

Report to: Cabinet

Date: 11th February 2019

Report of: Sue Johnson, Director of
Corporate Resources

Report No: CEX001

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Report Title: Bolton Council's NJC pay-line for April 2019

Non-Confidential:

(*Non-Confidential*) This report does **not** contain information which warrants its consideration in the absence of the press or members of the public.

Purpose:

To set out the final proposals regarding the local application of the new national 2019 NJC pay-line. The final proposals incorporate feedback received during consultation and detail the collective agreement achieved with the joint trades' unions.

Recommendations:

Cabinet is asked to approve the collectively agreed proposed pay structure for implementation in April 2019.

Introduction

A new pay spine has been agreed nationally for National Joint Council (NJC) workers, which form 75% of the Council's workforce. The Council now needs to assimilate the current pay structure to the new nationally determined pay points, for April 2019 onwards. The consultation report was approved by Cabinet on 3rd December 2018 and a period of formal consultation followed. This report sets out the final proposed approach for the Council, taking account of consultation feedback received from the trades unions and other stakeholders.

Bolton's pay-line assimilation principles

A set of principles were originally agreed by the Corporate Leadership Team in order to inform the pay line assimilation work. The principles below were also discussed, refined and agreed with the trade unions:

- This is a pay award, to allocate the new NJC pay structure to Bolton Council's locally determined grading structure.
- This means an assimilation of the new NJC spine to Bolton Council's pay and grading structure, not a total re-design of the pay system as the review completed in 2009 was.
- The pay and grading/job evaluation framework will be maintained.
- The points for each job (the pay and grading scores) will not alter as a result of the assimilation.
- People will not lose money or have protection of earnings arrangements once assimilated to the new pay-line.
- On this basis, there is no "no-cost" or "low-cost" option.
- The objective of this pay-line development is not to save the Council money.
- Together with the trade unions, the Council's leadership will identify the fairest way to maintain our structure whilst being financially viable for the Council, schools and its traded services.
- The Council is committed to paying its lowest earners the highest possible rate of pay. Over the last 6 years the Council has increased the lowest hourly rate in line with the updated Living Wage Foundation amounts.
- The Council's NJC pay-bill is £170 million (including schools and on costs) and affects 8,300 staff.
- An equality impact assessment was completed on the structure proposed.
- It is noteworthy that the Council and schools also employs another 3,000 staff on other pay and grading structures which are subject to their own national pay awards; Teachers, Soulbury, Youth Workers and Chief Officers.

The increase in pay for the Council's lowest earners and Living Wage Foundation Rate

Uplifts to the Council's lowest rate of pay has been approved in recent years, as local agreements, in addition to the national pay awards, to ensure the lowest hourly rate is at the highest affordable point. This has meant that the pay increase at the bottom of the structure in 2018, and potentially 2019, is not quite as great as it would have been, had the local uplifts not been applied.

Since 2012, in Bolton the Grade 1 rate has seen a 33% increase and Grade 2 has seen a 23% increase as a result of Bolton's introduction of the Living Wage (LW) and removing SCPs at the bottom of the structure. If the Council had not done this, during the last 5 years, given the NJC awards, staff would have seen an increase of 22% for Grade 1 and 13% for Grade 2. Therefore, the increase proposed now would have been greater if the local Living Wage Supplement uplift had not been applied and pay points removed, although the resulting hourly rates in 2019 would be the same.

The lowest rate of pay has increased from £6.38 to £8.82 in April 2018. This 33% rise compares to the majority of other grades over this time, where an average of 7% increase has been received. From 2013 to 2015 points at the bottom structure were removed to reach the required value of the Council's lowest pay rate. When this was no longer possible as the Grade 1 was a spot point and no more erosion of the pay structure could be achieved, the Council applied a Living Wage Supplement.

In November 2018, the Living Wage Foundation announced the new national hourly rate of £9 per hour. As it is proposed that the Council uses the full new NJC spine and the lowest point of the first grade is also £9

per hour, there is no need to include a living wage supplement as part of the proposals. The Council will continue to review its pay structure annually, in light of any further increases to the Living Wage Foundation rate. If the rate announced is higher than the Council's lowest pay point, the Council will consider this and bring the proposed approach forward to elected members' approval for consultation

Other terms and conditions

The Council and schools employ a further 3,000 staff on JNC Youth, JNC Chief Officers, Teachers and Soulbury terms and conditions. The total pay-bill including these staff is around £300m (including schools and on-costs). Details of their pay award are shown at Appendix 2, with a similar 2% theme.

Details of the new NJC Spine and proposed approach put forward for consultation

Cabinet approved the proposals report for consultation, in summary the proposals were:

- The new NJC pay structure at Bolton Council to be proposed as shown herewith. The full proposed structure is shown at Appendix 1. The cost of this structure is estimated to be around £3.4m for the Council and an additional £2.4m for schools totalling **£5.8m**, inclusive of increments and on-costs.
- The proposed structure is in line with the pay structure principles agreed. It ensures a minimum of 2% pay award for all grades, future proofs the structure, restores incremental progression within grades, which could aid retention and also protects all current staff, rewarding the lower earners with the highest percentage increase.
- To consult with stakeholders on the approach taken and financial implications to funding the new pay-line for departments, school and traded services. This included the trades unions and schools.
- The lowest pay point is the same value as the recently increased Living Wage Foundation rate of £9 per hour and therefore a Living Wage Supplement is not necessary. The Council's approach to its pay for its lowest earners will continue to be reviewed annually.
- The proposed implementation arrangements with regard to the exclusion of the newly created NJC points in grades D (4), E (5) and F (6) from Bolton's structure to avoid it taking 6 years for staff to reach the top of the grade.
- The renaming of grades to A-N to avoid confusion between existing grade number and new spinal column point number.

