

Employment Committee

Date: Wednesday 14th May 2025

Time: 10.00 am

Venue: Kaposvar Room - Guildhall, Bath

Councillors: Councillor Toby Simon
Councillor Ian Halsall
Councillor Ann Morgan

1. Inspection of Papers: Papers are available for inspection as follows:

Council's website: <https://democracy.bathnes.gov.uk/ieDocHome.aspx?bcr=1>

Paper copies are available for inspection at the Guildhall - Bath.

2. Details of decisions taken at this meeting can be found in the minutes which will be circulated with the agenda for the next meeting. In the meantime, details can be obtained by contacting as above.

3. Recording at Meetings:-

The Openness of Local Government Bodies Regulations 2014 now allows filming and recording by anyone attending a meeting. This is not within the Council's control. Some of our meetings are webcast. At the start of the meeting, the Chair will confirm if all or part of the meeting is to be filmed. If you would prefer not to be filmed for the webcast, please make yourself known to the camera operators. We request that those filming/recording meetings avoid filming public seating areas, children, vulnerable people etc; however, the Council cannot guarantee this will happen.

The Council will broadcast the images and sounds live via the internet www.bathnes.gov.uk/webcast. The Council may also use the images/sound recordings on its social media site or share with other organisations, such as broadcasters.

4. Public Speaking at Meetings

The Council has a scheme to encourage the public to make their views known at meetings. They may make a statement relevant to what the meeting has power to do. They may also present a petition or a deputation on behalf of a group.

Advance notice is required not less than two full working days before the meeting. This means that for meetings held on Thursdays notice must be received in Democratic Services by 5.00pm the previous Monday.

Further details of the scheme can be found at:

<https://democracy.bathnes.gov.uk/ecCatDisplay.aspx?sch=doc&cat=12942>

5. Emergency Evacuation Procedure

When the continuous alarm sounds, you must evacuate the building by one of the designated exits and proceed to the named assembly point. The designated exits are signposted. Arrangements are in place for the safe evacuation of disabled people.

6. Supplementary information for meetings

Additional information and Protocols and procedures relating to meetings

<https://democracy.bathnes.gov.uk/ecCatDisplay.aspx?sch=doc&cat=13505>

Employment Committee - Wednesday 14th May 2025

at 10.00 am in the Kaposvar Room - Guildhall, Bath

A G E N D A

1. EMERGENCY EVACUATION PROCEDURE

The Democratic Services Officer will draw attention to the emergency evacuation procedure as outlined on the agenda.

2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

3. DECLARATIONS OF INTEREST

At this point in the meeting declarations of interest are received from Members in any of the agenda items under consideration at the meeting. Members are asked to indicate:

- (a) The agenda item number in which they have an interest to declare.
- (b) The nature of their interest.
- (c) Whether their interest is **a disclosable pecuniary interest** or an **other interest**,
(as defined in Part 4.4 Appendix B of the Code of Conduct and Rules for Registration of Interests)

Any Member who needs to clarify any matters relating to the declaration of interests is recommended to seek advice from the Council's Monitoring Officer or a member of his staff before the meeting to expedite dealing with the item during the meeting.

4. TO ANNOUNCE ANY URGENT BUSINESS AS AGREED BY THE CHAIR

5. QUESTIONS AND STATEMENTS

6. BEING OUR BEST: IMPLEMENTATION OF NEW PAY AND GRADING STRUCTURE (Pages 5 - 62)

7. EXCLUSION OF THE PUBLIC

The Committee is asked to consider passing the following resolution:

"the Committee having been satisfied that the public interest would be better served by not disclosing relevant information, in accordance with the provisions of Section 100(A)(4) of the Local Government Act 1972, RESOLVES that the public shall be excluded from the meeting for the following item(s) of business and the reporting of the meeting be prevented under Section 100A(5A), because of the likely disclosure of exempt information as defined in paragraphs 1 and 2 of Part 1 of Schedule 12A of the Act, as amended.

The Democratic Services Officer for this meeting is Enfy Hughes who can be contacted on 01225 394410.

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Bath & North East Somerset Council		
DECISION MAKER:	Employment Committee	
MEETING DATE:	14 May 2025	
TITLE:	Being Our BEST: Implementation of new pay and grading structure	
WARD:	All	
<p>List of attachments to this report:</p> <p>Appendix 1: Job categories</p> <p>Appendix 2: Proposed Pay Model</p> <p>Appendix 3: Impact on staff (exempt)</p> <p>Appendix 4: Pay protection policy</p> <p>Appendix 5: Leadership Pay (exempt)</p> <p>Appendix 6: Avon Pension Fund Market Supplements (exempt)</p> <p>Appendix 7: TU consultation timetable (exempt)</p> <p>Appendix 8: 24th April 2024 letter to trade unions (exempt)</p> <p>Appendix 9: Risk Assessment</p> <p>Appendix 10: Equality Impact Assessment</p>		

1 THE ISSUE

- 1.1 This report details the work and steps taken to implement a new pay and grading structure, including role profiles for all staff employed by the council and requests Employment Committee approves the decision to implement this.
- 1.2 The council has set aside £2.1m to fund salary increases for a third of our workforce – nearly 900 staff - including for those in lower paid roles such as care workers. This is in addition to the national pay award which will be paid to all of our staff when it is agreed and will be backdated to 1 April 2025.

2 RECOMMENDATION

Employment Committee, on behalf of Council, is asked to;

- 2.1 Approve the new pay and grading structure for the council to be implemented on 1 June 2025 backdated to 1 April 2025.**

2.2 Approve the move to role profiles from the same date

3 THE REPORT

3.1 Background

In July 2023, Bath & North East Somerset Council launched an ambitious culture change programme, the Being Our BEST programme, to deliver “great jobs, smarter structures and a culture of excellence” all with overall aim to enable staff to deliver the best services for our residents to improve people’s lives. The council has a strong leadership team in place and a clear and ambitious vision. However, we identified a disconnect between how we deliver against our corporate strategy, as the overall plans and values are not supported by the right structures, role clarity and ways of working. The programme was set up with three key workstreams each with the following aims:

Great Jobs focuses on making sure work happens at the right levels with the right reward policies and structures in place. This means having a clear and simple understanding of what the job does, recognising and valuing those who are technical experts in their field and how their career can progress from their role. We will establish a number of job categories for the whole council to group together roles and then set career pathways both up and across the organisation.

Smarter Structures focuses on ensuring the whole council reduces duplication across roles, with better integration between departments. and simpler structures. This allows us to better understand the capabilities between specialisms and other managerial roles.

Culture of Excellence focuses on helping all staff maximise their potential through our current BEST values (Bold/Empowered/Supportive/Transparent). We want to enable staff to be change ready, identifying opportunities to improve our services and engaging with our residents. We also want to retain and reward our staff whilst encouraging others to join us and grow, through apprenticeships or otherwise.

