

EMPLOYMENT MATTERS COMMITTEE

6 FEBRUARY 2014

PAY AND GRADE REVIEW

Report from: Tricia Palmer, Assistant Director, Organisational Services

Author: Tricia Palmer, Assistant Director, Organisational Services

Summary

To update the Committee on the progress of the Pay and Grade Review Project and to agree a recommended way forward.

1. Budget and Policy Framework

1.1 The staffing implications of pay and grading are a matter for this committee, which can decide on the policies and processes supporting any changes in staffing.

2. Background

2.1 On 20 November 2013 the Committee agreed to commence formal consultation on 25 November 2013 on four options in relation to a new pay and grade structure and the principles of a contribution based pay progression scheme.

2.2 A further consultation process commenced on 18 December with Service Managers and above in relation to a new pay and grade structure for this staff group.

2.3 A brief outline of all four options in relation to the staff groups above is shown in section 3 below.

2.4 Consultation also commenced on 12 December 2013 with employees on Soulbury, Youth & Community, Connexions PA and Local Negotiation Framework Agreement (LNFA) grades, as well as those employees within the Mental Health Service on NHS Agenda for Change grades. This consultation covered the freezing of increments for a further year and the introduction of the Medpay Progression Award Scheme for any further incremental progression from this date.

3. Options- The options consulted on were:

- 3.1 Option 1- Retain the current grading schemes for all employees and continue to freeze increments, with the possibility of a small across the board pay award. (Appendix 1 and 2)
- 3.2 Option 2- Implement a new pay and grade structure based on reducing the current pay structure to a maximum of five incremental points for each grade. (Appendix 3 and 4). This option would result in a significant number of employees on protected salary, approximately 40% below service manager and 73% service manager and above.
- 3.3 Option 3 – Implement a completely new pay and grade structure with incremental points. Under this option points 4-6 would be removed from the pay structure. (Appendix 5). This option has a less impact on employees in terms of protected pay, approximately 27%.
- 3.4 Option 3 for service managers and above introduced two tiers of each grade, service manager and assistant director lower and service manager and assistant director higher grades (Appendix 6). This option had a slightly lower impact on this staff group, but would still have resulted in approximately 63% requiring pay protection.
- 3.5 Option 4 – Implement a completely new pay and grade structure with no incremental points. All grade ranges would have a lower and upper financial limit. This option also removed points 4-6 from the pay structure for those grades below service manager. (Appendix 7 and 8). This option has significantly less impact on employees requiring salary protection, approximately 7% below service manager and 9% service manager and above.

4. Medpay Progression Award Scheme

- 4.1 Progression within the grade (range) would be subject to performance and not automatic. A copy of the proposed policy is shown at Appendix 9. The principles of the scheme would be:-
 - the achievement of objectives and targets;
 - demonstration of competencies for the role; and
 - demonstration of exceptional wider contribution to the organisation
- 4.2 It is proposed that there are four assessment levels within the scheme:-
 - Excellent
 - Performance to the required standard
 - Performance improvement required
 - Unsatisfactory performance
- 4.3 MedPay Progression Award payments will be made in the April of each year for most employees following the PDR assessment in February. The amount of progression award would be set by Full Council as part of the budget setting process. Only those employees obtaining either performance to the required standard or an excellent rating would receive an award. It is

proposed that an additional award be made to those individuals achieving an excellent rating.

- 4.4 All managers undertaking the pay review assessment of another member of staff must have undertaken the specified mandatory training. Initial training will be delivered in two parts, the first will be undertaken prior to the commencement of the scheme and will address the setting of smart targets and development needs, the second part will take place mid to late Summer 2014 and will address the undertaking of assessments.
- 4.5 A high level consistency exercise will be undertaken by HR Services prior to any Medpay Progression Award being made. As part of the implementation of the MedPay scheme it will be necessary to review the current PDR paperwork and competency schemes. These are subject to further discussions with the trade unions.

5. Job Evaluation Appeal Process

- 5.1 Where it has been necessary to re-evaluate posts this has been done using the National Joint Council job evaluation scheme. It is proposed that only those employees who would be in receipt of protected salary as a result of the implementation of the new pay structure can appeal against the new evaluation. The full appeal process is shown at Appendix 10 and is subject to consultation with the trade unions.

6. Pay Protection

- 6.1 The current jointly agreed pay protection arrangements for implementation of a revised pay structure are 100% for years one and two, reducing to 25% in year three. This was part of the collective agreement process when the Council came out of national pay arrangements in April 2012.
- 6.2 This issue has been raised throughout the consultation process, with recommendations received from staff both formally and during the road show process to increase this.
- 6.3 UNISON and GMB have also put in a formal joint response requesting the following pay protection arrangements:-

100% for years one to three
75% for year four
25% for year five

7. Annual Leave and Notice Periods

- 7.1 As part of the implementation of a revised pay structure it is proposed that the following are adopted in relation to annual leave and notice periods should option 4 be agreed. This constitutes no major changes to the current arrangements but makes minor adjustments due to the different length of grade. No employee will be made worse off by this change and some may gain an extra days leave.

Annual Leave

Range	Annual Leave Entitlement in Days	
	Before 5yrs Service	After 5yrs Continuous Service
1	23	27
2	24	28
3	25	29
4 – 7 NQSW – SW4	27	30

Notice Periods

Range	Period of Notice
1 - 3	One Calendar Month
4 – 7 NQSW – SW4	Two Calendar Months

8. Advice and Analysis

- 8.1 Detailed analysis has been undertaken of the recommended options for employees above and below service manager level. Comparisons of market rates has also been undertaken to ensure that we continue to be able to attract and retain staff. It is considered that option 4 is the most viable pay structure to take forward for both groups of staff as it would protect the lowest paid in the organisation, introduces a revised pay structure, and has the least adverse impact overall (minimum number of red circles i.e. employees needing pay protection).

9. Risk management

Risk	Description	Action to avoid or mitigate risk
The funding of a new pay and grade scheme.	Year one costs incurred by potential increases in grade.	Robust financial pay modelling.
Possible detrimental impact on the morale of the workforce.	The risks of implementing a new pay and grading structure are related to the morale and goodwill of employees, who may see this as a further attempt by the council at eroding their pay following the freezing of increments and the withdrawal from pay-related NJC terms.	Ongoing consultation and communication as well as robust training and briefings for managers and staff to allay fears.

Resources issue in terms of implementation.	Implementation of a project of this scale will involve significant resources (predominantly from HR Services) in terms of: <ul style="list-style-type: none"> - preliminary work in scoping of the scheme. - Producing the generic job profiles and allocation of individuals to profiles. - consultation with managers and staff on proposals. - Payroll and systems. 	The preliminary work has been completed within current resources, but once the agreed proposal is known a review of resources required for implementation will be undertaken.
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10. Consultation

- 10.1 Consultation with the trade unions has been undertaken via the Corporate Consultative Committee, Joint Consultative Committee and ad hoc meetings when required. Employees have been formally and informally consulted on the proposals.
- 10.2 A series of employee road shows and briefing sessions have been held throughout the consultation period. A total of 234 employees attended these sessions which were headed by the Chief Executive, and briefed individuals on the proposals, as well as giving them the opportunity to ask questions. Individuals also had the opportunity to respond formally to the consultation and the table attached at Appendix 11 summarises these.
- 10.3 In the main individual employees were in support of Option 4 being implemented. There were individual concerns raised over those employees at the top of the grade (range) not receiving any payment under the policy. Individuals also raised some concerns in relation to the proposed protection arrangements which are covered in more detail in section 7 above.
- 10.4 There are a small number of soulbury employees who have made strong comments that their current professional framework provides for a robust measurement process and therefore the with-holding of increments contravenes this. Their incremental progression is payable in September and therefore it is proposed to delay any decision on this to enable further consultation.
- 10.5 At the time of the report being drafted the Employer and Trade Unions are currently in a collective dispute. The trade unions have raised the issue that the employer has not provided sufficient detailed information on the pay progression scheme (as outlined in section 4) to enable meaningful consultation. Individuals and the trade unions were provided with the principles of the pay progression scheme at the beginning of December, but the Council is unable to commit to the amount of any award in advance of the budget being set for 2015/16. The intention of the Council was to continue discussions on the detail of the pay progression scheme once the preferred option became clear. An initial meeting was held with the relevant trade unions to understand the issues, and the trade unions requested:

- Improved position on pay protection as outlined in section 7
- Delay in implementing the pay progression scheme for a year to allow for further consultation and training of managers
- A financial incentive for staff to recognise the change to their contracts.

Officers will be endeavouring to continue to work in partnership with the trade unions to mutually resolve this dispute prior to the meeting of this Committee on 6 February or alternatively the Full Council meeting on 20 February 2014. The intention is to continue to work towards achieving a collective agreement with the trade unions.

11. Diversity Impact Assessments

- 11.1 Diversity Impact Screenings (attached at appendices 12, 13 and 14) have been undertaken for all three options looking at any detrimental effect in terms of those employees who will be potential 'red circles' under each option.
- 11.2 From the analysis it can be noted that across the options the areas of main concern would be employees who have a disability and those employees who are aged 50 plus. In both circumstances these are marginal differences and not significant. Both groups are likely to be affected due to the employees being at the top of their current grade for reasons given below:
- a) those with disabilities historically stay in their role longer than those who do not have a disability and as a result would most likely be positioned at the top of their current grade for a prolonged period.
 - b) those employees who are aged 50 plus may have moved up the incremental scale over a longer period and are therefore likely to have reached the top of the grade.
- 11.3 The council will regularly monitor the effect of any new pay structure for all employees covered by the Protected Characteristics (Equality Act 2010), and we are working with the trade unions to mitigate the impact by proposing to extend pay protection arrangements.

