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Appendix 2

LONDON BOROUGH OF BRENT

EQUAL PAY ACTION PLAN

In 2006 the Council commissioned an equal pay audit which was carried out by an independent external organisation, the Institute for Employment Studies. The results of this audit have been used to:

- Inform the Equal Pay (Single Status) Review undertaken by the Council in partnership with the Trade Unions; and
- develop the equal pay action plan which details actions which the Council will undertake to ensure that pay and non-pay systems and arrangements conform with its commitment to ensure equal pay.

Item	Activities	Lead Officer	Deliver by
Item 1: Review of reward policies and practices			
Formalise the Council's commitment to equal pay by publishing an Equal Pay Policy.	Draft and agree an Equal Pay Policy with the Corporate Management Team.	Assistant Director (Human Resources)	October 2008
	Issue policy to Line Managers and staff.	Assistant Director (Human Resources)	October 2008
Review pay policies and procedures.	Review existing guidance on pay, including starting pay and pay progression.	Assistant Director (Human Resources)	October 2008
	Review and update guidance on pay protection.	Assistant Director (Human Resources)	Proposals included in the draft single status agreement

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Item	Activities	Lead Officer	Deliver by
	Review/develop policies where appropriate (e.g. application of allowance payments, market supplements). Perform equality impact assessments on existing and new policies, and take appropriate remedial action where necessary.	Assistant Director (Human Resources)	October 2008
Item 2: Allowances			
Monitor specific pay practices relating to additional pay elements.	Review allowance payments and undertake appropriate follow-up action. <ul style="list-style-type: none">▪ Incorporate into the GLPC scheme evaluation result and therefore remove as a separate payment;▪ Remove, where out-dated or potentially discriminatory;▪ Retain where still relevant, but review and up-date, and subject to an equality impact assessment to ensure they are fit for purpose, and monitored and audited regularly thereafter;▪ Establish specific reason for payment where unclear and formulate appropriate follow-up action.	Strategic HR Managers	Proposals on rationalisation of allowances included in draft single status agreement On-going – allowances audit underway
Item 3: Pay Gaps			

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Item	Activities	Lead Officer	Deliver by
<p>Examine pay gaps identified by the IES Equal Pay Audit; establish causes and appropriate remedial action where relevant.</p>	<p>Review the application of London Weighting Allowance to harmonise the value of allowances paid to employees in scope of the NJCLGS.</p>	<p>Assistant Director (Human Resources)</p>	<p>October 2008</p>
<p>Item 4: Occupational Segregation</p>			
<p>Develop an understanding of occupational segregation at Brent Council and determine appropriate follow-up action.</p>	<p>Examine whether the problem is:</p> <ul style="list-style-type: none"> ▪ largely external (Brent's internal labour market is a reflection of the external labour market – women and men going into different types of work) or ▪ that the Council's policies are promoting and developing men more than women; or ▪ whether the source of the problem is a combination of the two effects. 	<p>Head of Diversity</p>	
	<p>Develop appropriate strategies to address occupational segregation at Brent where possible (e.g. review recruitment and retention strategy, and workforce planning).</p>	<p>Head of Diversity</p>	
<p>Item 5: Non pay conditions</p>			

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Item	Activities	Lead Officer	Deliver by
Conduct an equality audit on the application of non-pay benefits.	Complete an equality impact assessment on employees' main conditions of service, including working time and annual leave.	Assistant Director (Human Resources)	April 2009
	Complete an equality audit of non-pay benefits.	Assistant Director (Human Resources)	April 2009
Item 6: Review Job Evaluation (JE) Scheme/Process			
Complete introduction of the GLPC job evaluation scheme for all NJCLGS employees.	Extend scheme to all non-schools NJCLGS employees. Begin phased implementation.	Job Evaluation Team	October 2009
Consider evaluating other employment groups using the GLPC scheme (e.g. youth workers).	Identify posts to include. Examine conditions affecting evaluation under GLPC scheme. Develop evaluation programme with target dates for evaluations.	Job Evaluation Team	October 2009
	Evaluate relevant posts using GLPC scheme.	Job Evaluation Team	October 2009
Ensure job information is gathered in a systematic manner to enable posts to be assessed fairly.	Use a standardised Job Description (JD) template.	Completed – JD template available on the intranet.	
	Provide training for managers on JD writing.	Job Evaluation Team	January 2009
	Produce guidance notes and JD template incorporating job evaluation factors.	Completed – job information template available on the intranet.	

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Item	Activities	Lead Officer	Deliver by
Provide appropriate job analysis training for all job evaluators and ensure a diverse mix of evaluators.	Provide training for Job Evaluators on relevant JE schemes, and refresher training when necessary. Ensure, as far as possible, a diverse group of job evaluators.	Job Evaluation Team	October 2009
Implement quality control measures to ensure the consistency and fairness of job evaluation process and results.	Conduct an equality impact assessment of the application of the GLPC evaluation scheme and take appropriate measures to address any issues raised.	<i>Completed – job evaluation benchmarking assessment undertaken as part of the single status negotiations and information provided to the trade unions.</i>	
	Produce biannual adverse impact monitoring reports and where the results identify any potentially discriminatory impact, review and take appropriate measures.	Job Evaluation Team	First impact assessment to be carried out in April 2009
	Assess consistency and fairness of job evaluators' results by performing annual random sampling and consistency checking. Take appropriate action to remedy any problems identified.	Job Evaluation Team	October 2008
Review jobs at the join between the GLPC and Hay evaluation schemes to assess whether jobs are correctly allocated to the right grades.	Sample jobs at the top of GLPC grade scheme and bottom of the Hay scheme and evaluate using both evaluation schemes to compare the results and relative pay.	Completed – exercise undertaken comparing the two schemes in 2007 and results reported to the CMT	
Item 7: Systems and Data Integrity			
Review systems to ensure data integrity and comprehensive	Maintain existing monitoring systems and review data integrity.	Head of People Centre	On-going

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Item	Activities	Lead Officer	Deliver by
monitoring facilities.	Facilitate data collection by introducing a combined HR administration function.	Completed – People Centre in place April 2007	
	Ensure new integrated HR-payroll information system enables accurate and up-to-date equalities data reporting (e.g. allowances, JE, non-pay benefits).	Head of People Centre	October 2008
	Introduce an integrated HR-payroll information system.	Completed – new combined payroll/HR information system in place November 2007	
Item 8: Monitoring and Reviewing outcomes			
Short Term monitoring and review	Review achievements and develop plans to address any gaps.	Assistant Director (Human Resources)	Post-finalisation of the single status agreement
Medium term monitoring and review	Report progress to SHRG and CMT on implementation of Equal Pay Review recommendations and follow-up actions:	Assistant Director (Human Resources)	On-going
Long Term monitoring and review	Conduct a follow-up equal pay review following the single status review to assess progress against targets.	Assistant Director (Human Resources)	April 2010