throughout the project.
- 10 The Local Trade Unions have also demonstrated a real commitment to the negotiation process since Council approval on 26 October 2011, this was set against difficult, changing and challenging times for the Council and the public sector in general.

Progress to Date

- 11 To date the following stages of the project have been undertaken:-
 - (i) A review of the current pay and grading structure, using the National Joint Council for Local Government computerised (Gauge) Job Evaluation Scheme (based on a scored assessment of the scope/responsibilities of each role).
 - (ii) Review of other terms and conditions through local negotiation with Trade Unions (sometimes known as Part 3 of the Green Book).
- 12 The above process has involved:-
 - Managers reviewing all Job Descriptions with staff representatives and Trade Union colleagues
 - Over 2,200 Job Record Documents (JRD's) developed and evaluated to create a 'rank order' of jobs covering around 12,000 employees

- The validity of the data collected through JRDs being checked through a moderation process that has involved working with service groupings to clarify JRD information and understanding of roles
 - The design of a new pay structure
 - Negotiation with Trade Unions on both the outcomes of job evaluation and proposed changes to terms and conditions of employment
 - Ongoing and regular communication with employees.
- 13 Negotiations with the Trade Unions commenced immediately following Council approval on 26 October 2011. During the three months since, regular discussions have taken place with Trade Union colleagues.
- 14 Running in parallel to the Trade Union negotiations, further organisational changes and moderation of job evaluation results have been taking place and now show that 80% of employees will see either an increase in basic pay or their pay staying the same. In detail:-
- 52% of employees will see their basic pay staying the same
 - 28% of employees will see an increase in basic pay and
 - 20% will see a decrease in basic pay.
- 15 It is acknowledged by Trade Unions that having reviewed the proposals in relation to basic pay, there is a broad understanding and acceptance relating to the basic pay for the workforce outcomes.
- 16 However, some key concerns did initially exist for the Trade Unions when the impact of the proposals in relation to the new set of simplified allowances and enhancements were considered alongside basic pay. It was around the proposed new allowances that the key discussions centred with Trade Union colleagues, where the Council's objective was to reach a joint position where the Council as employer and Trade Unions could enter into consultation with the workforce on a joint package of proposals.
- 17 After some concessions being offered from the original proposals, management and Trade Unions are agreed upon key elements of a package of proposed changes to put to the workforce.
- 18 Together with the basic pay outcomes, the proposed allowance arrangements will be the basis for feedback from National Trade Union Offices with a view to balloting their members.
- 19 By means of the local Partnership Agreement, Management and Trade Unions have agreed, in principle, to a package of measures that will change some terms and conditions affecting those employees covered by the NJC. Without doubt, local bargaining has proved to be a major step forward and the 'in principle' agreement reached to date is a significant milestone. Trade Unions locally have notified their appropriate national offices on the agreed outcomes and further information will be provided when available in this regard.

Summary of the Proposals

- 20 Pay and Grading

- A pay structure made up of 14 grades, interlinked and overlapping, as shown at Appendix 3
- Each grade containing a minimum of 5 levels
- All staff on incremental progression (within the grade for their role and where the grade allows)
- All jobs within the Local Government Services ('Green Book') within one pay structure and graded using the National Joint Council (NJC) Job Evaluation Scheme
- A clear and transparent approach to management of employee appeals which arise as a result of the new pay and grading structure
- A pay protection policy which provides 2 years protection of base pay
- The retention of allowances as outlined at Appendix 2.

21 Revised Arrangements to Other Terms and Conditions of Employment:-

- The removal of Essential Car User Allowance and a rate for casual car user of 48p per mile up to 10,000 miles and 25p per mile beyond this
- A standard working week of Monday – Friday 6.00am – 8.00 pm
- A single premium payment of time and a third for overtime and hours worked outside of the standard working week for employees below the new Grade 9 (£26,276)
- No change to bank holiday working arrangements remaining as per current 'Green Book' arrangements
- Annual leave of 26 days rising to 31 days after 5 years continuous Local Government service
- The ability to negotiate flexible working arrangements where required for the purpose of business needs.

Employee Engagement

22 Employees have been kept informed through regular Employee Communication Bulletins, and through Corporate Management Team road shows. It is intended that this process will continue as we progress through to implementation.

23 Managing the implementation process will be a critical task because of the need to ensure that all employees are aware and understand the proposed changes and that appropriate support and guidance is available. This will be done via a package of supporting materials and helpline facility.