Financial implications

On 1st April 2019, all current staff will receive any increment due and then map across on to the new SCP as defined in the NJC circular. The **lowest rate of pay for existing staff will be £9.36** e.g. current SCP 11 to new SCP3. Taking into account the approach outlined, the budgeted cost of increments for 2019 would be, as stated, **£1m** (including on-costs). The additional cost of implementing the new pay spine will be **£4.8m** (including on-costs) making a total cost of **£5.8m** (including on-costs).

Proposed structure	Total NJC pay-bill	Implementation cost	Budgeted cost of increments	Total Day 1 cost	Implementation % increase
Departmental	£107m	£2.84m	£600k	£3.44m	3.2%
Schools Community VC	£35m	£1.05m	£220k	£1.27m	3.6%
Schools Academy VA	£30m	£920k	£190k	£1.11m	3.8%
Total	£172m	£4.81m	£1.01m	£5.82m	3.4%

The future cost of the new structure may reduce slightly by natural turnover e.g. staff at the top of the grade leaving and new starters appointed at the bottom.

Therefore, the overall percentage increase is 3.4%, the percentage overall for the Council would be 3.2% and for schools 3.7%.

The budgeted cost of increments each year for the Council is approx. 0.6% of the Council's pay-bill (£1m including on-costs) and therefore this cost was always going to be incurred. With the proposed new structure there will be an additional 2.8% of the Council's pay-bill overall (£4.81m including on-costs). Therefore £5.81 million overall and 3.4% of the Council's pay-bill. These costs and figures have been verified by each departmental finance team.

For Bolton Council staff including traded services, the cost of the new pay modelling exercise has been added into the current Medium Term Financial Strategy 2019/20 onwards, including this 19/20 cost of the pay award. The expectation regarding schools is that these costs would be picked up from their Dedicated Schools budgets.

Details of the proposed assimilation to the new pay structure

For the purposes of the consultation report and to differentiate between the 2018 and 2019 pay spine, the Grades were renamed A-N instead of Grades 1 – 14. It is proposed to continue with the naming change of grades when implementing the new structure, following consultation discussions.

The proposed structure uses the whole pay spine. Grades A, B & C all have incremental progression that start and end on different points, which is not currently the case. Existing staff would map across to their defined SCP with at least a 2% increase, while new agency and casual workers would map across to the bottom of the new grades, still ensuring an increase of at least 2%. For example, new staff on Grade A would start at the bottom of the grade on £9.00 which is at the current Living Wage rate.

The proposed structure using the full new spine, restoring progression at the bottom grades is shown here and at Appendix 1:

		1 April 2018					1 April 2019					
		SCP	Annual Salary Apr-18	Hourly Rate 37 Hours			SCP	Annual Salary Apr-19	Hourly Rate 37 Hours	Old SCP	% increase	
		6	16,394	8.50	Grade A [1]		1	17,364	9.00	6	(2.1%)	
		7	16,495	8.55			7	(2.1%)				
		8	16,626	8.62			8	(4.1%)				
		9	16,755	8.68			9	(4.1%)				
		10	16,863	8.74			10	(6.2%)				
Grade 2 11-13	Grade 1	11	17,007	8.82		Grade B [2]	3	18,065	9.36	11	6.2%	
		12	17,173	8.90			4	18,426	9.55	12	7.3%	
	Grade 3 13-17	13	17,391	9.01	Grade C [3]			5	18,795	9.74	13	6.0%
		14	17,681	9.16				14	6.3%			
		15	17,972	9.32				15	4.6%			
Grade 4 17-21		16	18,319	9.50		Grade D [4]	6	19,171	9.94	16	4.7%	
		17	18,672	9.68			17	2.7%				
		18	18,870	9.78			7	19,554	10.14	18	3.6%	
		19	19,446	10.08			8	19,945	10.34	19	2.6%	
		20	19,819	10.27			9	20,344	10.54	20	2.6%	
							10	20,751	10.76			
		21	20,541	10.65			11	21,166	10.97	21	3.0%	

Consultation feedback received

During consultation, detailed discussion consultation meetings will be held with the trades unions and Headteachers, as well as staff having the opportunity to feedback via their trades union. The trades unions held a number of joint staff consultation sessions in January 2019.

Overall feedback and response from the consultation exercise was positive and supportive. The trades union response is detailed at Appendix 3 and sets out the 90% vote from members to accept the model proposed. As such, a collective agreement supporting the proposed structure has been achieved.

In summary, the consultation feedback received was:

