

ANNEX 3: EQUALITY IMPACT ASSESSMENT SUMMARY

This Annex provides a summary of the equalities analysis for savings proposals that appear in the MTFP for 2013/14 set out by directorate. Where there are new savings proposals for 2013/14 the equality analysis has been included as part of this Annex and a table of these is set out below. For savings which are ongoing and analysis was undertaken in 2012/13, copies are available on the Council's website¹.

1. DIRECTORATE SUMMARIES

a. Adult Social Care

Adult Social Care has submitted 25 savings proposals, all of which have been analysed for their equalities implications. The proposals focus on three broad areas - increasing personalisation of care services; driving for greater value for money within adult social care services; and adopting a preventative approach to social care services.

Analysis has shown that the majority of the proposals will have a neutral or positive impact on people who use services and their carers as a result of the mitigating actions identified throughout the business planning process. These include:

- Embedding personalisation and equipping staff to empower people who use services to shape their own lives and the services they receive.
- Working with partners to grow a more diverse range of services in Surrey, with more specialists and micro-providers, with whom people can use their personal budgets.
- An on-going commitment to prevention through partnership, including signposting, reablement, supported living and telecare.
- Securing better value for money from commissioned services etc.
- Continuing work with Children, Schools & Families (CS&F) to optimise the care pathway for young people in transition.
- Working to develop an integrated local area workforce strategy which will take a whole systems approach with partners to planning Surrey's social care workforce.

Nine of the proposals may potentially have a negative impact on people who use services and their carers across one or more of the nine protected characteristics². A range of mitigating actions has therefore been developed. These include:

- Encouraging people to address their care and support needs by first looking towards the social capital available within their community.

¹ See <http://www.surreycc.gov.uk/your-council/equality-and-diversity/Ensuring-our-decisions-are-fair>

² These include – Preventative savings through whole life systems interventions & telecare, Absorption of demand pressures, Strategic shift from residential to community based provision service, Recommission supporting people contracts, Apply resource allocation system more consistently, Strategic supplier review, Manage costs below budget, Action to offset increased demand and manage loss of funding streams, and Further in-house savings

- Balancing telecare with other preventative services such as meals on wheels, volunteering, in-touch service etc to retain personal contact.
- Maintaining the statutory eligibility criteria with a continuing duty to meet assessed needs.
- Working closely with commissioned organisations to maximise value for money and maintain as wide a range of services as possible, despite significant cuts in funding eg optimising Supporting People services.
- On-going monitoring of the outputs from the Resource Allocation System to highlight the need for recalibration and practice improvement.
- Targeted recruitment in Personal Care & Support and Service Delivery.

Content

The table below explains the assessment associated with each savings proposal.

Description of Efficiency		2013/14 £000	Impact	Rationale
1	Preventative savings through whole life systems interventions & telecare	(750)	+/- impact Previous EIA with no material change	Whole Life Systems interventions into areas such as integrated virtual wards, reablement and therapy intervention and the use of telecare will avoid or delay incurring of costs. This is an ongoing efficiency for which an EIA was completed in 2012
2	Optimisation of spot care rates	(5,237)	+ impact New 2013/14 EIA	This is the continuation of an ongoing efficiency, but subjected to a new EIA as the value has increased substantially
3	Absorption of demand pressures	(3,102)	+/- impact Previous EIA with no material change	Demographic pressures of an ageing population in Surrey will be absorbed through managing service volumes. This is an ongoing efficiency for which an EIA was completed in 2012
4	Maximising income through partnership arrangements	(2,500)	No impact Previous EIA with no material change	Individuals will be appropriately assessed in order that their care needs are funded from the correct source. This is an ongoing efficiency for which an EIA was completed in 2012
5	Section 256 client group	(1,500)	No impact	The age profile of this client group

