

**BRISTOL CITY COUNCIL
HUMAN RESOURCES COMMITTEE**

TO BE CONSIDERED - 24 April 2008

Title:

Review of JNC Agreement for Youth Workers in Culture & Leisure Department.

Ward: City Wide

Report of: Director of Central Support Services

Officer presenting report: Mark Williams, HR Manager

Contact telephone number: (0117) 9224 838

1. Report Summary

On 17th November 2005, the HR Committee approved that a review be undertaken of the continuing use and application of the JNC agreement for Youth Workers (Fushia Book). The rationale for the review was based on the fact that the City Council has implemented Single Status for its manual, non manual and craft employees.

It is the policy of the Council to pay staff according to the relevant National Agreements that apply to work groups and Youth Workers have their own national pay salary provisions which the Council has adopted since 1996.

The Community & Youth Workers Union (CYWU) at the time objected to a review of the continuing use and application of the JNC agreement for Youth and Community Workers. The CYWU has now merged with UNITE.

2. Recommendation

The Committee is asked to:

(1) Agree that JNC Youth Workers terms and conditions are not harmonised within Single Status terms and conditions, given the differences in the national conditions of service for those two groups of employees;

(2) Consider the exercise of discretion in relation to paragraphs 5.4 and 5.6 below

3. Policy

It has been the practice of the Council to pay work groups such as Youth Workers, in accordance with JNC national agreements.

4. Consultation

(a) Internal

The views of the trade unions have been sought and an earlier draft of this report has been discussed at the departmental joint consultative committee. The trade unions have requested more time to consider the proposals contained within the report.

The management of the Youth and Play Service support the recommendation to retain the existing arrangements.

(b) External

None.

5. Background and Assessment

5.1 There are a number of differences between the terms and conditions of JNC and Single Status employees. These are highlighted in Appendix A and key issues are discussed below.

5.2 **Pay & Gradings Considerations:** JNC Youth Workers grades are established by the use of a grading matrix which is very different to the Job paperwork required by the Bristol Single Status Job Evaluation Scheme (BSS). Therefore, the JNC paperwork does not allow for a job evaluation exercise to be undertaken to ascertain the grades that the youth worker jobs could achieve under the BSS. However, some initial analysis indicates that the most senior youth worker role, currently on a salary range of JNC pay points 27-30 (£32,498 to £35,053) would be evaluated at a BG 11 (£27,594 - £29,728). It is considered that the pay & gradings of youth worker jobs under the JNC evaluation process are higher than under the current BSS.

Furthermore, BSS grading bands are much different and its likely that 2-3 JNC grades could end up amalgamated into 1

BSS grade, thereby eradicating pay differentials between different roles.

A precise evaluation can only be achieved through the completion of job evaluation questionnaires. This is a labour intensive exercise. The current JNC grading matrix provides insufficient information for an accurate evaluation under BSS.

It should be noted that the provisions of the Working Arrangements Policy do not currently apply to JNC employees. Therefore lower grading could be offset and possibly exceeded by the cost of paying WAP enhancements.

- 5.3 **WAP considerations:** The Working Arrangements Policy provides for additional payments/enhancements for employees working between 8.00pm and 7.00am. Saturday and Sunday working would also attract additional payments/enhancements although TOIL is widely operated within the service, and could continue. Its possible that the working patterns of some staff could amount to a shift pattern and therefore attract shift pay enhancements.
- 5.4 **Annual Increments/ Pay Awards** for JNC staff are effective annually from 1st September. It is possible to transfer JNC employees to a 1 April date in line with Single Status employees.
- 5.5 **Pay Protection:** After the most recent national review of JNC pay & gradings structure, a new national salary framework was introduced on 1st September 2005 (backdated to 1st April). Currently 24 employees are receiving pay protection, awarded nationally for a period of 4 years, which ceases on 1st April 2009. This conflicts with the Council's Managing Change Policy, which restricts pay protection to a maximum of 3 years.
- 5.6 **Annual leave & Extra Statutory Days:** JNC employees have 30 days leave rising to 35 days after 5 years service, compared with 24 & 29 days for Single Status employees, which includes 3 extra statutory days. JNC youth workers also have 3 extra statutory days holiday, which are discretionary, in addition to their annual leave entitlement.

