

Appendix 2

Surrey County Council Equality Impact Assessment Template

1. Context of the Service or Policy

Service or Policy being assessed: Workforce Plan

Assessor: Lillian Magero

Date 22 Feb 2009

What are the aims of the service or policy? If this assessment is part of a project it is important to focus on the service or policy the project aims to review/improve (NB this should set out the aims and objectives of the policy or service)

The plan will ensure that surrey has:

- A workforce that comprises the right people and skills
- A workforce that recognises and rewards success
- A workforce that develops its skills
- A workforce that leads

Who are the beneficiaries /users of this service or policy?

(NB this should address needs of client groups and a review of barriers to policy or services)

Beneficiaries include:

- SCC employees
- Surrey Residents

What is the existing situation in relation to minority, disadvantaged and excluded groups in which this service/policy operates? (including age, belief/faith, disability, Gender/transgender, sexual orientation, race and other general equality strands or issues that might make people vulnerable. NB this will require declaring what information is currently captured with respect to equality & diversity Monitoring) of this service or policy. It is also important to show the relevance of capturing this data.)

A survey completed by IPSOS Mori in October 2008 on Surrey employees identified the following facts. Facts detailed are those above SCC average.

Group	Facts
Age	<ul style="list-style-type: none">• 42% of employees in the age group 50-64 disagreed with the statement ' Snet was easy to use'• 26% and 25% of 50-64 and 36-49 were dissatisfied with feedback on performance• 39% of 50-64 were dissatisfied with moral in the team• 46% of employees in the age group 50-64 felt communication was poor across the organisation• 34% of employees in the age group 50-64 disagreed with the statement – I find it easy to find information I need for

	my job
Disability	<ul style="list-style-type: none"> • 53% of disabled people felt communication was not good in the organisation • 29% of disabled people disagreed with the statement - people are treated with fairness and respect • 22% of disabled people felt Surrey does not provide flexible working opportunities • 26% of disabled people felt the recruitment process was not fair and transparent • 23% disagreed with the statement – Equal opportunities has improved in SCC in the last 12 months. • 28% of disabled people felt disadvantaged on account of their disability • 27% of disabled people had experienced or witnessed harassment on grounds of disability • 68% of disabled people felt they could not influence change • 33% of disabled people were dissatisfied with work-life balance • 26% of disabled people felt they were not receiving sufficient training to do their job well • 32% were dissatisfied with feedback on performance • 45% of disabled people disagreed with the statement – I find s-net easy to use • 38% of disabled employees disagreed with the statement – I find it easy to find information I need for my job
Gender	<ul style="list-style-type: none"> • 23% of male employees felt the recruitment process was not fair and transparent • 21% of male employees were dissatisfied with work-life balance • 24% of male employees felt they did not receive sufficient training to do their job well
Race/Ethnicity	<ul style="list-style-type: none"> • 21% of black employees and 17% of Asian employees disagreed with the statement – SCC is an equal opportunities employer • 24% and 22% of Asian and Black employees respectively felt that people are not treated with fairness and respect • 28% Mixed, 21% Black, 22% Asian and 20% Chinese felt the recruitment process was not fair and transparent • 23% Chinese and 23% other felt disadvantaged on account of their qualification • 22% Black and 23% Chinese feel disadvantaged on account of their ethnicity • 22% Black have experienced or witnessed harassment on grounds of race • 66% Black did not represent incidents of harassment,

	<p>bullying and discrimination</p> <ul style="list-style-type: none"> • 68% Mixed, 68% White felt they could not influence change
Religion/Belief	<ul style="list-style-type: none"> • 21% Buddhist employees felt that SCC was not an Equal Opportunities employer • 27% Hindu, 21% Buddhist 20% Sikh and 22% other employees felt people are not treated with fairness and respect • 20% Sikh felt SCC does not provide flexible working opportunities • 23% Other, 20% Sikh felt SCC does not provide fair and consistent benefits to all staff • 27% other and 21% Buddhist employees felt the recruitment process was not fair and transparent • 20% of Sikh disagreed with the statement – Equal Opportunities has improved in the last 12 months • 20% Sikh felt disadvantaged on the grounds of their qualification • 20% Sikh have experienced or witnessed harassment on the grounds of their religion • 20% of Sikh disagreed with the statement – Equal Opportunities has improved in the last 12 months • 20% Sikh felt disadvantaged based on their qualification • 20% of Sikh employees feel disadvantaged on the grounds of their • 100% Sikh, 83% Hindu and 57% Muslim did not report incidents of harassment, bullying and discrimination • 40% of Sikh were dissatisfied with work-life balance • 23% Buddhist, 25% other employees felt they did not receive sufficient training to do their job well • 36% Buddhist, 30% other were dissatisfied with feedback on performance • 50% of Sikh were not satisfied with morale of the team
Sexual Orientation	<ul style="list-style-type: none"> • 23% of non heterosexual employees felt the recruitment process was not fair and transparent • 50% of non heterosexual employees did not report incidents of harassment, bullying or discrimination • 70% of non heterosexual employees felt they could not influence change • 20% of non heterosexual employees did not feel part of a team • 28% of non heterosexual

