

## 1. Topic of assessment

<b>EIA title:</b>	Higher Performance Development Programme
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<b>EIA author:</b>	Karen Archer-Burton – Organisational Development Team Lead
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## 2. Approval

	Name	Date approved
<b>Approved by<sup>1</sup></b>	Carmel Millar	27/2/16

## 3. Quality control

<b>Version number</b>	1	<b>EIA completed</b>	
<b>Date saved</b>	24 February 2014	<b>EIA published</b>	

## 4. EIA team

Name	Job title (if applicable)	Organisation	Role
Carmel Millar		SCC	Programme Sponsor
Karen Archer Burton		SCC	Lead - High Performing Development Programme (HPDP)
Helen Tomkinson		SCC	OD Advisor responsible for HPDP programme management

<sup>1</sup> Refer to earlier guidance for details on getting approval for your EIA.

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## 5. Explaining the matter being assessed

<p><b>What policy, function or service is being introduced or reviewed?</b></p>	<p>This EIA is assessing the Equality Impact of the Higher Performance Leadership Development Programme, which is part of the Living the Values stream of the Surrey County Council's People Strategy. In the context of this strategy where the term people is used this includes our employed workforce and partners. Where the term staff is used this means our employed workforce.</p> <p>Through the Peer Challenge, it was recognised that the County Council had made significant progress in changing its culture to one of motivated staff who feel empowered and "able to get on and deliver". They went on to say that "pockets of old culture still exist". To move to the next level, there was a need for "everyone across the council to take on a greater share of responsibility".</p> <p>To reach this next level of a positive and engaging performance culture, where everyone knows they are empowered to say how they feel and can take responsibility in a "blame-free" way, we need to ensure that managers and leaders have access to a leadership development programme that will build confidence and resilience for the future. It is clear that this next level of improved performance will require leaders to have a stronger focus on dealing with the most difficult issues and behaviours in the workplace.</p> <p>The purpose of this programme is to support leaders:</p> <ol style="list-style-type: none"><li>To perform to their best, by increasing their own awareness of their impact as a leader,</li><li>Develop a strategic mindset to help them better navigate through the uncertainties and challenges ahead.</li><li>To develop the way they lead and manage others.</li></ol> <p>Some of the activities that are covered in this EIA relate to statutory requirements and responsibilities as employers under employment legislation, our statutory duty under the Equality Act 2010 and our statutory health and safety and safeguarding requirements.</p> <p>SCC provides a range of equality and diversity related training as part of its core training offer to all staff and managers. Current training available is:</p> <p>Equality and inclusion matters Web based and classroom based equality impact assessment training Web based training on the social model of disability Ending harassment and bullying Flexible Working and Reasonable Adjustments</p> <p>Equality and inclusion matters is included in core training for new starters as part of induction</p> <p>The HPDP programmes is designed to enhance managers skills to talk about equality matters and build on diversity training provided as part of manager's training pathways.</p> <p>A key part of this work will be information provision and communicating with our staff and our people. This will be done through:</p>
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	<ul style="list-style-type: none"> <li>• Our corporate communication channels</li> <li>• Engagement activities</li> <li>• Conversations</li> <li>• Training and development</li> </ul>																					
<p><b>What proposals are you assessing?</b></p>	<p>Ownership of this EIA and associated actions will lie with the programme sponsor, Carmel Millar - Head of HR&amp;OD and the programme leads. The governance of the programme will include regular review of the EIA and actions at programme meetings. The EIA will be monitored and refreshed through the governance arrangements and regular work stream lead meetings.</p> <p>The EIA will assess the elements included in the Higher performance development programme as highlighted below:</p> <div data-bbox="448 674 983 1115" style="border: 1px solid #ccc; padding: 10px; margin-bottom: 20px;"> <p style="text-align: center;"><b>Leadership Offer</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%; text-align: center;">A</td> <td style="width: 40%;">HPDP Level 2 4day course</td> <td style="width: 50%;">Level 1-4 (150)</td> </tr> <tr> <td style="text-align: center;">B</td> <td>HPDP Level 1 3day course</td> <td>Level 5 (850)</td> </tr> <tr> <td style="text-align: center;">C</td> <td>Coaching 2day course</td> <td>All managers</td> </tr> <tr> <td style="text-align: center;">D</td> <td>Self-Managed Learning</td> <td>All managers</td> </tr> </table> </div> <div data-bbox="448 1189 1043 1727" style="border: 1px solid #ccc; padding: 10px;"> <p style="text-align: center;"><b>Member Offer</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%; text-align: center;">A</td> <td style="width: 40%;">One-to-One Coaching</td> <td style="width: 50%;">All Cabinet &amp; Associates</td> </tr> <tr> <td style="text-align: center;">B</td> <td>360 Degree Feedback</td> <td>All Cabinet &amp; Associates</td> </tr> <tr> <td style="text-align: center;">C</td> <td>Joint Working Sessions</td> <td>Cabinet &amp; Associates / CLT</td> </tr> </table> <p style="text-align: center; margin-top: 10px;">Roll-out of programme to all Political Groups (81 Members)</p> </div>	A	HPDP Level 2 4day course	Level 1-4 (150)	B	HPDP Level 1 3day course	Level 5 (850)	C	Coaching 2day course	All managers	D	Self-Managed Learning	All managers	A	One-to-One Coaching	All Cabinet & Associates	B	360 Degree Feedback	All Cabinet & Associates	C	Joint Working Sessions	Cabinet & Associates / CLT
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**Who is affected by the proposals outlined above?**

