

1. Topic of assessment

EIA title:	Restructure of the Financial Assessments & Benefits service
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EIA author:	Pamela Hassett, Senior Manager, Adult Social Care
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2. Approval

	Name	Date approved
Approved by¹	<ul style="list-style-type: none"> Liz Uliasz 	26 October 2018

3. Quality control

Version number	1.0	EIA completed	
Date saved		EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Dina Bouwmeester	Senior Manager	Surrey County Council	Consultant
Pamela Hassett	Senior Manager	Surrey County Council	Project Manager
Toni Carney	Head of Resources	Surrey County Council	Project Sponsor

5. Explaining the matter being assessed

What policy, function or service is being introduced or reviewed?	This is a proposal to restructure the Financial Assessment & Benefits (FAB) service, within Adult Social Care (ASC)
What proposals are you assessing?	<p>The ability to achieve organisational change by integrating the responsibilities of the FAB and Credit Control (CC) functions into a single team under a single management structure. The change would mean realignment of management and other grades across the service and realignment of tasks between teams, resulting in:</p> <ul style="list-style-type: none"> An overall increase in establishment Integration of charging and debt recovery roles Greater opportunity for staff development and progression

¹ Refer to earlier guidance for details on getting approval for your EIA.

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	<ul style="list-style-type: none"> • A more seamless service for customers, with a focus on debt prevention • The deletion of some posts • The creation of new and additional roles • The renaming of some job profiles (remain an 80% + match) • The creation of a front door and back office structure
Who is affected by the proposals outlined above?	<ul style="list-style-type: none"> • Managers reporting to the Senior Manager of the FAB service • Staff whose profiles become more generic in nature • Two administration posts and one specialist post • The re-evaluation of one role • Some staff who may be managed by a different manager or from a different location

6. Sources of information

Engagement carried out
<p>a) The Service Director ASC and the Head of Resources ASC have been involved in the development of these proposals</p> <p>b) PS10 & PS9 managers directly involved in the realignment have been engaged in establishing the proposed changes</p> <p>c) HR have been consulted during the preparation of the accompanying consultation document and in the determination of HR processes to be applied</p> <p>d) Trades Unions</p> <p>e) 30 day consultation pending and conversations with individuals during that period</p>
Data used
<p>SAP OM and local management information</p> <p>Staff and customer feedback</p> <p>Learning from previous realignment processes</p>

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7a. Impact of the proposals on residents and service users with protected characteristics

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
<p>The services provided that are within the scope of the proposed changes are delivered on an equitable basis regardless of a person's protected characteristics. No impacts have been identified which differ across protected characteristics. No negative impacts have been anticipated.</p>			
<p>Age</p>	<ul style="list-style-type: none"> • Customers will reach the right person 1st time. With additional support to people with difficulties making payment, those in need will be identified sooner, provided with earlier access to information/advice and prevented from falling in to debt. • With additional back office resource to manage calls, people will access immediate support on a range of queries across paying for social care charges. • Welfare benefits advice is embedded within the service and the revised structure will enable this to be more timely and effective • Earlier, effective, advice and intervention for people 	<p>The realignment may fail to deliver the anticipated benefits. However the current level of support to residents and service users is unlikely to reduce below its current level.</p>	<p>The proposal affects management of staff, reassignment of tasks between internal staff and does not reduce overall resource. The proposal increases staff resource within this service area.</p> <p>There will be procedures and monitoring in place to ensure that any potential issues are highlighted at the earliest opportunity and can be addressed. Good practice and learning from other similar changes will be utilised and supports this.</p> <p>Customer and staff feedback suggests that residents want to get through to the right person first time.</p>

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	experiencing difficulties will help to minimise debt and maximise the collection of appropriate charges. This will support the sustainability of Adult Social Care in Surrey		
Disability	As above	As above	As above
Gender reassignment	As above	As above	As above
Pregnancy and maternity	As above	As above	As above
Race	As above	As above	As above
Religion and belief	As above	As above	As above
Sex	As above	As above	As above
Sexual orientation	As above	As above	As above
Marriage and civil partnerships	As above	As above	As above

7b. Impact of the proposals on staff with protected characteristics

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
The potential impacts listed may apply to all of the protected characteristics. Where there may be a greater impact in relation to a particular characteristic this has been highlighted. As the majority of staff are female there will be a greater impact in relation to gender.			
Age Disability Gender assignment Pregnancy & maternity Race Religion & belief Sex Sexual orientation	1. Some staff may benefit from working in a different location. This may impact positively on their work life balance, reduce travel costs or help with any caring responsibilities	1. Some staff may be required to work from different locations which they may feel negatively impacts their work life balance or increases travel costs. Staff with caring responsibilities (of which the majority may be female) may feel adversely impacted by a move to a workplace further away from home than their current contractual base.	<ul style="list-style-type: none"> The number of staff who may need to change location and/or line manager is thought to be minimal and is partly dependent on preferences, which will become known during the consultation.