Key issues:

- 3.2 In the months preceding the launch of the programme there were a number of key issues identified by managers across the council that led to the development of the programme.
- 3.3 Whilst HAY has been the job evaluation method used at B&NES since 1996, it has been over ten years since a pay review (single status) was undertaken. Managers have identified job evaluation as a cumbersome and lengthy process, which they felt often slowed down recruitment to roles and didn’t always explain roles in a clear and consistent way. It was considered the right time to check role sizing and equity across all roles in the organisation.
- 3.4 Despite grades 13 and 14 being consecutive in job evaluation terms, there is a large gap in salary (around £20k) between the two grades. This has caused challenges with career progression between the two grades and has inadvertently resulted in the pay for grades 11-13 to be suppressed. The pay for these grades is under the current market value. To resolve some of these

issues there has been an increase in the use of market supplements and this is often ad hoc and used across the council to uplift salaries to recruit and retain certain roles where the current pay structure has failed to keep pace with the labour market for certain grades (10-13) and for specific roles within those grades (eg: surveyors).

- 3.5 Also, it is acknowledged that managers could be more effective at managing performance and there is a tendency to avoid having difficult conversations or giving constructive feedback. With greater clarity of role and associated levels of accountability and responsibility managers will be more confident about managing performance.

Working with Korn Ferry

- 3.6 We engaged Korn Ferry as our expert advisers on this programme of work. They own the intellectual property rights to the HAY job evaluation scheme and are experts in the areas of job evaluation, work architecture and organisation design. Korn Ferry undertook the writing of the role profiles following discussions with Heads of Service about the roles within their services and helped to design the job categories and zones of work, based on HAY job evaluation principles. They have also supported the pay modelling work. The council has used the HAY job evaluation method for all roles for many years and Korn Ferry have provided HAY training for council staff and union representatives during that time. They have also undertaken independent job evaluation of all leadership roles where required.

Role profiles

- 3.7 We have moved from 999 job descriptions to 355 role profiles covering all roles at the council. The role profiles were written by Korn Ferry with input and a steer from our Design Authority Group. This group comprised of senior managers from across all parts of the council. All of the role profiles are saved on a share point [folder](#) and have been made available for all staff. They were evaluated using the HAY job evaluation methodology.
- 3.8 Most staff were written to on 25th July 2024 to confirm the role profile they were matched to. This letter was sent for information only at this point. We did not write to Directors or Heads of Service who were informed of their role profile match as part of restructures undertaken earlier in 2024. Staff in the Avon Pension Fund and those included in the Commissioning review were also matched as part of restructures.

Additional Work Elements

- 3.9 The Council already uses 2 Additional Work Elements (AWEs) which describe the conditions that roles operate in. These are those that assess the level of physical demand and environmental factors. We have added two further additional work elements – to assess mental demands and emotional demands of roles. The AWEs scoring range from 0 – 7 points per category and this forms part of the overall evaluation for specific roles.

Job categories and zone levels of work

- 3.10 We have designed six job categories with six zone levels of working sitting across them (appendix 1). The Design Authority Group were consulted fully on the development of these.
- 3.11 A job category is a set of roles that require similar knowledge, skills and abilities. For example, roles that have been categorised in the 'enabling' job category will all have similar skills and requirements for drawing on legislation, regulation, and best practice to ensure effective service delivery. In this example, roles which have been assigned the category of 'enabling' will be focused on ensuring that the council is legally compliant, financially sound and delivers services efficiently.
- 3.12 A zone describes the level of work e.g. senior manager, manager, supervisor, expert, advisors etc. Roles are assigned to a zone, and these are on a scale that represents a vertical career path from the lowest to highest level job.
- 3.13 Individuals will be able to use their allocated 'zone' and 'category' to map their career journey in a variety of ways; vertically (securing a role into the next level of seniority), horizontally (securing a role at the same level of work but in a different service area), or diagonally (securing a role which is a more senior role and in a different service area). These different ways of mapping careers, offers much more flexibility to develop skills and experience. It should be noted that these newly visible career paths are voluntary.

Proposed pay and grading structure

- 3.14 The proposed new pay and grading structure for B&NES is set out in appendix 2. It was developed with advice and guidance from Korn Ferry within principles agreed by the Executive Leadership Team.
- 3.15 The following principles have been set out:
- Clear, fair and consistent salary progression and career opportunities for all staff
 - Use HAY job evaluation methodology to identify logical grade boundaries
 - Identify external market data (both local data and national data from the Public and Not-For-Profit sector) to inform the council's arrangements
 - Define the point within the external market to 'anchor' pay arrangements
 - Retain national pay bargaining arrangements
 - Pay protection applied for a period of 3 years
- 3.16 The B&NES pay and grading arrangements will cover all staff (including casuals and maintained schools support staff) on NJC and JNC (Chief Officers) pay and terms and conditions. It does not include staff on teachers or Soulbury payscales or those on other pay, terms and conditions protected by TUPE.
- 3.17 The proposed changes to each grade are summarised as below:
- Grades 1,2,3,8,9 – no change
 - Grades 4 – widen to 3 scps, additional point at top added in
 - Grade 5,6,7 – min scp and max scp the same – reduction in scp increments from four to three.
 - Grade 10 – four scps remain, value of top scp increased to anchor the pay with the market median

Grade 11 - four scps remain, value of top two scps increased to anchor the pay with the market median

Grade 12, 13 – widen to four scps, value of all scps increased to anchor the pay with the market median

Grade 14 – widen to four scps, value of all scps decreased to anchor the pay with the market median.

All spinal column points will be uplifted by the 1 April 2025 national pay award when agreed.

- 3.18 There are no changes to any other terms and conditions proposed within this work. The only change in terms and conditions will be those associated with a role-profile mapping change that means a change in grade from Grade 6 to Grade 7. Currently staff on grades 1-6 (scp 22 and under) received the enhancements outlined below when working at night, weekends or bank holidays and staff on grades 7 and above do not receive these enhancements.

Hours between 22.00 hours & 06.00 hours Monday to Friday: time & one third

Hours between 06.00 & 22.00 on weekdays: plain time

Hours between 06.00 & 22.00 on Saturdays: Time & 27%

Hours between 22.00 & 24.00 on Saturdays: time & a third

Hours between 00.00 & 24.00 on Sundays and Bank Holidays; time & a half

- 3.19 The impact of these changes for all staff are set out in detail in appendix 3. Any individual who see a decrease in pay either as a result of a decrease in grade or SCP values will be entitled to pay protection as set out in appendix 4 - the Council's pay protection policy.

Leadership pay

- 3.20 The pay ranges for Directors and Executive Directors have been reviewed in line with national and local market data. Directors will be appointed on spot salaries with an annual performance review in line with the current pay policy and their statement of particulars. The detailed proposals are included in appendix 5.

Avon Pension Fund market supplements

- 3.21 Whilst administered (hosted) by B&NES, the Avon Pension Fund (APF) is governed and managed separately via the Director of Financial Services, Assurance and Pensions. The APF competes for talent largely with local private sector Finance companies across Bristol and Bath. Appendix 6 sets out the proposal for a specific local market factor to be applied to APF roles from Grade 10 and above to address the identified recruitment and retention issues.

Trade union and staff consultation

- 3.22 The council formally recognises three trade unions; UNISON, Unite and GMB. Trade union representatives were briefed, in general terms, on a regular basis at monthly corporate TU meetings from the start of the programme. A Unison representative was also appointed to the Design Authority Group (see 3.7 above).
- 3.23 On 8 August 2024 a series of consultation and negotiation meetings commenced with regional and local representatives from all three trade unions to consider the proposals around pay and grading. Detailed papers and data were shared including

all of the information included in this report and the appendices. A summary of the meetings that were held are included in appendix 7.