The people who will be affected by the activities in the Higher Performance Development Programme are:

- Leaders – All Level 1 – 4 Managers will be affected by the programme.
- All Managers (anyone with managerial responsibility) will be affected by the programme.
- Staff – all our employed work force including bank and contract staff, management trainees and apprentices will be affected by the activities in this work stream. Information on staff is collected through our workforce data activities and summary equality monitoring information is published quarterly on the SCC website. Equalities monitoring data is also recorded for apprentices on gender and age the following data was recorded in December 2013:

Gender:  
Female 54.88%, Male 45.12%

Age:

Age group	Percentage
19 and under	31.70%
20 to 24	58.54%
25 and over	9.76%

- Members – all Members will potentially be affected by the Members working together work stream and value based selection work stream. Equality monitoring data on Members was collected in the May 2013 election.

This election (May 2013) we collected data on gender, age and disability. The summaries are:

Age:

21-30	1
31-40	3
41-50	7
51-60	23
61-70	35
71-80	11
81-90	1

Gender:  
Male - 51 (63%)  
Female - 30 (37%)

Disability:

Response	No.	%
Yes	4	5%
No	73	91%
Did not answer	3	4%

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	<p><b>Residents and service users</b></p> <p>All residents and service users will potentially be impacted through activities that improve performance and learning delivered through the HPDP resulting in a more skilled workforce.</p>
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## 6. Sources of information

Engagement carried out
<p>Engagement has been carried out stakeholders across the Council to understand who the programme relates to and the relevance of the content.</p> <p>During the development of the HPDP engagement was carried out with:</p> <ul style="list-style-type: none"><li>• The HR community</li><li>• HR leadership teams</li><li>• Business Services directorate leadership team</li><li>• Corporate leadership team</li><li>• Leader, deputy leader and members of PPDC</li><li>• Living the Values Network</li></ul> <p>As part of the development of the Living our Values work stream and this EIA further engagement will be identified and carried out with potentially affected equality groups and included in the actions arising.</p> <p>A further action will be to ensure that feedback and evaluation of the HPDP captures negative impact on relevant equality strands and that a process is in place to act on this feedback to mitigate negative impact and promote positive impact.</p>
Data used
<p><a href="#">~Workforce monitoring data</a> <a href="#">Feedback from engagement activities outlined above</a> <a href="#">ONS Census data 2011</a> <a href="#">Carers UK</a> <a href="#">Engagement feedback</a></p>