There would be strong resistance to reducing JNC leave entitlements, as historically youth workers are seen as aligned with the teaching profession, and the additional days leave are seen as helping to alleviate the stress within the profession. Therefore, reduction in leave, could impact on sickness absence.

5.7 Recruitment & Retention: There could also be implications for recruitment and retention where terms and conditions of service may be perceived as less favourable to those offered by other local authorities operating under JNC terms and conditions. Indeed there is no evidence that other local authorities are transferring JNC employees onto Single Status terms and conditions, in particular our neighbouring authorities in the former Avon area.

6. Other Options Considered

It would be reasonable to consider the issues identified in paragraphs 5.4 and 5.6 above.

There would need to be further detailed work undertaken to look at the pay & gradings issues including WAP costs.

7. Risk Assessment

The separate JNC agreement provides a genuine material factor difference defence against equal pay claims. Therefore, a decision not to harmonise terms & conditions at this point is unlikely to result in an equal pay claim.

8. Equalities Impact Assessment

Attached at Appendix E

9. Legal and Resource Implications

Employees would require 12 weeks statutory notice of a change to their terms and conditions.

The separate JNC agreement provides a genuine material factor difference defence against equal pay claims.

Legal:

(Advice from Legal Services)

Financial:

(a) Revenue

Once pay protection provisions expire, there would likely be some savings made on salary costs. However, this is likely to be offset and possibly exceeded by the cost of paying WAP

enhancements, to which JNC employee are not currently entitled.

Financial Advice from Mike Harding, Head of Finance.

(b) Capital N/A

(Advice from designated Finance Officer)

Land: N/A

Personnel: There are no implications arising from the main recommendation. However, any changes to the arrangements for the payment of increments and extra statutory holidays will require contractual notice of change to be issued.

Appendices:

Appendix A: Differences between JNC & Single Status Terms & Conditions.

Appendix B: JNC Pay Points

Appendix C: JNC Job Titles & Grading Structure

Appendix D: Single Status Pay Scales

Appendix E: Equalities Impact Assessment

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers: None

Differences between JNC and Single Status Terms and Conditions of Service

Condition	JNC	Single Status /Local
Job Evaluation Scheme	Joint Manager, HR & Trade Union grading & appeal panels consider Matrix, then national grading appeal panel	Bristol Single Status rules of Scheme apply. No external appeal level.
Annual Increments/Pay Awards	Effective 1 st September	Effective 1 st April
Periods of Notice	<9 years service = 2 months 9-12 years service = 1 week for each year >12 years service = 12 weeks	Determined by grade Up to & including BG 10 = 1 month BG 11 and above = 2 months
Residential Duties	New TOIL Agreement, currently being consulted upon	WAP
Appeals against salary gradings	3 months from time advised of grading to make appeal to local panel. Can then go to national level.	Bristol Single Status JE Scheme rules apply
Pay protection for assimilating new new JNC pay & grading structure	Circular 150 states pay protection ceases wef 1 st April 09 - giving 4 years full pay protection	Managing Change Policy gives 3 years pay protection
Sick Leave	Same as Single Status Green Book	Green Book
Annual Leave	<5 years service = 30 working days >5 years service = 35 working days	<5 years service = 24 working days >5 years service = 29 working days
Public Holidays	8 + 3 extra statutory days	8
Working Hours	Same as Single Status - 37	37
Probationary Period	1 year	6 months

Work outside of core hours.	No enhancement to basic pay. TOIL used as appropriate for additional hours worked, whether in evenings, at weekends, or for residential trips.	Sat/Sun = enhanced by .5 Night work 8.00pm to 7.00am = enhanced by .3 Public Hols = Additional plain time and TOIL.
Overtime	TOIL	WAP enhanced by .5 weekends, Additional plain time and TOIL for public holidays.
Studying for professional qualifications - local arrangements	Full day's release per week plus ½ day study leave per week	Generally ½ day release per week. Some other ad hoc arrangements exist locally