- **Joint working group approach:** *This project's structure reaped a positive result from close collaborative working. The collective agreement achievement is testament to this.*
- **Structure proposed and Grade B overlap:** *Progression in the lowest grades has been restored but the unions, in early consultation meetings highlighted issues with the use of full new pay spine which identified concerns over the impact on grade lengths and the potential for grade overlaps of more than one spinal column point (SCP). In light of these considerations the Group developed a slightly revised proposed structure for the new Grade B (equivalent of current Grade 2) which was detailed in the proposals report and remains for the final proposed structure at Appendix 1.*
- **Sequencing of grades:** *The approach to increments was queried. This is the standard approach to increment staff and then assimilate to the new pay structure. The NJC circular from 14 June 2018 details the increment then assimilate or assimilate then increment issue and says, "either of the approaches below are acceptable but it is important to use the same approach for the entire workforce covered by the agreement." We also checked this issue with internal legal advisers and they endorsed the approach proposed. Therefore, it is management's view that this should be consistently applied across the workforce.*
- **Timing of the implementation:** *The timing of implementing the pay structure was asked. It is the aim that all staff will receive the pay award in April 2019. This is subject to union sign off and collective agreement processes being completed. Should they not be concluded by April 2019, for example in the case of some voluntary aided schools, the new pay structure will be implemented as soon as is possible after this date but backdated to April 2019.*
- **Naming of grades:** *The renaming of the grades from 1-14 to A-N was proposed to aid understanding of the new structure and avoid confusion between increment number and grade name. This was discussed at length concluding with the majority of the joint working group agreeing the renaming of the grades was a positive way forward.*
- **Casuals and part time staff analysis:** *This data was requested and provided. This was mainly to look at where staff are paid on contracts for a small number of hours and/or working on a casual basis. This issue is peripheral to this report but worth exploration, this analysis continues with departmental HR teams and service managers to query if any staff are eligible to be offered more contracted hours. A cleanse of the casual staffing establishment will also take place.*
- **Grade 15 Senior Head of Service:** *This grade was queried as to the need for this grade when there is the 14-grade structure and then the chief officer tier. The original reasons for created this grade when Assistant Director posts were deleted or where two senior head of service posts were combined, thus making a saving. This grade was created in 2013 when the Chief Officer Grade 6*

was reiterated. The very small number of staff on this grade was recognised and that approval to apply this grade, is made by exception by the Chief Officers Appointments Panel and/or relevant Executive Cabinet Member formal report process. This is done in consultation with the trades unions.

- **Exclusion of the additional points:** *Feedback from both unions was that excluding the newly added points was the preferred approach, as per Bolton's proposal. This means staff will not take longer than 4 years to reach the top of the grade. Some staff will see a higher percentage increase on their hourly rate (4% instead of 2%) after 12 months on the new structure due to the proposed exclusion of newly added SCPs in the new Grades D, E and F. Conversely, using the points will cause a lower % increase and much longer to reach grade maximum (i.e. longer than 4 years).*
- **Additional EIA and equal pay audit:** *Data by grade was requested and provided. This reinforced the original conclusion that no adverse impact was anticipated from the proposed pay structure.*
- **Communications clarity:** *following the union member consultation meetings, clarity over the wording of some staff communications was requested and information directing staff to their union for further information has been reiterated.*

Schools

The Council's community and voluntary controlled schools must adopt the local authority's approved pay structure as the Council is the employer in law. Bolton's voluntary aided and academy schools can choose if they adopt the Council's pay and grading structure but as large responsible employers the Council would strongly encourage them to do so.

All schools have been consulted on the proposed changes and financial implications so that their feedback could be worked through into any changes in the final proposals. The schools have been made aware by the Schools HR Team via the Bolton Learning Alliance (Secondary Headteachers) and Policy Performance and Resources Group (Primary Headteachers), in January 2019 and also via HR communications to all schools. The feedback received was supportive of the proposed approach.

Implementation and communication details

The established Joint Working Group of HR and Trades Union colleagues will continue to meet and oversee local implementation of the pay award. The group has worked positively together during the consultation period to reach a collective agreement stage so that the implementation date of the new structure will be, on time at 1 April 2019.

On 1 April 2019, each member of staff who is not at the top of their pay grade and therefore due an increment, will receive this increment due and then assimilate across to the new pay structure approved. Those at the top of their current pay grade will assimilate across accordingly. Agency worker pay rates will also increase accordingly.

The proposals are required to be signed off by each of the regional union's officials and this has been completed.

FAQs are to be updated if the final proposals are approved and HR again are working with trades unions to develop a comprehensive set of communications that will then be cascaded to staff during the implementation period.

Equality Impact Assessment

An Equality Impact Assessment was completed with the proposals report and detailed analysis carried out of the workforce affected by the changes. The assessment detail is provided at Appendix 4 and concludes a positive impact for part-time women as they pre-dominantly occupy grades 1 to 3 (new grades A-C), which are the grades proposed to receive a higher percentage increase to salary. It is anticipated that the proposals may also result in a slightly improved Gender Pay Gap. This reporting will take place annually and be published in the Pay Policy Statement.

Details of the final proposals

As outlined in the consultation feedback, the proposed structure was the result of detailed joint working during informal and formal consultation. As such, the feedback has been supportive to the proposed structure and a collective agreement on the proposed structure achieved. The final proposed pay-line is therefore still as shown in the consultation report, also detailed at Appendix 1.

Recommendation

It is recommended that Cabinet approve the proposed new NJC pay structure, to be effective from 1 April 2019 and for implementation processes to begin as soon as is possible.

Appendix 1 – Pay Structure Proposal – detail of the new structure and pay points

Apply your increment on the April 2018 pay structure, if applicable, before mapping across to the April 2019 pay structure.