12. Financial and legal implications

12.1 Financial implications

- 12.2 The financial implications of implementing a new pay and grade scheme have been taken into account on each option, and are shown at Appendix 15. The costs will be reported to Full Council with a recommendation on the pay option.

12.3 Legal Implications

- 12.4 The implementation of a new grading structure and the introduction of the MedPay Progression Award Scheme would necessitate a change to the current contractual terms and conditions of employment for council employees. In order to implement these changes, it will be necessary for the council to enter into a collective agreement with the recognised trade unions or reach individual agreements with employees to vary existing contracts or terminate existing contracts and re-engage employees on new contracts

including the new terms. The effect of a collective agreement is that the proposal would become binding on individual contracts of employment.

- 12.5 In the absence of a collective agreement, the council could reach agreement with individual employees to agree a variation to their current contracts of employment where upon the employees new grade and salary would be incorporated into the individual employee's contract of employment.
- 12.6 The council would have the ability to vary unilaterally the existing contracts of employment, by issuing the employee with the contractual notice to terminate their current employment contract and then issue the new contract of employment incorporating the new terms and conditions of employment. If the individual employee maintains an objection to the new terms imposed, a right of appeal would be available and details of the appeal process would be provided at that time There is a risk that legal challenges may be brought should agreement not be reached with employees either individually or collectively with the trade unions as the termination and offer of re-engagement amounts to a dismissal in law.
- 12.7 The Council's constitution provides at Chapter 3 Part 2 paragraph 4 that Employment Matters Committee has power to:
- to consider and determine, where appropriate, matters concerning the employment of staff and their terms and conditions of employment or secondment; and
 - to hear and determine dismissal appeals relating to conduct, performance capability, some other substantial reason and ill-health capability.
- 12.7.1 In the absence of a collective agreement to the proposed changes to employees' terms and conditions, the Council would need to dismiss employees and offer to re-engage them on the new terms. Even though the Council would offer employees continuing employment on revised terms, the termination of the existing contract would constitute a dismissal in law. Appeals against such a dismissal would therefore need to be considered and determined by Employment Matters Committee.
- 12.7.2 Employment Matters Committee has power to delegate its functions to an officer of the Council by virtue of section 101 Local Government Act 1972 and all other legal powers enabling it to do so. It is recommended that:
- Employment Matters Committee delegates the power to consider, hear and determine appeals against dismissal resulting from the Pay and Grade Review to the Council's Directors, Assistant Directors and Service Managers.
- 12.8 Successful legal challenges will be minimised by ensuring that full and meaningful consultation takes place and that Diversity/Equality Impact Assessments are carried out as per the council's obligations under The Equality Act 2010.
- 12.9 The Council must ensure that the process for any changes to contracts of employment complies with the required statutory obligations to inform and consult employees both collectively and individually under Section 188 of the

Trade Union and Labour Relations (Consolidation) Act 1992 and in addition complies with its re-organisation procedures.

13. Recommendations

- 13.1 That the Committee recommends to Full Council to agree that the revised pay structures (option 4) shown at Appendix 7 and 8 are implemented.
- 13.2 The Committee, subject to approval of recommendation 13.1 above, is asked to:
- a) Agree the current protection arrangements be increased to 100% for years one to three, 75% for year four and 25% in year five.
 - b) Agree the revised annual leave and notice periods as detailed in section 8 are adopted for those staff below service manager.
 - c) Note that consultations with the trade unions will continue on the job evaluation appeals procedure, the competency framework, and the detail of the pay progression scheme.
 - d) Agree in the event that a collective agreement cannot be reached that the Assistant Director, Organisational Services is delegated authority to undertake the necessary dismissal and reengagement process. Should it be necessary to unilaterally change individual contracts of employment, that the dismissal appeal process be amended as set out in recommendation 13.2(e) below.
 - e) Agree to delegate the power to consider, hear and determine appeals against dismissal resulting from the Pay and Grade Review to the Council's Directors, Assistant Directors and Service Managers

Lead officer contact

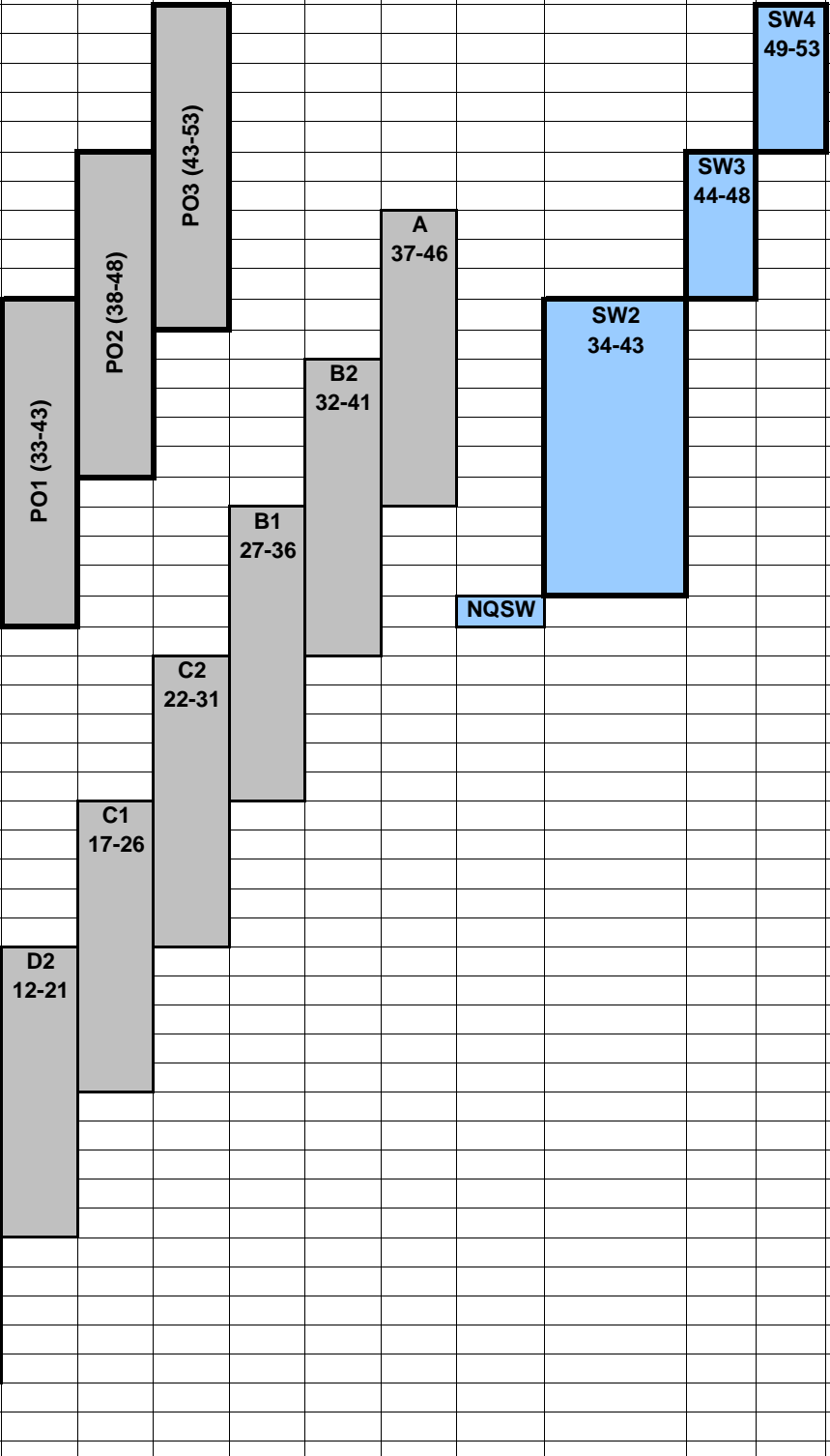
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Background papers

Employment Matters Committee Report 18 April 2013
Employment Matters Committee Report 4 July 2013
Employment Matters Committee Report 26 September 2013
Employment Matters Committee Report 20 November 2013

MEDWAY Salary Scales				Appendix 1																				
1st April 2008	1st April 2009	Hourly Rate 2009	Option 1 - Employees below Service Manager																					
57	48,895	49,384	25.5970																					
56	47,859	48,338	25.0549																					
55	46,851	47,320	24.5272																					
54	45,859	46,318	24.0078																					
53	44,892	45,341	23.5014																					
52	43,942	44,381	23.0039																					
51	43,010	43,440	22.5161																					
50	42,104	42,525	22.0418																					
49	41,204	41,616	21.5707																					
48	40,338	40,741	21.1171																					
47	39,460	39,855	20.6579																					
46	38,575	38,961	20.1945																					
45	37,665	38,042	19.7182																					
44	36,838	37,206	19.2849																					
43	35,953	36,313	18.8220																					
42	35,079	35,430	18.3643																					
41	34,207	34,549	17.9077																					
40	33,328	33,661	17.4474																					
39	32,475	32,800	17.0011																					
38	31,439	31,754	16.4589																					
37	30,546	30,851	15.9909																					
36	29,714	30,011	15.5555																					
35	28,947	29,236	15.1538																					
34	28,353	28,636	14.8428																					
33	27,573	27,849	14.4349																					
32	26,784	27,052	14.0218																					
31	26,016	26,276	13.6195																					
30	25,220	25,472	13.2028																					
29	24,402	24,646	12.7747																					
28	23,473	23,708	12.2885																					
27	22,730	22,958	11.8997																					
26	22,001	22,221	11.5177																					
25	21,306	21,519	11.1539																					
24	20,652	20,858	10.8113																					
23	19,998	20,198	10.4692																					
22	19,427	19,621	10.1701																					
21	18,937	19,126	9.9135																					
20	18,270	18,453	9.5647																					
19	17,626	17,802	9.2272																					
18	16,991	17,161	8.8950																					
17	16,663	16,830	8.7234																					
16	16,278	16,440	8.5213																					
15	15,895	16,054	8.3212																					
14	15,570	15,725	8.1507																					
13	15,291	15,444	8.0050																					
12	14,891	15,039	7.7951																					
11	14,587	14,733	7.6365																					
10	13,703	13,874	7.1913																					
9	13,421	13,589	7.0435																					
8	13,027	13,189	6.8362																					
7	12,629	12,787	6.6278																					
6	12,334	12,489	6.4734																					
5	12,160	12,312	6.3816																					
4	11,995	12,174	6.3101																					
Point																								