3.24 On 19th November 2024, we reached an in principle proposal with the trade unions and this was shared with all staff. Feedback was invited either through TU representatives, managers or directly to the programme team in person and in writing. Over 280 comments were received and considered.

3.25 As a result of the feedback received the proposals were amended as follows:

- Introduced 355 role profiles for all roles (subject to staff feedback we made some changes and introduced the role specific criteria for clarification of the role which has been agreed between Managers and Staff – the majority of the Role Profiles stayed the same)
- Move to new pay and grading structure from 1 April 2025 (stayed the same)
- Carefully and openly reviewed the job evaluation scores including AWE

application

- for all of the roles facing a grade decrease
- Pay protection period extended from 2 years to 3 years
- High Performance Reward Scheme removed

3.26 We were expecting all three trade unions to each undertake a consultative ballot during February and March. On 4th March 2025 GMB raised queries over the market supplement proposals which meant that GMB did not raise a ballot. Unite confirmed that they were ready to hold a ballot on 4th April 2025 but have not done so related to the market supplement proposal queries. Unison did hold a consultative ballot which closed on 28th March 2025 and we were informed on 2nd April 2025 that Unison members rejected the proposals.

3.27 The council accepts that this has been a challenging programme over a considerable period of time whilst ongoing consultation and negotiations have been taking place with the unions. Whilst the council does not have an agreed local collective bargaining agreement in place, we consider that we have followed the principles of such arrangements and have exhausted the consultation process which has taken over 9 months.

3.28 After taking confidential legal advice around our overall decision, we have made a decision to continue with implementing these proposals without collective agreement from the trade unions to provide stability and reassurance to all staff. A copy of the letter to the trade unions is included in appendix 8.

4 STATUTORY CONSIDERATIONS

4.1 There is no one specific piece of legislation that covers this programme of work.

4.2 Under Section 1 of the Equality Pay Act, 1970, employers are required to give equal treatment as regards terms and conditions of employment to men and to women. The Act's core principle is that men and women employed on "like work" should receive equal pay, and it also recognised that work could be of equal value even if it wasn't the same or similar.

4.3 In accordance with the requirements of Section 38 of the Localism Act 2011 and of the Revised Guidance and the associated statutory guidance set out in the Openness and Accountability in Local Pay: Guidance and Supplementary Guidance under section 40 of the Localism Act (February 2012 & 2013), together

with the Local Government Transparency Code 2015 from the Department for Communities and Local Government, B&NES Council is required to publish a Pay Policy Statement for each financial year detailing: a) The council's definition of senior posts b) The council's definition of lowest paid employees c) Reasons for adopting these definitions d) The relationship between the remuneration of senior posts and that of the lowest paid employees.

- 4.4 Under the council's constitution, annex 8, Pay and Reward Policy 2025/2026, paragraph 27:

Working with Trade Unions

37. The Council will endeavour to maintain a joint working approach with its recognised Trade Unions and will work closely with them on pay related matters. There has been consultation with representatives of the recognised Trade Unions during the development of this Pay and Reward Policy. Collective bargaining processes will be followed as appropriate for any proposed changes to pay and/or allowances.

- 4.5 The council does not have a formal collective bargaining agreement with recognised trade unions. It has always sought to work in an inclusive and collaborative manner with the unions and in accordance with the above statement, which states that

"The council will 'endeavour' to maintain a joint working approach with its recognised trade unions and will work closely with them on pay related matters"

5 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

- 5.1 The estimated total cost of introducing this new pay and grading structure is £2.1m including on-costs. This has been built into the 2025/2026 budget planning approved by Council in February 2025. The annual pay lift is negotiated nationally and will be applied to salaries on top of the changes we are proposing. This is also budgeted for in the 2025/2026 budget. We have agreed to fund £54k which is the cost of implementation for one year for our four maintained schools to support their transition to the new pay and grading structure.

- 5.2 The people implications have been covered in appendix 3 above.

6 RISK MANAGEMENT

- 6.1 A risk assessment related to the issue and recommendations has been undertaken, in compliance with the Council's decision making risk management guidance. Our risk log is reviewed by the programme board at each monthly meeting and a summary is included as appendix 9.
- 6.2 The Council acknowledges that there may be some challenges with regard to those employees that will suffer a reduction in pay, and have therefore sought to mitigate this risk, not just through the consultation and negotiation stages, but to also:

- (1) To give 3 months' notice as to this change in pay which will start from 1st June 2025 and expire on 31st August 2025

- (2) Have a pay protection policy for 3 years to be applied up to the maximum of their current salary, which will start on 1st September 2025 and expire on 31st August 2028
- (3) Those affected staff will still benefit from the national cost of living increase that is awarded from 1st April 2025 before pay protection is applied.

7 EQUALITIES

- 7.1 An equality impact assessment for the programme – focussed on these changes is included in appendix 10.

8 CLIMATE CHANGE

- 8.1 This programme does not specifically and directly help to tackle climate change. However, overall, it will ensure that we are a modern and attractive employer and ensure that we employ the best staff to enable us to undertake the work that is needed to tackle the climate and ecological emergencies.

9 OTHER OPTIONS CONSIDERED

- 9.1 We considered changing our job evaluation scheme and framework, but discounted this as HAY job evaluation is well established here at B&NES and it would be much larger and a more complex set of changes to move schemes.
- 9.2 We also considered not implementing these changes but given the risks involved we discounted this option too.

10 CONSULTATION

- 10.1 This report has been cleared by the Chief Executive, S151 Officer and Monitoring Officer for circulation.

Contact person	<i>Cherry Bennett, Director of People & Change</i>
Background papers	Annex 8, Pay and Reward Policy 2025/2026
Please contact the report author if you need to access this report in an alternative format	

Access to Information Arrangements

Exclusion of access by the public to Council meetings

Information Compliance Ref: LGA- 2354951
Meeting / Decision: Employment Committee
Date: 14 th May 2025
Author: Cherry Bennett
<p>Report Title: Being Our BEST: Implementation of new pay and grading structure</p> <p>List of Appendices to this report:</p> <p>Appendix 1: Job categories</p> <p>Appendix 2: Proposed Pay Model</p> <p>Exempt Appendix 3: Impact on staff</p> <p>Appendix 4: Pay protection policy</p> <p>Exempt Appendix 5: Leadership Pay</p> <p>Exempt Appendix 6: Avon Pension Fund Market Supplements</p> <p>Exempt Appendix 7: TU consultation timetable</p> <p>Exempt Appendix 8: 24th April 2024 letter to trade unions</p> <p>Appendix 9: Risk Assessment</p> <p>Appendix 10: Equality Impact Assessment</p>

The exempt appendices contain exempt information, according to the categories set out in the Local Government Act 1972 (amended Schedule 12A). The relevant exemption is set out below.

Stating the exemption:

- 1. Information relating to any individual*
- 2. Information which is likely to reveal the identity of an individual*
- 4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.*

The public interest test has been applied, and it is concluded that the public interest in maintaining the exemption outweighs the public interest in disclosure at this time. It is therefore recommended that the exempt appendices be withheld from publication on the Council website. The paragraphs below set out the relevant public interest issues in this case.

PUBLIC INTEREST TEST

If the Committee wishes to consider a matter with press and public excluded, it must be satisfied on two matters. Firstly, it must be satisfied that the information likely to be disclosed falls within one of the accepted categories of exempt information under the Local Government Act 1972.