Bolton Council Pay Structure April 2019											
1 April 2018				1 April 2019							
				SCP	Annual Salary Apr-18	Hourly Rate 37 Hours	SCP	Annual Salary Apr-19	Hourly Rate 37 Hours	Old SCP	% increase
Grade 2 11-13	Grade 1	6	16,394	8.50	Grade A [1]	Grade B [2]	1	17,364	9.00	6	(2.1%)
		7	16,495	8.55			7	(2.1%)			
	Grade 3 13-17	8	16,626	8.62			8	(4.1%)			
		9	16,755	8.68			9	(4.1%)			
Grade 4 17-21		10	16,863	8.74	Grade D [4]	10	(6.2%)				
		11	17,007	8.82		11	6.2%				
	12	17,173	8.90	12		7.3%					
	13	17,391	9.01	13		6.0%					
Grade 5 21-25	14	17,681	9.16	Grade E [5]	14	6.3%					
	15	17,972	9.32		15	4.6%					
	16	18,319	9.50		16	4.7%					
	17	18,672	9.68		17	2.7%					
Grade 6 25-29	Grade 6 25-29	18	18,870	9.78	Grade F [6]	18	3.6%				
		19	19,446	10.08		19	2.6%				
		20	19,819	10.27		20	2.6%				
		21	20,541	10.65		21	3.0%				
Grade 7 29-33	Grade 7 29-33	22	21,074	10.92	Grade G [7]	22	2.4%				
		23	21,693	11.24		23	3.5%				
		24	22,401	11.61		24	2.3%				
		25	23,111	11.98		25	3.1%				
Grade 8 33-37	Grade 8 33-37	26	23,866	12.37	Grade H [8]	26	3.9%				
		27	24,657	12.78		27	2.6%				
		28	25,463	13.20		28	3.4%				
		29	26,470	13.72		29	2.0%				
Grade 9 37-41	Grade 9 37-41	30	27,358	14.18	Grade I [9]	30	2.0%				
		31	28,221	14.63		31	2.0%				
		32	29,055	15.06		32	2.0%				
		33	29,909	15.50		33	2.0%				
Grade 10 41-45	Grade 10 41-45	34	30,756	15.94	Grade J [10]	34	2.0%				
		35	31,401	16.28		35	2.0%				
		36	32,233	16.71		36	2.0%				
		37	33,136	17.18		37	2.0%				
Grade 11 45-49	Grade 11 45-49	38	34,106	17.68	Grade K [11]	38	2.0%				
		39	35,229	18.26		39	2.0%				
		40	36,153	18.74		40	2.0%				
		41	37,107	19.23		41	2.0%				
Grade 12 49-53	Grade 12 49-53	42	38,052	19.72	Grade L [12]	42	2.0%				
		43	39,002	20.22		43	2.0%				
		44	39,961	20.71		44	2.0%				
		45	40,858	21.18		45	2.0%				
Grade 13 53-56	Grade 13 53-56	46	41,846	21.69	Grade M [13]	46	2.0%				
		47	42,806	22.19		47	2.0%				
		48	43,757	22.68		48	2.0%				
		49	44,697	23.17		49	2.0%				
Grade 14 56-59	Grade 14 56-59	50	45,650	23.66	Grade N [14]	50	2.0%				
		51	46,606	24.16		51	2.0%				
		52	47,573	24.66		52	2.0%				
		53	48,549	25.16		53	2.0%				
		54	49,526	25.67			54	2.0%			
		55	50,502	26.18			55	2.0%			
		56	51,483	26.69			56	2.0%			
		57	52,459	27.19			57	2.0%			
		58	53,441	27.70			58	2.0%			
		59	54,231	28.11			59	2.0%			

Rates	
Special Needs	£1,289 per annum £107.42 per month
Sleep-ins	£36.08
Stand-by	£29.03

Living Wage Supplement	
Bolton Council is committed to paying all staff a living wage.	
The Living Wage Supplement is not currently required as SCP1 is the same as the Living Wage Foundation rate of £9.00	

[1] denotes previous grade number

SCP 10, 13, 16, 18, 21 are not currently in use.

Appendix 2 - Other Terms and Conditions - Pay Awards – 2019

Non-NJC Staff	Negotiating Body	Date agreed	Percentage Increase
Chief Executive	Joint Negotiating Committee for Chief Executives of Local Authorities	8-Jun-18	2 year pay deal 2% in April 2018 and 2% in April 2019
Chief Officer	Joint Negotiating Committee for Chief Officers of Local Authorities	12-Jul-18	2 year pay deal 2% in April 2018 and 2% in April 2019
Soulbury	The Soulbury Committee Inspectors Organisers and Advisory Officers of Local Authorities	31-Oct-18	2 year pay deal 2% in September 2018 and 2% in September 2019
Teachers	School Teachers' Review Body (STRB) - Department for Education	14-Sep-18	1 year pay deal Unqualified/Qualified Teachers 3.5%; Leading Practitioners 2%; Assistant & Deputy Head Teachers 1.5% September 2018
Youth	Joint Negotiating Committee (JNC) for Youth and Community Workers	19-Oct-18	2 year pay deal 2% for point 507 and above (lower points between 3.05-6.01%) in September 2018 and September 2019
Coroners	Joint Negotiating Committee (JNC) for Coroners	30-Nov-2018	2 year pay deal 2% in April 2019 and 2% in April 2020



Trades Unions Response to revised pay structure for April 2019

We are pleased to report that from the outset the process for consultation and negotiation on the proposed pay line has been a model for collective bargaining. The process has been professional with all requests for information provided in a timely manner. Facility time has been provided for activists and members to consult thoroughly on the proposals. We would like to put on record our appreciation to those members of HR / payroll directly involved in this process. We would also like to thank Bolton Council for setting aside funding to ensure a no detriment agreement.

The exercise raised only one real issue of concern. This was in relation to the proposed 'double overlap' in Grade B but this was amended following negotiation.

Following discussions and access to all relevant information it was agreed that all workers due an annual increment would receive this first before assimilating on the new pay spine. Those on current SCP14 will still reach the top of their grade one year sooner than they would under the current model - because the pairing off of SCPs 6 to 17 into new 1 to 6 reduces the overall grade length

A by-product of the exercise is that it served to cleanse workforce data and highlighted issues amongst casual and short hours contracts. This is now being picked up as a piece of proactive work and will be discussed further via the Joint Secretaries.