## 7. Impact of the new/amended policy, service or function

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

Protected characteristic <sup>2</sup>	Potential positive impacts	Potential negative impacts	Evidence
<b>Age</b>	There is potential positive impact on residents and service users of all ages through HPDP resulting in a more highly skilled work force able to undertake performance related conversations.	There are no potential negative impacts that would harm people of different age groups through this programme.	
<b>Disability</b>	There is potential positive impact on residents and service users of all abilities through HPDP resulting in a more highly skilled work force able to undertake performance related conversations.	There are no potential negative impacts that would harm people of different abilities through this programme.	
<b>Gender reassignment</b>	There is potential positive impact on residents and service users of all abilities through HPDP resulting in a more highly skilled work force able to undertake performance related conversations.	There is no evidence that any of the activities in this programme would have a negative impact and be harmful to residents or service users undergoing gender reassignment	
<b>Pregnancy and maternity</b>	There is potential positive impact on residents and service users of all abilities through HPDP resulting in a more highly skilled work force able to undertake performance related	There is no evidence that any of the activities in this programme would have a negative impact and be harmful to residents or service users under pregnancy and maternity.	

<sup>2</sup> More information on the definitions of these groups can be found [here](#).

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	conversations.		
<b>Race</b>	There is potential positive impact on residents and service users of all abilities through HPDP resulting in a more highly skilled work force able to undertake performance related conversations.	There is no evidence that any of the activities in this programme would have a negative impact and be harmful to residents or service users from different ethnic backgrounds.	
<b>Religion and belief</b>	There is potential positive impact on residents and service users of all abilities through HPDP resulting in a more highly skilled work force able to undertake performance related conversations.	There is no evidence that any of the activities in this programme would have a negative impact and be harmful to residents or service users with different religion or beliefs including no religion or belief.	
<b>Sex</b>	There is potential positive impact on residents and service users of all abilities through HPDP resulting in a more highly skilled work force able to undertake performance related conversations.	There is no evidence that any of the activities in this programme would have a negative impact and be harmful to residents or service users with different genders.	
<b>Sexual orientation</b>	There is potential positive impact on residents and service users of all abilities through HPDP resulting in a more highly skilled work force able to undertake performance related conversations.	There is no evidence that any of the activities in this work stream would have a negative impact and be harmful to residents or service users with different sexual orientations.	



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<p><b>Marriage and civil partnerships</b></p>	<p>There is potential positive impact on residents and service users of all abilities through HPDP resulting in a more highly skilled work force able to undertake performance related conversations.</p>	<p>There is no evidence that any of the activities in this programme would have a negative impact and be harmful to residents or service users through marriage or civil partnership</p>	
<p><b>Carers<sup>3</sup></b></p>	<p>There is potential positive impact on residents and service users of all abilities through HPDP resulting in a more highly skilled work force able to undertake performance related conversations.</p>	<p>There is no evidence that any of the activities in this programme would have a negative impact and be harmful to the carers of residents or service users</p>	<p>No information on carers of residents or service users who volunteer with SCC is available.</p> <p>This group is not relevant to the programme.</p>

<sup>3</sup> Carers are not a protected characteristic under the Public Sector Equality Duty, however we need to consider the potential impact on this group to ensure that there is no associative discrimination (i.e. discrimination against them because they are associated with people with protected characteristics). The definition of carers developed by Carers UK is that 'carers look after family, partners or friends in need of help because they are ill, frail or have a disability. The care they provide is unpaid. This includes adults looking after other adults, parent carers looking after disabled children and young carers under 18 years of age.'