GRADES



Option 1 - Service Managers and above

Current Senior Manager Pay Scales

D10	124,305
D9	120,706
D8	117,106
D7	113,508
D6	109,915
D5	106,322
D4	102,724
D3	99,193
D2	95,663
D1	92,128
AD10	84,977
AD9	82,629
AD8	80,291
AD7	77,963
AD6	75,666
AD5	73,359
AD4	71,057
AD3	68,750
AD2	66,453
AD1	64,149
SM12	56,007
SM11	54,459
SM10	52,922
SM9	51,372
SM8	49,830
SM7	48,286
SM6	46,742
SM5	45,194
SM4	43,657
SM3	42,104
SM2	40,560
SM1	39,015

Director
Grades

AD
Grades

SM
Grades

			Appendix 3											
	1st April 2009	Hourly Rate 2009	Option 2 - Employees below Service Manager											
57	49,384	25.5970												
56	48,338	25.0549												
55	47,320	24.5272												
54	46,318	24.0078												
53	45,341	23.5014												
52	44,381	23.0039												
51	43,440	22.5161												
50	42,525	22.0418												
49	41,616	21.5707												
48	40,741	21.1171												
47	39,855	20.6579												
46	38,961	20.1945												
45	38,042	19.7182												
44	37,206	19.2849												
43	36,313	18.8220												
42	35,430	18.3643												
41	34,549	17.9077												
40	33,661	17.4474												
39	32,800	17.0011												
38	31,754	16.4589												
37	30,851	15.9909												
36	30,011	15.5555												
35	29,236	15.1538												
34	28,636	14.8428												
33	27,849	14.4349												
32	27,052	14.0218												
31	26,276	13.6195												
30	25,472	13.2028												
29	24,646	12.7747												
28	23,708	12.2885												
27	22,958	11.8997												
26	22,221	11.5177												
25	21,519	11.1539												
24	20,858	10.8113												
23	20,198	10.4692												
22	19,621	10.1701												
21	19,126	9.9135												
20	18,453	9.5647												
19	17,802	9.2272												
18	17,161	8.8950												
17	16,830	8.7234												
16	16,440	8.5213												
15	16,054	8.3212												
14	15,725	8.1507												
13	15,444	8.0050												
12	15,039	7.7951												
11	14,733	7.6365												
10	13,874	7.1913												
9	13,589	7.0435												
8	13,189	6.8362												
7	12,787	6.6278												
6	12,489	6.4734												
5	12,312	6.3816												
4	12,174	6.3101												
Point	GRADES													

Option 2 - Service Manager & Above

Current Senior Manager Pay Scales with top 3 and bottom 2 points removed

D10	124,305
D9	120,706
D8	117,106
D7	113,508
D6	109,915
D5	106,322
D4	102,724
D3	99,193
D2	95,663
D1	92,128
AD10	84,977
AD9	82,629
AD8	80,291
AD7	77,963
AD6	75,666
AD5	73,359
AD4	71,057
AD3	68,750
AD2	66,453
AD1	64,149
SM12	56,007
SM11	54,459
SM10	52,922
SM9	51,372
SM8	49,830
SM7	48,286
SM6	46,742
SM5	45,194
SM4	43,657
SM3	42,104
SM2	40,560
SM1	39,015

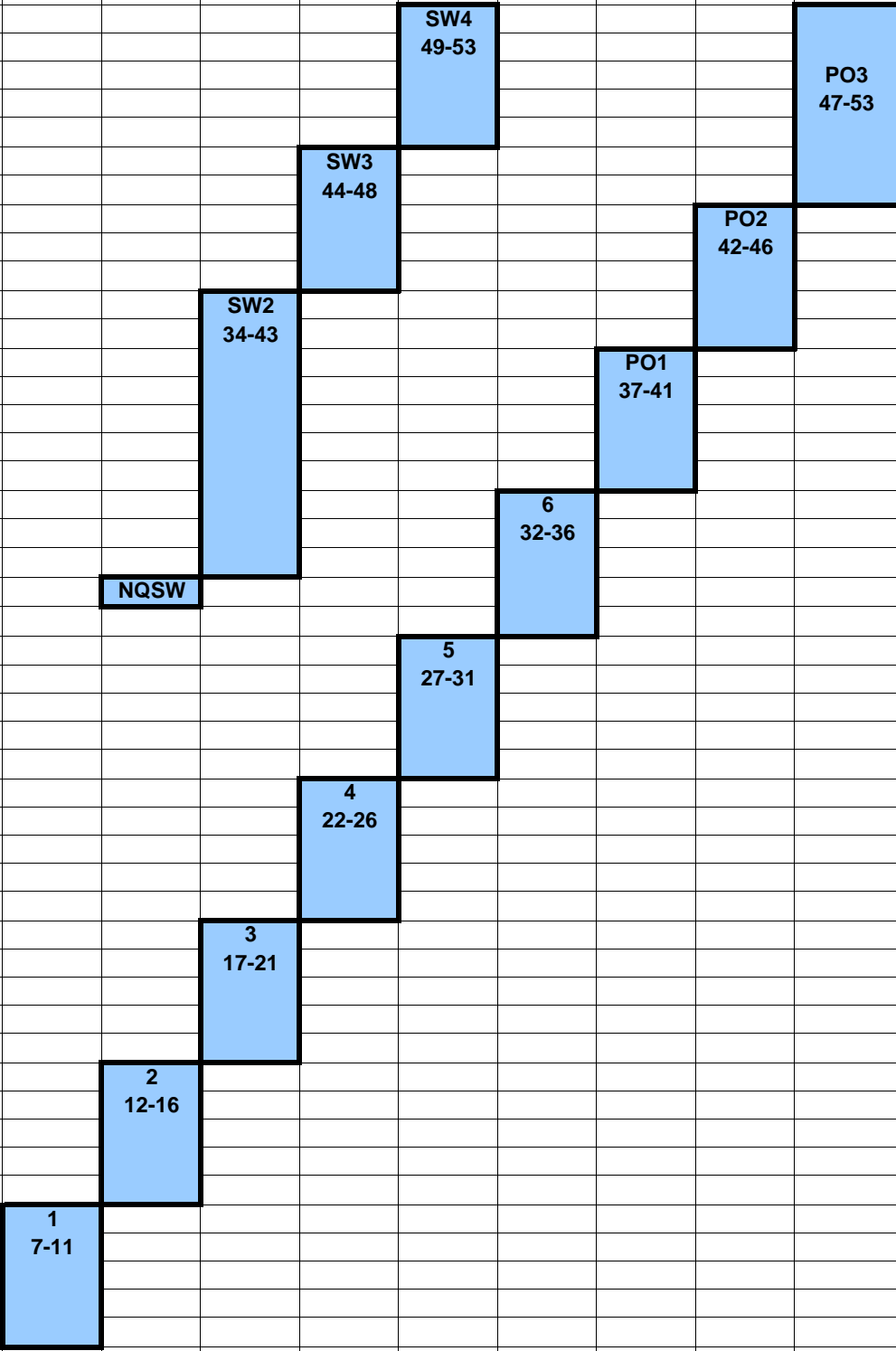
Director
Grades

AD
Grades

SM
Grades

Option 3 - Employees below Service Manager

	1st April 2009											
57	49,384											
56	48,338											
55	47,320											
54	46,318											
53	45,341											
52	44,381											
51	43,440											
50	42,525											
49	41,616											
48	40,741											
47	39,855											
46	38,961											
45	38,042											
44	37,206											
43	36,313											
42	35,430											
41	34,549											
40	33,661											
39	32,800											
38	31,754											
37	30,851											
36	30,011											
35	29,236											
34	28,636											
33	27,849											
32	27,052											
31	26,276											
30	25,472											
29	24,646											
28	23,708											
27	22,958											
26	22,221											
25	21,519											
24	20,858											
23	20,198											
22	19,621											
21	19,126											
20	18,453											
19	17,802											
18	17,161											
17	16,830											
16	16,440											
15	16,054											
14	15,725											
13	15,444											
12	15,039											
11	14,733											
10	13,874											
9	13,589											
8	13,189											
7	12,787											
6	12,489											
5	12,312											
4	12,174											
Point		GRADES										