JOINT NEGOTIATING COMMITTEE FOR YOUTH AND COMMUNITY WORKERS

JESC 155 - Appx 1

Youth and Community Support Worker Range

Pay

Points w.e.f 1.9.07

1	13,628
2	14,197
3	14,766
4	15,337
5	15,909
6	16,478
7	17,053
8	17,625
9	18,353
10	18,922
11	19,841
12	20,742
13	21,670
14	22,630
15	23,287
16	23,970
17	24,643

Professional Range

Pay

Points w.e.f 1.9.07

11	19,841
12	20,742
13	21,670
14	22,630
15	23,287
16	23,970
17	24,643
18	25,323
19	25,993
20	26,666
21	27,425
22	28,283
23	29,119
24	29,959
25	30,804
26	31,652
27	32,498
28	33,353
29	34,204
30	35,053

LONDON AREA ALLOWANCES

w.e.f 1.9.07

Inner	2,785
Outer	1,829
Fringe	713

Appendix C

Review of JNC Agreement for Youth Workers in C&L Department.

JNC Job Titles and Grading Structure

SCP	JOB TITLE	LEVEL
1 - 4	Modern Apprentice	LEVEL 1 workers must be participating in a recognised training/education programme
3 - 6	Youth Support Worker in Training	
7 - 10	Youth Support Worker	LEVEL 2 Minimum qualification requirement = NVQ Level 3 or recognised equivalent.
11 - 14	Youth Support Worker in Charge (L 1)	
14 - 17	Youth Support Worker in Charge (L 2)	
13 - 16	Youth & Community Worker in Training	PROFESSIONAL LEVEL Minimum qualification JNC Level 4 or Higher Education or recognised equivalent.
17 - 20	Youth & Community Worker (L 1)	
20 - 23	Youth & Community Worker (L 2)	
23 - 26	Senior Youth & Community Worker (L 1)	
26 - 29	Senior Youth & Community Worker (L 2)	
27 - 30	Senior Youth & Community Worker (L 3)	

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**Review of JNC Agreement for Youth Workers in Culture & Leisure
Department. Appendix D**

Single Status Pay scales

Single Status Bristol Grades			Pay w.e.f 1 April 2007			
GRADE	Single Status		£ per	£ per	£ per	£ per
SCALE	POINTS	SCP	ANNUM	MONTH	HOUR (37)	HOUR (39)
BG 1		3.5	deleted	0.00	0.0000	0.0000
	182 ~ 216	4	11577	964.75	6.0006	5.6929
		4.25	11645	970.42	6.0359	5.7264
		4.5	11713	976.08	6.0711	5.7598
BG 2	217 ~ 257	5	11737	978.08	6.0836	5.7716
		5.5	11823	985.25	6.1282	5.8139
		6	11907	992.25	6.1717	5.8552
BG 3	258 ~ 280	6	11907	992.25	6.1717	5.8552
		6.5	12101	1008.42	6.2723	5.9506
		7	12291	1024.25	6.3707	6.0440
BG 4	281 ~ 307	8	12678	1056.50	6.5713	6.2344
		9	13062	1088.50	6.7704	6.4232
		10	13336	1111.33	6.9124	6.5579
	only Soc Ser	10.5				
		11	14197	1183.08	7.3587	6.9813
BG5	308 ~ 330	12	14492	1207.67	7.5116	7.1264
		13	14882	1240.17	7.7137	7.3182
		14	15153	1262.75	7.8542	7.4514
		15	15470	1289.17	8.0185	7.6073
BG 6	331 ~ 361	15	15470	1289.17	8.0185	7.6073
		16	15842	1320.17	8.2113	7.7902
		17	16217	1351.42	8.4057	7.9746