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

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
<p><b>Age</b></p>	<p>There is potential positive impact on all employed staff through the aims and activities of HPDP through inclusion in training, development and enhanced values based conversations and activities.</p>	<p>There is no evidence of negative impact on staff from different age groups. However we have good knowledge of the age demographic of our staff and care needs to be taken that the views of staff from all relevant age groups are included in engagement activities to fully evidence that their views have been taken into account.</p>	<p>In May 2013 the average age of Surrey employees was 44.84 years. The largest group of employees is in the 45 to 54 year age group at just under 30% of the workforce. Overall approx 78% of SCC employed staff are over 35, falling to 18% in the 55 to 64 year age group. Surrey Staff are broadly representative of the age profile of Surrey Residents except in the younger age groups, particularly 16 to 24 year olds who are just 5% of the workforce compared to 10.19% of Surrey population. This has been identified as a hot spot by SCC as we are primarily an ageing workforce with a lack of younger employees.</p> <p>Members – The age demographic of Councillors is not within the control of SCC.</p> <p>Volunteers – no corporate data is available on the age demographic of residents who volunteer with SCC directly.</p>
<p><b>Disability</b></p>	<p>There is potential positive impact on all employed staff through the aims and activities of HPDP through inclusion in training, development and enhanced values based conversations and activities.</p>	<p>There is no evidence of negative impact on staff from different ability groups. However we have some knowledge of the disability demographic of our staff and care needs to be taken that the views of staff from all relevant disability groups are included in engagement activities to fully evidence that their views</p>	<p>Employed staff with a declared disability is currently 3.08%. This is low compared to the census data which shows 16.5% of residents with a declared disability. This has been declared as a hot spot with a steady year on year decline since 2008/2009 when 4.35% of staff declared a disability. This decline is reflected on senior manager data with declared disability falling from 6.15% in 2008/2009 to 4.11% in 2011/2012. This decline has stabilised in 2012/2013 with 4.54% of senior managers declaring a disability slightly higher than for all SCC staff generally.</p>

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		<p>have been taken into account.</p> <p>The main areas that could impact negatively on this equality strand are around access to information and accessible venues.</p> <p>The Programme leads should ensure good practice and relevant accessibility policies are adhered to when organising events, providing accessible information and requesting information in advance on specific requirements</p>	<p>Members – awaiting data</p> <p>Corporate policies and procedures are in place to support staff with disabilities including an accessible IT forum</p> <p>Training is available on the Social Model of Disability and managers are required to attend training on flexible working and reasonable adjustment</p>
<b>Gender reassignment</b>	<p>There is potential positive impact on all employed staff through the aims and activities of HPDP through inclusion in training, development and enhanced values based conversations and activities.</p>	<p>There is no evidence of negative impact on staff undergoing gender reassignment. Managers should ensure that staff who may be away from the work place as they undergo gender reassignment are included in any development activities they may have missed and given updated corporate information.</p>	<p>Information on gender reassignment in relation to specific staff is confidential and held by HR. Policies and procedures are in place to support people going through gender reassignment and to meet our statutory duties to ensure confidentiality.</p> <p>If the views of people undergoing gender reassignment are identified as being needed to inform HPDP expertise can be sought through the Council's External Equality Advisory Group</p>
<b>Pregnancy and maternity</b>	<p>There is potential positive impact on all employed staff through the aims and activities of HPDP through inclusion in training, development and enhanced values based conversations and activities.</p>	<p>There is no evidence of negative impact on staff that are pregnant or on maternity leave.</p> <p>However we have good organisational data on people who are on or due to take</p>	<p>Advice is available to all managers from HR business partners to ensure that people who are pregnant and on maternity are treated fairly and within the law.</p>