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<p>Marriage & civil partnerships Carers</p>	<ol style="list-style-type: none"> 2. Some staff will experience a change in line manager. This may have a positive impact in terms of building new relationships. 3. Greater career development opportunities through the creation of additional posts at higher grades; 4. Increased personal development opportunities through the sharing of collective knowledge and the opportunity for some staff to work in other disciplines of the service; 5. Promotes positive working relationships by combining two teams and functions in to one; 6. Provides more staff with mobile working and the opportunity to work more flexibly; 7. Builds staff capacity to manage increased demand by providing additional resource. 	<ol style="list-style-type: none"> 2. Some staff will experience a change in line manager. This may have an adverse impact, in terms of creating a level of uncertainty while adjusting to that change. 3. Some staff will be required to interview for posts which may cause uncertainty. Some may not be successful. 4. Vulnerable staff could be at risk of being appointed to a lower graded post or redeployed 5. Some staff may not want, or may not have the capacity, to learn new skills required for their role. 6. Some staff may have protected characteristics they do not wish to disclose and they could experience a negative impact which cannot be foreseen or support provided. 	<ul style="list-style-type: none"> • Overall there will be opportunities for career progression • Overall there is potential for vulnerable staff (subject to opportunities for slotting, ring-fenced interview and/or interest in career progression) but there are a number of vacancies to minimise the impact. • Overall the number of FTE posts will increase from 43 to 49 though the additional 6 are 12 month fixed term • The number of staff that will be required to interview for posts is low and there is no gender bias.
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8. Amendments to the proposals

Change	Reason for change
No changes proposed at this stage	

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
STAFF – Positive impact			
1. Some staff may benefit from working in a different location. This may impact positively on their work life balance, reduce travel costs or help with any caring responsibilities	Preferences will be sought and decisions will be taken after individual consultation to understand individual circumstances, with continued application of Council policies to support smarter working objectives.	Throughout the consultation and implementation phases	Senior Manager
2. Some staff will experience a change in line manager. This may have a positive impact in terms of building new relationships.	Preferences will be sought for varied front and back office functions, after the management roles have been appointed and staff will be provided with on-going support through training and supervision once in post.	Throughout the consultation and implementation phases and into business as usual	Senior Manager
3. Greater career development opportunities through the creation of additional posts at higher grades;	The consultation process, the lead HR advisor and managers will ensure staff are aware of the opportunities available to them as well appropriate support.	Throughout the consultation and implementation phases. With on-going support through training and supervision once in post	Senior Manager
4. Increased personal development opportunities through the sharing of collective knowledge and the opportunity for some staff to work in other disciplines of the service;	Training needs analysis and communications will ensure staff are aware of the opportunities for skills gain, training workshops will be delivered and preferences will be sought for varied front and back office functions.	Throughout the consultation and implementation phases. Benefits will be continued post implementation through improved communication and knowledge sharing in the service.	Senior Manager

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<p>5. Promotes positive working relationships by combining two teams and functions in to one;</p>	<p>Co-location, realignment of the management structure, dependent tasks and processes will create 'one team' and remove barriers.</p>	<p>Throughout the consultation and implementation phases. Benefits will be continued post implementation through improved communication and knowledge sharing in the service.</p>	<p>Senior Manager</p>
<p>6. Provides more staff with mobile working and the opportunity to work more flexibly;</p>	<p>Continued application of SCC policies that promote and support smarter working objectives.</p>	<p>Throughout the consultation and implementation phases and into business as usual.</p>	<p>Senior Manager</p>
<p>7. Builds staff capacity by providing additional resource to manage increased demand.</p>	<p>Prompt, successful recruitment, training, mentoring and induction to vacancies created as part of this proposal.</p>	<p>Throughout the implementation phases and beyond</p>	<p>Senior Manager</p>

