

BRISTOL CITY COUNCIL
HUMAN RESOURCES COMMITTEE

For Resolution

24th September 2010

Report of: Chief Executive and
Service Director: Human Resources

Title: Pay Protection

Officer Presenting Report: Robert Britton, Service Director: HR
Mark Williams, Corporate HR Manager

Contact Telephone Number: 0117 92 22669/24838

RECOMMENDATIONS

It is recommended that:-

- i) pay protection be revised in accordance with “option B” below. This would reduce pay protection for employees from three years to two years with effect from 1st January 2011; and
- ii) the Committee notes that employees paid in accordance with the School Teachers' Pay and Conditions Document have separate pay protection arrangements which are determined by statutory regulations.

Summary

For reasons of budgetary pressures it is now considered essential that the Council's Pay Protection Policy be reviewed/revised.

The significant issues in the report are:-

Current pay protection costs, and projected structure changes in the foreseeable future, which are likely to have an impact upon redeployment levels.

1. Policy

- 1.1 The Council's current Pay Protection Scheme (Managing Change Policy) awards employees pay protection for 3 years, on the following basis:-
- (i) they are redeployed into a lower graded post
 - (ii) the post they occupy is down-graded under the job evaluation scheme

Upon the expiry of the 3 year period of 'frozen' pay, the employee is paid in accordance with the lower grade/pay rate applicable to the post they have been redeployed into, or have had their grade reduced to under the JE scheme.

The proposals set out in this report do not affect employees who are already receiving pay protection in accordance with the current Managing Change Policy.

- 1.2 There are separate statutory pay protection arrangements for employees paid in accordance with the School Teachers' Pay and Conditions Document. Therefore this proposal does not affect teachers employed by Bristol City Council.

2. Consultation

2.1 Internal

Trade union consultation meetings have been held on the 9th of August and the 3rd & 10th of September 2010. Trade unions are not in agreement with the proposal to reduce the period of pay protection from three to two years. However, during consultation, the trade unions acknowledged the Council's position that retaining the existing arrangements was very difficult in the current economic climate. The trade unions have stated that a reduction in pay protection to one year would lead them to recommend industrial action to their members.

The trade unions also requested that employees have access to redeployment opportunities during their period of pay protection as this enables employees to get a job on their old grade, but also helps the Council to reduce pay protection costs. Officers consider that this option has merit, but employees in this position could only be provided with redeployment opportunities after staff at risk of dismissal on redundancy and health grounds have been considered. It has been agreed that this matter will be considered as part of a forthcoming review of the New Opportunities Procedure.

The Self Organised Groups (SOGs) were also consulted in relation to the completion of the Equalities Impact Assessment (EqIA) attached. The disabled group highlighted the fact that disabled employees could be more likely to be redeployed to a lower graded post, as a disabled employee could be medically redeployed into an alternative post. They stated that "One year is not long enough for pay protection. Longer periods allow transition when re-deployment to a lower graded post is applied".

2.2 External

Strategic HR has undertaken a benchmarking exercise across other comparable local authorities and other employers. This benchmarking information, which is summarised in the attached Appendix B, confirms that there are significant variations between authorities, and that in a number of the councils surveyed, reviews regarding conditions of service payments are currently being conducted.

3. Context

- 3.1 The following estimated savings have been calculated by looking at actual payments made in 2009/10, and calculating the savings which would have arisen if pay protection had been based on one or two years, rather than on three years (as at present).

Option A:-

1 year pay protection - **estimated savings of £187,000** (i.e. this policy is 63% of the cost of our current pay protection policy)

Option B:-

2 year pay protection - **estimated savings of £116,000** (i.e. this policy is 77% of the cost of our current pay protection policy)

The two options are detailed below.

- 3.2 Benchmarking pay protection policies in core cities, and in other organisations, has confirmed that there is little or no common practice in relation to pay protection, and that a number of the councils covered in the survey are reviewing their existing practice.
- 3.3 Employers have no legal obligation to provide pay protection. However, from an employee relations perspective, pay protection "cushions" a reduction in contractual pay which in some cases can be significant. The Council has operated a policy of three years pay protection for many years. In recent years, the arrangements that employers have in respect

of pay protection have led to expensive litigation on the grounds of Equal Pay. The courts have established that pay protection can be discriminatory, but it can be used where it can be objectively justified. Using pay protection to cushion a reduction in contractual pay is an objective reason under current case law.