Consultation with members took place week commencing 7th January 2019. Nine meetings were held at seven different locations and different times across the Borough. Time off to attend was given to maximise attendance. A secret ballot was held and over 90% accepted the proposed new pay structure.

Bernadette Gallagher
Staff Side Joint Secretary
25th January 2019

Equality Impact Assessment

Title of report or proposal:
Bolton Council's proposed NJC pay-line for April 2019

Department:	Chief Executive's
Section:	Policy, Performance and Communications Division
Date:	December 2018

Public sector bodies need to be able to evidence that they have given due regard to the impact and potential impact on all people with 'protected characteristics' in shaping policy, in delivering services, and in relation to their own employees.

Under the Equality Act 2010, the council has a general duty to have **due regard** to the need to:

1. **eliminate unlawful discrimination**, harassment, victimisation and any other conduct prohibited by the Act;
2. **advance equality of opportunity** between people who share a protected characteristic and people who do not share it; and
3. **foster good relations** between people who share a protected characteristic and people who do not share it.

By completing the following questions, the three parts of the equality duty will be consciously considered as part of the decision-making process.

Details of the outcome of the Equality Impact Assessment must also be included in the main body of the report.

1. Describe in summary the aims, objectives and purpose of the proposal, including desired outcomes.

The following proposals are made to assimilate Bolton's current pay structure to the new remodelled national pay spine and spinal column points for April 2019 onwards;

- The whole pay structure will be utilised, making it better placed to future proof for Minimum and Living Wage increases and restoring incremental progression for all grades.
- In November 2018, the Living Wage Foundation announced the new national rate of £9 per hour. As it is proposed that the Council uses the full new NJC spine and the lowest point of the first grade is also £9 per hour, there is no need to include a living wage supplement as part of the proposals. The Council will continue to review its pay structure annually in light of any further increases to the Living Wage Foundation rate.
- All staff, including casual and agency workers, will be given an increase of at least 2% on their current hourly rate;
 - Staff on Grade 4 and above will receive 2%
 - Lower graded staff will receive pay increases of between 2.3% and 7.3%.
 - Some staff will see a higher percentage increase on their hourly rate (4% instead of 2%) after 12 months on the new structure due to the exclusion of SCPs.
- New spinal column points will be added into the pay spine, and spinal column points amalgamated at the lower end of the pay spine to even out the structure;
 - There will be minimal disruption to the current grading structure for Grades 6 and above.
 - No employee will have to wait longer than 4 years to reach the top of their grade maximum, as is currently the case.

The biggest changes are to the size of the grades (i.e. the number of increments in each grade) and the percentage increase.

The EIA has been produced to assess any equality implications arising from this resetting of the pay spine.

Is this a new policy / function / service or review of existing one?

The proposal involves a complex correlation exercise to assimilate the new NJC spine to Bolton Council's current pay and grading structure.

Together with the Trade Unions, the Council's leadership will identify the fairest way to maintain Bolton's structure whilst being financially viable for the Council, schools and its traded services.

3. Who are the main stakeholders in relation to the proposal?

The pay award affects all staff on National Joint Council (NJC) terms and conditions; this applies to the majority of the council's workforce (approximately 8,300 staff).

Although all staff will receive a minimum uplift of 2%, the % increase for those on lower grades will be higher. Therefore, the main groups of staff affected by these proposals are staff employed in posts that are paid at the lower spinal column points, i.e. staff on Grades 1, 2, and 3, as the % increase in earnings for these staff will be depend on the decision taken.

Whilst the EIA covers the whole NJC workforce, it includes a separate analysis of staff on Grades 1 to 3, to assess the impact on those parts of the workforce most affected by the changes, compared to the overall NJC workforce profile.

The key stakeholders are Trades Unions, Staff and Schools.

4. In summary, what are the anticipated (positive or negative) impacts of the proposal?

This is a pay award and all staff will see an increase in their earnings of at least 2%.

The % increase for those on lower grades will differ. This means a larger increase in pay for the Council's lowest earners.

The changes will apply to all employed staff, including those in community and voluntary controlled schools.

The new pay spine will be strongly recommended to all schools, however, the Council cannot impose the improvement on those schools outside of LA control.

Overall this is a positive change for staff.

5. What, if any, cumulative impact could the proposal have?

This is an impact that appears when you consider services or activities together. A change or activity in one area may create an impact somewhere else.

The decision will affect Traded Services who operate via Service Level Agreements with schools, as they employ a large number of staff on the lower grades that will see the highest % increase.

In addition, there will be some financial impact on schools who directly employ staff within the scope of these changes.

6. With regard to the stakeholders identified above and the diversity groups set out below:

Consider:

- How to avoid, reduce or minimise negative impact (if you identify unlawful discrimination, including victimisation and harassment, you must stop the action and take advice immediately).
- How to **advance equality of opportunity**. This means considering the need to:
 - Remove or minimise disadvantages suffered by people with protected characteristics due to having that characteristic.
 - Take steps to meet the needs of people with protected characteristics that are different from people who do not have that characteristic
 - Encourage protected groups to participate in public life and in any other activity where participation is disproportionately low
- How to **foster good relations**. This means considering the need to:
 - Tackle prejudice; and
 - promote understanding between people who share a protected characteristic and others.