		18	16536	1378.00	8.5710	8.1315
BG 7	362 ~ 401	18	16536	1378.00	8.5710	8.1315
		19	17154	1429.50	8.8913	8.4354
		20	17781	1481.75	9.2163	8.7437
		21	18430	1535.83	9.5527	9.0629
BG 8	402 ~ 450	22	18907	1575.58	9.8000	9.2974
		23	19463	1621.92	10.0882	9.5708
		24	20099	1674.92	10.4178	9.8836
		25	20736	1728.00	10.7480	10.1968
BG 9	451 ~ 499	26	21412	1784.33	11.0984	10.5293
		27	22122	1843.50	11.4664	10.8784
		28	22845	1903.75	11.8411	11.2339
		29	23749	1979.08	12.3097	11.6785
BG 10	500 ~ 558	30	24545	2045.42	12.7223	12.0699
		31	25320	2110.00	13.1240	12.4510
		32	26067	2172.25	13.5112	12.8183
		33	26835	2236.25	13.9093	13.1960
		34	27594	2299.50	14.3027	13.5692
BG 11	559 ~ 580	34	27594	2299.50	14.3027	13.5692
		35	28172	2347.67	14.6023	13.8535
		36	28919	2409.92	14.9894	14.2208
		37	29728	2477.33	15.4088	14.6186
BG 12	581 ~ 620	38	30598	2549.83	15.8597	15.0464
		39	31606	2633.83	16.3822	15.5421
		40	32436	2703.00	16.8124	15.9503
		41	33291	2774.25	17.2556	16.3707
BG 13	621 ~ 662	42	34140	2845.00	17.6956	16.7882
		43	34991	2915.92	18.1367	17.2067
		44	35852	2987.67	18.5830	17.6301
		45	36657	3054.75	19.0002	18.0259
BG 14	663 ~ 690	46	37543	3128.58	19.4595	18.4616
		47	38404	3200.33	19.9058	18.8850
		48	39258	3271.50	20.3484	19.3050
		49	40101	3341.75	20.7854	19.7195

BG 15	691 ~ 729	49	40101	3341.75	20.7854	19.7195
		50	40896	3408.00	21.1974	20.1104
		51	41799	3483.25	21.6655	20.5545
		52	42699	3558.25	22.1320	20.9970
BG 16	730 ~ 799	53	43596	3633.00	22.5969	21.4381
		54	44616	3718.00	23.1256	21.9397
		55	45738	3811.50	23.7072	22.4915
		56	46800	3900.00	24.2576	23.0137
BG 17	800 pts	57	47919	3993.25	24.8376	23.5640
	and above	58	49038	4086.50	25.4176	24.1142
		59	50141	4178.42	25.9893	24.6566
		60	51564	4297.00	26.7269	25.3564

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Review of JNC Agreement for Youth Workers in Culture & Leisure Department. Appendix E

Full Equality Impact Assessment

This toolkit has been developed to use as a guide when conducting a Full Equalities Impact Assessment (EqIA) on a policy, service or function. It includes questions that need to be answered by the person/team conducting the EqIA, plus questions that could be asked of key stakeholders during consultation phases. It is intended that this is used as a working document throughout the EqIA process: the final written report of the EqIA should follow the same format and cover each of the sections within it.

It is important to consider all available information that could help determine both whether the policy could have any potential adverse impact and whether it meets the particular needs of different equalities groups. Please attach examples of any monitoring information, research and consultation reports that you have used to assess the potential impact upon the six equalities strands.