Financial Considerations

24 The current annual pay bill, including national insurance and pension contributions of the employee groups included in this project amounts to £230m.

25 Based on the key elements of the proposed changes agreed with the Trade Unions the additional costs that would be incurred over the next four years are as follows:-

- Costs increase on an annual basis as staff receive an additional increment. A large proportion of staff will be placed on the bottom of a new grade in the new pay structure

- Costs reduce in Year 3 as the two year pay protection period will have ended
- The permanent, ongoing cost to be incurred by the Council is from Year 4 and is forecast to be £6.7m.

Year	Additional Cost of Basic Pay	Cost of Holiday Entitlement	Saving from Review of Part 3 Enhancement	Annual Cost	Budget Envelope	(Surplus)/ Deficit
	£m	£m	£m	£m	£m	£m
1	5.4	0.5	(2.7)	3.2	6.5	(3.3)
2	9.1	0.5	(2.6)	7.0	6.5	0.5
3	6.3	0.5	(2.6)	4.2	6.5	(2.3)
4	8.7	0.5	(2.5)	6.7	6.5	0.2
Total	29.5	2.0	(10.4)	21.1	26.0	(4.9)

- 26 The permanent, additional cost to be incurred by the Council from Year 4 is forecast to be £6.7m. In addition, there would be an estimated shortfall in the MTFP due to car mileage being agreed at 48p per mile rather than 45p per mile would be £290,000, which would need to be covered off from the MTFP contingency budget or from additional savings.

Impact on Employees

- 27 Information relating to outcomes of job evaluation exercises provided from the National Employers Organisation, highlights that those in care type roles are more likely to see an increase in their basic pay as a result of the exercise, with the highest proportion of employees likely to see a decrease or remaining the same coming from some of the professional and technical areas. These results locally also reflect the national picture in this respect.
- 28 Due to differences in basic pay between former Districts and between the County Council, we will be faced with a situation where the outcome for some employees within the same workgroups impacts differently on their existing pay when new rates are set.

Equality Impact Assessment

- 29 There are general equality impacts associated with the proposed implementation of job evaluation and review of associated terms and conditions of employment. The equality impacts of the proposal on each characteristic were identified through research into the current workforce affected by the proposals. The Equality impact assessment is attached at Appendix 4.
- 30 The most likely impact is in relation to gender where more women are likely to gain than men due to the overall aim of removing past inequalities and the historical nature of some allowances related to male dominated roles. Analysis of the impact of job evaluation shows that a higher proportion of the male workforce (28%) would see a decrease in basic pay compared to 16% of the female workforce.
- 31 The recommendations on a standard working week, premium payment of time and a third and retaining bank holiday arrangements will have a positive impact

for staff across all protected characteristics but are more likely to benefit lower paid staff, many of whom are female. For example, female staff in carer roles who work patterns based on 24 hour/7 day week would retain bank holiday allowances and benefit from premium payments outside the standard working week.

- 32 Analysis of age impact shows that a greater proportion of younger and older employees may gain from pay structure changes relative to their size in the workforce. There is no evidence of age impact in relation to allowances as they are not based on length of service or career graded posts. Whilst harmonising annual leave arrangements will benefit staff from all protected groups it is also likely to have a particular positive impact for younger staff who joined the authority under current arrangements which limit maximum leave to 27 days for some staff.
- 33 Impact on disability and race were analysed using workforce data and are not likely to be negative. Initial evidence suggesting a potential negative for Asian and Asian British staff was tested against the wider workgroup and found no differential impact. Information relating to sexual orientation or religion/belief is limited due to the relatively recent introduction of monitoring for these characteristics but there is no evidence of a specific impact for staff on these grounds.
- 34 The current impact assessment is predictive, and will continue to be updated where evidence becomes available from staff or Trade Union consultations before proposals are finalised with the workforce.

Next Steps

- 35 It will be necessary to continue to work with Trade Unions to support relevant discussions with national offices. The timing of any proposed ballot of their members by Trade Unions will influence the specific dates that employees will be notified of their own personal outcomes in writing.
- 36 A range of activities will be progressed concurrently to ensure that detailed elements of the proposal are finalised with Trade Unions. These will include:-
- The key policy documents pertaining to the appeals process, protection of earnings and disclosure will be finalised and agreed
 - The options for joint Trade Union and employer communications to employees will be considered and agreed where possible
 - Outstanding evaluations as a result of ongoing organisational restructuring will be progressed to completion
 - Equality Impact Assessment will be updated against all the proposed changes until the workforce proposals are finalised.