	<p>If you are completing this form prior to consultation: Is there any potential for (positive or negative) differential impact? Could this lead to adverse impact and if so what?</p>	<p>Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group, or for any other reason? Please state why</p>	<p>Please detail what actions you will take to remedy any identified adverse impact i.e. actions to eliminate discrimination, advance equality of opportunity and foster good relations</p>
<p>Please note, when diversity information is categorised as ‘not declared’ this indicates that employees have either not provided any diversity information or have chosen not to complete all categories of the fairness in employment monitoring form.</p>			

<p>Race (this includes ethnic or national origins, colour or nationality, and caste, and includes refugees and migrants; and gypsies and travellers)</p>	<table><tr><th rowspan="2">Race</th><th colspan="2">Grades 1,2 & 3</th><th colspan="2">All NJC staff</th></tr><tr><th>Count</th><th>Percent</th><th>Count</th><th>Percent</th></tr><tr><td>White British</td><td>1783</td><td>64.0%</td><td>5735</td><td>69.4%</td></tr><tr><td>Not declared</td><td>632</td><td>22.7%</td><td>1709</td><td>20.7%</td></tr><tr><td>All other categories</td><td>369</td><td>13.3%</td><td>825</td><td>10.0%</td></tr><tr><td>Total</td><td>2784</td><td>100%</td><td>8269</td><td>100%</td></tr></table> <p>69.4% of all NJC staff (64.0% of staff paid at Grades 1-3) are white British; therefore, this group will be the single biggest beneficiaries of the change.</p> <p>We do not have data regarding the ethnic background of 20.7% of NJC staff (22.7% of Grades 1-3) and the remaining 10.0% of NJC staff (13.3% of Grades 1-3) belong to other ethnic groups.</p> <p>The council is aware that the workforce is under representative of the community in some areas, however, the proposal will not have any bearing on the nature or numbers of people employed by the council and therefore it is not anticipated that it will have a material impact on current workforce composition.</p>	Race	Grades 1,2 & 3		All NJC staff		Count	Percent	Count	Percent	White British	1783	64.0%	5735	69.4%	Not declared	632	22.7%	1709	20.7%	All other categories	369	13.3%	825	10.0%	Total	2784	100%	8269	100%	<p>The proposals relate to all staff irrespective of race.</p>	<p>The council continues to monitor the diversity of its workforce, and the impact of HR policies on this, at a corporate level.</p>
Race	Grades 1,2 & 3		All NJC staff																													
	Count	Percent	Count	Percent																												
White British	1783	64.0%	5735	69.4%																												
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All other categories	369	13.3%	825	10.0%																												
Total	2784	100%	8269	100%																												
<p>Religion or belief (this includes any religion with a clear structure and belief system. Belief means any religious or philosophical belief. The Act also covers lack of religion or belief)</p>	<table><tr><th rowspan="2">Religion</th><th colspan="2">Grades 1,2 & 3</th><th colspan="2">All NJC staff</th></tr><tr><th>Count</th><th>Percent</th><th>Count</th><th>Percent</th></tr><tr><td>Christian</td><td>1460</td><td>52.4%</td><td>4657</td><td>56.3%</td></tr><tr><td>Not declared</td><td>702</td><td>25.2%</td><td>1962</td><td>23.7%</td></tr><tr><td>All other categories</td><td>622</td><td>22.4%</td><td>1650</td><td>20.0%</td></tr><tr><td>Total</td><td>2784</td><td>100%</td><td>8269</td><td>100%</td></tr></table> <p>56.3% of NJC staff (52.4% of Grades 1-3) have declared</p>	Religion	Grades 1,2 & 3		All NJC staff		Count	Percent	Count	Percent	Christian	1460	52.4%	4657	56.3%	Not declared	702	25.2%	1962	23.7%	All other categories	622	22.4%	1650	20.0%	Total	2784	100%	8269	100%	<p>The proposals relate to all staff irrespective of religion or belief.</p>	<p>The council continues to monitor the diversity of its workforce, and the impact of HR policies on this, at a corporate level</p>
Religion	Grades 1,2 & 3		All NJC staff																													
	Count	Percent	Count	Percent																												
Christian	1460	52.4%	4657	56.3%																												
Not declared	702	25.2%	1962	23.7%																												
All other categories	622	22.4%	1650	20.0%																												
Total	2784	100%	8269	100%																												

	<p>themselves to be of Christian faith; 23.7% (25.2% of Grades 1-3) have not declared a religion and the remaining 20.0% of NJC staff (22.4% of Grades 1–3) belong to other religious groups.</p> <p>This proposal does not make any changes to the times or nature of work of our staff and it is therefore not anticipated that this proposal will have any impact on the grounds of religion.</p>																															
<p>Disability (a person is disabled if they have a physical or mental impairment which has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities)</p>	<table><tr><th rowspan="2">Disability</th><th colspan="2">Grades 1,2 & 3</th><th colspan="2">All NJC staff</th></tr><tr><th>Count</th><th>Percent</th><th>Count</th><th>Percent</th></tr><tr><td>Yes</td><td>49</td><td>1.8%</td><td>139</td><td>1.7%</td></tr><tr><td>No</td><td>1795</td><td>64.5%</td><td>5793</td><td>70.1%</td></tr><tr><td>Not declared</td><td>940</td><td>33.8%</td><td>2337</td><td>28.3%</td></tr><tr><td>Total</td><td>2784</td><td>100%</td><td>8269</td><td>100%</td></tr></table> <p>1.7% of NJC staff (1.8% of Grades 1- 3) have declared themselves to have a disability.</p> <p>28.3% of NJC staff (33.8% of Grades 1- 3) have not declared a disability.</p> <p>This proposal does not have make any changes to the nature of work of our staff and it is therefore not anticipated it will have any impact on the grounds of disability.</p> <p>The council is aware that the workforce is under represented in terms of disability, including at the grades most affected by these proposals. This proposal will not, however, have any bearing on the nature or numbers of people employed and therefore it is not anticipated that they</p>	Disability	Grades 1,2 & 3		All NJC staff		Count	Percent	Count	Percent	Yes	49	1.8%	139	1.7%	No	1795	64.5%	5793	70.1%	Not declared	940	33.8%	2337	28.3%	Total	2784	100%	8269	100%	<p>The proposals relate to all staff irrespective of disability.</p>	<p>The council continues to monitor the diversity of its workforce, and the impact of HR policies on this, at a corporate level.</p>
Disability	Grades 1,2 & 3		All NJC staff																													
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Yes	49	1.8%	139	1.7%																												
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Total	2784	100%	8269	100%																												

