



SOUTH KESTEVEN DISTRICT COUNCIL

Equality Impact (Initial Analysis)

Pay Review

Service Area: Human Resources	Lead officer: Fran Beckitt	Date of Meeting 08/07/22
	Assessors:	
	Neutral Assessor: Sam Fitt	

1. Name and description of policy/service/function/strategy

Review of current pay structure and grades, looking at work that is taking place to address any issues, both legacy issues, and new ones arising from external factors.

The review will look at 4 key areas regarding pay, as agreed by the Employment Committee.

- The use of career grades to attract talent to the organisation and provide development opportunities and progression to develop and retain rising stars. This work will need to be linked to the training budget to ensure that we can deliver what is in career development plans
- A review of the lower range of pay grades to ensure that there is clear differentiation between the grades, based on the 2022 Real Living Wage rate.
- Analysis of similar roles across the organisation to identify any inconsistencies between pay grades. Consideration to be given to the setting of salary bands for different levels e.g. senior officer, 1st line manager, team leader, service manager. This would help to demonstrate fairness and consistency between pay grades across the whole organisation. Salary bands are already in place for Head of Service roles and above.
- Develop a consistent process for the benchmarking of roles, particularly those which are hard to recruit to. Consideration could be given to using job evaluation in conjunction with salary benchmarking, and the use of external benchmarking tools to provide meaningful evidence to support pay decisions.

The drivers for this review are:

- The lack of external market competitiveness in some hard-to-recruit areas
- The lack of incentive and recognition of higher contributors 'who go the extra mile'
- The current pay structure does not deliver competitive levels of pay for some key roles
- Ensuring that pay grades are equitable to reduce the potential for unconscious bias in recruitment

SKDC's pay structure is based on single point salaries with no opportunities for progression. This differs from the majority of Local Government employers which have grades within pay bands.

The findings of the 2018 staff survey indicated that over a third of employees did not feel that hard work and good performance were recognised at the Council and that staff are paid fairly for the job they do.

Is this a new or existing policy?

New

2. Complete the table below, considering whether the proposed policy/service/function/strategy could have any potential positive, or negative impacts on groups from any of the protected characteristics (or diversity strands) listed, using demographic data, user surveys, local consultations evaluation forms, comments and complaints etc.

Equality Group	Does this policy/service/function/strategy have a positive or negative impact on any of the equality groups? Please state which for each group	Please describe why the impact is positive or negative. If you consider this policy etc is not relevant to a specific characteristic please explain why
Age	Positive	The review will look at grades across the entire structure, and also look at developmental grades. This will have a positive impact on younger members of staff who are starting out and looking to develop careers, as there will be a clear and fair pay structure attached to this. It will also be positive for older members of staff who have had time to develop and achieve qualifications, as again there will be a shared pay structure to reflect this. The review will also make the Council more competitive and in line with regional/national pay, which will make the Council a more attractive place to work for all age groups.
Disability	Neutral	The review will not solely affect this equality group in a negative or positive way. The review looks at roles and the structure of pay, not individuals. There are robust HR processes, procedures and external legislation that is followed to make sure that no one in the equality group is negatively affected with regards to pay.

Race	Neutral	The review will not solely affect this equality group in a negative or positive way. The review looks at roles and the structure of pay, not individuals. There are robust HR processes, procedures and external legislation that is followed to make sure that no one in the quality group is negatively affected with regards to pay.
Gender Reassignment	Neutral	The review will not solely affect this equality group in a negative or positive way. The review looks at roles and the structure of pay, not individuals. There are robust HR processes, procedures and external legislation that is followed to make sure that no one in the quality group is negatively affected with regards to pay.
Religion or Belief	Neutral	The review will not solely affect this equality group in a negative or positive way. The review looks at roles and the structure of pay, not individuals. There are robust HR processes, procedures and external legislation that is followed to make sure that no one in the quality group is negatively affected with regards to pay.
Sex	Neutral	Review of pay in relation to sex/gender is already covered by the Gender Pay Gap reports, with the previous report showing even more improvements in terms of balancing pay between men and women. There are no gender pay gap related issues at SKDC and this review does nothing to alter that. The review looks at roles, not people. The Council has an established job evaluation