STAFF – Positive and Negative

<p>1. Some staff may be required to work from different locations. Staff with caring responsibilities (of which the majority may be female) may be adversely impacted by a move to a locality further away from their current work base. Some staff may be advantaged by the ability to work nearer to their home address.</p>	<p>Preference will be sought and decisions will be taken after individual consultation to understand any caring responsibilities and any other issues raised; with reference to the Council's policies that support smarter working objectives and change management</p>	<p>Throughout the consultation and implementation phases</p>	<p>Senior Manager</p>
<p>2. Some staff will experience a change in line manager, which may cause anxiety and/or uncertainty (and may adversely impact more on those with a known disability and those who have chosen not to disclose one). Some staff may feel that this is a positive opportunity to</p>	<p>The number of staff impacted is assumed to be small, as preference will be sought around front or back office roles, after the management roles have been appointed to. The management team will collaborate to understand any impact on individuals with a protected characteristic and 1:1's will explore wellbeing to</p>	<p>Throughout the consultation and implementation phases</p>	<p>Senior Manager</p>

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build new relationships.	identify any transitional support needed.		
STAFF – Negative impact			
1. Some staff will be required to interview for posts which may cause uncertainty. Some may not be successful.	Staff potentially impacted will be pre-briefed with support from HR. The Council has an effective redeployment system to support those adversely affected by the changes. Redeployment would be a last option as there are a number of suitable alternative vacancies in the new structure in which to appoint affected staff. Should redeployment be necessary, this could provide wider experiences and positive opportunities for some staff and HR support will be provided.	Throughout the consultation and implementation phases	Senior Manager & HR
2. Vulnerable staff could be at risk of being appointed to a lower graded post or redeployed	Staff potentially impacted will be pre-briefed with support from HR. Council policies provide for initial pay protection and excess travel payments in some circumstances, which address this potentially negative outcome and improves the feasibility of a wider range of redeployment options. The Council has an effective redeployment system to support those adversely affected. Should redeployment be necessary, this could provide wider experiences and positive opportunities for staff and HR support will be provided.	Throughout the consultation and implementation phases	Senior Manager & HR

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<p>3. Some staff may be reluctant or may not feel they have the capacity to learn new skills (in particular, those with declared and/or undeclared disabilities).</p>	<p>Training needs analysis on a 1:1 basis and communications will ensure staff are aware of the opportunities for skills gain. Training will be delivered through 1:1 one mentoring for those not motivated by classroom based learning. We will avoid people's aspirations being blocked simply because their starting point or learning style is different. Training delivery options will avoid adverse impact on any particular group and all staff will be motivated to access learning and achieve positive outcomes.</p>	<p>Throughout the implementation phases and in to business as usual with on-going support through training and supervision once in post</p>	<p>Senior Manager</p>
<p>4. Some staff may have protected characteristics that have not been disclosed and therefore potential negative impact cannot be foreseen.</p>	<p>Individual consultation and wellbeing discussions with staff will help to identify any mitigation needed to avoid any adverse impact. HR advisors will be available and Council policies will be applied to support any staff affected.</p>	<p>Throughout the consultation and implementation phases</p>	<p>Senior Manager</p>
<p>5. The majority of vulnerable staff are male, whilst overall the majority of staff impacted in some way are likely to be female, some work part-time and some may have caring responsibilities</p>	<p>HR support and change management policies will be applied and management will have an open door policy to support staff impacted. Individual consultation will take place to understand and facilitate any further mitigation.</p>	<p>Throughout the consultation and implementation phases</p>	<p>Senior Manager</p>

10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
N/A	N/A

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11. Summary of key impacts and actions

Information and engagement underpinning equalities analysis	<ul style="list-style-type: none"> • Data from SCC workforce database (SAP/OM) • Internal consultation with managers • 30 day staff consultation pending • Individual wellbeing conversations to highlight any unforeseen potential impact and reasonable adjustment requirements
Key impacts (positive and/or negative) on people with protected characteristics	<ul style="list-style-type: none"> • Creation of 'generic' roles • Potential for location changes • Potential for line management changes • Vulnerable staff
Changes you have made to the proposal as a result of the EIA	<ul style="list-style-type: none"> • None at this stage. It will be updated in light of the planned consultation and engagement.
Key mitigating actions planned to address any outstanding negative impacts	<ul style="list-style-type: none"> • Consultation • Regular conversations with individuals impacted to identify and manage issues emerging; • Ensure awareness of suitable alternative roles, redeployment opportunities and support mechanisms. • Adherence to SCC HR policies, including change management, with close liaison with HR for advice where needed. • An open door policy to facilitate wellbeing conversations with individuals to understand any unforeseen impact and mitigating actions required.
Potential negative impacts that cannot be mitigated	<p>None</p>