	will have a material impact on current workforce composition.																										
Sex / Gender	<table><tr><th rowspan="2">Gender</th><th colspan="2">Grades 1,2 & 3</th><th colspan="2">All NJC staff</th></tr><tr><th>Count</th><th>Percent</th><th>Count</th><th>Percent</th></tr><tr><td>Female</td><td>2427</td><td>87.2%</td><td>6739</td><td>81.5%</td></tr><tr><td>Male</td><td>357</td><td>12.8%</td><td>1530</td><td>18.5%</td></tr><tr><td>Total</td><td>2784</td><td>100%</td><td>8269</td><td>100%</td></tr></table> <p>81.5% of NJC staff (87.2% of Grades 1-3) are female. The proposal therefore benefits significantly more females than males.</p>	Gender	Grades 1,2 & 3		All NJC staff		Count	Percent	Count	Percent	Female	2427	87.2%	6739	81.5%	Male	357	12.8%	1530	18.5%	Total	2784	100%	8269	100%	The proposals relate to all staff irrespective of sex, however, the changes will benefit more females than males.	The council continues to monitor the diversity of its workforce, and the impact of HR policies on this, at a corporate level.
Gender	Grades 1,2 & 3		All NJC staff																								
	Count	Percent	Count	Percent																							
Female	2427	87.2%	6739	81.5%																							
Male	357	12.8%	1530	18.5%																							
Total	2784	100%	8269	100%																							
Gender Pay Gap	<p>As an equal opportunity employer, the council’s recruitment and selection policy is fairly and consistently applied to ensure equality of opportunity for all, to value diversity and encourage men and women to apply equally for all roles and progression within the organisation. Pay rates are based on responsibilities of the post, in-line with the agreed job evaluation scheme, irrelevant of the post holder’s gender.</p> <p>Analysis of workforce data for Gender Pay Gap reporting showed a slight difference in average overall hourly rates between men and women at the lower grades, within the lowest quartile. This detail is published annually on the Council’s website.</p> <p>As outlined, this due to the different roles being completed and duties of these posts, rather than gender of the employee.</p>	The council has worked hard and invested heavily to equality proof its pay and grading structure.	The council will continue to work to eliminate the gender pay gap, ensuring policies and procedures, including recruitment and retention practices, career development opportunities and job evaluation processes are fair and transparent.																								

Gender reassignment / Gender identity (a person who’s deeply felt and individual experience of gender may not correspond to the sex assigned to them at birth, they may or may not propose to, start or complete a process to change their gender. A person does not need to be under medical supervision to be protected)	There is no anticipated differential impact on the grounds of gender reassignment or gender identity.	N/A	N/A																																												
Age (people of all ages)	<table><tr><th rowspan="2">Age</th><th colspan="2">Grades 1,2 & 3</th><th colspan="2">All NJC staff</th></tr><tr><th>Count</th><th>Percent</th><th>Count</th><th>Percent</th></tr><tr><td>16 - 25</td><td>137</td><td>4.9%</td><td>348</td><td>4.2%</td></tr><tr><td>26 - 35</td><td>389</td><td>14.0%</td><td>557</td><td>6.7%</td></tr><tr><td>36 - 45</td><td>551</td><td>19.8%</td><td>2625</td><td>31.7%</td></tr><tr><td>46 - 55</td><td>957</td><td>34.4%</td><td>3004</td><td>36.3%</td></tr><tr><td>56 - 65</td><td>665</td><td>23.9%</td><td>1605</td><td>19.4%</td></tr><tr><td>66 - 72</td><td>85</td><td>3.1%</td><td>130</td><td>1.6%</td></tr><tr><td>Total</td><td>2784</td><td>100%</td><td>8269</td><td>100%</td></tr></table> <p>57.3 % of NJC staff (61.3% of staff Grades 1-3) are aged 46 and above.</p> <p>The highest proportion of staff are in the 46-55 years category; 36.3% of NJC staff (34.4% of Grades 1-3)</p> <p>The age profile of staff paid at Grades 1-3 is broadly consistent with all NJC staff therefore we do not anticipate any adverse impact from this proposal.</p>	Age	Grades 1,2 & 3		All NJC staff		Count	Percent	Count	Percent	16 - 25	137	4.9%	348	4.2%	26 - 35	389	14.0%	557	6.7%	36 - 45	551	19.8%	2625	31.7%	46 - 55	957	34.4%	3004	36.3%	56 - 65	665	23.9%	1605	19.4%	66 - 72	85	3.1%	130	1.6%	Total	2784	100%	8269	100%	The proposals relate to all staff irrespective of age.	The council continues to monitor the diversity of its workforce, and the impact of HR policies on this, at a corporate level.
Age	Grades 1,2 & 3		All NJC staff																																												
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Total	2784	100%	8269	100%																																											