Workforce Information – Hot Spots Reporting January 2009

Percentage of top 5% earners that are women	<ul style="list-style-type: none"> • SCC target is 48%. Achieved 44.38% to the end of Dec 08 • Services for communities are currently experiencing a low percentage rate (24.21%) well below
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	the corporate target
Percentage of top 5% earners that are from ethnic minorities	<ul style="list-style-type: none"> • SCC target is 6%. 5.64% achieved in Dec 08 • Services for communities is the lowest, below half of the SCC target at 2.68%
Percentage of top 5% earners that have a disability	<ul style="list-style-type: none"> • SCC target is 8%. Achieved 6.44% to December 08. • Services for communities has lowest below half of the SCC target at 4.97%
Percentage of employees that have a disability	<ul style="list-style-type: none"> • SCC target is 4%. Achieved 3.56% as at Dec 08 • Target is below the Surrey demographic population of 8.4% (2001 Census)
Percentage of employees that are from an ethnic minority	<ul style="list-style-type: none"> • SCC target is 7%. Achieved 6.76% by Dec 08. • Target is above Surrey Demographic population of 4.99% (Census 2001)
Employee Age breakdown	<ul style="list-style-type: none"> • SCC target is 10%. Achieved 4.76% to the end of Dec 08
Employee Religion breakdown	<ul style="list-style-type: none"> • No target set currently

2. Given what you already know, what is the potential for this service/policy to have a negative or differential impact on minority, disadvantaged, vulnerable and excluded groups or on race relations and community cohesion?

Please summarise the negative impact identified due to age, belief/faith, disability, Gender/transgender, sexual orientation, race and other or general equality issues

Group	Yes	No	Notes
Age	✓		<ul style="list-style-type: none"> • Employee survey has identified an issue with using Snet. There may be issues around the introduction of E-enabled Appraisal systems • The plan proposes to have a workforce with higher levels of literacy, numeracy and IT skills. This could impact negatively on the older workforce who might not have developed literacy, numeracy and IT skills

Group	Yes	No	Notes
Disability	✓		<ul style="list-style-type: none"> • Robust recruitment system could impact on access to recruitment for disabled people • The plan proposes to have a workforce with higher levels of literacy, numeracy and IT skills. This could impact negatively on the disabled workforce who might not have developed literacy, numeracy and IT skills • The plan proposes the implementation of a pre-employment screening process which might impact negatively on disabled people • Introduction of performance related pay for managers might have a negative impact on disabled workers who are likely to work part time or take time off work.
Gender	✓		<ul style="list-style-type: none"> • Introduction of performance related pay for managers might have a negative impact on women who are likely to work part time or take time off work for caring responsibilities
Race/Ethnicity			<ul style="list-style-type: none"> • The plan proposes the implementation of a pre-employment screening process often culturally developed which might impact negatively on BME people. • The plan proposes the introduction of leadership development programme based on the transformational type which might impact negatively on BME group due to its cultural bias
Religion/Belief		✓	
Sexual Orientation		✓	

3. Given what you already know, what is the potential for this service/policy to have a positive impact, such as tackling discrimination, promoting equality of opportunity and / or promoting good community relations, for minority, disadvantaged and excluded groups?

Please summarise the positive impact identified due to age, belief/faith, disability, Gender/transgender, sexual orientation, race and other or general equality issues. NB this would include positive initiatives delivery by the service or through the policy for any/all of these equality groups. What have been the outcomes or changes?