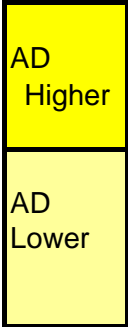
Option 3 - Service Manager and above

New Scale - Two Levels of Service Manager and Assistant Director

D7	124,305
D6	120,706
D5	117,106
D4	113,508
D3	109,915
D2	106,322
D1	102,724

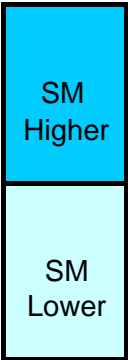


DD2	95,663
DD1	92,128
ADH2	84,977
ADH1	82,629
ADL5	80,291
ADL4	77,963
ADL3	75,666
ADL2	73,359
ADL1	71,057

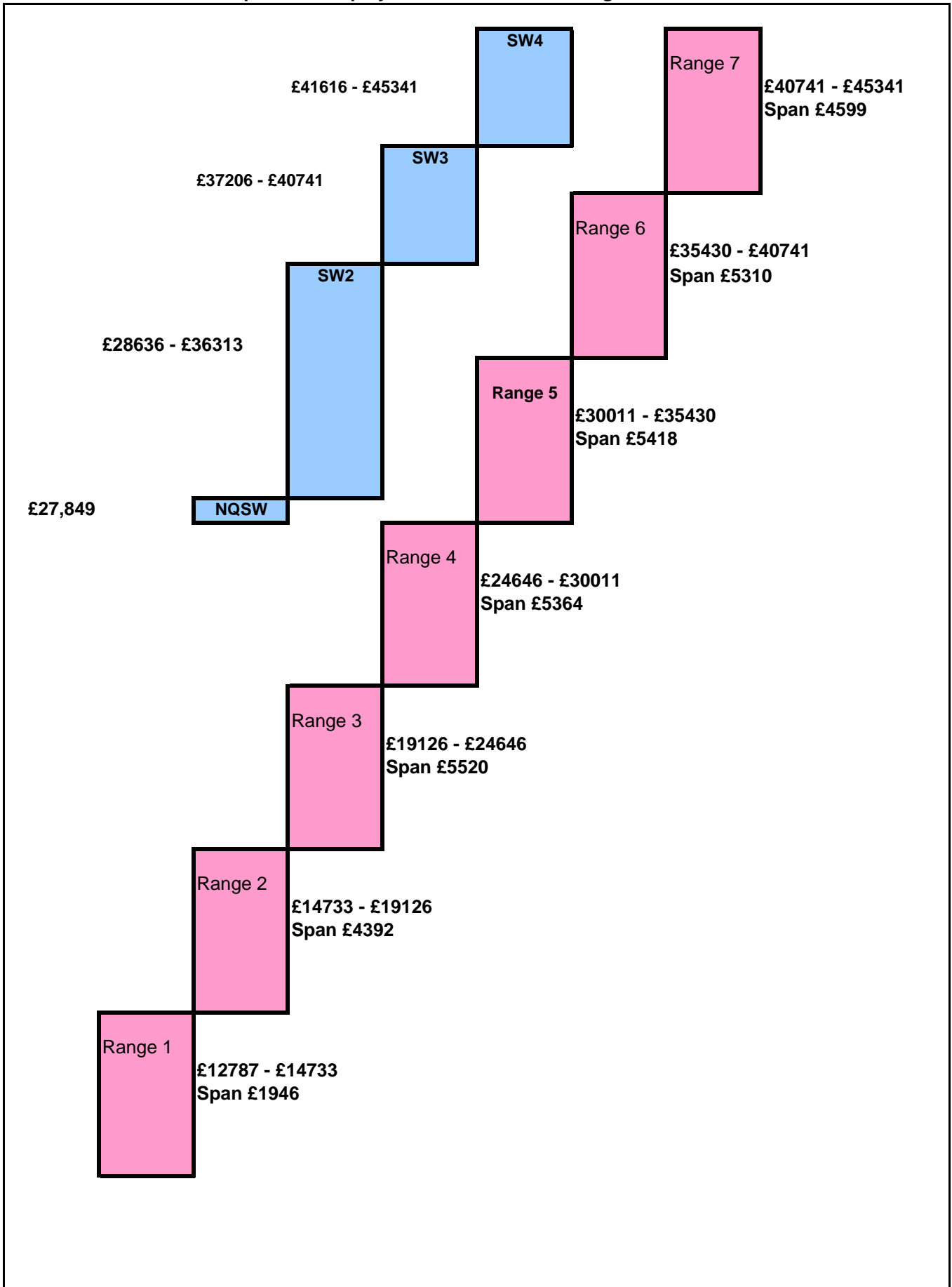


Top 2 Points Deputy Directors
Only can Access

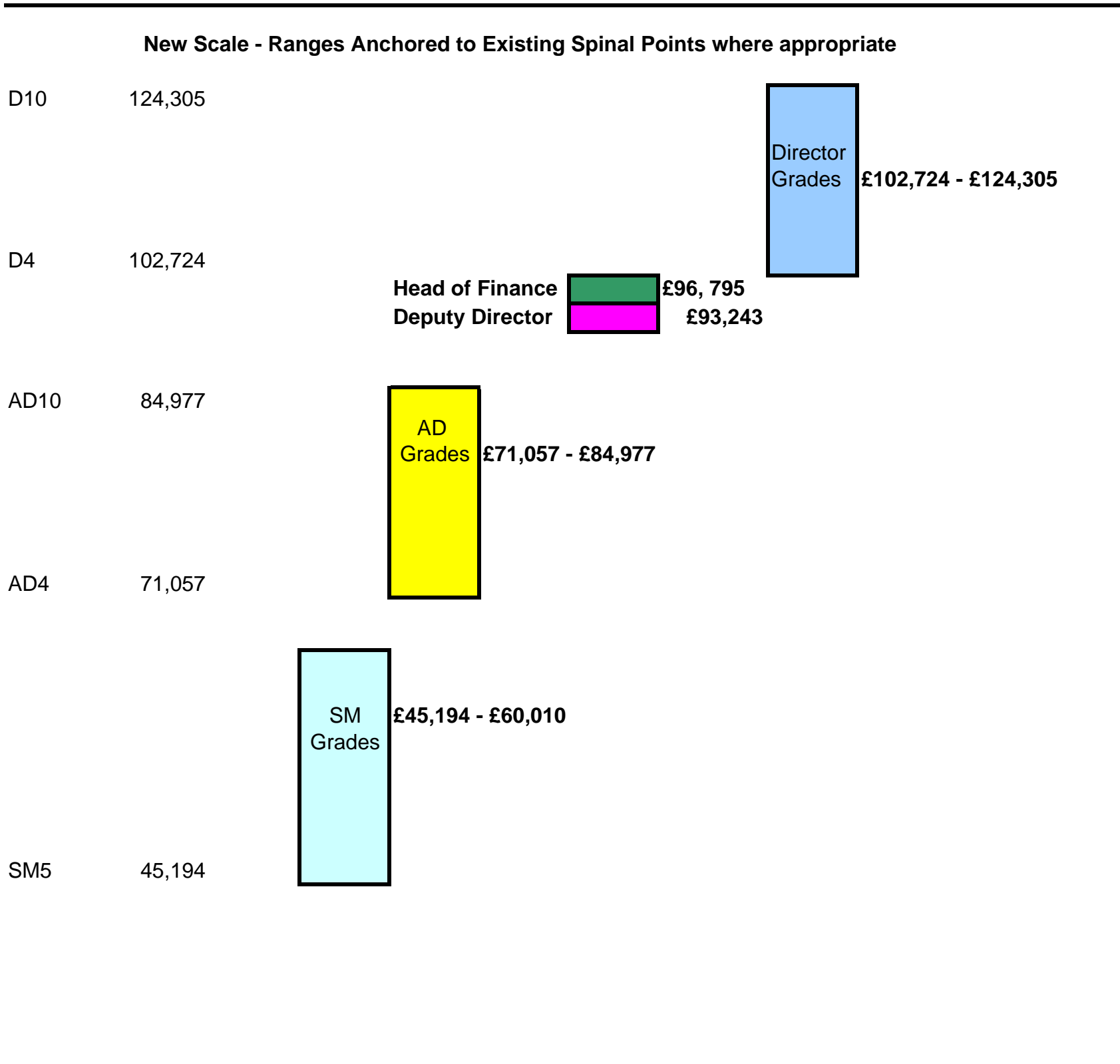
SMH5	64,149
SMH4	56,007
SMH3	54,459
SMH2	52,922
SMH1	51,372
SML5	49,830
SML4	48,286
SML3	46,742
SML2	45,194
SML1	43,657



Option 4 - Employees below Service Manager



Option 4 - Service Manager and above





Medway Council Medpay Policy Statement

April 2014



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1.0 Introduction

- 1.1 This policy statement provides the principles within which the MedPay Progression Award Scheme will operate. Further detailed guidance is available in the Managers Guidance to MedPay.
- 1.2 This scheme provides a mechanism for employees performance to be measured and rewarded fairly and equitably based on their individual competence to do their job and the achievement of set individual targets and objectives. It also provides a mechanism for the council to reward those who make a wider organisation contribution.

2.0 Equalities Statement

- 2.1 Medway Council is committed to providing equal opportunities and access to all. This policy statement embraces the spirit of managing a diverse workforce and those responsible for making pay decisions must ensure that no employee or group of employees are discriminated against either directly or indirectly or victimised on the grounds of their race, disability, sex, sexual orientation, religion or belief, age, marital or civil partnership status or any stage of gender reassignment.

4.0 Scope

- 4.1 This policy applies to all employees except:

- school-based staff, and centrally employed teachers and classroom assistants;
- those employees who are at the top of their grade (range)*;
- those in receipt of salary protection*;
- casual staff with less than six months accrued service during the assessment year (see paragraph 13.0)

*employees who are at the top of their grade (range) or who are in receipt of salary protection will still undertake an annual Performance Development Review (PDR) and be awarded a performance level, but will not receive a pay increase under MedPay.

5.0 Principles

- 5.1 All managers undertaking the pay review assessment of another member of staff must have undertaken the specified mandatory training (see paragraph 11.0).
- 5.2 All recommendations for a MedPay Progression Award will be authorised by the manager's manager (the grand parent).
- 5.3 A high level consistency exercise will be undertaken by HR Services prior to any Medpay Progression Award being made.
- 5.4 HR Services will be responsible for co-ordinating performance level recommendations, advising on the application of MedPay, monitoring consistency of application across the council and reporting overall recommendations to senior management prior to any MedPay Progression Awards being paid.
- 5.5 Should the employee disagree with their individual performance level awarded they may ask the grandparent to review the performance level. The decision of the grandparent is final.