The officer responsible for this item believes that this information falls within the exemption under paragraphs 1,2&4 and this has been confirmed by the Council's Information Compliance Manager. The following exemptions are engaged in respect to this report:

1. Information relating to any individual
2. Information which is likely to reveal the identity of an individual
4. *Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.*

Exemptions 1 and 2 above must be considered in conjunction with the Principles of the Data Protection Act 1998 (DPA). It is considered that disclosure of the information in this report and the exempt appendices would breach the first principle of the DPA, which requires personal data to be fairly and lawfully processed. Exemption 4 relates to information held for the purpose of consultations or negotiations in connection with any labour relations matter.

Secondly, it is necessary to weigh up the arguments for and against disclosure on public interest grounds. It is considered that there is a public interest in decisions relating to employee dismissals.

Other factors in favour of disclosure include:

- furthering public understanding of the issues involved;
- furthering public participation in the public debate of issues, in that disclosure would allow a more informed debate;
- promoting accountability and transparency by the Council for the decisions it takes;
- allowing individuals and companies to understand decisions made by the Council affecting their lives and assist individuals to challenge those decisions.

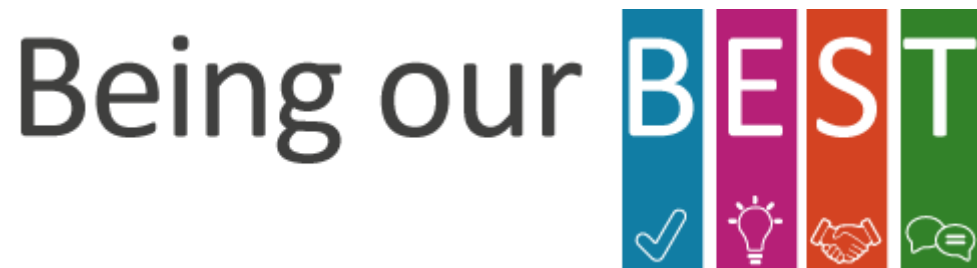
However, there is a real risk that the first Principle of the DPA will be breached by this disclosure, and that the individual/s identified within the report and exempt appendices could bring a successful action against the Council if the disclosure occurred. Secondly, this information relates to consultation and negotiations regarding a current labour relations matter. Therefore, it is recommended that exemptions 1,2&4 in Schedule 12A stand, and that the report and exempt appendices be discussed in exempt session and that any reporting on the meeting is prevented in accordance with Section 100A(5A)

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Job Category Framework

(Short Version)

July 2024



Introduction

The council has developed **job categories** and **zones** (levels of work) to provide a single work architecture framework for all the different job roles within our organisation. These different ways of being able to map your career, offers you much more scope and flexibility to develop your skills and experience.

It is important to emphasise these newly visible career paths are entirely voluntary and fully recognise that some staff do not wish to pursue career progression.

Job categories and zones explained

- A **job category** is a set of roles that require similar knowledge, skills and abilities. For example, roles that have been categorised in the 'enabling' job category will **all** have similar skills and requirements for drawing on legislation, regulation, and best practice to ensure effective service delivery. In this example, roles which have been assigned the category of 'enabling' will be focused on ensuring that the Council is legally compliant, financially sound and delivers services efficiently.
- A **zone** describes the level of work e.g. senior manager, manager, supervisor, expert, advisors etc. Roles are assigned to a **zone**, and these are on a scale that represents a vertical career path from the lowest to highest level job.

The job category that a role is placed in, is based on the elements that most directly relate to their position within the council. These can be helpful for:

- Explaining how roles fit together
- Recruiting and inducting new staff
- Clarifying expectations of levels of work at an early stage, particularly for probationary staff
- Allocating balanced and reasonable workloads
- Setting reasonable objectives and reviewing achievements via the Performance and Development Review (PDR) process
- Career planning for individuals, teams and services
- Recognising excellent contributions

A job category (a group of roles with similar knowledge, skills etc) can be used to describe common career pathways and capture the career levels that employees recognise within the organisation.

Career Planning

By knowing our '**zone**' we can see the levels (in terms of responsibility and accountability) above and below us. However, by also knowing our '**category**' we can see other similar roles to our own (in terms of skills and abilities), but which may be in a different service area.

Knowing our allocated 'zone' and 'category' enables you to map your career journey in a variety of ways; **vertically** (securing a role into the next level of seniority), **horizontally** (securing a role at the same level of work but in a different service area), or **diagonally** (securing a role which is more senior role and in a different service area). These different ways

of being able to map your career, offers you much more scope and flexibility to develop your skills and experience.

It is important to emphasise these newly visible career paths are entirely voluntary and fully recognise that some staff do not wish to pursue career progression.

Condensed version - Matrix of Job Categories with and Zone Descriptors

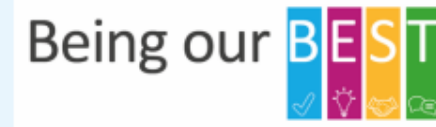
Job Category Level /Zone	Leadership	Enabling	Place Shaping and Delivery	Customer Services	Health, Wellbeing, and Care	Operations
Executive	Developing and implementing strategic B&NES missions and visions in line with B&NES values and future planning.					
Senior Management	Work together with managers within specific service areas to implement strategic objectives.	Work closely with managers to translate strategic objectives into corporate operational objectives.	Work with place shaping and delivery service managers to implement service specific strategic objectives.		Work with Health, Wellbeing and Care service managers to implement specific strategic objectives.	
Managers and Experts	Managers: Ensure aims and objectives are maintained across the services areas. Experts: Be an expert in their specific area and contribute towards implementing the mission through changes and service improvements.	Provide specialist knowledge and expertise to provide corporate service-related advice and guidance. Lead teams and act as a technical and operational expert for their specific area. Draw upon existing legislation, regulations and best practice ensuring reliable quality assurance and compliance.	Work with their teams to implement operational objectives related to their service area. Provide specialist technical services and expert advice such as design, construction, and maintenance of physical places. Use their expertise to propose service improvements or changes.	Use specialist knowledge to manage complex queries from B&NES residents. Have a strong managerial background in B&NES community services and managing teams. Oversee the frontline interaction with B&NES residents.	Provide care and well-being support to B&NES vulnerable residents. Improve and monitor service delivery to vulnerable residents. Be accountable for planning their own caseload and collaborating with other health or community professionals.	
Advisors and Supervisors	Provide supervision and/or line management, or act as an individual contributor to provide advice to frontline staff.	Provide supervision to corporate service teams, or act as an individual contributor to provide advice and support.	Provide supervision to teams or act as an individual contributor to provide expert advice.	Provide supervision to customer service frontline staff or act as an individual contributor.	Provide supervision and training, assessing the learning of frontline staff, or act as an individual contributor.	Provide supervision, training and assessing the learning of frontline staff or act as an individual contributor for certain operational projects or roles.