4. Proposal

4.1 Therefore the Council considers “pay protection” to be an essential part of the redeployment process, as it assists employees in the short-term, when they are appointed to posts where their contractual pay is reduced.

4.2 The pay protection options which Members are asked to consider are:-

(i) Option A:

Pay protection be reduced to one year with effect from 1st January 2011.

(ii) Option B

Pay protection be reduced to two years with effect from 1st January 2011.

4.3 Whilst the financial savings would not be significant (based upon the current number of employees who are being redeployed), it is anticipated that the number of redeployees will rise considerably during the next 2 to 3 years - so this cost is likely to rise. It is also important to highlight that the longer the period of pay protection, the longer it takes to make the desired savings.

4.4 Reducing pay protection will mean that the Council can accrue the financial benefits more quickly than under the current policy. There is also an argument that a shorted period of pay protection will also assist in reducing the need for compulsory redundancies in service reviews.

(i) Option A will provide greater benefit but it is considered that a 66% reduction in the period of pay protection would not be appropriate on employee relations grounds.

(ii) Option B provides a 33% reduction in the period of pay protection.

4.5 Given the current economic climate and the fact that there are not likely to be pay awards for at least two years, Option B is recommended as the appropriate pay protection period that the Council should provide to employees.

5. Other Options Considered

- 5.1 The Council has no obligation to provide pay protection. A policy of no pay protection has been discounted on employee relations grounds.
- 5.2 Retaining the status quo is not supported on cost grounds.
- 5.3 Two of the trade unions have requested that the current pay protection policy of three years is applied to Managing Change Reviews already underway but that will not be implemented until 2011. This has been discounted on the basis that it is not practicable, and applying a different rule after 1 January 2011 to some work groups and not others could lead to grievances and legal challenges.

6. Risk Assessment

- 6.1 Any reduction in pay protection will reduce an employee's willingness to accept redeployment to lower graded posts on a voluntary basis, however an employer does not need an employee's agreement to being offered a "suitable alternative appointment".

7. Equalities Impact Assessment

- 7.1 Currently, 224 employees are in receipt of pay protection. Of these 51% are women and 49% men. However, men represent 28% of the workforce. Consequently, a higher proportion of men are in receipt of pay protection than women.
- 7.2 It is not possible to forecast the impact of the proposed change in policy on under-represented groups and gender. However, an Equalities Impact Assessment is required for all services reviews, and these must address any pay protection issues that are anticipated.
- 7.3 Appendices C & D provide a detailed analysis of the proposals set out in this report.

Legal and Resource Implications

Legal

The Report details proposed changes to the Council's policy in respect of pay protection.

Pay protection arrangements are permissible if an employer can demonstrate the scheme is to cushion the effect of a drop in pay and the

scheme is drafted to take into account considerations including costing and avoiding potential discriminatory effects.

Options A and B within the Report have the effect of ensuring equal treatment for all employees and will be less likely to be challenged successfully.

Advice from Husinara Jones for Head of Legal Services

Financial

(a) Revenue:

A summary of the cost implications (savings) is set out in Appendix A attached.

(b) Capital:

Not applicable.

Land

Not applicable.

Personnel

As set out in paragraphs 4.1 to 4.5 above, and in Appendix A.

Appendices

Appendix A -	Pay Protection Payments - March 2009 & March 2010
Appendix B -	Redundancy Pay and Pay Protection Benchmarking - June 2010 (from core cities and from other employers)
Appendix C -	Equalities Impact Assessment (Part 1)
Appendix D -	Equalities Impact Assessment (Part 2)

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

None

Appendix (6) A

Figures based upon pay protection payments in March 2010

	current monthly pay protection (3 years protection)	Monthly cost if pay protection had been 1 year	Monthly cost if pay protection had been 2 years	Annual savings if there had been 1 year pay protection	Annual savings if there had been 2 years pay protection	No of employees on pay protection
Council wide	£42,450	£26,830	£32,773	£187,000	£116,000	224
CYPS	£8,222	£5,576	£7,234	£32,000	£12,000	39
City Development	£3,873	£1,066	£3,410	£34,000	£6,000	18
DCX	£975	£772	£772	£2,000	£2,000	3
H&SC	£7,380	£2,819	£4,518	£55,000	£34,000	52
Neighbourhoods	£17,279	£12,741	£12,740	£54,000	£54,000	98
Resources	£3,515	£3,275	£3,515	£3,000	£0	8
Transformation	£1,205	£582	£582	£7,000	£7,000	6