	savings		Previous EIA with no material change	will result in a gradual decline in numbers therefore reducing costs. This is an ongoing efficiency for which an EIA was completed in 2012
6	Learning Disabilities Public Value Review	(2,000)	EIAs completed as part of the PVR	This is the continuation of an ongoing efficiency programme for which EIAs have previously been prepared on each recommendation
7	Extract better value from block contracts	(1,000)	+ impact Previous EIA with no material change	This efficiency is delivered through working with block contract suppliers to obtain better value for money in terms of both price and volume to create savings. This is an ongoing efficiency for which an EIA was completed in 2012
8	Strategic shift from residential to community based provision	(2,145)	+/- impact Previous EIA with no material change	The use of residential settings will decrease by providing personal accommodation options for individuals, increasing the numbers of people remaining at home or accessing other community based care. This is an ongoing efficiency for which an EIA was completed in 2012
9	Strategic review of In-house services	0	+ impact Previous EIA with no material change	This efficiency is planned to be delivered from 2015/16 onwards
10	Streamlining with NHS community provider	(200)	+ impact Previous EIA with no material change	This efficiency will be delivered by joint working and integration to create savings through reduced management costs, combination of purchasing power, review of joint arrangements and integration of pathways. This is an ongoing efficiency for which an EIA was completed in 2012
11	Optimisation of Transition pathways	(1,000)	+ impact Previous EIA with no material	Optimising the way in which services are planned and delivered for young people will mean that services can be

			change	delivered more efficiently. This is an ongoing efficiency for which an EIA was completed in 2012
12	Other commissioning strategies	(300)	+ impact Previous EIA with no material change	This efficiency will be delivered through reduced costs on retendered areas of work by introducing new commissioning arrangements and re-designing pathways. This is an ongoing efficiency for which an EIA was completed in 2012
13	Recommission Supporting People contracts	0	- impact Previous EIA updated	The Supporting People service helps people to live in their own homes so that they can lead more independent lives. The budget proposal is to reduce costs through recommissioning and negotiating existing contracts. This was a 12/13 efficiency for which an EIA was completed in 2012. Further efficiencies are planned to be delivered from 2014/15 onwards
14	Efficiency savings through community budgets	(400)	+ impact Previous EIA with no material change	Community budgets take a holistic view of budgets deployed by different organisations in local communities. This will give local public service partners the freedom to work together to redesign services around the needs of individuals, improving outcomes, reducing duplication and waste and so saving money. This is an ongoing efficiency for which an EIA was completed in 2012
15	Optimisation of other block contract rates	(376)	+ impact Previous EIA with no material change	Block contracts are contracts for a fixed volume of service over a specified period. This proposal will ensure, through the procurement process, the optimisation of the rates paid for block contracted services such as residential and day care. This is an ongoing efficiency for which an EIA was completed in 2012

16	Home Based Care retender	(400)	+ impact Previous EIA with no material change	As a result of a re-tendering exercise there will be a saving on the cost of purchased home care hours. This is an ongoing efficiency for which an EIA was completed in 2012
17	Apply Resource Allocation System more consistently	0	+/- impact Previous EIA with no material change	See 'Action to offset increased demand' below
18	Strategic supplier review	(0)	+/- impact Previous EIA with no material change	Working with strategic suppliers through negotiation to achieve best value for money from the business placed with them. This is an ongoing efficiency for which an EIA was completed in 2012
19	Additional efficiencies to be achieved in year	(4,239)	N/A	Proposals will be developed during the course of the year; it is not possible therefore to assess their impact on people and cares at the current time. The impacts of these efficiencies on people with protected characteristics will be considered as they are identified.
20	General In-house efficiencies, including shadow trading accounts	(400)	+ impact Previous EIA with no material change	The cost structure of services, such as residential and day care, will be reviewed to release efficiencies; income opportunities will be maximised. This is an ongoing efficiency for which an EIA was completed in 2012
21	Manage costs below budget, eg vacancies	(1,500)	+/- impact New 2013/14 EIA	Budgets will be managed to identify areas where expenditure can be contained below budgeted levels. This will include staffing costs, but there may be other aspects which will contribute towards this area of saving. This a new efficiency proposal for which therefore an EIA has been completed
22	Social enterprise pilot	(100)	+ impact Previous	Certain services will be provided by Social Enterprises which are

			EIA with no material change	commissioned by, but independent from, the County council. This will drive innovation and efficiency. This is an ongoing efficiency for which an EIA was completed in 2012
23	Action to offset increased demand (incorporates apply RAS more consistently) and manage loss of funding streams	(15,483)	+/- impact New 2013/14 EIA	The demand for spot care is estimated to exceed the available budget provision and the withdrawal of joint funding arrangements by the Health Service will both result in a cost pressure to the Council. This a new efficiency proposal for which therefore an EIA has been completed
24	Re-use of Whole Systems funding	(2,850)	No impact	This is utilisation of additional funding; there is no equalities impact
25	Further In-house savings	(400)	+/- impact New 2013/14 EIA	Adult Social Care operates a range of in-house services - efficiencies will be driven out through process review and procurement efficiencies. This is an increase to an existing efficiency programme, so a new EIA has completed
		(44,542)		

b. Business Services

The savings within Business Services consist of 21 proposals, of which ten will be realised in 2013/14. The majority of the savings that will be realised in 2013/14 are a continuation of those outlined in the 2012/13 savings and as such have already had Equalities Analyses carried out.