Process and Technical Support		Provide technical support in IT, HR, Legal or Finance to internal staff. Act as an expert in systems and processes.	Provide essential support for infrastructure and develop relevant processes. Undertake services such as maintaining the stock of resources and ordering additional when required.	Provide technical support for customer services colleagues such as with systems and equipment. Process system-based tasks such as payments and updating records.	Provide technical guidance, support, and initial assessments to vulnerable B&NES residents. Have expert knowledge of legislation and best practices related to caring facilities and safeguarding procedures for vulnerable B&NES residents.	Provide technical or process support to colleagues across B&NES. Produce information and data in such as in reports format for advisors and specialists to report on.
Frontline		Provide support and advice to internal colleagues, such as IT, HR, Legal or Finance support.	Provide hands-on support to internal and external customers using the facilities.	Provide hands-on support and advice to B&NES residents.	Provide hands-on support to vulnerable B&NES residents and their families.	Provide hands-on support to internal colleagues working in services provided by B&NES.

For more detailed information, please refer to the full version of this document.

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What do the changes look like on the pay scale? (Annual FTE Salary)



		Existing pay structure				
Work Level	Grade	Point 1	Point 2	Point3	Point 4	
Senior Management	14	£ 88,839	£ 92,173	£ 95,551		
	13	£ 61,710	£ 64,551	£ 67,504		
	12	£ 55,196	£ 57,721	£ 60,351		
Managers and experts	11	£ 50,788	£ 51,802	£ 52,805	£ 53,993	
	10	£ 45,718	£ 46,731	£ 47,754	£ 48,710	
	9	£ 41,511	£ 42,708	£ 43,693	£ 44,711	
Advisors and Supervisors	8	£ 37,035	£ 37,938	£ 38,626	£ 39,513	
	7	£ 33,366	£ 34,314	£ 35,235	£ 36,124	
	6	£ 30,559	£ 31,067	£ 32,115	£ 32,654	
Process and Technical support	5	£ 27,269	£ 27,711	£ 28,624	£ 29,093	
	4	£ 25,584	£ 25,992			
Frontline	3	£ 24,790	£ 25,183			
	2	£ 24,404				
	1	£ 24,027				

Proposed pay structure			
Point 1	Point 2	Point3	Point 4
£ 82,224	£ 84,767	£ 87,389	£ 90,091
£ 67,504	£ 70,034	£ 72,952	£ 75,992
£ 57,721	£ 59,655	£ 62,141	£ 64,730
£ 50,788	£ 51,802	£ 53,850	£ 56,070
£ 45,718	£ 46,731	£ 47,754	£ 49,764
£ 41,511	£ 42,708	£ 43,693	£ 44,711
£ 37,035	£ 37,938	£ 38,626	£ 39,513
£ 33,366	£ 35,235	£ 36,124	
£ 30,559	£ 31,067	£ 32,654	
£ 27,269	£ 28,163	£ 29,093	
£ 25,584	£ 25,992	£ 26,835	
£ 24,790	£ 25,183		
£ 24,404			
£ 24,027			

Key

Top of salary scale point

Salary level increasing

Salary level reducing

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By virtue of paragraph(s) 1, 2, 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Being Our BEST Programme (Great Jobs) Pay Protection Policy

The arrangements for pay will be in accordance with the following salary protection scheme.

Where the new role profile is at a higher grade than the employee's present role, the salary for the new role will apply from the date the role profile is effective. For most staff this will be 1 April 2025.

Where the new role profile is at a lower grade than the employee's present role, the Being Our BEST Programme (Great Jobs) pay protection policy will apply, as follows.

The employee's current salary amount/pay rate will be protected by being 'frozen' from the date the new role profile is effective, subject to:

1. The level of protection being limited to a maximum of 10% of the top of the maximum salary value of the new lower grade. This percentage will be added to the new salary as a separate protection amount.
2. Any protection amount will be limited to a period of three years or until the new substantive salary/pay rate equals or is greater than the frozen salary/pay rate whichever is the lesser period.
3. The protection amount will be recalculated whenever the substantive pay relating to the new role profile changes by way of national pay award/rise or otherwise. This means that the pay is frozen for a maximum of 3 years unless any annual pay rises mean the new salary now matches the old substantive salary. We will monitor this by recalculating the protection amount at the point any pay change occurs.

In situations where the hours of the new role differ from the old role, the protection will be calculated pro-rata based on the hours of the new role. Protection will not apply to any voluntary overtime, on-call/standby payments, temporary honorariums and market supplements.

Salary protection will not apply to employees who voluntarily move to a new role, one which they have applied for and been appointed to via the Council's normal recruitment processes.

It should be noted that this policy is separate to our standard Pay Protection Policy which is used for our normal Organisational Change processes which typically are concentrated on team or service level restructurings.

**Being our BEST Programme Team
November 2024**

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By virtue of paragraph(s) 1, 2, 4 of Part 1 of Schedule 12A
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Risk name	Description	Theme	Impact	Likelihood	Total	Mitigations
Failure to meet agreed/communicated consultation deadline on pay	Failure to meet agreed/communicated consultation deadline on pay resulting in additional cost and time to get to agreement and possible knock-on effect to council budget appropriately	Cost and time	1	1	1	1) Critical path monitored and consultation feedback clearly understood so we can avoid possible delays. Ongoing tracking and monitoring for impact
Additional new profiles being requested	Additional new profiles being requested resulting in more budget and time required, dilution of correct profile 'levels' and the purpose of the project	Cost and time	1	1	1	3) Early engagement with design authority 2) Organising additional context meetings so B&NES understand better 1) Collate job description so profiles accurately match current work
Miscommunication or misunderstanding of current job description vs new role profiles	Miscommunication or misunderstanding of current job description vs new role profiles. Reality of the job does not reflect the job description and therefore the profiles (70% match). This will affect evaluation accuracy	Quality	1	1	1	2) Clear comms circulated to explain RP's and supporting Role Specific Criteria. Appeal process in place for individual queries at Letter 2 stage. 1) Obtain job descriptions to have a fuller understanding of the work undertaken
Lack of TU engagement	Delays in discussing the new Pay and Reward Strategy could delay the delivery timescales of the programme	Time and Quality	2	3	6	Planned regular discussions with TU in place but poorly attended. Time scheduled for TU negotiations. Clarity from both council and TUs in place during discussions Approach determined with TU. Update: GMB absence in early discussions. TU's delay in submitting queries in timely manner and responding. Only 1 of 3 TU's went to consultative ballot.

Fail to reach agreement with Trade Unions	The processes to agree new pay and reward structure may take time and/or be exhausted before agreement is reached	Time and quality	2	3	6	Planned regular discussions with TU in place. Time scheduled for TU negotiations. Determine approach with TUs. Seek legal advice as required
Impact of the national pay award on Pay Strategy	The impact of the National Pay discussions could have an adverse effect and cause confusion on local Pay Reward Discussions. Final national pay offer still subject to agreement and may not be in place for planned implementation date	Cost	2	2	4	Tracking pay discussions alongside critical path. Update: Pay reward (2024) had minimal impact on new strategy (implemented Nov 2024). Current pay discussions (2025) within existing budget capacity. Continue to monitor the national picture alongside critical path.
Salary reduction for key senior staff (Heads of Service) during pay strategy work leading to loss of staff	As part of the Pay and reward strategy, groups of senior staff may be at risk of leaving if pay discussions lead to a pay reduction. This could have a negative effect on services and service delivery.	People	4	3	12	Discussions with staff directly affected. Discussions with Trade Unions to review alternative options. Right of appeal in place. Pay protection in place for 3 years. All directors and HoS briefed Nov 24
Recruitment and retention challenges for those facing pay decrease	Listed as a Corporate Risk, awareness of impact of these changes on those facing a grade decrease in terms of pay, morale, motivation and feeling valued.					Discussions with staff directly affected. Right of appeal in place and pay protection after 3 month notice period for all. Staff turnover monitored closely and reasons for leaving discussed and understood. Council has a pay protection policy in place – following negotiation with the TU's this has been increased from 2 years to 3 years for all staff which is up to 10% of the salary to be protected. This mitigates potential claims of challenges of unlawful deduction of wages and breach of contract claims