Figures based upon pay protection payments in March 2009

	current monthly pay protection (3 years protection)	Monthly cost if pay protection had been 1 year	Monthly cost if pay protection had been 2 years	Annual savings if there had been 1 year pay protection	Annual savings if there had been 2 years pay protection	No of employees on pay protection
Council Wide	£19,819	£8,271	£12,290	£139,000	£90,000	160
ACC	£5,486	£1,857	£2,187	£44,000	£40,000	36
CSS	£332	£0	£299	£4,000	£0	3
CX	£250	£0	£0	£3,000	£3,000	2
CYPS	£4,098	£2,421	£3,223	£20,000	£10,000	29
City Development	£15	£0	£15	£0	£0	1
Culture & Leisure	£2,167	£1,629	£1,629	£6,000	£6,000	12
HSC	£193	£0	£193	£2,000	£0	1
N&HS	£4,487	£1,769	£2,856	£33,000	£20,000	39
NH	£215	£153	£153	£0	£0	2
PTSD	£1,262	£183	£795	£13,000	£6,000	27
Resources	£761	£258	£388	£6,000	£4,000	4
Transformation	£554	£0	£550	£7,000	£0	4

*Savings rounded to the nearest £1,000 as the actual savings will depend upon the numbers provided with pay protection during the year. The savings figures have been calculated by comparing the actual costs which would have been incurred in March 2009 or March 2010 if pay protection was 1 year (or 2 years) The figures for the current costs are the monthly payments actually made in the month of March 2009 and March 2010

The number of staff receiving pay protection has as at March 2010 (224 staff) is significantly more than the number of staff receiving pay protection as at 31st March 2009 (160 staff).The savings derived from any reduction to the length of pay protection will vary significantly based upon the number of people who are re-deployed after the implementation of such a change.

Redundancy pay & pay protection benchmarking - June 2010

LA	Are you still using the 60 week scheme that 'CUBA' authorities harmonised to in April 2007?	Method used for calculating redundancy pay	Does this differ if employees "volunteer" for redundancy?	Pay Protection
South West 1	Yes	Actual pay	No	10% of (new) post for max 3 years
South West 2	Yes	Actual pay	No	12.5% of (new) post for max 3 years
South West 3	Yes *	Actual pay	No	3 years

CORE CITIES	What level of redundancy calculator do you apply for compulsory redundancies?	Method used for calculating redundancy pay	Does this differ if employees "volunteer" for redundancy?	Pay Protection
City 1	Statutory minimum weeks	Actual pay	No	6 months *
City 2	Statutory minimum weeks	Actual pay	Yes - then x 2.2 - 66 weeks	Up to 5 years (1 grade only) *
City 3	Case by case basis	Case by case basis	Case by case basis	Up to 3 years full protection including pay awards and increments, then pay-freeze until sub grade catches up
City 4	Statutory minimum weeks	Actual pay	Yes - x3 weeks, but capped to a maximum of 30 weeks	Up to 3 years
City 5	X2 - 60 weeks	Actual pay	No	3 years full protection, 1 further year partial protection
City 6	X2.5	max weekly pay capped at £380	No	2 years *
City 7	Statutory minimum weeks	Actual pay	Yes. Actual pay used for those getting pension & 1.5 weeks pay also used for those not receiving pension	Up to 2 years (1 grade only)

Workforce Partnership	What level of redundancy calculator do you apply for compulsory redundancies?	Method used for calculating redundancy pay	Does this differ if employees “volunteer” for redundancy?	Pay Protection
WP 1	Statutory minimum weeks		Some pension enhancements.	Maximum of 12 months (local arrangement)
WP 2	X 2.5	Actual pay	No	Up to 3 years
WP 3	1 months pay per year of service	Actual pay	No	
WP 4	Information awaited			
WP 5	Agenda for Change: one month’s pay per year of continuous service, max. of 24 months’ pay	Actual pay	No	Basic salary: 2 years Additional earnings: 1 year (offset against additional earnings in new post)