- 5.6 Should the employee believe a procedural error has been made this should be addressed using the council's Grievance Procedure.
- 5.7 Where an Additional Duties payment is being paid, the additional duties cannot be measured as a 'wider contribution'.
- 5.8 MedPay Progression Award payments will be made in the April of each year following the PDR assessment in February.
- 5.9 Those employees who are at the top of their grade (range) will not receive a Medway Progression Award.
- 5.10 Any required exceptions to the process outlined in this policy must be agreed by the Assistant Director, Organisational Services.

6.0 Medpay Progression Award provision

- 6.1 Pay progression will be based on the achievement of three factors, these are:
- the achievement of objectives and targets – equating to 45 per cent of the assessment (see para 6.0);
 - demonstration of competencies for the role – equating to 45 per cent of the assessment (see para 7.0); and
 - demonstration of exceptional wider contribution to the organisation – equating to ten per cent (see para 8.0)

Note: only the achievement of 100 per cent will result in an Excellent rating.

- 6.2 There will be four levels of assessment, these are attached as appendix one:

7.0 Objective and target setting

- 7.1 The setting and measurement of performance objectives and targets will take place in consultation with the individual employee and their line manager at the annual PDR in February. The following PDR (ie a year later in most cases) will include an assessment of the individual performance level for MedPay purposes.
- 7.2 Targets and objectives may change during the assessment period and if so, this will be recorded formally.
- 7.3 PDR Review
- 7.3.1 The assessment period will run from 1 April to 31 March. For employees with less than a full years' attendance or service the provisions of para 12.1 will apply.
- 7.3.2 The annual PDR will normally take place in February in order to review the past year's performance and set the targets and objectives for the following year.
- 7.3.3 Progress will be monitored during the assessment period through individual 1-2-1 meetings and at a six-monthly interim review.
- 7.3.3 When reviewing the past years performance it is the responsibility of the individual employee's line manager to identify whether:

- the agreed objectives and targets have been achieved;
- the individual has either met, exceeded or failed to reach the required competency levels; and
- whether the individual has made a wider contribution to the organization as these deliberations will determine the level of any MedPay Progression Award.

7.3.4 Whilst it will not normally be necessary for the employee to gather physical evidence to prove they have met the targets and objectives, all MedPay recommendations will need to be supported by fully completed PDR documentation which provides a comprehensive overview of performance across the year to underpin the recommended performance level assessment.

7.3.5 All employees will receive a PDR.

8.0 The Competency Scheme

8.1 The Competency Scheme is attached as appendix two. The competency scheme is aligned to the relevant job evaluation factors that have been undertaken to evaluate the role.

8.2 Each employee will be provided by their line manager with a competency profile for their role together with a role profile.

8.3 Responsibility lies with the line manager to ensure that the role profile is kept up-to-date. Any significant changes required which may lead to both the role profile and the competency profile changing must be referred to HR Services for review and re-grading where appropriate.

9.0 Demonstrating a wider contribution to the organisation

9.1 The council wishes to formally recognise those employees who make a wider contribution to the organisation in addition to performing well within their individual role. There will not be a definitive list of what constitutes a wider contribution as this will be flexible. Further information is available in the guidance pack. Examples may be:

- 'Going the extra mile' e.g. undertaking a piece of work outside of the scope of the role or team role in addition to carrying out their own role;
- Making an innovative suggestion (s) for improvement to work practices which has been adopted and has had a positive impact on the success of the service/team;
- Making an innovative suggestion (s) for income raising or cost savings which has been adopted and has had a positive impact on the success of the service/team;
- Actively partaking in a cross-cutting excellence group such as the Medway Maker engagement champions or one of the employee forums ie the Disabled Workers Forum, the Black Workers Forum, and the Lesbian, Gay, Bisexual and Trans Forum. The employee will need to provide tangible evidence as proof that they have actively made an exceptional positive difference to the organisation's benefit.

10.0 Other pay increases

10.1 Full Council may, on an annual basis, decide to award an additional across-the-board pay increase for all staff who meet performance levels one and two. This will follow negotiation with the trade unions and ratified at the formal budget setting meeting.

11.0 Training

- 11.1 Any officer who is required to undertake a MedPay Progression Award Review will be required to undertake specific training before they proceed with the review. This training will cover i) objective and target setting, ii) making a Medpay Progression Award assessment and iii) how to combat perceptions of unfairness, discrimination and resentment among staff.

12.0 Other considerations

12.1 Assessments for those who have not completed a full year (excluding staff new to the role)

- 12.1.1 Where the individual has been prevented from completing a full years work activity due to one of the reasons below but has completed at least six months work activity the assessment will be made based on the individuals performance for those six months, upon their return to work i.e. as soon as it is possible for them to have a PDR.

- (i) long term sickness
- (ii) maternity leave
- (iii) adoption leave
- (iv) other authorised absence.

- 12.1.2 Where the individual has worked less than six months in the current assessment period they will be assessed automatically at level two and will not be able to be assessed any higher unless there are exceptional circumstances.

- 12.1.3 Where an individual is receiving a payment for Acting Up or is seconded to a role which is at a higher grade (range), the MedPay assessment and any resultant increase may be based on their substantive post or a combination of the two.

12.2 Assessment for those starting their role mid-year (including new starters)

- 12.3 Those employees who are either new starters or new in post must have a target setting meeting arranged within the first month of being in post.
- 12.4 For employees who start between 1 april and 30 September, a MedPay assessment will be made in February.
- 12.5 For employees who start between 1 October and 31 March, will have an individual MedPay assessment once they have been in post for six months and any increase awarded will be payable from their six month anniversary of being in the role.

13.0 Casual Staff

- 13.1 Casual staff are normally on a contract of employment of 13 weeks or less and are therefore not subject to MedPay assessment. Anyone holding a contract with zero hours working over the 13 week period will need to have worked for the number of hours or frequency agreed with their line manager in the current MedPay year. Normally, an individual will be required to have achieved a six month working aggregate to be assessed under MedPay progression.

14.0 Scheme review

13.1 The scheme will be monitored and reviewed on an annual basis by HR Services.

14.0 Diversity Impact Assessment

14.1 Any new or reviewed policy or procedure will be Diversity Impact Assessed.

DRAFT

Medpay Progression Award Scheme – assessment criteria

Level	Description	Individual assessment criteria	Medpay Progression Award	Equating to
1	Excellence	Achievement of all agreed objectives and targets, and is assessed as competent in all areas of their individual competency profile, and has demonstrated an exceptional wider contribution this year.	Amount to be set by Full Council	100 per cent
2	Performance to the required standard	Achievement of all agreed objectives and targets, and is assessed as competent in relation to the majority of the competencies for the role (with minor development areas where competency could be improved).	Amount to be set by Full Council	90 per cent
3	Performance improvement required	One or more of the following: Limited achievement of individual action plan Development needs identified in relation to competency Limited evidence of a wider contribution across the year.	No progression	
4	Unsatisfactory performance	Failed to achieve objectives, competencies, and has little or no evidence of making a wider contribution.	No progression - consider formal capability process.	

Medway Council – 2013/14 Pay and Grade Review

Job Evaluation Appeals Process

This appeal process will only apply for the implementation of a revised pay and grade structure.

1.0 Eligibility to appeal:

- 1.1 Individuals who are subject to salary protection as a result of their post being evaluated as part of the 2013/14 pay and grade review.
- 1.2 Appeals can be made on an individual or collective basis. The council reserves the right to hear individual appeals from employees in the same role.

2.0 Process of appeal:

- 2.1 **Stage 1** – An individual can request a review of their job evaluation scoreline, as they believe substantive elements of their role may have been overlooked during the evaluation process. The request needs to be emailed to xxxxxx.
- 2.2 Following receipt of this request HR Services will contact the line manager to confirm that the job profile is an accurate reflection of the duties or whether it needs amending. If this is the case then their particular post will be re-evaluated and the matter will be resolved without an appeal hearing with the outcome being communicated in writing to the individual(s). It should be noted that any review may not lead to a change of grade.
- 2.3 **Stage 2** – If following the initial review the individual is not satisfied with the outcome then a full appeal application will need to be made by completing the appeal form, following the process detailed below.

3.0 Grounds for appeal:

- 3.1 Must be based on an individual's substantive post.
- 3.2 That any of the job evaluation factors have been incorrectly assessed and this can be proven with evidence

NB – ability in the role, comparisons with other jobs are not grounds for appeal. If a job has changed since the evaluation, this will not be grounds for an appeal; instead the role may be re-evaluated in these circumstances following a request from the line manager and subject to HR confirmation that a re-evaluation is appropriate

- 3.3 A Job Evaluation Appeals Form (appendix one) must be completed and submitted for an appeal

4.0 Appeals panel process:

- 4.1 HR representative (with advanced knowledge of the job evaluation scheme) acting as Chair of the appeal panel, a trade union representative, and an independent manager (trained in the job evaluation scheme).
- 4.2 The Individual can bring a trade union representative/workplace colleague.
- 4.3 Group appeals must nominate a maximum of two individuals to attend the appeal.
- 4.4 The appellants' manager may be required by the panel chair to provide information about the role/attend the appeal and respond to questions.
- 4.5 Information used for the evaluation will also be provided to the panel, ie role profile, any other supporting information
- 4.7 The decision of the appeals panel is final (the council's Grievance Procedure cannot be used for further redress).

5.0 Stage 2 - Appeal timescales:

- 5.1 Appeal to be received within 10 working days of formal written communication of the job grade (range).
- 5.2 Once appeal received, HR Services will acknowledge and confirm the date for the hearing appeal. Normally appeals will be heard within 20 working days, this timescale may be extended in extenuating circumstances, and if so, this will be confirmed to the individual.
- 5.3 Once the appeal has been heard, the outcome will be communicated in writing to the individual, within ten working days
- 5.4 Outcomes of appeals which result in a re-grading of a post will apply to all post holders with in the specific post and undertaking the same duties, whether they have appealed or not, but not to other posts in either the same job profile or the same job family.
- 5.5 The outcome of an appeal may result in the grade of the post either staying the same, increasing or decreasing for all employees *within the post*.