Sexual orientation - people who are lesbian, gay and bisexual.	There is no anticipated differential impact on the grounds of sexual orientation.	N/A	N/A																																																											
Marriage and civil partnership (Only in relation to due regard to the need to eliminate discrimination)	There is no anticipated differential impact on the grounds of marriage and civil partnership.	N/A	N/A																																																											
Caring status (including pregnancy & maternity)	<table><tr><th rowspan="2">Responsibility Status</th><th colspan="2">Grades 1,2 & 3</th><th colspan="2">All NJC staff</th></tr><tr><th>Count</th><th>Percent</th><th>Count</th><th>Percent</th></tr><tr><td>Yes (Female)</td><td>1202</td><td>49.50%</td><td>3304</td><td>49.00%</td></tr><tr><td>Yes (Male)</td><td>89</td><td>24.90%</td><td>519</td><td>33.90%</td></tr><tr><td>Yes (Total)</td><td>1291</td><td>46.40%</td><td>3823</td><td>46.20%</td></tr><tr><td>No (Female)</td><td>515</td><td>21.20%</td><td>1475</td><td>21.90%</td></tr><tr><td>No (Male)</td><td>144</td><td>40.30%</td><td>592</td><td>38.70%</td></tr><tr><td>No (Total)</td><td>659</td><td>23.70%</td><td>2067</td><td>25.00%</td></tr><tr><td>Not declared (Female)</td><td>710</td><td>29.30%</td><td>1960</td><td>29.10%</td></tr><tr><td>Not declared (Male)</td><td>124</td><td>34.80%</td><td>419</td><td>27.40%</td></tr><tr><td>Not declared (Total)</td><td>834</td><td>29.90%</td><td>2379</td><td>28.80%</td></tr><tr><td>Total</td><td>2784</td><td>100%</td><td>8269</td><td>100%</td></tr></table> <p>46.2% of NJC staff (46.4% of Grades 1-3) have declared they have caring responsibilities; 25.0% of NJC staff (23.7</p>	Responsibility Status	Grades 1,2 & 3		All NJC staff		Count	Percent	Count	Percent	Yes (Female)	1202	49.50%	3304	49.00%	Yes (Male)	89	24.90%	519	33.90%	Yes (Total)	1291	46.40%	3823	46.20%	No (Female)	515	21.20%	1475	21.90%	No (Male)	144	40.30%	592	38.70%	No (Total)	659	23.70%	2067	25.00%	Not declared (Female)	710	29.30%	1960	29.10%	Not declared (Male)	124	34.80%	419	27.40%	Not declared (Total)	834	29.90%	2379	28.80%	Total	2784	100%	8269	100%	The changes will benefit more females than males, and analysis of the data shows they are more likely to have caring responsibilities.	The council continues to monitor the diversity of its workforce, and the impact of HR policies on this, at a corporate level.
Responsibility Status	Grades 1,2 & 3		All NJC staff																																																											
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	<p>of Grades 1-3) have indicated they have no caring responsibilities; 28.8% of NJC staff (29.9% of Grades 1-3) have not provided any caring status information.</p> <p>A higher percentage of females in NJC roles have declared they have caring status compared to males in NJC roles; 49.0% of females compared to 33.9% of males (Grades 1-3; 49.5% of females compared to 24.9% of males).</p> <p>A higher percentage of males in NJC roles have declared they have no caring status compared to females in NJC roles; 38.7% of males compared to 21.9% of females (Grades 1-3; 40.3% of males compared to 21.2% of females). The remainder of staff have not provided caring status details.</p> <p>As the proposals affect many more females than males it is likely there will be a proportionally greater benefit to those with caring status than without.</p>		
Socio-economic	<p>The proposals will increase the earnings of those people within scope and, given that the majority of council staff are resident within the Borough, they should have a positive socio-economic impact on the town</p>	N/A	N/A
Other comments or issues.	<p>The biggest changes in the proposals affect a largely female, white British group, many with caring responsibilities; this reflects the council's current workforce composition. Given that this proposal will not affect the numbers of staff or nature of work undertaken, they should not make any difference to the wider strategic challenge of achieving a better balance of staff from all parts of the community.</p> <p>The demographic profile of the council's workforce is being monitored and will be reported via the ongoing strategic Equality Impact Assessment process.</p>		

	<p>The council continues to monitor the diversity of its workforce, and the impact of HR policies on this, at a corporate level. These details will be worked through with the trades unions and will be examined further during the consultation process.</p> <p>The council will take account of any issues highlighted by the EIA and look to address them. As staff on the grades most affected by the changes will be receiving a higher percentage than other NJC staff we do not anticipate any adverse impact from this proposal.</p>
<p>Please provide a list of the evidence used to inform this EIA, such as the results of consultation or other engagement, service take-up, service monitoring, surveys, stakeholder comments and complaints where appropriate.</p>	<p>Current workforce data relating to:</p> <ul style="list-style-type: none"> • Race • Religion or belief • Disability • Sex / gender • Age • Caring status

This EIA form and report has been checked and countersigned by the Departmental Equalities Officer before proceeding to Executive Member(s)

Please confirm the outcome of this EIA:

No major impact identified, therefore no major changes required – proceed

☒

Adjustments to remove barriers / promote equality (mitigate impact) have been identified – proceed

Positive impact for one or more groups justified on the grounds of promoting equality - proceed

Continue despite having identified potential for adverse impact/missed opportunities for promoting equality – this requires a strong justification

The EIA identifies actual or potential unlawful discrimination - stop and rethink

Report Officer

Name: Shaun Wheeler

Date: December 2018

Departmental Equalities Lead Officer

Name: D Cooper

Date: December 2018