						Regular conversations with affected staff including career conversations about roles and opportunities.
Failure to implement new pay and reward strategy	No agreement is reached and no changes are made to incorporate a new strategy.	Cost and time	2	3	6	Contingency options in place in consultation with legal. Those due an increase do not receive it. Potential challenges from staff who may seek to raise equal pay issues having been issued with a Role Profile and an increase in salary – opens up the Council to significant financial and reputation risk
Trade Unions balloting for strike action	If talks reach a point where the Trade Unions ballot their members for strike action. Would need clear basis for industrial action.	Time and quality	4	2	8	Statutory services would be at higher risk (waste & recycling, passenger transport, childrens social care). Monitoring of impact on services and temporary withdrawal of non-statutory services to ensure available resources are deployed to ensure statutory services are delivered. Services potentially impacted on short term basis.
Senior pay disparity	Changes in the market and recruitment to a new post on a higher salary than previous postholder mean that Exec Director pay inconsistent if agreed changes are not implemented.	People	2	2	4	Continue to monitor impact Use of market supplements to address the differentials in pay

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Equality Impact Assessment / Equality Analysis

(updated February 2025 – see version control at end of document.)

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Title of service or policy	Being Our Best Programme (Great Jobs)
Name of directorate and service	BANES wide
Name and role of officers completing the EIA	Phil Davison – Programme Manager, Being our Best
Date of initial assessment	18 August 2023

Equality Impact Assessment (or ‘Equality Analysis’) is a process of systematically analysing a new or existing policy or service to identify what impact or likely impact it will have on different groups within the community. The main aim is to identify any discriminatory or negative consequences for a particular group or sector of the community, and also to identify areas where equality can be better promoted. Equality impact Assessments (EIAs) can be carried out in relation to services provided to customers and residents as well as employment policies/strategies that relate to staffing matters.

This toolkit has been developed to use as a framework when carrying out an Equality Impact Assessment (EIA) or Equality Analysis. **Not all sections will be relevant – so leave blank any that are not applicable.** It is intended that this is used as a working document throughout the process, and a final version will be published on the Council’s website.

1.	Identify the aims of the policy or service and how it is implemented.	
	Key questions	Answers / Notes
1.1	<p>Briefly describe purpose of the service/policy e.g.</p> <ul style="list-style-type: none"> • How the service/policy is delivered and by whom • If responsibility for its implementation is shared with other departments or organisations • Intended outcomes 	<p>This programme impacts every element of the council’s activity and involves every employee too. We are deeply ambitious for the future and want to ensure that more people benefit from the incredible potential that our region has to offer. We recognise that this can only be done if we address those challenges that hold us back internally, and feedback from staff surveys have helped inform the areas in which we need to improve:</p> <ul style="list-style-type: none"> • Improving the way we work collectively – by removing the disconnects between departments and ensuring we engage effectively with people internally and externally. • Maximise our efficiency by simplifying our own processes and therefore increasing internal capacity. • Clarity on what our pay and reward offering is and having clear and fair career pathways for new and existing staff. • Ensuring our culture aligns to our BEST values and allows us to have challenging conversations in a safe environment and always being ready for future change • And making every council penny count for today and tomorrow. <p>The programme will be managed centrally involving all areas of the business. The Being Our Best Programme has three key strands:</p>

		<ul style="list-style-type: none"> • Great Jobs • Better Structures, and a • Culture of Excellence <p>Great Jobs will focus on making sure work happens at the right levels with the right reward mix and value proposition. This means having a clear and simple understanding of what the job does, how it interacts with other roles and how your career can progress from that role. It also has clear accountability for performance.</p> <p><i>Update April 2025 – Elements of the Great Jobs strand have taken longer than originally planned (Role profile matching; pay and reward discussions with TU's) and the estimated implementation timescales are June 2025. At the time of this update, staff consultation and feedback was completed by BANES but only one of the three TU's had balloted its members.</i></p>
1.2	<p>Provide brief details of the scope of the policy or service being reviewed, for example:</p> <ul style="list-style-type: none"> • Is it a new service/policy or review of an existing one? • Is it a national requirement?). • How much room for review is there? 	<p><i>This is a review that will look at the Pay and Reward aspects of BANES Council.</i></p> <p><i>Update April 2025- All new role profiles have been reviewed and Additional Work Elements (AWEs) included. The Council already uses 2 Additional Work Elements which describe the conditions that roles operate in. These are those that assess the level of physical demand and environmental factors. We have added two further additional work elements – to assess mental demands and emotional demands of roles. The AWEs scoring range from 0 – 7 points per category and this forms part of the overall evaluation for specific roles. All role profiles were then mapped to a Korn Ferry reference level and then the reference levels have been mapped to a new B&NES grade. Individuals have been matched to a role profile with a grade attached. They have then been matched to either</i></p> <p><i>a) the same salary value they are on now; or</i></p> <p><i>b) the nearest salary value to where they are now either on the same grade or the grade above (ensuring no detriment where possible); or</i></p> <p><i>c) the top of the scale of the grade of their role where pay protection will apply.</i></p> <p><i>All time-limited market supplement payments have been included in the modelling</i></p>

		<i>and it is proposed that they will be absorbed into base pay and removed as part of this exercise on implementation.</i>
1.3	Do the aims of this policy link to or conflict with any other policies of the Council?	The aims of this programme link strongly to the existing values and corporate objectives of the Council. This assessment has been developed with the Corporate Equality Improvement Plan in mind and the Equality Policy Commitment .
2. Consideration of available data, research and information		
<p>Monitoring data and other information should be used to help you analyse whether you are delivering a fair and equal service. Please consider the availability of the following as potential sources:</p> <ul style="list-style-type: none"> ● Demographic data and other statistics, including census findings ● Recent research findings (local and national) ● Results from consultation or engagement you have undertaken ● Service user monitoring data (including ethnicity, sex, disability, religion/belief, sexual orientation and age) ● Information from relevant groups or agencies, for example trade unions and voluntary/community organisations ● Analysis of records of enquiries about your service, or complaints or compliments about them ● Recommendations of external inspections or audit reports 		
	Key questions	Data, research and information that you can refer to
2.1	What equalities training have staff received to enable them to understand the needs of our diverse community?	All staff within BANES have mandatory training on EDI matters. Our external consultants, Korn Ferry have extensive knowledge and are considered leaders in diversity matters.
2.2	What is the equalities profile of service users?	Staff demographic information (workforce profile) is available via the website – https://www.bathnes.gov.uk/equality-reporting

2.3

Are there any recent customer satisfaction surveys to refer to? What were the results? Are there any gaps? Or differences in experience/outcomes?

Update April 2025: A summary of the breakdown of the impact of both the role profile matching and new pay and grading structure is in table 1. This is based on data as at 25 February 2025 and includes casuals. The gender split for the organisation as at this date was 65% female and 35% male. The table below does not include data 245 individuals in six roles across waste and recycling, and transport (proposals to be implemented at a later date subject to further consultation).