Other major local employers				
Employer 1	1 months pay per year of service: maximum 104 weeks	Basic pay	£6,000 + enhanced pension rights	Basic salary protected until new salary catches up or 1 year protection and compensation payment up front
Employer 2	Information awaited			
Employer 3	Dependent on length of service: max. statutory redundancy pay x 2	No cap on weekly pay but a cap on total figure of £20k	No	Up to 4 years

* policy currently under review

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Equality Impact Assessment – Part One - Screening

Part one of an EqlA – the screening – should be carried out at the planning and development stage of a policy, project, service, contract or strategy. This form should be used in conjunction with the guidance and as the first part of a full EqlA.

Name of policy, project, service, contract or strategy being assessed	Pay Protection Scheme
Directorate and Service	Resources, Strategic HR
Names and roles of officers completing the assessment	Tom Wallen, Pensions & Pay Policy Officer
Main contact telephone number	0117 9223489
Date	26th August 2010

1. Identify the aims of the policy, project, service, contract or strategy and how it is implemented

	Key Questions	Notes / Answers
1.1	Is this a new policy, project, service, contract or strategy or a review of an existing one?	Review of existing pay protection policy
1.2	What is the main purpose of the policy, project, service, contract or strategy?	From an employee relations point of view pay protection “cushions” a reduction in contractual pay when: (I) they are redeployed into a lower graded post

		<p>(ii) the post they occupy is down-graded under the job evaluation scheme.</p> <p>However employers have no legal obligation to provide pay protection.</p>
1.3	What are the main activities of the policy, project, service, contract or strategy?	To provide a time limited pay protection in the circumstances described in section 1.2 above
1.4	<p>Who are the main beneficiaries?</p> <p>Whose needs is it designed to meet?</p>	<p>This proposal is for a reduction in the pay protection available to employees. Therefore the employees who are re-deployed to a lower graded post would not benefit from the proposed changes.</p> <p>However employers have no legal obligation to provide pay protection. Whilst the present pay protection arrangements are legally defensible, there are also “equal pay principles” to consider, as pay protection retains existing pay differences on an interim basis, between posts at the same grade. It is argued occasionally by trade unions that this constitutes indirect discrimination against female employees.</p>
1.5	Which staff carry out the policy, project, service, contract or strategy?	Line managers, after having received advice from HR Staff
1.6	Are there areas of the policy or function that could be governed by an officer's judgement? eg. home visits "where appropriate". If so, is there guidance on how to exercise this to prevent any	No. If an employee is redeployed into a lower graded post or the post they occupy is down-graded under the job evaluation scheme then the pay protection policy is applied.

	possible bias/prejudice creeping in?	
1.7	<p>Is the Council working in Partnership with other organizations to implement this policy or function? Should this be taken into consideration? eg. Agree equalities monitoring categories</p> <p>Should the partnership arrangements have an EqIA?</p>	<p>Bench marking with other authorities and businesses has been conducted prior to the policy being written.</p> <p>If an employee is redeployed into a lower graded post or the post they occupy is down-graded under the job evaluation scheme then the pay protection policy is applied, irrespective of whether that post or service is jointly funded.</p> <p>Pay for individuals seconded to BCC from other organizations is determined by the partner organization supplying the person who is seconded . These individuals are not employees of Bristol City Council so do not fall within the provisions of the pay protection policy for BCC employees.</p>
1.8	<p>Taking the six strands of equalities, do you have any initial thoughts that any of the six equalities strands have particular needs relevant to the policy or function?</p> <p>Or is there anything in the policy, project, service, contract or strategy that you can think of at this stage that could discriminate or disadvantage any groups of people? ie.</p>	<p>The policy will be applied equally to all employees across the council who meet the criteria outlined in section 1.2 above.</p> <p>The grading of posts at Bristol City Council is based upon the role in question. Therefore if a job role changes and the pay grade is re-evaluated this re-evaluation would not depend upon the gender, disability, age, race, sexual orientation, faith or belief of the individual(s) affected.</p> <p>Employees can be offered suitable alternative employment when their post has been deleted and they are at risk of redundancy. The New Opportunities Policy (NoPs) is designed to ensure that this process does not discriminate or disadvantage any of the equalities groups.</p> <p>Disability - It should be noted that it is possible for an employee to be</p>