MEDWAY COUNCIL PAY AND GRADE REVIEW 2013/14**NOTICE OF APPEAL AGAINST GRADE**

Important - please read the full appeal procedure prior to completing this form

It is important that all relevant sections are completed

Part A – Employee Details

Name	
Job Title	
Directorate	
Location	
Employee Reference Number*	
Job Evaluation Number*	
Name of Line Manager	

* (this information can be found on your notification letter)

Grounds of Appeal

Your appeal can only be submitted on one or more of the following grounds, please tick appropriate box

- a) You believe there is incomplete/inaccurate information on the type of work being undertaken in the role, which has not been subject to the initial evaluation.
- b) That the scheme has not been correctly applied.

Once Part A of the form is completed, please forward it to your line manager and ask them to complete Part B.

Grounds of Appeal

A large empty rectangular box intended for the user to provide grounds of appeal.

**Once your line manager has completed Part B and returned it to you, please send the completed form, together with any supporting evidence to
HR Services, Gun Wharf, Dock Road, Chatham, Kent ME4 4TR
Alternatively this can be emailed to XXXXXXXXX**

Part B – to be completed by the line manager

Please complete this section having read the full appeal process

Do you support this appeal?	YES		NO	
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Please add your comments below to support your answer

(Please continue on a separate sheet if necessary)

Line Manager – once you have completed Part B of this form, please return it to the employee who will forward it to HR Services. Please note that this form needs to be completed quickly to comply with the timescales for appeals.

Office use

Appeal Ref No.		Date Recd	
Hearing Date if Required		Final Outcome	
Signed and Date			
Letter sent to employee cc Line Manager			
E- source updated			

Overview of Consultation Responses in Relation to Revised Pay Structure for Employees below Service Manager

Element of Consultation	Overview of Responses Received
Option 1 Employee scales – Retain the current pay scale	<p>18 responses have been received, 14 were in favour of this option, five of which also supported option 4.</p> <p>All those supporting this option did so due to no change in their personal circumstances, with one individual feeling the removal of overlapping grades would be a retrograde step.</p> <p>Four respondents were against this option being implemented as they felt it would not resolve the issues of overlapping grades and perceived unfairness.</p>
Option 2 Employee Scales – Reduce the current pay structure to five incremental points	<p>11 responses were received in regard to this option , 10 of which were not in support of this option, as this would still have resulted in a high number of employees on protected salaries.</p> <p>One respondent supported this option as it would have resulted in them gaining an immediate increase.</p>
Option 3 Employee Scales – Introduce a completely new five point incremental structure	<p>14 responses have been received, six of which supported this option as it would either have no impact on their pay, or bring it in line with colleagues.</p> <p>Seven respondents were not in support of this option due to the detrimental impact it would have on their own pay position, or that of their colleagues.</p> <p>One respondent raised concerns over this option being chosen as although they would not be on protected salary, this option would place them at the top of the new grade and they would lose their current headroom.</p>
Option 4 Employee Scales – Introduce a completely new pay structure with ranges rather than incremental points	<p>24 responses have been received supporting this option, five of which also support option 1.</p> <p>The reasons given for supporting this option were: it removes overlapping grades, has least impact on individuals, cost less in year one to implement, no change to their individual pay, all posts have been re-evaluated, great for lower paid staff with points 4-6 being removed, allows a more flexible approach to reward with increments being removed, ranges are all of a similar size.</p> <p>Four respondents were not in favour of this option as three of them would be on protected salary and one respondent raised concerns over this option being chosen as this would place them at the top of the new grade and they would lose their current headroom.</p>

<p>Contribution based pay progression scheme</p>	<p>24 responses have been received, 16 of which supported the adoption of contribution pay.</p> <p>Six respondents did not agree with individuals at the top of the grade receiving no reward and would have preferred that a one-off payment to be awarded to those individuals at the top of the grade either meeting or exceeding their targets. This issue has also been raised a number of times at the staff briefing sessions as being a more fair and equitable way to reward individual performance.</p> <p>One individual questioned whether the excellent rating should be removed.</p> <p>One response suggested that managers may not approach selection in a consistent way, so it would become an elitist process.</p> <p>Two respondents were concerned that other large corporations have moved away from performance management contribution based pay schemes, and also raised concerns over budget constraints having an impact on awards.</p> <p>Three responses suggested that varying levels of award are applied to enable those at the lower levels of the grade/range to catch up to colleagues higher up the span.</p> <p>Whilst one individual supported this approach in principle, they did raise some concerns over how this might be interpreted in the media and the need for a robust communications plan.</p> <p>One respondent requested that the implementation be put off for a further year to enable a more robust implementation approach to be taken.</p>
<p>Protection arrangements</p>	<p>11 respondents asked that the protection period be extended. One of these indicated five years at 100% another six requested a minimum of three years at 100%, with two respondents asking for a further three years at 75%, 50% and 25% respectively in addition to the 100% for three years.</p> <p>One respondent felt that the proposed arrangements of 100% for two years was more than adequate.</p>
<p>Impact of Option 4 on current C2 graded employees who are in the top two spinal points</p>	<p>Four responses have been received from current C2 graded employees who would be on protected salary under Option 4 in relation to how unfair they felt this was. This issue has also been raised by the trade unions during the consultation process as individuals in the top two spinal points of this grade are significantly affected compared to other grades.</p>

<p>General comments on grading structures</p>	<p>Two respondents asked that if options two or three were implemented that the pay grades be renamed to avoid confusion with existing grades.</p> <p>One respondent had no strong views on any of the options and was pleased that points 4-6 were being removed on some of the options, but would like to see this increased so that we were paying the Living Wage.</p>
<p>General Comments and Questions</p>	<p>A further 85 questions and/or comments were received which in the main related to individual's personal circumstances, or general observations. This included:</p> <ul style="list-style-type: none"> • Clarity over how assimilation would be made from existing to new grades; • A lack of cost of living pay award for the last three years; • Clarity over the evaluation process where new evaluations have taken place; • What the appeal process against new evaluations will be; • If there will be any impact on annual leave entitlement; • Clarification over the amount of protection to be paid; • Clarification over job family allocation; • Whether allowances will be changed as part of this review; • What saving targets are associated with the review • What impact pay protection will have on an individual's pension • Concern over further wage cuts being imposed on staff • Concern that none of the options are appropriate and it all seems rather rushed

Overview of Consultation Responses in Relation to Revised Pay Structure for Employees Service Manager and above

Element of Consultation	Overview of Responses Received
Option 1 – Retain current structure	Two responses have been received which did not support this option as it would not solve the current issues.
Option 2 – Retain current structure but reduce top and bottoms of grade	Three responses have been received which did not support this option due to the large number of individuals who would be on protected salary.
Option 3 – Introduce a higher and lower grade for service manager and assistant director	<p>Two responses have been received in support of this option, one of these also supported option 4.</p> <p>Three responses have been received which were not in support of this option, one due to the value of incremental progression between SM points 4 and 5, and all felt that it raised more concerns than any other option.</p>
Option 4 – Introduce a new pay structure with ranges instead of incremental progression	Four responses have been received in support of this option, one of which proposed that the range for service manager should be amended to £50,00 - £60,010 as they felt the lower end of the range is not high enough. They also felt that the upper end of the assistant director grade is too low and should be raised to nearer £90,000 and that the differential between assistant directors and deputy directors is too great.
General Comments	<p>Two respondents felt it was not fair to incorporate any existing additional duties payments into the base pay when assimilating to the new pay scales, and that it should be kept as a separate payment.</p> <p>One respondent felt that if additional payments were incorporated into the base pay, if this took the individual over the maximum of the next grade then the protection arrangements should be fixed at 100% for the total period they continued in the role.</p> <p>There was also a suggestion that the special allowance should not continue to be paid separately. If this was added to the total salary then the whole sum would become pensionable</p> <p>One respondent felt that the proposals for progression pay were a sound proposition if you accept that there's a direct correlation between effort and pay in the public sector. However, the difficulty with such a scheme is that while it might motivate high achievers, a lack of pay progression for those deemed to be 'Performing to Required Standard' (who will nevertheless be hard working and committed individuals) might be de-motivating. They also felt that this might lead to a "dumbing down" of ambition at objective setting, because of the link between the achievement of objectives and financial reward.</p>

Overview of Consultation Responses in Relation to Soulbury, LNFA, Connexions and Agenda for Change Staff

Element of Consultation	Overview of Responses Received
Freezing of increments until 2015	Four responses have been received by staff and one from the AEP trade union in relation to Soulbury staff and this element of the consultation. They do not believe that this is in the spirit of the Soulbury agreement which states that Soulbury employee's terms and conditions should be "no less favourable than any other employee group", not that they should be the same, and therefore there was no justification to freeze increments.
Contribution progression Scheme	None of the five responses received were in support of this applying to Soulbury staff. They believe that they already have a robust measurement process in place in regard to their professional framework and that awarding increments in this way is against the principles of the Soulbury Agreement.