Recommendations

- 37 The Council is recommended to:-
- Agree the proposals with regard to the implementation of a new pay and grading structure for all employees covered by the 'green book' pay and conditions of employment

- Agree to proposals being communicated to employees on an individual basis
- Agree that, subject to further Trade Union discussion, employees are informed of outcomes in May 2012
- Agree that implementation will take effect at a date to be agreed with Corporate Management Team, during 2012.

Appendix 1: Implications

Finance

The financial implications are included in the main body of the report.

Staffing

The proposed scheme will have an impact, on employees who are in posts identified as green or red. For those identified as being in the red category and for others who are dissatisfied with their evaluation, there is an appeals process.

Risk

Not implementing the scheme will continue to expose the council to risk of continuing tribunal cases based upon equal pay legislation.

Equality and Diversity/Public Sector Equality Duty

A predictive equality impact assessment has been undertaken and is referenced within the report. This will be revised in the light of the consultation. The aim of job evaluation is to ensure as fair as possible equality of treatment free from unlawful discrimination.

Accommodation

No particular implications in this report.

Crime and Disorder

No particular implications in this report.

Human Rights

No particular implications in this report.

Consultation

The purpose of the report is to commence a consultative process.

Procurement

No particular implications in this report.

Disability Issues

No particular implications in this report, reasonable adjustments were included in the job evaluation process and disability is included in the equality impact assessment.

Legal Implications

The aim of implementing job evaluation is to implement a fair means of judging rates of pay for work. The NJC scheme is designed to “incorporate the principle of equal pay for work of equal value”. Failure to implement a scheme leaves the council vulnerable to further and continued litigation based upon equal pay legislation.

Appendix 2

ALLOWANCES TO BE RETAINED SUBJECT TO REVIEW

Overtime
Subsistence and Travel Allowances
Acting Up Arrangements – Honoraria
Designated First Aid Payments
Stand-By
Call Out
Night Work
Residential 'Sleep-ins'
Lettings Allowance
Practice Teacher Payments for Social Workers
Emergency Duty Allowance
Secure Unit Allowance

Appendix 3

Proposed Grading Structure

Grade	Min Score	Max score	From SCP	To SCP	MIN	MAX
1	0	280	4	11	£12,145	£14,733
2	281	305	9	13	£13,589	£15,444
3	306	324	12	16	£15,039	£16,440
4	325	357	15	19	£16,054	£17,802
5	358	402	18	22	£17,161	£19,621
6	403	418	21	25	£19,126	£21,519
7	419	459	24	28	£20,858	£23,708
8	460	477	27	31	£22,958	£26,276
9	478	509	30	34	£25,472	£28,636
10	510	553	33	37	£27,849	£30,851
11	554	582	36	40	£30,011	£33,661
12	583	605	39	43	£32,800	£36,313
13	606	624	42	46	£35,430	£38,961
14	625		45	49	£38,042	£41,616

Equality impact assessment

Durham County Council – Altogether Better equality impact assessment form

NB: Equality impact assessment is a legal requirement for all strategies plans, functions, policies, procedures and services. We are also legally required to publish our assessments.

You can find help and prompts on completing the assessment in the guidance from page 7 onwards.

Section one: Description and initial screening

Section overview: this section provides an audit trail.	
Service/team or section: Human Resources and Organisational Development	
Lead Officer: Iain Herdman	Start date: 13.6.2011 Reviewed 18.10.2011; 21.12.2011
<p>Subject of the Impact Assessment: (please also include a brief description of the aims, outcomes, operational issues as appropriate) : Impact of Job Evaluation outcomes</p> <ol style="list-style-type: none"> 1. The Single Status agreement was agreed by the National Joint Council for Local Government services and applies to all UK local authorities and organisations with equivalent status. The purpose of the Government’s Single Status agreement, which was devised in 1997, is for Councils to harmonise pay and conditions of service. The agreement also includes responsibilities towards conducting Equality Impact Assessments and Equal Pay reviews. 2. An integral part of the Single Status agreement is the development of pay and grading structures based on a structured job evaluation process which will inform the development of pay and grading structures for the Council. 3. Durham County Council’s proposals relating to pay and conditions (single status) will affect all employees of Durham County Council under the following terms and conditions of employment: <ul style="list-style-type: none"> • ‘Green book’ - the proposals will apply in full <p>The aim of the Pay and Conditions Project (Single Status) is to;</p> <ul style="list-style-type: none"> • achieve better equality of pay across ex-manual grade staff and officer grade staff, using a single pay and grading structure and a universal job evaluation scheme 	

- address the inequality of men and women's pay who are undertaking work of a similar or equal value within the Council
- reduce and harmonise the number of allowances and premium rate payments being used and ensure that those remaining are equally applied

The Council commenced consultation/negotiation on Single Status with Trades Unions in October 2011 including the new pay and grading structure; proposals for progression; job evaluation, assimilation and appeals process and prior to this we had embarked on a process of regular consultation in relation to the general approach of the Council in relation to job evaluation and review of allowances (part 3 terms and conditions).