	No of Individual s	ercentage	Female	Male	Female	Male
No change in pay	882	30%	592	290	67%	33%
Increase in pay	1994	67%	1441	553	72%	28%
Decrease in pay	103	3%	46	57	45%	55%
Total	2979	100%	2079	900	70%	30%

The proposed change for implementation on 1 June 2025 shows that 97% of staff (2876) (71% are female, 29% male) will see their pay increase or remain the same as a result of these proposals. Those individuals seeing a pay uplift is a result of the role profile matching, the inclusion of the two additional work elements (mental demands and emotional demands of roles) and proposed pay scale changes. The majority of roles being uplifted are in the health, wellbeing and care job category and are care workers and social workers.

Schools staff

A summary of the breakdown of the impact of both the role profile matching and new pay and grading structure for school-based staff where B&NES remains the employer is in table below. The gender split for school-based staff where B&NES remains the employer is 94% female, 6% male.

		<table><tr><th></th><th>No of Individuals</th><th>Percentage</th><th>Female</th><th>Male</th><th>Female</th><th>Male</th></tr><tr><td>No change in pay</td><td>108</td><td>50.5%</td><td>100</td><td>8</td><td>93%</td><td>7%</td></tr><tr><td>Increase in pay</td><td>105</td><td>49.0%</td><td>100</td><td>5</td><td>95%</td><td>5%</td></tr><tr><td>Decrease in pay</td><td>1</td><td>0.5%</td><td>1</td><td>0</td><td>100%</td><td>0%</td></tr><tr><td>Total</td><td>214</td><td>100%</td><td>201</td><td>13</td><td>94%</td><td>6%</td></tr></table>		No of Individuals	Percentage	Female	Male	Female	Male	No change in pay	108	50.5%	100	8	93%	7%	Increase in pay	105	49.0%	100	5	95%	5%	Decrease in pay	1	0.5%	1	0	100%	0%	Total	214	100%	201	13	94%	6%
	No of Individuals	Percentage	Female	Male	Female	Male																															
No change in pay	108	50.5%	100	8	93%	7%																															
Increase in pay	105	49.0%	100	5	95%	5%																															
Decrease in pay	1	0.5%	1	0	100%	0%																															
Total	214	100%	201	13	94%	6%																															
2.4	What engagement or consultation has been undertaken as part of this EIA and with whom? What were the results?	<p>Ongoing discussions have taken place with the B&NES Equality Officer throughout the programme.</p> <p><i>Update August 2024 – Great Jobs pay and reward EQIA shared with Tus representatives at first consultation meeting in August 2024.</i></p> <p><i>Update December 2024 – This EQIA has been shared with the B&NES Staff Network Chairs and discussed in some detail. Minor changes were made as a result of the discussions and their support and feedback has been really valuable.</i></p>																																			
2.5	If you are planning to undertake any consultation in the future regarding this service or policy, how will you include equalities considerations within this?	<p>The Programme aims to address existing and new issues and consult as we progress through it as appropriate. Meaningful, early consultation and engagement will be conducted with those affected and all staff (including SLT and CMT), staff network chairs and trades union representatives as necessary.</p> <p>Ongoing feedback is encouraged and recommended improvements, amendments and/or actions will be considered and if appropriate implemented.</p>																																			
3. Assessment of impact: ‘Equality analysis’																																					
	<p>Based upon any data you have considered, or the results of consultation or research, use the spaces below to demonstrate you have analysed how the service or policy:</p> <ul style="list-style-type: none">Meets any particular needs of equalities groups or could help promote equality in some way.																																				

	<ul style="list-style-type: none"> • Could have a negative or adverse impact for any of the equalities groups 		
		Examples of what the service has done to promote equality	Examples of actual or potential negative or adverse impact and what steps have been or could be taken to address this
3.1	Issues relating to all groups and protected characteristics	<p>The 'programme team' has independently assured that it is delivered with total fairness and equality in mind. Korn Ferry are leaders in delivering people solutions without bias, and the programme team adopts the same approach.</p> <p>All staff impacted by this programme is as a result of proposals impacting on the role and structures and not the individual.</p>	<p>These changes mean that for some there will be a pay increase, for some no change and for some there is a risk of people having their pay reduced. Organisational service efficiency may reduce during this process.</p> <p>Mitigation: Policies are in place to protect pay for staff affected. We will continue to monitor this throughout the programme.</p> <p>Equality Impact Assessments will be completed and reviewed throughout the programme to consider and mitigate identified risks to people with protected characteristics.</p>
3.2	Sex – identify the impact/potential impact of the policy on women and men.	<p>The programme team are acutely aware of the types of work that lend themselves to a dominant male or female workforce. We will continue to monitor these specific areas in order to address existing issues</p> <p>Equality focussed KPI's for service areas or teams</p> <p>Women's Development Staff Network Group</p>	<p><i>Update February 2025 – 64% of staff are female and 36% of staff are male.</i></p> <p><i>The proposed change for implementation on 1 June 2025 shows that 97% of staff (2876) (71% are female, 29% male) will see their pay increase or remain the same as a result of these proposals. Those individuals seeing a pay uplift is a result of the role profile matching, the inclusion of the two additional work elements (mental demands and emotional demands of roles) and proposed pay scale changes. The majority of roles being uplifted are in the health, wellbeing and care job category and are care workers and social workers.</i></p> <p><i>Of those receiving an increase in pay, more women than</i></p>

			<p><i>men will see a one grade increase in pay.</i></p> <p><i>Of those receiving a decrease in pay, more men than women will see a decrease in pay. For all staff due to receive a decrease in grade or spinal point value, they will have a right of appeal against their role profile matching. If their grade does decrease, they will receive pay protection for a period of 3 years and management support to develop their careers further.</i></p>
3.3	Pregnancy and maternity	Nothing specific.	We expect no impact based directly on pregnancy or maternity. Of those receiving an increase in pay, more women than men will see a one grade increase in pay who could be pregnant or on maternity leave. All staff impacted by this programme is as a result of proposals impacting on the role and not the individual. We have additional protections in place for pregnant staff and those on maternity leave as required by law.
3.4	Gender reassignment – identify the impact/potential impact of the policy on transgender people	Employee Assistance programme LGBTQ+ Staff Network	No anticipated impact based on transgender. All staff impacted by this programme is as a result of proposals impacting on the role and structures and not the individual. Elements of the programme may impact upon the mental health of staff. Staff affected by the changes have been signposted to our Employee Assistance Programme, to our Outplacement provider, and offered individual support through their line manager, trade unions and HR team.
3.5	Disability – identify the impact/potential impact of the policy on disabled people (ensure consideration both physical, sensory and mental	We have provided communications which aims to meet different needs. Audio, visual, QR code links and podcasts have been used to get messages across the business. We have also provided ‘drop in’ sessions for those that may wish to	All staff impacted by this programme is as a result of proposals impacting on the role and structures and not the individual. Elements of the programme may impact upon the mental health of staff. Staff affected by the changes have been signposted to our Employee Assistance Programme, to our Outplacement provider, and offered individual support