NB - Only fill in the sections that are relevant

Title of service, function or policy being assessed	JNC Terms & Conditions for Youth & Community Workers
Name of directorate and service	Youth Service, Culture & Leisure
Name and role of officers completing the assessment	Julie Loxley/Julie Mead
Contact telephone number	011792 23899
Date assessment completed	9 th April 2008

1.	Identify the aims of the policy/service/function and how it is implemented.		
	Key questions	Answers / Notes	Actions required
1.1	Is this a new a new policy / function or service or a review of an existing one?	<p>This is to review the continuing use and application of the JNC Agreement for Youth & Community Workers as approved by HR Committee 17th November 2005, which sets out:</p> <ul style="list-style-type: none"> ● the salary scales and other terms and conditions of service for Youth & Community Workers ● to endorse Youth & Community Worker qualification. 	Need to identify existing terms and conditions of service compared with those employees who are employed on NJC terms and conditions of service.
1.2	What is the objective or purpose of the review?	To consider harmonisation with the NJC Terms & Conditions for employees.	Need to highlight the differences in terms and conditions of service and consider the implications of harmonisation.
1.3	Whose needs is it designed to meet? who are the main stakeholders?	To bring harmonisation of terms and conditions of employment for employees. To simplify the administration process for managers and HR by using one set of terms and conditions of employment. Key stakeholders at this stage of the process are the TUs and managers of the work group.	Need to conduct initial/limited consultation to consider feasibility of harmonisation and whether an indepth exercise should be considered.
1.4	Who defines or defined the review? How much room for manoeuvre is there?	The terms & conditions for Y&CWs are determined by the national Joint Negotiating Committee for Youth & Community Workers and adopted by	

		<p>Bristol City Council. BCC requested a review of its continuation through HR Committee 17th Nov 2005. Bristol City Council could make a decision to adopt NJC terms and conditions of service for Y&CWs to harmonise with Bristol Single Status employees. Any decision to harmonise would only be made following full consultation with stakeholders. The recognised TUs did not support a review of the National Agreement as they believe that Y&CWs should continue to retain their distinctive terms & conditions of employment.</p>	
1.5	Who implements the review? Is it possible for bias/prejudice to creep into the process?	<p>The terms & conditions are implemented by managers and HR. There are approximately 165 employees currently employed under JNC terms & conditions. Employees & TUs will wish to protect their existing terms & conditions particularly where they are more favourable. Terms & conditions are fixed so there is no scope for bias or prejudice in it's application.</p>	
1.6	Are there any areas of this review that are governed by discretionary powers or judgement? If so is there clear guidance on how to exercise these?	<p>The provision of 3 extra statutory days holiday are a local discretion and not part of the national terms & conditions for Y&CWs. All JNC employees automatically are given the additional days.</p>	

1.7	What factors or forces are at play that could contribute or detract from the outcomes identified earlier in 1.2?	<p>Recognised TUS have previously expressed they did not support a review through HR Committee 17th Nov 2005.</p> <p>C&YWs might be resistant to harmonisation where existing terms & conditions of service are more favourable.</p> <p>There are discussions at national level of amalgamating youth workers with school support staff.</p> <p>The decision to apply WAP as opposed to applying TOIL could have financial implications for the employer.</p> <p>The application of the Bristol Single Status JE Scheme could have implications on current pay scales resulting in a reduction in pay gradings for some employees.</p> <p>Lack of resources to fully investigate the implications of harmonisation, for example, the exercise to complete job evaluation paperwork.</p>	Extensive work to identify the full implications of harmonisation and full consultation would need to be undertaken if harmonisation is considered a serious option.
1.8	How do these outcomes meet or hinder other policies, values or objectives of the public authority (this question will not always apply)	<p>Retaining JNC terms & conditions would support the recruitment & retention of Y&CWs who might otherwise move to neighbouring L/As who have retained JNC terms & conditions.</p> <p>Harmonisation would support Equal Pay Policy.</p>	
1.9	How does the local authority interface with other bodies in relation to the implementation of this policy function? (this question will not	There could be recruitment and retention issues as other L/As still use the JNC terms & conditions of employment for Y&CWs.	

	always apply)		
1.10	Consider if any of the six equalities strands have particular needs relevant to the review.	Harmonisation would apply equally to all JNC employees.	
1.11	Taking the six strands of equalities, is there anything in the review that could discriminate or disadvantage any groups of people?	Terms & conditions would be fixed for all employees and not open to interpretation.	