	<p>Gender (include Transgender)</p> <p>Disability</p> <p>Age</p> <p>Race</p> <p>Sexual Orientation</p> <p>Faith/Belief</p> <p>Do any other specific groups have particular needs relevant to the policy, project, service, contract or strategy?</p>	<p>medically re-deployed to a suitable alternative post if they become unable to carry out the duties of their current employment on medical grounds. In these cases medical advice is obtained prior to any medical redeployment and reasonable adjustments would be made if applicable. The same pay protection provisions apply in these circumstances as for other re-deployment cases. However, it should be noted that unlike other employees disabled employees are able to be matched to posts which are a grade higher than their existing role.</p> <p>The equalities impact of any re-organisation or restructuring program should be considered in relation to that program.</p>
1.9	<p>Did you use any data to inform your initial thoughts above?</p> <p>What data do you already have?</p>	<p>A benchmarking exercise was conducted with other authorities and external companies see Appendix A</p>
1.10	<p>Are there gaps in the data that require you to do further work?</p> <p>What are these gaps?</p>	<p>Awaiting feedback from TU officer meeting & meeting with the SOGS on the 3rd of September 2010. The Equalities impact assessment will be completed following this consultation process.</p>

If the result of the screening process is that there is the potential for a significant impact on any equality group or if any equality group has significantly different needs, then a full equality impact assessment must be carried out. If you are unsure please seek advice from a directorate or corporate equalities officer.

Signed Signed

Service Manager Directorate Equalities Adviser/Officer or Equalities Contact

Date Date

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Equality Impact Assessment (EqIA) - Part Two - Full Assessment

This form has been developed to use as a guide when conducting a full equalities impact assessment (EqIA) on a policy, project, service, contract or strategy. It is the second part of the EqIA form. Part One - Screening should be completed first, but both forms should be viewed as a continuous process. This form includes questions to be answered by the person/team conducting the EqIA and suggested questions to be asked of key stakeholders during consultation.

It is important to consider all available information when assessing the impact of a new or changed policy or function 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 on the seven equalities strands and any other identified groups to your record of this EqIA process.

NB - Only fill in the sections that are relevant

2. Consideration of available data, research and information

	Key questions	Notes	Are actions needed? By whom? How is it going to be done?
2.1	<p>What further quantitative (numbers) data do you already have (eg census, employee data, customer data etc) about those who use or will be affected by the policy, project, service, contract or strategy?</p> <p>What gaps are there in the data?</p> <p>What else do you need?</p>	<p>Of the 224 people receiving pay protection in March 2010, 49% were male and 51% female.</p> <p>Of the entire workforce, 72% are female and 28% male. Therefore a disproportionate number of men are receiving pay protection given the overall gender profile of the workforce.</p> <p>If this historic pattern of pay protection were repeated in the future the proposal to reduce the period of pay protection from 3 years to 2 years, outlined in the report, may help to reduce gender inequality.</p> <p>Of those on pay protection 27% have declared their sexuality and 95% of those who have declared their sexuality are heterosexual and 5% are LGBT. For the workforce as a whole, of those who</p>	

		<p>have declared their sexuality 97% are heterosexual and 3% are LGBT. Therefore the percentage of those people receiving pay protection who have declared themselves as LGBT are broadly in line with the wider workforce.</p> <p>Of those on pay protection 73% have declared whether or not they consider themselves to be disabled. 84% of this group have declared that they are not disabled and 16% have declared that they are disabled. This is significantly different to the workforce as a whole where 95% of those who have declared their status have indicated that they are not disabled and the remaining 5% have declared that they are disabled. See section 4.2 of this EqIA for further information about this issue.</p>	
2.2	What further qualitative (how people feel) data do you already have (eg customer satisfaction surveys, previous consultations, staff surveys etc) about those who	The proposals were not supported by Trade Unions or individuals who provided feedback during the consultation process.	