Diversity Impact Assessment: Screening Form

Directorate Business Support Department	Name of Policy Pay and Grade Structure	
Officer responsible for assessment Terri Williams	Date of assessment	New or existing? Review
Defining what is being assessed		
1. Briefly describe the purpose and objectives	Option Two: To implement a revised pay and grading structure reducing the current structure from 10 points to five by removing the top three and bottom two points from the grade. Incremental progression through the grades will be by individual assessment of both targets and competence within the role. This DIA looks at any detrimental effect in terms of those employees/minority groups who may see an adverse effect on their salary as a result of the changes.	
2. Who is intended to benefit, and in what way?	A) The Council as it will alleviate equal pay issues. B) Employees as there will be a transparent process for managing performance and being reward accordingly.	
3. What outcomes are wanted?	To reduce inequalities in the current scheme due to the long length and overlapping of the grades. To provide a pay structure which is fit for purpose to move the organisation forward.	
4. What factors/forces could contribute to or detract from the outcomes?	Contribute - A successful implementation plus an effective management training programme for setting targets and making assessments of contribution. - Effective employee communications	Detract A lack of comprehensive training could lead to discrimination and resentment amongst staff. A lack of effective employee communication could have a detrimental effect on employees understanding and taking ownership of the scheme.
5. Who are the main stakeholders?	The Council, employees and recognised trade unions.	
6. Who implements this and who is responsible?	Tricia Palmer, Assistant Director Organisational Services	

Diversity Impact Assessment: Screening Form

Assessing impact		
7. Are there concerns that there <u>could</u> be a differential impact due to <i>ethnicity/ racial groups</i> ?	Yes	Marginally – see below
What evidence exists for this?	The majority of the overall employees affected by these proposals are White British 83%, 13% are BME and 3.4% chose not to declare their ethnic background. The number of BME within the red circle group is 15% which is marginally higher than the total sample. The number of White British within the red circle group is 85% which is also marginally higher than the total sample.	
8. Are there concerns that there <u>could</u> be a differential impact due to <i>disability</i> ?	YES	3% of the overall employees affected by these proposals have confirmed they have a disability, compared to 97% who either have no disability or have not provided that information. Within the red circle group 4% of those affected have confirmed they have a disability which is marginally higher than the total sample.
What evidence exists for this?	This could be due to those individuals with a disability tend to stay within the same role longer and therefore are more likely to be at the top of their grade.	
9. Are there concerns that there <u>could</u> be a differential impact due to <i>gender</i> ?	YES	Marginally in relation to females.
What evidence exists for this?	29% of the overall employees affected by these proposals are men, compared to 71% of women. Within the red circle group 27% are men are adversely affected compared to 73% women which is marginally higher than the total sample.	
10. Are there concerns there <u>could</u> be a differential impact due to <i>sexual orientation</i> ?	YES	Whilst employees are encouraged to complete their personal details on the SelfServe4you system. The data samples are too small to make any meaningful analysis.
	NO	
What evidence exists for this?		
11. Are there concerns there <u>could</u> be a have a differential impact due to <i>religion/belief</i> ?	YES	Whilst employees are encouraged to complete their personal details on the SelfServe4you system. The data samples are too small to make any meaningful analysis.
	NO	
What evidence exists for this?		
12. Are there concerns there <u>could</u> be a differential impact due to <i>age</i> ?	YES	There is a marginal increase within the red circle group for those individuals aged between 30 and 49, but this increase is higher for those aged 50 and above. This is likely to be due to these employees having been at the top of their grade for a period of time.
	NO	

Diversity Impact Assessment: Screening Form

What evidence exists for this?	<p>The age profile of the full sample is as follows:- 29 and under 20% 30 – 39 19% 40 – 49 25% 50 – 59 25% 60 and over 11%</p> <p>Within the red circle group this is: 29 and under 5% 30 – 39 20% 40 – 49 26% 50 – 59 34% 60 and over 15%</p>	
13. Are there concerns that there could be a differential impact due to <i>being transgendered or transsexual</i> ?	YES	Whilst employees are encouraged to complete their personal details on the SelfServe4you system. The data samples are too small to make any meaningful analysis.
	NO	
What evidence exists for this?		
14. Are there any <i>other groups</i> that would find it difficult to access/make use of the policy, or who might experience unfavourable treatment (eg people with caring responsibilities or dependants, those with an offending past, or people living in rural areas)?		
	NO	
What evidence exists for this?	The evidence detailed above.	
15. Are there concerns there could be a differential impact due to <i>multiple discriminations</i> (eg disability <u>and</u> age)?	YES	
	NO	
What evidence exists for this?	Within the full sample 4% of staff aged over 50 have declared they have a disability. Within the red circle group 4% of staff aged over 50 have declared they have a disability.	

Conclusions & recommendation

16. Could the differential impacts identified in questions 7-15 amount to there being the potential for adverse impact?	YES	There could be a potential adverse impact for those employees affected by these proposals who are aged 50 and above. Mitigation will be undertaken to ensure that protection arrangements are in place for these staff for the maximum period available.
	NO	
17. Can the adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or another reason?		
	NO	

Diversity Impact Assessment: Screening Form

NO	Please see comments above which will be further informed by the outcome of consultation.	
NO BUT ...	What is required to ensure this complies with the requirements of the legislation? (see DIA Guidance Notes)?	
YES	Give details of key person responsible and target date for carrying out full impact assessment (see DIA Guidance Notes)	

Action plan to make minor modifications		
Outcome	Actions (with date of completion)	Officer responsible

Planning ahead: Reminders for the next review		
Date of next review		
Areas to check at next review (eg new census information, new legislation due)		
Is there <i>another group</i> (eg new communities) that is relevant and ought to be considered next time?		
Signed (completing officer/service manager)	Date	
Signed (service manager/Assistant Director)	Date	

Related documents

Diversity Impact Assessment: Screening Form

Directorate Business Support Department	Name of Policy Pay and Grade Structure	
Officer responsible for assessment Terri Williams	Date of assessment	New or existing? Review
Defining what is being assessed		
1. Briefly describe the purpose and objectives	Option three. To implement a completely new pay and grading structure, with each grade being no longer than five incremental points. Progression through the grade will be individual assessment based on achievement of targets and specific competencies required for the role. This DIA looks at the detrimental effect in terms of those employees/minority groups who see an adverse effect on their salary as a result of the changes.	
2. Who is intended to benefit, and in what way?	A) The Council as it will alleviate equal pay issues. B) Employees as there will be a transparent process for managing performance and being reward accordingly.	
3. What outcomes are wanted?	To reduce inequalities in the current scheme due to the long length and overlapping of the grades. To provide a pay structure which is fit for purpose to move the organisation forward.	
4. What factors/forces could contribute to or detract from the outcomes?	Contribute - A successful implementation plus an effective management training programme for setting targets and making assessments of contribution. - Effective employee communications -	Detract A lack of comprehensive training could lead to discrimination and resentment amongst staff. A lack of effective employee communication could have a detrimental effect on employees understanding and taking ownership of the scheme.
5. Who are the main stakeholders?	The Council, employees and recognised trade unions.	
6. Who implements this and who is responsible?	Tricia Palmer, Assistant Director Organisational Services	

Diversity Impact Assessment: Screening Form

Assessing impact		
7. Are there concerns that there <u>could</u> be a differential impact due to <i>ethnicity/ racial groups</i> ?	YES	
	No	
What evidence exists for this?	The majority of the overall employees affected by these proposals are White British 83%, 13% are BME and 3.4% chose not to declare their ethnic background. The number of BME within the red circle group is 10% which is marginally lower than the total sample. The number of White British within the red circle group is 88% which is marginally higher than the total sample.	
8. Are there concerns that there <u>could</u> be a differential impact due to <i>disability</i> ?	YES	
	NO	
What evidence exists for this?	3% of the overall employees affected by these proposals have confirmed they have a disability, compared to 97% who either have no disability or have not provided that information. Within the red circle group 3% of those affected have confirmed they have a disability which is the same as the full sample.	
9. Are there concerns that there <u>could</u> be a differential impact due to <i>gender</i> ?	YES	
	NO	
What evidence exists for this?	29% of the overall employees affected by these proposals are men, compared to 71% of women. Within the red circle group 26% are men which is marginally lower than the total sample and 74% are women which is marginally higher than the total sample.	
10. Are there concerns there <u>could</u> be a differential impact due to <i>sexual orientation</i> ?	YES	Whilst employees are encouraged to complete their personal details on the SelfServe4you system. The data samples are too small to make any meaningful analysis.
	NO	
What evidence exists for this?		
11. Are there concerns there <u>could</u> be a have a differential impact due to <i>religion/belief</i> ?	YES	Whilst employees are encouraged to complete their personal details on the SelfServe4you system. The data samples are too small to make any meaningful analysis.
	NO	
What evidence exists for this?		
12. Are there concerns there <u>could</u> be a differential impact due to <i>age</i> ?	YES	There is a marginal increase within the red circle group for those individuals aged between 40 and 49, but this increase is higher for those aged 50 and above. This is likely to be due to these individuals having been at the top of their grade for a period of time.
	NO	

Diversity Impact Assessment: Screening Form

What evidence exists for this?	The age profile of the full sample is as follows:- 29 and under 20% 30 – 39 19% 40 – 49 25% 50 – 59 25% 60 and over 11% Within the red circle group this is: 29 and under 5% 30 – 39 19% 40 – 49 26% 50 – 59 34% 60 and over 16%	
13. Are there concerns that there <u>could</u> be a differential impact due to <i>being transgendered or transsexual</i> ?	YES	Whilst employees are encouraged to complete their personal details on the SelfServe4you system. The data samples are too small to make any meaningful analysis.
	NO	
What evidence exists for this?		
14. Are there any <i>other groups</i> that would find it difficult to access/make use of the policy, or who might experience unfavourable treatment (eg people with caring responsibilities or dependants, those with an offending past, or people living in rural areas)?		
	NO	
What evidence exists for this?	The evidence detailed above.	
15. Are there concerns there <u>could</u> be a differential impact due to <i>multiple discriminations</i> (eg disability <u>and</u> age)?	YES	
	NO	
What evidence exists for this?	Within the full sample 4% of staff aged over 50 have declared they have a disability. Within the red circle group 3% of staff aged over 50 have declared they have a disability.	
Conclusions & recommendation		
16. Could the differential impacts identified in questions 7-15 amount to there being the potential for adverse impact?	YES	There could be a potential adverse impact for those employees affected by these proposals who are above 50. Mitigation will be undertaken to ensure that protection arrangements are in place for these staff for the maximum period available.
	NO	
17. Can the adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or another reason?		
	NO	