The evaluation process utilised by the Council uses the nationally agreed NJC scheme and the computer based system provided by Gauge. The nationally agreed NJC scheme is recognised by Trade Unions and the use of the computerised evaluation process removes subjectivity evident within paper based evaluation systems.

Outcomes, whilst not certain at this point in time due to negotiations over both the proposed new pay and grading structure and part 3 allowances, will ultimately consist of 3 scenarios:

- Employees who experience a reduction in their total reward package (base pay and allowances)
- Employee whose total reward package (base pay and allowances) remains as it is now.
- Employee who experience an increase in their total reward package (base pay and allowances).

It is more difficult to assess outcomes for individuals and groups from the review of allowances, (part 3 terms and conditions). The amount of monetary value received by employees can be linked, for example, to amount of overtime worked which can fluctuate from week to week i.e. it does not remain static and where this is the case an accurate assessment of the impact of any proposals becomes more difficult.

There are however allowances which can be assessed due to the more static nature of their payment and this assessment has tested those particular areas, the details of which are provided within section 2 of this document.

Who are the main stakeholders: General public / Employees / Elected Members / Partners/ Specific audiences/Other (please specify) –
Employees/Managers(as employers)/Elected Members/Trade Unions

Is a copy of the subject attached? Yes: report to Council 22.2.2012
If not, where could it be viewed?

Initial screening

Prompts to help you:

Who is affected by it? Who is intended to benefit and how? Could there be a different impact or outcome for some groups? Is it likely to affect relations between different communities or groups, for example if it is thought to favour one particular group or deny opportunities for others? Is there any specific targeted action to promote equality?

Is there an actual/potential negative or positive impact on specific groups within these headings?

Indicate :Y = Yes, N = No, ?=Unsure

Y – Potential negative and positive impacts

Gender	Y	Disability	Y	Age	Y	Race/ethnicity	Y	Religion or belief	?	Sexual orientation	?
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How will this support our commitment to promote equality and meet our legal responsibilities?

Reminder of our legal duties:

- Eliminating unlawful discrimination & harassment
- Promoting equality of opportunity
- Promoting good relations between people from different groups
- Promoting positive attitudes towards disabled people and taking account of someone's disability, even where that involves treating them more favourably than other people
- Involving people, particularly disabled people, in public life and decision making

This will support our commitment to eliminate discrimination and advance equality as the proposal

- Removes inequalities in the way in which allowances are paid across the Council
- Removes inequalities in the way in which pay and grading decisions are made across the Council

There are potential impacts in relation to all equality characteristics due to the size of the workforce and the range of jobs. The potential impacts may be negative (e.g. overall reduction in reward package) or positive (e.g. more equal terms and conditions or increased reward package). The most likely impacts relate to gender. Whilst the workforce within the Council is predominantly female, allowances are more prevalent within the male part of the workforce and therefore any move to harmonise and simplify payments is likely to have more of a detrimental impact upon this workgroup.

Some disabled employees may require reasonable adjustments to the process, for example, accessible communications will ensure the Negotiation Process is inclusive. Communications will be available in different formats – also aiming to use Plain English as far as possible.

What evidence do you have to support your findings?

Workforce data which includes employees on and below SCP 49.

The job evaluation exercise has provided a profile of staff who are proposed as likely to gain ('green circles') and those who are

likely to have their grade reduced ('red circles'). This data was used to carry out the full impact assessment. All affected people will be given the opportunity to raise their concerns via staff and trade unions consultation. Consultation responses will be used to update the final impact assessment.

Decision: Proceed to full impact assessment – Yes

Date:21/12/2011

If you have answered 'No' you need to pass the completed form for approval & sign off.

Section two: Identifying impacts and evidence- Equality and Diversity

Section overview: this section identifies whether there are any impacts on equality/diversity/cohesion, what evidence is available to support the conclusion and what further action is needed.