As with 2012/13 there are three budget proposal lines that have been assessed as requiring analysis of the equalities implications. These focused on savings being made around the Organisational Design as a result of previous Public Value Reviews and frontline staff training. As previously stated these are a continuation and full year saving from changes that were carried out in 2012/13. The previous analysis found that the proposed changes will not impact on frontline service users but will impact on Council staff.

The assessments show possible negative impacts for the protected characteristics of age, race, disability, gender, religion or belief and sexual orientation. The most significant possible negative implications were identified for disabled staff.

A range of mitigating actions have been developed alongside the savings proposals to reduce the potential negative impact. These include:

- Ensuring staff have clear training and development plans.
- Designing career pathways where appropriate, to optimise opportunities for staff progression. This will help to ensure fair access to development opportunities and ensure that progression is based on merit.
- Commitment to adaptations for staff to ensure negative impacts from changes are minimised. For example, staff that are unable to utilise e-learning will be considered for 1:1 training if required.
- Ensuring staff consultation takes account of the different needs of staff. For example, information will be made available in a variety of ways to ensure it meets the needs of part-time staff and those on maternity or long-term sick leave.
- Requiring managers to attend recruitment training to ensure that appointments are made on merit and to address the possible 'ceilings' that were identified for black, minority and ethnic staff and disabled staff.

Alongside the above mitigating actions there is also a programme of work underway to improve Workforce Planning across the organisation. This has a work stream which focuses on those protected characteristics assessed as part of the Equalities Analysis.

Currently workshops are underway with services to examine processes such as recruitment, succession planning, and training and development. This will underpin work that is already underway to not only mitigate any negative impacts but also reduce any inequalities that may be occurring.

	Savings Line 2013/14	Amount	Decision	Rationale
1	Organisational design from Public Value Review	£985k	Ongoing, previous EIA and no material change	Savings identified from service redesign which took place in 2012/13 and already an EIA on the original proposals – savings fall in 2013/14
2	IMT Applications and Infrastructure	£90k	No Impact	Savings identified are from infrastructure improvements and negotiation on costs – no impact on staff or residents

3	IMT SAP	£100k	No Impact	Savings identified include contract negotiation and savings on system costs – no impact on staff or residents
4	Impact of front line – training	£412k	Ongoing, previous EIA and no material change	Savings identified are a continuation of PVR which had EIA review in 2011/12 for £100k savings in 2012/13. £412k are continuation of previous year savings. Focussed on not decreasing training but on providing more efficient and effective methods of delivering training such as E-Learning. Previous EIA still stands
5	Energy - usage reduction	£479k	No Impact	This savings line relates to a reduction in our energy reduction from a combination of benefits being realised from the energy reduction capital programme (spend to save on energy efficiency schemes) and a reduction in our portfolio.
6	Making a Difference	£282k	Ongoing, previous EIA and no material change	Savings identified are a continuation of the Making a Difference programme which delivered savings in 2012/13. Previous EIA on office moves still applicable to savings being realised.
7	Property Income	£175k	No Impact	This relates to income generated from revenue generated from the SCC property portfolio
8	Public Sector Offer – income	£100k	No Impact	Income generated is from partnership working where income has been generated.
9	Public Sector Offer – Data Centre Income	£35k	No Impact	Income generated is from space leased in the new Surrey County Council data

				centre.
10	Partnerships – maintenance	£200k	No Impact	Savings are generated from effective partnership working on property maintenance with Hampshire County Council. Savings from cost efficiencies not reduction in volume so no impact is expected.

c. Chief Executive’s Office

The savings within the Chief Executive’s Office consist of four proposals, of which three will take effect in 2013/14. Of these, one was assessed as requiring analysis of the equalities implications. This relates to the grant reduction for Voluntary, Community and Faith Sector (VCFS) infrastructure organisations, which was planned as a £200,000 reduction phased over two financial years 2012/13 and 2013/14. The reduction has already been implemented in full during 2012/13, so remains as a saving line in 2013/14 to bring budget in line with expenditure. Therefore the equality analysis which was undertaken for the 2012/13 budget remains relevant for this year’s proposals.