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		maternity leave. Care needs to be taken that the views of staff from all relevant equality groups are included in engagement activities to fully evidence that their views have been taken into account.	
<b>Race</b>	There is potential positive impact on all employed staff through the aims and activities of HPDP through inclusion in training, development and enhanced values based conversations and activities.	<p>There is no evidence of negative impact on staff with different ethnic backgrounds, however, the data that we have shows that care needs to be taken by all work stream leads to ensure the views of staff with BME backgrounds are included in engagement activities, particularly with Senior Managers where representation is lower than the SCC norm.</p> <p>In relation to communications and information programme leads should identify relevant staff groups where staff may have requirements for information in either easy to read or specific languages if they are not proficient in written or spoken English which is our default position for information.</p>	<p>In May 2013 7.94% of Surrey staff were from a minority ethnic background compared to 4.57% in 2008/2009. The 2001 census showed that 4.99% of the working age population of Surrey was from BME backgrounds although 11.78% of the population between 15 and 64 were from BME backgrounds.</p> <p>SCC has a slowly rising trend of recruiting staff from BME backgrounds and currently 5.33% of senior managers are from BME backgrounds.</p> <p>No BME data is available for Members, apprentices or volunteers.</p>
<b>Religion and belief</b>	There is potential positive impact on all employed staff through the aims and	There is no evidence of negative impact on staff with either different religions or	34.42% of staff who declared a religion were Christians; however 42.67% of staff declined to state

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	activities of HPDP through inclusion in training, development and enhanced values based conversations and activities.	beliefs or no religion or belief, however if the programme leads find relevance care should be taken to include the views of people from this group in relevant engagement.	<p>their religion or belief. Just over 20% of staff stated they had no religion or belief</p> <p>The large number of SCC staff without declarations of Religion / Faith distorts the data so comparison with Surrey Population becomes difficult.</p> <p>Volunteers, apprentices and Members - no corporate data is available on religion and belief</p>
<b>Sex</b>	There is potential positive impact on all employed staff through the aims and activities of HPDP through inclusion in training, development and enhanced values based conversations and activities.	<p>There is no evidence of negative impact on staff from different gender groups, however it should be noted that care should be taken to include the views of staff from different genders in engagement activities. This is most relevant at senior manager level for women staff and for men at front line level including part time staff who are predominantly women.</p> <p>Programme leads should also consider access to information and communications for part time staff who may be bank or contract workers who do not have access to SCC IT systems and corporate web based information.</p>	<p>Overall nearly 74% of staff at SCC are women. Women are in the majority at all levels of the organisation other than senior managers S13 and above where 44.67% are women.</p> <p>81% of staff at front line level S1 to S8 are women</p> <p>This equality strand is relevant to all work streams in the programme</p> <p>Volunteers - no corporate data is available on the gender demographic of people who volunteer with SCC directly</p> <p>Members – 63% of Members are Male and 37% female</p>
<b>Sexual orientation</b>	There is potential positive impact on all employed staff through the aims and	There is no evidence of negative impact on staff with different sexual orientations;	Information on the sexual orientation of SCC staff is limited due to over 50% of staff who either preferred not to say or did not complete this part of the



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	<p>activities of HPDP through inclusion in training, development and enhanced values based conversations and activities.</p>	<p>however there is little data to base this on.</p> <p>Programme leads should consider whether they need to engage with different gender groups; however it should be noted that care should be taken to include the views of staff with different sexual orientation in engagement activities.</p>	<p>monitoring information.</p> <p>Less than 2% of staff declared as being lesbian a gay man or bisexual with just fewer than 50% of people who did declare saying they were heterosexual.</p> <p>If the views of people with different sexual orientations are identified as being needed to inform work streams expertise can be sought through the Council's External Equality Advisory Group</p> <p>This equality strand is potentially relevant to all work streams in the programme</p> <p>No sexual orientation data is available for volunteers, apprentices or Members</p>
<p><b>Marriage and civil partnerships</b></p>	<p>There is potential positive impact on all employed staff through the aims and activities of HPDP through inclusion in training, development and enhanced values based conversations and activities.</p>	<p>There is no evidence of negative impact on staff through marriage or civil partnerships.</p>	<p>This equality strand is not relevant to the programme</p> <p>No data is available for staff, volunteers, apprentices or Members</p>
<p><b>Carers</b></p>	<p>There is potential positive impact on all employed staff through the aims and activities of HPDP through inclusion in training, development and enhanced values based conversations and activities.</p>	<p>There is no evidence of negative impact on staff through caring responsibilities, however national research shows that women are more likely to have caring responsibilities across all age groups either as parents or caring for elderly relatives or people with a disability and may need more flexibility to</p>	<p>No data available on SCC staff, volunteers or Members with caring responsibilities.</p> <p><a href="#">Carers UK</a> estimates that 1 in 7 of UK employees have caring responsibilities. As Surrey is predominantly a female and part time work force this may be higher for some staff groups.</p> <p>The ONS (office for national statistics) reported in 2011</p>