	<p>impairments and mental health)</p>	<p>meet in person and each room has been checked for access requirements before booking. We have also provided a simple, dedicated email address for questions.</p> <p>We have also directed staff to the Employee Assistance Programme if required and alternative routes for support are available. This has been promoted regularly.</p> <p>Access and Inclusion Staff Network</p>	<p>through their line manager, trade unions and HR team. For neurodivergent staff who may find processing and retention of information difficult we will ensure that sufficient individual support is in place from line managers and the HR team, allowing time for conversations – to which they can bring a work colleague or TU rep. All processes will be documented in writing and FAQs available where appropriate.</p> <p>Identify and target services/teams who are lacking in providing personal information to ensure we limit the gaps in our data.</p>
3.6	<p>Age – identify the impact/potential impact of the policy on different age groups</p>	<p>Nothing specific to age other than consider the whole organisation data. How is the consideration of progression covered in this? It is something that we know is a barrier for many younger employees or prospective employees</p> <p>Apprentice schemes</p>	<p>As at 1 Dec 2023, 45% of our staff are aged 50 or over (IRF dashboard).</p> <p>The introduction of role profiles should provide a greater number of career development opportunities for all staff which could be of particular benefit to younger employees.</p> <p>The additional spinal points added to Grades 4, 12,13,14 give staff with longer service additional salary steps.</p> <p><i>Update December 2024 – Apprenticeship roles are to be included in the general pay scales as part of the pay proposals if agreed.</i></p> <p><i>Update February 2025 – 23 apprentices will see their salaries uplifted on to existing pay grades.</i></p>
3.7	<p>Race – identify the impact/potential impact</p>	<p>Nothing specific to race other than consider the whole organisation data</p>	<p>No anticipated impact based on race. All staff impacted by this programme is as a result of proposals impacting on the</p>

	on across different ethnic groups	<p>for language requirements.</p> <p>Translators are available on request. Stepping up programme Ethnicity Pay Gap reporting: https://beta.bathnes.gov.uk/equalities-reporting</p> <p>Ethnic Minority Staff Network Culture of Excellence – ensure a more diverse focus group – how to seek views of ethnic minority</p>	<p>role and structures and not the individual.</p> <p>As at 1 Dec 2023, 79% of our staff are white. (IRF dashboard). We will monitor the specific impacts of any proposals on ethnic minority staff carefully and take action where appropriate.</p> <p><i>Update February 2025 – 82% of our staff are white.</i></p>
3.8	Sexual orientation – identify the impact/potential impact of the policy on lesbian, gay, bisexual, heterosexual people	<p>Nothing specific. Employee Assistance programme LGBTQ+ Staff Network</p>	No anticipated impact based on sexual orientation. All staff impacted by this programme is as a result of proposals impacting on the role and structures and not the individual.
3.9	Marriage and civil partnership – does the policy/strategy treat married and civil partnered people equally?	N/A	No anticipated impact based on marriage and civil partnership All staff impacted by this programme is as a result of proposals impacting on the role and structures and not the individual.
3.10	Religion/belief – identify the impact/potential impact of the policy on people of different religious/faith groups and also upon those	N/A	No anticipated impact based on religion/belief. All staff impacted by this programme is as a result of proposals impacting on the role and structures and not the individual.

	with no religion.		
3.11	<p>Socio-economically disadvantaged* – identify the impact on people who are disadvantaged due to factors like family background, educational attainment, neighbourhood, employment status can influence life chances (this is not a legal requirement, but is a local priority).</p>	<p>Employee assistance programme can support with finances.</p> <p>As a result of this programme employees may be gain salary increases</p> <p>Tupe arrangements</p> <p>Policies are in place to protect pay for staff affected. We will continue to monitor this throughout the programme, including contractual redundancy pay if required</p>	<p>This could be the area most at risk – some staff may find their pay could reduce in real terms causing significant financial difficulties.</p> <p>All staff impacted by this programme as a result of proposals impacting on the role and not the individual. Individual staff will be asked if they require any support during this process or adjustments during this process.</p> <p>For all staff due to receive a decrease, they will have a right of appeal against their role profile matching. If their grade does decrease, they will receive pay protection for a period of 3 years and management support to develop their careers further.</p>
3.12	<p>Rural communities* identify the impact / potential impact on people living in rural communities</p>	<p>Executive Directors, Directors and Heads of Service were briefed on the programme in September 2023. They were asked to monitor the impact of the programme on service areas to ensure service levels to customers was not affected.</p>	<p>No anticipated impact based in rural communities. All staff are impacted by this programme as a result of proposals impacting on the role and structures and not the individual. Individual staff will be asked if they require any support during this process or adjustments during this process. Service areas have been asked to monitor any performance or service delivery issues as a result throughout the programme.</p>
3.13	<p>Armed Forces Community ** serving members; reservists; veterans and their families, including the bereaved. Public services are required by law to pay due regard to the Armed Forces Community</p>	<p>Nothing specific.</p>	<p>No anticipated impact based on the Armed Forces community.</p>

	when developing policy, procedures and making decisions, particularly in the areas of public housing, education and healthcare (to remove disadvantage and consider special provision).		
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*There is no requirement within the public sector duty of the Equality Act to consider groups who may be disadvantaged due to socio economic status, or because of living in a rural area. However, these are significant issues within B&NES and have therefore been included here.

** The Equality Act does not cover armed forces community. However, the Armed Forces Bill (which came in on 22 Nov 2022) introduces a requirement to pay 'due regard' to make sure the Armed Forces Community are not disadvantaged when accessing public services.

4. Bath and North East Somerset Council Equality Impact Assessment Improvement Plan

Please list actions that you plan to take as a result of this assessment/analysis. These actions should be based upon the analysis of data and engagement, any gaps in the data you have identified, and any steps you will be taking to address any negative impacts or remove barriers. The actions need to be built into your service planning framework. Actions/targets should be measurable, achievable, realistic and time framed.

Issues identified	Actions required	Progress milestones	Officer responsible	By when
To ensure accessibility to the BOB Programme for all staff.	Reminders are sent to staff in Briefing emails and posters	<i>Update February 2025 – This is being done on a regular basis.</i>	Andrea Harding	Duration of the

Communications and supporting guidance need to be written in plain English – or available in alternative formats if requested.	created for Operational Staff	<i>Access to data via QR codes on posters working well. Site visits to discuss direct impact also taking place.</i>		programme.
Ongoing monitoring staff data for trends and ensure there is not an adverse impact on any of the equalities groups.	Pay data and personal information/ grades to be updated on iTrent and logged.	HR Dashboard to report on this and regular feedback to Directors	HR	September 2023 <i>Reviewed June 2024, November 2024 and February 2025</i>
Further embedding of the values and behaviours across all parts of BANES through active engagement.	Address inconsistencies. Use diagnosis data to form delivery plan. Create a safer environment for staff to challenge appropriately.	Increase in psychological safety. Barriers removed. Increased harmony across organisation. Retention of staff.	ELT/SLT/ HR/ OD	Ongoing

5. Sign off and publishing

Once you have completed this form, it needs to be ‘approved’ by your Director or their nominated officer. Following this sign off, send a copy to the Equalities Team (equality@bathnes.gov.uk), who will publish it on the Council’s and/or NHS B&NES’ website. Keep a copy for your own records.

Signed off by: Cherry Bennett (Director or nominated senior officer)

Date: 30/04/2025

Version	Date updated
First version	August 2023
Version update	October 2023 June 2024 December 2024 <i>February 2025</i>
Draft Final version	December 2023
Approved by Programme Board	10 January 2024