	Identify the impact: does this increase differences or does it aim to reduce gaps for particular groups?	Explain your conclusion, including relevant evidence and consultation you have considered.	What further action is required? (Include in Sect. 3 action plan)
Gender	<p>a) With regards to job evaluation and the relationship this element of the project has on basic pay i.e. increase and/or decrease it is more likely that men are to be affected by decreases.</p> <p>Whilst a detrimental impact on men this serves to reduce the current pay gap between male and female employees covered by this exercise.</p> <p>b) The review of associated terms and conditions of employment (part 3 arrangements) is in the main a more complex impact to predict.</p> <p>Current proposals outline</p>	<p>a) Although women make up a greater proportion of the workforce, (65%) initial analysis shows that proportionately more men will see a decrease in basic pay compared to women covered by this exercise.</p> <p>28% (824 employees) of the male population compared to 16% (887 employees) of the female population are identified as seeing a decrease in basic pay.</p> <p>b) Analysis of the proposals to remove IOA and bonus payments highlights that these are almost exclusively paid to male employees.</p> <p>When considering the wider part 3 proposals although, as stated, women make up a larger proportion of the</p>	<p>Continue to monitor the impact of JE outcomes on gender throughout the negotiation process</p> <p>Identify any 'patterns' and address gaps (if applicable).</p> <p>This will provide a measure of fair treatment under the new policy.</p> <p>Review of allowance proposals as mitigating work in respect of total pay impacts.</p> <p>Ensure that the impact of the review of allowances on</p>

	<p>the intention to remove interim operational allowances (IOA) and bonus payments which is more likely to affect male employees.</p> <p>Whilst a detrimental impact on male employees this proposals serves to reduce current inequalities in the way in which allowances are paid to all employees.</p>	<p>workforce the current data illustrates that proportionately more men will see a decrease in total pay compared to women covered by this exercise.</p>	<p>gender is monitored throughout the negotiation process</p> <p>Action Plan of consultation process ongoing.</p> <p>Ensure women taking maternity leave and staff taking parental or adoption leave or long term sickness are involved and informed to allow fair access to the process.</p>
Age	<p>a) The impact on basic pay as a result of job evaluation is likely to have a positive impact in reducing any potential discrimination on groups of younger and older workers.</p> <p>b) The review of allowances is not likely to increase or reduce any differences within this characteristic.</p>	<p>a) The positive impact results from increases in proposed average base pay levels for employees aged between 18-24 and those employees above 55 years of age.</p> <p>Initial analysis suggests a greater proportion of green circles in each of the age groups mentioned above when compared to their relative size of the workforce.</p> <p>b) Current allowances are not based upon length of service or career graded posts but relate solely to the type of role performed across the Council</p>	<p>Continue to monitor the impact of JE outcomes on age throughout the negotiation process</p> <p>Identify any 'patterns' and address gaps (if applicable).</p> <p>This will provide a measure of fair treatment under the new policy. Action Plan of consultation process ongoing.</p>
Disability	<p>a) The majority of staff are not recorded as having a</p>	<p>a) At the time of completing this assessment current records highlight</p>	<p>Continue to monitor the impact of JE</p>

	<p>disability. Further workgroup analysis has been undertaken specifically in relation to disabled employees to ensure there are no particular trends causing concern.</p> <p>b) The likely outcomes actually serve to reduce the pay gap between employees returning a disability and those who do not.</p> <p>c) The review of allowances is not likely to increase or reduce any differences within this characteristic.</p>	<p>that 3.1% of the total workforce have identified that they have a disability. The data currently held by the Council in relation to disability is not robust enough to allow for definitive and detailed analysis but will be used as indicative.</p> <p>b) The information reviewed does not show any particular trend within workgroups across the Council. Those individuals declaring a disability, and returning a likely reduction in base pay are mainly within wider workgroups where the same reduction in base pay is evidenced regardless of disability.</p> <p>c) After looking at the evidence available the payment of allowances is predominantly contained within workgroups where most employees have not recorded a disability.</p>	<p>outcomes on those employees not recording and recording a disability throughout the negotiation process</p> <p>Identify any 'patterns' and address gaps (if applicable).</p> <p>This will provide a measure of fair treatment under the new policy.</p> <p>Action Plan of consultation process ongoing.</p> <p>Ensure reasonable adjustments and accessible communications are provided to enable disabled staff fair access to the process.</p>
<p>Race/Ethnicity</p>	<p>a) The proposal to implement a new pay and grading arrangement for employees included within this exercise has the potential to adversely affect workgroups and indirectly discriminate against employees on the</p>	<p>a) The current proposals identify groups of employees where it seems apparent there is a disproportionate negative impact.</p> <p>The potential negative impact would be a higher proportion of employees from an Asian British or other Asian ethnic background suffering a reduction in</p>	<p>Continue to monitor the impact of JE outcomes on race/ethnicity throughout the negotiation process</p> <p>Identify any 'patterns' and address gaps (if</p>