Diversity Impact Assessment: Screening Form

NO	Please see comments above which will be further informed by the outcome of consultation.	
NO BUT ...	What is required to ensure this complies with the requirements of the legislation? (see DIA Guidance Notes)?	
YES	Give details of key person responsible and target date for carrying out full impact assessment (see DIA Guidance Notes)	

Action plan to make minor modifications		
Outcome	Actions (with date of completion)	Officer responsible
Staff involved in reviewing the pay structure		

Planning ahead: Reminders for the next review		
Date of next review		
Areas to check at next review (eg new census information, new legislation due)		
Is there <i>another group</i> (eg new communities) that is relevant and ought to be considered next time?		
Signed (completing officer/service manager)	Date	
Signed (service manager/Assistant Director)	Date	

Related documents

Diversity Impact Assessment: Screening Form

Directorate		Name of Policy	
Business Support Department		Pay and Grade Structure	
Officer responsible for assessment Terri Williams		Date of assessment	New or existing? Review
Defining what is being assessed			
1. Briefly describe the purpose and objectives	Option four. To implement a completely new pay and grading structure which introduced pay ranges as opposed to grades. Each range will be tied to existing spinal point ranges. Progression through the range will be by percentage amount to be set by the Council each year. This DIA looks at the detrimental effect in terms of those employees/minority groups who see an adverse effect on their salary as a result of the changes.		
2. Who is intended to benefit, and in what way?	A) The Council as it will alleviate equal pay issues. B) Employees as there will be a transparent process for managing performance and being reward accordingly.		
3. What outcomes are wanted?	To reduce inequalities in the current scheme due to the long length and overlapping of the grades. To provide a pay structure which is fit for purpose to move the organisation forward.		
4. What factors/forces could contribute to or detract from the outcomes?	Contribute - A successful implementation - effective management training programme for setting targets and making assessments of contribution. - Effective employee communications	Detract A lack of comprehensive training could lead to discrimination and resentment amongst staff. A lack of effective employee communication could have a detrimental effect on employees understanding and taking ownership of the scheme.	
5. Who are the main stakeholders?	The Council, employees and recognised trade unions.		
6. Who implements this and who is responsible?	Tricia Palmer, Assistant Director Organisational Services		

Diversity Impact Assessment: Screening Form

Assessing impact		
7. Are there concerns that there <u>could</u> be a differential impact due to <i>ethnicity/ racial groups</i> ?	YES	
	No	
What evidence exists for this?	The majority of the overall employees affected by these proposals are White British 83%, 13% are BME and 3.4% chose not to declare their ethnic background. As the % of BME within the red circle group is 9% there is no adverse impact on this minority group. . The number of White British within the red circle group is 88% which is marginally higher than the total sample.	
8. Are there concerns that there <u>could</u> be a differential impact due to <i>disability</i> ?	Yes	3% of the overall employees affected by these proposals have confirmed they have a disability, compared to 97% who either have no disability or have not provided that information. Within the red circle group 4% of those affected have confirmed they have a disability which is marginally higher than the full sample.
What evidence exists for this?	This could be due to those individuals with a disability tend to stay within the same role longer and therefore are more likely to be at the top of their grade.	
9. Are there concerns that there <u>could</u> be a differential impact due to <i>gender</i> ?	YES	
	NO	
What evidence exists for this?	29% of the overall employees affected by these proposals are men, compared to 71% of women. Within the red circle group 30% are men which is marginally higher than the total sample and 70% are women which is marginally lower than the total sample.	
10. Are there concerns there <u>could</u> be a differential impact due to <i>sexual orientation</i> ?	YES	Whilst employees are encouraged to complete their personal details on the SelfServe4you system. The data samples are too small to make any meaningful analysis.
	NO	
What evidence exists for this?		
11. Are there concerns there <u>could</u> be a have a differential impact due to <i>religion/belief</i> ?	YES	Whilst employees are encouraged to complete their personal details on the SelfServe4you system. The data samples are too small to make any meaningful analysis.
	NO	
What evidence exists for this?		
12. Are there concerns there <u>could</u> be a differential impact due to <i>age</i> ?	YES	There is a marginal increase within the red circle group for those individuals aged between 40 and 49, but this increase is higher for those aged 50 and above. This is likely to be due to these individuals having been at the top of the grade for a period of time.
	NO	

Diversity Impact Assessment: Screening Form

What evidence exists for this?	<p>The age profile of the full sample is as follows:- 29 and under 20% 30 – 39 19% 40 – 49 25% 50 – 59 25% 60 and over 11%</p> <p>Within the red circle group this is: 29 and under 11% 30 – 39 18% 40 – 49 26% 50 – 59 30% 60 and over 15%</p>	
13. Are there concerns that there <u>could</u> be a differential impact due to <i>being transgendered or transsexual</i> ?	YES	Whilst employees are encouraged to complete their personal details on the SelfServe4you system. The data samples are too small to make any meaningful analysis.
	NO	
What evidence exists for this?		
14. Are there any <i>other groups</i> that would find it difficult to access/make use of the policy, or who might experience unfavourable treatment (eg people with caring responsibilities or dependants, those with an offending past, or people living in rural areas)?		
	NO	
What evidence exists for this?	The evidence detailed above.	
15. Are there concerns there <u>could</u> be a differential impact due to <i>multiple discriminations</i> (eg disability <u>and</u> age)?	YES	
	NO	
What evidence exists for this?	Within the full sample 4% of staff aged over 50 have declared they have a disability. Within the red circle group 3% of staff aged over 50 have declared they have a disability.	
Conclusions & recommendation		
16. Could the differential impacts identified in questions 7-15 amount to there being the potential for adverse impact?	YES	There could be a potential adverse impact for those employees affected by these proposals who are above 50. Mitigation will be undertaken to ensure that protection arrangements are in place for these staff for the maximum period available.
	NO	
17. Can the adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or another reason?		
	NO	

Diversity Impact Assessment: Screening Form

NO	Please see comments above which will be further informed by the outcome of consultation.	
NO BUT ...	What is required to ensure this complies with the requirements of the legislation? (see DIA Guidance Notes)?	
YES	Give details of key person responsible and target date for carrying out full impact assessment (see DIA Guidance Notes)	

Action plan to make minor modifications		
Outcome	Actions (with date of completion)	Officer responsible
Staff involved in reviewing the pay structure		

Planning ahead: Reminders for the next review		
Date of next review		
Areas to check at next review (eg new census information, new legislation due)		
Is there <i>another group</i> (eg new communities) that is relevant and ought to be considered next time?		
Signed (completing officer/service manager)	Date	
Signed (service manager/Assistant Director)	Date	

Related documents

A comparison of the implementation outcomes and four year costs of options two, three and four are shown in the table below for those staff below Service Manager. An assumption has been made that there will be no increments in year one for those staying on their current spine point, and all staff will receive at least one increment from year two in options two and three :-

Outcomes / Costs	Option 2 Retain current pay structure remove bottom 2 and top 3 points	Option 3 New pay structure 5 points	Option 4 New Pay Structure Salary Ranges
Year One – Implementation Costs	£587,063 (£843,060 if immediately move to bottom of new grade)	£615,916	£377,479
Year Two – Incremental Costs	£707,887 (of which £274,030 are costs to bring those staff who were one away as result of implementation, to bottom of new grades) £700,404 (if all staff went to bottom of new grade in year 1)	£988,776	Dependent on the agreed % increase ranges from a maximum of £106,010 for 0.25% to £848,080 for 2%
Year Three Incremental Costs	£632,506	£907,432	Dependent on the agreed % increase ranges from a maximum of £108,395 for 0.25% to £882,004 for 2%
Year Four Incremental Costs	£645,238	£749,851	Dependent on the agreed % increase ranges from a maximum £108,666 for 0.25% to £899,644 for 2%
Green Circles (Below minimum of new grade Immediate Pay Increase)	854 (30%)	417 (14%)	305 (13%)
Average Increase	£687 pa £987 pa (if immediate move to new grade)	£1470 pa	£1031 pa
White Circles (No change to salary)	854 (30%)	1803 (63%)	2163 (77%)
Red Circles/Fixed Points (Above maximum of new grade)	1104 (40%) (991 fixed points) (113 protected salary)	527 (22%)	277 (10%)
Average amount of Salary Protection	£5406 pa (red circles only)	£2154	£1604

It should be noted that implementation costs and number of green circles may increase slightly following the outcome of any job evaluation appeals if individual's grades/ranges were to increase as a result of the appeal. This would equally reduce the number of red circles.

The comparison of the implementation outcomes and costs in relation to service manager and above is detailed in the following table:-

Outcomes / Costs	Option 1 Retain Current Pay Structure	Option 2 Retain Current pay structure Remove Top 3 and Bottom 2 Points	Option 3 New Pay Structure - 2 Levels for AD and SM	Option 4 New pay structure Salary Ranges Deputy Director Grade
Year One – Implementation Costs	None	7414 (with oncosts)	37458 (with oncosts)	14830 (with oncosts)
Green Circles	None	2	8	2
Average Increase	None	3089 (without oncosts)	3902 (without oncosts)	6179 (without oncosts)
White Circles	64	17	18	56
Red Circles	None	45	38	6
Average amount of Salary Protection	None	6807 (without oncosts)	5258 (without oncosts)	3335 (without oncosts)

When assimilating individuals onto the new grades, the assumption has been made that any additional duties payments have been absorbed into the base pay.

If it is not possible to reach a collective agreement with the trade unions and it is necessary to dismiss and re-engage contracts then individuals will receive an increment on 1 April 2014 which will be payable for the length of their statutory notice period only. Based on the current position this will be approximately £106,000. These calculations have been based on the notice period commencing from 1 March 2014.