2. Consideration of available data, research and information			
	Key questions	Answers / Notes	Actions required
2.1	What do you already know about who uses and delivers this service or policy?	165 employees:	

		<table border="1"> <tbody> <tr> <td colspan="2">Gender</td> </tr> <tr> <td>Female</td> <td>101 (62%)</td> </tr> <tr> <td>Male</td> <td>63 (38%)</td> </tr> <tr> <td colspan="2">Age</td> </tr> <tr> <td>Up to Age 24</td> <td>26 (16%)</td> </tr> <tr> <td>Age 25 - 49</td> <td>109 (67%)</td> </tr> <tr> <td>Age 50 - 64</td> <td>28 (17%)</td> </tr> <tr> <td>Age 65 +</td> <td>None</td> </tr> <tr> <td colspan="2">Disabled</td> </tr> <tr> <td>Yes</td> <td>13 (8%)</td> </tr> <tr> <td>No</td> <td>132 (80%)</td> </tr> <tr> <td>Other</td> <td>19 (12%)</td> </tr> <tr> <td colspan="2">Race</td> </tr> <tr> <td>WU</td> <td>115 (70%)</td> </tr> <tr> <td>Black Carribean</td> <td>14 (9%)</td> </tr> <tr> <td>Other</td> <td>35 (21%)</td> </tr> <tr> <td colspan="2">Religion</td> </tr> <tr> <td>Christian</td> <td>9 (5.5%)</td> </tr> <tr> <td>Other</td> <td>4 (2.5%)</td> </tr> <tr> <td>None</td> <td>13 (8%)</td> </tr> <tr> <td>Rather not state</td> <td>138 (84%)</td> </tr> <tr> <td colspan="2">Sexual Orientation</td> </tr> <tr> <td>Heterosexual</td> <td>22 (13%)</td> </tr> <tr> <td>Gay/Lesbian</td> <td>3 (2%)</td> </tr> <tr> <td>Bisexual</td> <td>2 (1%)</td> </tr> <tr> <td>Rather not state</td> <td>136 (84%)</td> </tr> </tbody> </table>	Gender		Female	101 (62%)	Male	63 (38%)	Age		Up to Age 24	26 (16%)	Age 25 - 49	109 (67%)	Age 50 - 64	28 (17%)	Age 65 +	None	Disabled		Yes	13 (8%)	No	132 (80%)	Other	19 (12%)	Race		WU	115 (70%)	Black Carribean	14 (9%)	Other	35 (21%)	Religion		Christian	9 (5.5%)	Other	4 (2.5%)	None	13 (8%)	Rather not state	138 (84%)	Sexual Orientation		Heterosexual	22 (13%)	Gay/Lesbian	3 (2%)	Bisexual	2 (1%)	Rather not state	136 (84%)	
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2.2	What quantitative data do you already have? (e.g census data, employee data, customer profile data etc)	As above																																																					
2.3	What qualitative data do you already have? (e.g results of customer satisfaction surveys, results of previous consultations, staff survey findings etc).	The TUs did not support a review of the National Agreement as they believed that Y&CWs should continue to retain their distinctive terms & conditions of employment, as documented in HR																																																					

		Committee Report 17 th Nov 2005. The differences in terms & conditions for JNC and NJC employees are highlighted in Appendix A.	
2.4	What additional information is needed to ensure that all equality groups' needs are taken into account? Do you need to collect more data, carry out consultation at this stage?	JNC and NJC terms & conditions have been nationally developed in consultation with TUs and each have been tested for equal pay purposes.	
2.5	How are you going to go about getting the extra information that is required?	N/A at this stage.	

3. Formal consultation (include within this section any consultation you are planning along with the results of any consultation you undertake)

	Key questions	Answers/notes	Actions required
3.1	Who do you need to consult with?	Initial consultation with TUs. For full consultation this would need to be extended to the workgroup and those who manage this workgroup.	
3.2	What method / form of consultation can be used?	Culture & Leisure DJCC on 27 th Mar 08	
3.3	What consultation was actually carried out as part of this EqIA and with which groups?	YPS Manager TUs were asked for comments at DJCC	
3.4	What were the main issues arising from the consultation?	TUs requested further time to consider, pending full Equalities Impact Assessment, requesting it be deferred to May HR Committee.	