Group	Yes	No	Notes
Age	✓		<ul style="list-style-type: none"> • The plan proposes to increase the number of apprenticeships completed per year which will have a positive impact on attracting a young workforce • The plan proposes to increase the basic skills level of its current workforce which will have a positive impact of older workers who have not had the opportunity to develop those skills
Disability	✓		<ul style="list-style-type: none"> • The plan proposes introduction of flexible benefits such as flexi time which could impact positively on disabled people • The introduction an e-recruitment could have a positive impact on some people with disabilities
Gender	✓		<ul style="list-style-type: none"> • The plan proposes introduction of flexible benefits such as flexi time which could impact positively on women with caring responsibilities
Race/Ethnicity	✓		<ul style="list-style-type: none"> • The plan proposes the introduction of succession planning which might impact positively on under-represented BME groups
Religion/Belief	✓		<ul style="list-style-type: none"> • The plan proposes introduction of flexible benefits such as flexi time which could impact positively on the workforce who want to incorporate religious events in their working life
Sexual Orientation		✓	

Please continue and attach a separate sheet if necessary

4. Give details of involvement, consultation and or research undertaken for each relevant equality and diversity grouping, upon which this policy/service has had an impact either internally or externally.

What is the research telling you in relation to age, belief/faith, disability, race gender/transgender, sexual orientation and other equality issues?

External Data

Ageism: A benchmark of Public Attitudes in Britain, Age Concern (October 2006)

Findings:

- Older people are stereotyped as warm and not competent
- Young people are stereotyped as cold and competent
- 40% feel that equal employment for older people have not gone far enough
- Far fewer people think that older people should have equal access to education opportunities than to health and care
- Older people demonstrate a greater orientation to work ethic than the rest of the population
- Most people will be more comfortable with a suitably qualified boss over 70 than one of under 30
- Nearly half think that employers avoid having older people on their workforce because it spoils their image
- Ageism is the most commonly experienced form of discrimination
- Young people report more discrimination of all forms, older people report the least

Please continue and attach a separate sheet if necessary

5. Given your answers to the previous questions, how will your service or policy be revised to mitigate, reduce or eliminate negative impacts and enhance positive impacts for the relevant equality groups?

(NB this is in effect the Recommendations to improve this policy)

This is the first workforce plan ever written by SCC. The recommendations addressed in this document relate to the content of the document with regards to Equality and Diversity and therefore will not necessary address the wider Equality and Diversity issues.

No	Recommendations
1.	Consider revising the wording in section 6.1 to make it more inclusive as not all the workforce is required to have a high level of numeracy, literacy and IT skills.
2.	Consider removing the requirement of pre-employment screening for job applicants or consider other options such as ensuring that the pre-employment screening tool selected has been equality assured or incorporating other forms of assessment that allows for diversity. Note all jobs will not require a pre-employment screening
3.	Consider having alternate forms of application to allow applicants who are unable to complete online applications the opportunity to apply to Surrey County Council
4.	Consider completing a Basic/IT skills audit that will allow the current workforce to access opportunities to up skill and reach the required standard of competency.
5	When developing the succession-planning model, emphasis on certain leadership behaviours based around western ideals might be discriminatory. Consider whether Transformation leadership is the most suitable model for an inclusive culture and ensure that the leadership model adopted is equality assured.
6.	Review the Appraisal system to ensure it allows for fair and consistent application of the process

6. Actions needed to implement the EIA recommendations:

Action Plan

Issue	Action	Expected outcome	Who	Deadline for action
Review and Completion	Working document to be reviewed during the workforce plan development process	Consultation information incorporated into the document	Pay & Reward Team	On-going
Wording in Workforce Plan	Revise wording in section 6.1 to make it more inclusive	More inclusive document	Pay & Reward Team	June 2009
Pre – employment screening	Review options for applying this tool ensuring it is equality assured	Fair process of screening	Pay & Reward Team	June 2009
Application forms	Put in place different ways to apply for a job for applicants that might not be able to use the online system	Equal Opportunity in application	Shared Service Centre	June 2009
Skills Audit	Complete a skills audit to assess what level the current workforce is at and give opportunities for staff to reach required competency	Consistent application across the organisation	Pay & Reward Team	June 2009
Succession Planning	Review the transformational leadership behaviours to determine if bias exists for certain groups	Fair process of succession planning	Pay & Reward Team	June 2009

NB these actions should have SMART Targets

Please continue and attach a separate sheet if necessary

NB these actions should be reported to the Departmental Equality and Diversity Implementation Group (DIG) and incorporated into the Equality and Diversity Action Plan, Service Plans and/or personal objectives of key staff.

7. If no actions are to be taken with respect to the recommendations please give reasons below:

Action Plan review date	30 June 2009
Name of person responsible for review	Matthew Baker
Name of person who carried out the assessment	Lillian Magero
Name of Head of Service	Carmel Millar
Signature of Head of Service	