

# Equality Impact Assessment / Equality Analysis

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

<b>Title of service or policy</b>	Being Our Best Programme (Great Jobs)
<b>Name of directorate and service</b>	BANES wide
<b>Name and role of officers completing the EIA</b>	Phil Davison – Programme Manager, Being our Best
<b>Date of initial assessment</b>	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"> <li>• How the service/policy is delivered and by whom</li> <li>• If responsibility for its implementation is shared with other departments or organisations</li> <li>• Intended outcomes</li> </ul>	<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"> <li>• Improving the way we work collectively – by removing the disconnects between departments and ensuring we engage effectively with people internally and externally.</li> <li>• Maximise our efficiency by simplifying our own processes and therefore increasing internal capacity.</li> <li>• Clarity on what our pay and reward offering is and having clear and fair career pathways for new and existing staff.</li> <li>• 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</li> <li>• And making every council penny count for today and tomorrow.</li> </ul> <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"> <li>• Great Jobs</li> <li>• Better Structures, and a</li> <li>• Culture of Excellence</li> </ul> <p><b>Great Jobs</b> 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"> <li>• Is it a new service/policy or review of an existing one?</li> <li>• Is it a national requirement?).</li> <li>• How much room for review is there?</li> </ul>	<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&amp;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>
<b>1.3</b>	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 <a href="#">Equality Improvement Plan</a> in mind and the <a href="#">Equality Policy Commitment</a> .
<b>2. Consideration of available data, research and information</b>		
<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"> <li>● <b>Demographic</b> data and other statistics, including census findings</li> <li>● Recent <b>research</b> findings (local and national)</li> <li>● Results from <b>consultation or engagement</b> you have undertaken</li> <li>● Service user <b>monitoring data</b> (including ethnicity, sex, disability, religion/belief, sexual orientation and age)</li> <li>● Information from <b>relevant groups</b> or agencies, for example trade unions and voluntary/community organisations</li> <li>● Analysis of records of enquiries about your service, or <b>complaints</b> or <b>compliments</b> about them</li> <li>● Recommendations of <b>external inspections</b> or audit reports</li> </ul>		
	<b>Key questions</b>	<b>Data, research and information that you can refer to</b>
<b>2.1</b>	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.
<b>2.2</b>	What is the equalities profile of service users?	Staff demographic information (workforce profile) is available via the website – <a href="https://www.bathnes.gov.uk/equality-reporting">https://www.bathnes.gov.uk/equality-reporting</a>

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%
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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&amp;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&amp;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"><li>Meets any particular needs of equalities groups or could help promote equality in some way.</li></ul>																																				

	<ul style="list-style-type: none"> <li>● Could have a negative or adverse impact for any of the equalities groups</li> </ul>		
		<b>Examples of what the service has done to promote equality</b>	<b>Examples of actual or potential negative or adverse impact and what steps have been or could be taken to address this</b>
<b>3.1</b>	<b>Issues relating to all groups</b> 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>
<b>3.2</b>	<b>Sex</b> – 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	<b>Pregnancy and maternity</b>	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	<b>Gender reassignment</b> – 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	<b>Disability</b> – 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><b>Age</b> – 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 (<a href="#">IRF dashboard</a>).</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><b>Race</b> – 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: <a href="https://beta.bathnes.gov.uk/equalities-reporting">https://beta.bathnes.gov.uk/equalities-reporting</a></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. (<a href="#">IRF dashboard</a>). 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>
<b>3.8</b>	<b>Sexual orientation</b> – 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.
<b>3.9</b>	<b>Marriage and civil partnership</b> – 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.
<b>3.10</b>	<b>Religion/belief</b> – 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><b>Socio-economically disadvantaged*</b> – identify the impact on people who are disadvantaged due to factors like family background, educational attainment, neighbourhood, employment status can influence life chances <b>(this is not a legal requirement, but is a local priority)</b>.</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><b>Rural communities*</b> 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><b>Armed Forces Community **</b> 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](mailto: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

<b>Version</b>	<b>Date updated</b>
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