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		<p>engage with training and development activities away from their normal work place.</p> <p>Programme leads should consider the relevance of engaging people with caring responsibilities in engagement activities and ensuring accessibility for people with caring responsibilities.</p>	<ul style="list-style-type: none"> <li>Economically active women in both full-time and part-time employment provided a greater share of the unpaid care burden than men; in England 12.1 per cent of women working full-time provided unpaid care, and in Wales it was 15.3 per cent</li> </ul> <p>Further information on carers can be found here</p> <p><a href="#">ONS census data 2011</a></p> <p>This equality strand is potentially relevant to all work streams in the programme.</p>
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## 8. Amendments to the proposals

Change	Reason for change
In this column you should explain how the new/amended policy, service or function has changed from the original idea to the final proposal being considered.	In this column you should explain how your EIA led to this change. Identify the issue that you identified that meant the proposal needed to be amended.

You should use this section to describe any amendments that have been made to the original idea underpinning your new/amended policy, service or function as a result of conducting this EIA. This will show how the process of collecting information, engaging those affected and analysing the impact of the new/amended policy, service or function led to specific changes to the proposals.

## 9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Negative: Leaders and Managers keeping up to date with equality training	<ul style="list-style-type: none"> <li>Get update SAP records of all Leaders and Managers who have attended People Management Pathway equality programmes</li> <li>Target Leaders and Managers who have not attended any programmes</li> </ul>	Quarter 2 2014	Helen Tomkinson (in liaison with Wendy Au-Yeung and Abid Dar)

If your equalities analysis shows the new/amended policy, service or function could potentially have negative impacts on particular groups with protected characteristics, which cannot be fully addressed through changes to the proposal; you will need to use this section to outline any actions that could be put in place to mitigate them. As a result of your analysis you may also identify positive actions that could be put in place to promote equality opportunities and/or foster good relations.

## 10. Potential negative impacts that cannot be mitigated

If your assessment has identified potential negative impacts that cannot be mitigated, you should list them here. This does not mean the proposal has to be abandoned, but will



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allow decision makers to have 'due regard' to these matters when they make their decision.

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

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## 11. Summary of key impacts and actions

This section will serve as an executive summary of the Equality Impact Assessment and should be copied into the equalities section in decision making reports (such as those for Cabinet, Local Committee or CLT/DLTs). Please use the sub-headings provided.

Information and engagement underpinning equalities analysis	
Key impacts (positive and/or negative) on people with protected characteristics	
Changes you have made to the proposal as a result of the EIA	
Key mitigating actions planned to address any outstanding negative impacts	
Potential negative impacts that cannot be mitigated	

Be sure to review the checklist in Annex 2 before submitting your EIA for approval and publication.

### Further guidance

If you need more advice and guidance, you may find the following sources useful:

- [Government Equality Office: Equality Act guidance](#)
- [Equality and Human Rights Commission: \*Guidance on the Equality Duty\*](#)
- [Equality and Human Rights Commission: \*Making fair financial decisions\*](#)
- [Equality and Human Rights Commission: \*Meeting the Equality Duty in policy and decision making\*](#)
- [TUC: \*Equality Toolkit\*](#)

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