		<p>process that determines pay grade based on role therefore reducing the possibility of salary being influenced by the sex/gender of the person carrying out the role. All reviews and changes to process as part of this project will continually monitor for any unintentional impacts in relation to the protected characteristic and ensure this doesn't happen.</p> <p>The Council will also continue to monitor and ensure there is no negative impact on roles where there is a predominately higher sex in one area, e.g. our lowest grade is for cleaning staff – predominately staffed by women. The review will work to ensure that there isn't any impact on these roles in a negative way, or that there are any other inconsistencies regarding pay throughout.</p>
Sexual Orientation	Neutral	<p>The review will not solely affect this equality group in a negative or positive way. The review looks at roles and the structure of pay, not individuals. There are robust HR processes, procedures and external legislation that is followed to make sure that no one in the quality group is negatively affected with regards to pay.</p>
Pregnancy and Maternity	Neutral	<p>. The review will include looking at career grade roles, which we will continually monitor to ensure it does not impact on those taking time off for pregnancy and maternity. This review will look at any issues that may arise and will address them to ensure fairness and equality. There are robust HR processes, procedures and external</p>

		legislation that is followed to make sure that no one in the quality group is negatively affected with regards to pay.
Marriage and Civil Partnership	Neutral	The review will not solely affect this equality group in a negative or positive way. The review looks at roles and the structure of pay, not individuals. There are robust HR processes, procedures and external legislation that is followed to make sure that no one in the quality group is negatively affected with regards to pay.
Carers	Neutral	The review will not solely affect this equality group in a negative or positive way. The review looks at roles and the structure of pay, not individuals. There are robust HR processes, procedures and external legislation that is followed to make sure that no one in the quality group is negatively affected with regards to pay.
Other Groups (e.g. those from deprived (IMD*) communities; those from rural communities, those with an offending past) *(IMD = Indices of multiple deprivation)	Neutral	

General comments	The review will continually look at any potential impact and that there aren't inconsistencies that could be linked to any protected characteristics, in line with HR policies and legislation.
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3. What equality data/information did you use to inform the outcomes of the proposed policy/service/function/strategy? (Note any relevant consultation who took part and key findings)

The HR department is able to look at the equality data for all employees at the Council, however this review is not introducing something that will affect the equality groups, it is looking 4 key areas with regards to pay and making the Council a more competitive, attractive place to work, and recognising staff. No equality group is being targeted or greatly affected by this review, therefore no equality data was needed to be collected.

If there are any gaps in the consultation/monitoring data, how will this be addressed?

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4. Outcomes of analysis and recommendations (please note you will be required to provide evidence to support the recommendations made): Please check one of the options.

a)	No major change needed: equality analysis has not identified any potential for discrimination or for negative impact and all opportunities to promote equality have been taken	<input checked="" type="checkbox"/>
<i>If you have checked option a) you can now send this form to the Lead Officer and your Neutral Assessor for sign off</i>		
b)	Adjust the proposal to remove barriers identified by equality analysis or to better promote equality.	<input type="checkbox"/>
<i>If you have checked option b) you will need to answer questions b.1 and b.2</i>		
c)	Adverse impact but continue	<input type="checkbox"/>
<i>If you have checked option c) you will need to answer questions c.1</i>		

d	Stop and remove the policy/function/service/strategy as equality analysis has shown actual or potential unlawful	<input type="checkbox"/>

b.1 In brief, what changes are you planning to make to your proposed policy/service/function/strategy to minimise or eliminate the negative equality impacts?

b.2 Please provide details of whom you will consult on the proposed changes and if you do not plan to consult, please provide the rationale behind that decision.

If you have checked option b) you will need to complete a Stage 2 equality analysis

c.1 Please provide an explanation in the box below that clearly sets out your justification for continuing with the proposed policy/function/service/strategy.

If you have checked option c) you will need to complete a Stage 2 equality analysis. You should consider in stage 2 whether there are sufficient plans to reduce the negative impact and/or plans to monitor the actual impact.

Signed (Lead Officer):
(Name and title)

Click here to enter text.
Click here to enter text.

Date completed:

Click here to enter a date.

Signed (Neutral Assessor):
(Name and title)

Sam Fitt
Project Lead

Date signed off:

14/07/22