	<p>use or who will be affected by the policy, project, service, contract or strategy?</p> <p>What gaps are there in the data?</p> <p>What else do you need?</p>	<p>The disabled employees group stated that “ One year is not long enough for pay protection. Longer periods allow transition when re-deployment to a lower graded post is applied"</p>	
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3. Formal consultation (include within this section any consultation you are planning along with the results of any consultation you undertake)

	Key questions	Notes	Are actions needed? By whom? How is it going to be done?
3.1	<p>Who do you need to consult with? Do you have a plan for how to find the right people?</p> <p>You need to consider how you will consult with service users and/or communities widely but also how you will reach consultees who may not respond to or be able to access your main consultation activities. This will mean targeted consultation.</p> <p>Also consider the benefits and challenges of bringing consultees together who may have very</p>	<p>The proposals affect employees of Bristol City Council (apart from those employed on teachers terms and conditions as the pay protection for those employees is outlined in the nationally agreed teachers terms and conditions of service).</p> <p>Trade unions were consulted on the proposals during meetings held on the : 9th of August 2010; 3rd of September 2010; and the 10th of September 2010.</p>	

	different or even opposing views of the policy in question. This could present challenges but could also encourage different groups to consider each others' points of views and experiences and might build understanding prior to the policy being implemented.	<p>The Self Organised Groups (SOGs) were also consulted on the 3rd of September 2010.</p> <p>Feedback was also sought directly from employees via an information article on The Source (i.e. The internal intranet system).</p>	
3.2	<p>What method / form of consultation can be used?</p> <p>What is your plan and timetable for this? This will need to be done before progressing to 3.3.</p>	<p>Trade unions were consulted on the proposals during meetings held on the : 9th of August 2010; 3rd of September 2010; and the 10th of September 2010.</p> <p>The Self Organised Groups (SOGs) were also consulted on the 3rd of September 2010.</p> <p>Feedback was also sought directly from employees via an information article on The Source (i.e. The internal intranet system).</p>	

	Key questions	Notes	Are actions needed? By whom? How is it going to be done?
3.3	What consultation has actually been carried out as part of this EqIA and with which groups? What did you do?	<p>Trade unions were consulted on the proposals during meetings held on the : 9th of August 2010; 3rd of September 2010; and the 10th of September 2010.</p> <p>The Self Organised Groups (SOGs) were also consulted on the 3rd of September 2010.</p> <p>Feedback was also sought directly from employees via an information article on The Source (i.e. The internal intranet system).</p>	
3.4	Were there any main issues arising from the consultation? You may want to progress straight to 4.1 and answer under specific equality strands	<p>The disabled employees group stated that “ One year is not long enough for pay protection. Longer periods allow transition when re-deployment to a lower graded post is applied”</p> <p>The other equalities groups did not anticipate a disproportionate impact upon their equalities groups, compared to the rest of the</p>	

		<p>workforce, as a result of these proposals.</p> <p>During the consultation process the equal pay issues surrounding extended pay protection were discussed. The Trade Unions argued that the current 3 year pay protection provisions did not breach the authorities equal pay requirements.</p>	
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4. Assessment of impact/Final Report

Based on the data you have analysed, and the results of consultation or research, list below how the policy will or does work for each equalities group. Identify any differential impact and consider whether the policy/function meets any particular needs of each of the seven equalities groups.

If you do identify any adverse impact you must:

- a) Seek legal advice as to whether it is or is potentially discriminatory, and
- b) Identify steps to mitigate any adverse impact

Include any examples of how the policy or service helps to promote race, disability, gender and lesbian, gay and bisexual equality.

		Impact or potential impact/Helps to promote equality
4.1	<p>Gender (incl. Transgender) – identify the impact/potential impact of the policy on women, men and transgender people</p> <p>Proposed measures to mitigate any adverse impacts</p>	<p>The impact upon each of the equalities groups will be dependant upon which services are reorganised in the future. Different service reviews could have a different impact upon depending upon the profile of the individuals affected by the review in question. The equalities impact of any re-organisation or restructuring program should be considered in relation to that program.</p>
4.2	<p>Disability - identify the impact/potential impact of the policy on disabled people (ensure consideration of a range of impairments including visual and hearing impairments, mobility impairments, learning disability etc)</p> <p>Proposed measures to mitigate any adverse impacts</p>	<p>The impact upon each of the equalities groups will be dependant upon which services are reorganised in the future. Different service reviews could have a different impact upon depending upon the profile of the individuals affected by the review in question. The equalities impact of any re-organisation or restructuring program should be considered in relation to that program.</p> <p>It should be noted that it is possible for an employee to be medically re-deployed to a suitable alternative post if they become unable to carry out the duties of their current employment on medical grounds. In these cases medical advice is obtained prior to any medical redeployment and reasonable adjustments would be made if applicable. The same pay protection provisions apply in these circumstances as for other re-deployment cases. However, it should be noted that unlike other employees disabled employees are able to be matched to posts which are a grade higher than their existing role.</p>