Recording the consultation

You must ensure that you record all the main areas of concern raised by equality and customer groups during consultations and how you

will address these concerns. You may wish to consider using a template such as the one below:

Group consulted	Date, Venue and number of people attending consultation	Area of concern from Group	How will this be addressed and fed back to the group?

Please attach the results of your consultations here:

Group consulted	Date, Venue and number of people attending consultation	Area of concern from Group	How will this be addressed and fed back to the group?

4. Assessment of impact

	Based upon any data you have analysed, or the results of consultation or research, use the spaces below to list how the policy will or does actually work in practice for each equalities group. Identify any differential impact and consider whether the policy/function meets any particular needs of each of the six equalities groups. Also include any examples of how the policy or service helps to promote race, disability and gender equality.	
		Impact or potential impact (negative, positive or neutral)
4.1	Gender – identify the impact/potential impact of the policy on women, men and transgender people	N/A
4.2	Disability - identify the impact/potential impact	N/A

	of the policy on disabled people (ensure consideration of a range of impairments including visual and hearing impairments, mobility impairments, learning disability etc)		
4.3	Age – identify the impact/potential impact of the policy on different age groups	N/A	
4.4	Race – identify the impact/potential impact on different black and minority ethnic groups	N/A	
4.5	Sexual orientation - identify the impact/potential impact of the policy on lesbians, gay men, bisexual and heterosexual people	N/A	
4.6	Religion/belief – identify the impact/potential impact of the policy on people of different religious/faith groups and also upon those with no religion.	N/A	
4.7	Have you identified any areas in which the policy/service or function is indirectly or directly discriminatory? If you answer yes to this please refer to legal services on whether this is justifiable within legislation.	N/A	
4.8	If you have identified any adverse impact(s) can it be avoided, can we make changes, can we lessen it etc? (NB: If you have identified a differential or adverse impact that amounts to unlawful discrimination, then you are duty bound to act to ensure that the Council acts lawfully by changing the policy or proposal in question).	N/A	
4.9	Are there additional measures that could be adopted to further equality of opportunity in the context of this policy/service/function and to	N/A	

meet the particular needs of equalities groups that you have identified?	
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5.	Internal processes for the organisation – to be explored at the end of the mentoring process.
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Making a decision in the light of data, alternatives and consultations			
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	Key questions	Answers/notes	Actions required
5.1	How will the organisations decision making process be used to take this forward?		

Monitoring for adverse impact in the future			
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	Key questions	Answers/notes	Actions required
5.2	What have we found out in completing this EqIA? What can we learn for the future?		
5.3	Who will carry out monitoring?		
5.4	What needs to be monitored?		
5.5	What method(s) of monitoring will be used?		
5.6	How will the monitoring information be published?		

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Publication of results of the equality impact assessment

	Key questions	Answers/notes	Actions required
5.7	Who will take responsibility for writing up the EqIA report?		
5.8	How will the results of the EqIA be published?		
5.9	Who will take responsibility for this?		

6. Equality Impact Assessment Improvement Plan

Please list actions that you plan to take as a result of this assessment (continue on separate sheets as necessary). These actions need to be built into the service planning framework and targets should be measurable, achievable, realistic and time bound.

Title of service/function or policy being assessed:
 Name and role of officers completing assessment:
 Date assessment completed:

Issues identified	Actions required	Progress milestones	Officer responsible	By when

Once you have completed this form, keep a copy of the form as a record of the processes you have been through in carrying out the EqIA

Please sign and date this form, keep one copy and send one to the Corporate Equalities Team.

Signed
Lead Officer
Date

Signed
Departmental Equalities Contact
Date

Action Plan

Recommendation	Key activity	Progress milestones	Officer Responsible	Progress

Signed
Lead Officer
Date

Signed
Departmental Equalities Contact
Date