	<p>grounds of race/ethnicity. However further specific analysis showed that actual impact was related to particular workgroups and not linked to ethnic origin.</p> <p>b) The review of allowances is not likely to increase or reduce any differences within this equality strand.</p>	<p>basic pay when compared to other employee groups.</p> <p>Further analysis of the data shows the individuals within the above ethnic groups are part of wider workgroups where likely reductions in base pay would apply consistently across the group. There is no specific differential impact for those employees when compared to the broader white British employees in the same workgroups.</p> <p>b) After looking at the evidence available the payment of allowances is predominantly within workgroups where there is a predominance of white British employees.</p>	<p>applicable).</p> <p>This will provide a measure of fair treatment under the new policy.</p> <p>Action Plan of consultation process ongoing.</p>
Religion or belief	Impact cannot be determined due to the unavailability of appropriate data.	Whilst, as with the other equality strands, the job evaluation exercise has the potential to have positive and/or adverse impact it is not possible to test this due to the lack of robust data upon which to base any analysis. Monitoring of religion or belief was only introduced in October 2010 so data is currently limited. Where evidence becomes available through staff or TU consultations this will be considered as part of the updated impact assessment.	Action Plan of consultation process ongoing.
Sexual orientation	Impact cannot be determined due to the unavailability of appropriate data.	Whilst, as with the other equality strands, the job evaluation exercise has the potential to have positive and/or adverse impact it is not possible to test this due to the lack of robust data upon which to base any analysis.	Action Plan of consultation process ongoing.

		Monitoring of sexual orientation was only introduced in October 2010 so data is currently limited. Where evidence becomes available through staff or TU consultations this will be considered as part of the updated impact assessment.	
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How will this promote positive relationships between different communities?
N/A

Section three : Review and Conclusion

Summary: please provide a brief overview, including impact, changes, improvements and any gaps in evidence.
<p>The review of the total reward package (base pay and allowances) has the potential of having both positive and negative impacts on all staff covered by the NJC for Local Government Services. This review has commenced to provide fair and consistent methods of rewarding staff and address the inequalities evident as a result of previous arrangements.</p> <p>The review of the total reward package have been negotiated with recognised Trades Unions via CMT approved consultative framework.</p> <p>The most likely impact is in relation to gender where more women are likely to gain than men; this is due to the overall aim of removing past inequalities and the historical nature of some allowances related to male dominated roles. Initial analysis shows that younger and older employees may gain from pay structure changes. Impact on disability and race are not likely to be negative. Initial evidence suggesting a potential negative for Asian and Asian British staff was tested against the wider workgroup and found no differential impact.</p> <p>Information from Resourcelink relating to sexual orientation or religion/belief is limited due to the recent introduction of monitoring for these characteristics.</p> <p>Discussions with the workforce which alter job evaluation outcomes or part 3 allowances will be analysed using workforce data. Analysis will identify any patterns and provide an opportunity to address equality aspects.</p>

Action to be taken	Officer responsible	Target Date	In which plan will this action appear
Trade Union Consultation ongoing.	K Jobson	ongoing	Project Plan.
Monitor the impact of the proposals on all employees	K Jobson	ongoing	Project Plan

looking specifically at those equality categories detailed in this assessment. Identify any 'patterns' and address gaps (if applicable).			
Update EIA with results of workforce consultation (ensure equality characteristics are monitored to enable analysis).	K Jobson	October 2012	Project Plan
Ensure reasonable adjustments for disabled staff are made to enable fair access to the process. Also arrangements for staff on maternity or long term sickness to be included where required.	K Jobson	ongoing	Project Plan
When will this assessment be reviewed?	Ongoing ahead of implementation		
Are there any additional assessments that need to be undertaken in relation to this assessment?			
Lead officer - sign off: Kim Jobson			Date:
Service equality representative - sign off: Bev Stobbart			Date:

Please email your completed Impact Assessment to the Equality team - equalities@durham.gov.uk