4.3	<p>Age – identify the impact/potential impact of the policy on different age groups</p> <p>Proposed measures to mitigate any adverse impacts</p>	<p>The impact upon each of the equalities groups will be dependant upon which services are reorganised in the future. Different service reviews could have a different impact upon depending upon the profile of the individuals affected by the review in question. The equalities impact of any re-organisation or restructuring program should be considered in relation to that program.</p>
4.4	<p>Race – identify the impact/potential impact on different ethnic/racial groups.</p> <p>Proposed measures to mitigate any adverse impacts.</p>	<p>The impact upon each of the equalities groups will be dependant upon which services are reorganised in the future. Different service reviews could have a different impact upon depending upon the profile of the individuals affected by the review in question. The equalities impact of any re-organisation or restructuring program should be considered in relation to that program.</p>
4.5	<p>Sexual orientation - identify the impact/potential impact of the policy on lesbians, gay men, bisexual and heterosexual people</p> <p>Proposed measures to mitigate any adverse impacts</p>	<p>The impact upon each of the equalities groups will be dependant upon which services are reorganised in the future. Different service reviews could have a different impact upon depending upon the profile of the individuals affected by the review in question. The equalities impact of any re-organisation or restructuring program should be considered in relation to that program.</p>
4.6	<p>Faith/belief – identify the impact/potential impact of the policy on people of different</p>	<p>The impact upon each of the equalities groups will be dependant</p>

	<p>religious/faith groups and also upon those with no faith.</p> <p>Proposed measures to mitigate any adverse impacts</p>	<p>upon which services are reorganised in the future. Different service reviews could have a different impact upon depending upon the profile of the individuals affected by the review in question. The equalities impact of any re-organisation or restructuring program should be considered in relation to that program.</p>
4.7	<p>Any other groups? eg. Children leaving care, Carers etc</p>	<p>This policy will affect employees of Bristol City Council (other than those employed on teaching terms and conditions) therefore it is not anticipated that this policy change will have a significant impact upon other groups such as children leaving care, carers, etc.</p>
4.8	<p>Are there additional measures that could be adopted to further equality of opportunity in the context of this policy/service/function and to meet the particular needs of equalities groups that you have identified?</p>	<p>No further measures have been identified.</p>
4.9	<p>Community cohesion Is there a potential impact on community relations that could result from the implementation of this policy? Could the policy have implications for community tensions and how different groups perceive and respond to each other? Detail how you will mitigate any risk to</p>	<p>It is not anticipated that the proposed changes to the pay protection provisions for employees will have an adverse effect on community cohesion. It should be noted that local authorities throughout the country apply a range of pay protection provisions, some of which are significantly shorter than the provisions outlined in this report.</p>

	community cohesion e.g. by addressing people's perceptions of the fairness of the policy, by bringing people together to understand the policy, through your communications plan etc.	
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It is essential that you now complete your action plan and impact assessment register. They are a vital component of your equalities impact assessment.

Include all of the measures that you will take to improve the service/function for equalities communities, eg. staff training, positive action, revisions to the policy, monitoring of your action plan etc.

Once you have completed the forms, please keep a copy as a record of the processes you have been through in carrying out the EqlA. Please sign and date, keep one copy of both and send one to the Corporate Equalities Team.

Action Plan

Recommendation	Key activity	Progress milestones	Officer Responsible	Progress
Equalities monitoring of pay protection as it applies in the future	Monitoring the equalities breakdown of the employees that are in receipt of pay protection.	Monitoring should take place on a 6 monthly basis after the implementation of this policy.	Mark Williams	

Signed
Lead Officer
Date

Signed
Directorate Equalities Adviser/Officer or Equalities Contact
Date