The reduction in funding for VCFS infrastructure organisations directly impacts the organisations that receive funding. It has a secondary impact on the 5,700 VCFS organisations they work with and in turn the vulnerable people they support across the county. A range of mitigating actions were developed alongside the proposals to reduce the potential negative impact of a reduction in funding to VCFS infrastructure organisations. These include:

- advance notice of funding reductions;
- ongoing discussions with VCSF infrastructure organisations; and
- auditing and ongoing engagement to co-design an outcomes based commissioning model planned to begin in 2013/14.

The County Council has carried out annual monitoring of all CEO funded VCFS infrastructure organisations and the impact of changes was an integral part of the discussion. No organisation reported significant impact to their personal operation as an organisation and to the service they provide to front line organisations, many of who directly serve groups and communities from the protected characteristics.

By allowing over eighteen months for planning, preparation and co-design of the changes, the affected organisations were able to drive efficiencies in back office, human resources and the way services are delivered whilst protecting the quality and range of services provided to their users, hence the minimal impact reported.

	Savings Line 2013/14	Amount	Decision	Rationale
1	Voluntary sector grant reduction	£100k	Ongoing, previous EIA and no material change	As above, realisation of grant reduction agreed and implemented in 2012/13.
2	Staff savings	£70k	No impact	Relates to current contracts finishing with no impact anticipated.
3	Other supplies & services reductions	£19k	No impact	Relates to efficiencies made through effective procurement reduced use of stationery etc.

d. Children, Schools and Families

The Children, Schools and Families Directorate have submitted eight savings proposals for 2013/14. These proposals have been analysed and are focused around youth services; early years; education and specialist services.

To reduce the potential negative impact from the proposals, a range of mitigating actions have been developed. These include:

- Integrating services to provide a more seamless frontline service that costs less. Examples include the planned improvements to services for children and young people with disabilities.
- Using robust needs assessments to ensure services are targeted effectively. For example, the proposed changes to Early Years Services and Youth Services both seek to understand the needs of service users better, so that services meet their needs in a more cost effective way.
- Seeking alternative funding arrangements to ensure services remain viable.
- Ongoing evaluation of changes to services to ensure any negative impacts are mitigated.

From 2014/15 onwards, savings targets are under the umbrella of the PV Programme. There is future anticipated work to analyse equalities impacts for these proposals.

	Savings Line 2013/14	Amount 2013/14	Decision	Rationale
1	Disability Public Value Review	£4,100k	Ongoing, previous EIA and no material change	
2	Market Management – inflation cost avoidance	£2,335k	Ongoing, previous EIA and no material change	
3	Transform universal services for the under 5's	£1,500k	Ongoing, previous EIA and no material change	
4	Services for Young People	£500k	New proposal	This proposal relates to the Services for Young People budget for which a new EIA has been completed.
5	DSG funding for EAL following regulation change	£400k	Ongoing, previous EIA and no material change	
6	Mainstream Transport (Schools and Learning)	£300k	Ongoing, previous EIA and no material change	

7	Provider of services to schools - Commercial Services Trading	£300k	Ongoing, previous EIA and no material change	
8	Schools and learning staff vacancy management	£284k	Ongoing, previous EIA and no material change	

e. Customers and Communities

The MTFP related budget changes for the Customer and Communities Directorate have been reviewed and substantially amended during 2012/13, resulting in nine proposals that will have an impact on 2013/14 budgets.

These are set out in the table below, and all have been assessed as having no identified internal (staff) or public equalities implications at this stage.

One new Equality Impact Assessment has been undertaken for 2013/14 to consider the implications of a reduction of £166,000 in Arts Council grant funding received by the Council's Surrey Arts service. The service has been aware of this reduction and there is a planned extension of the First Access Programme as part of the Music Education Hub delivery, which is expected to have a positive impact for young people.

A number of savings proposals will be achieved through enhanced income generation and may be met through new activity as PVR recommendations are developed and implemented. The equalities implications of new activity will be assessed as part of this process.

Table of revised MTFP savings for 2013/14:

Service	Proposal	Savings 2013/14	Decision	Comments
Cultural Services	Renegotiation of Library resource contract	£102k	New proposal/ no impact	Improved business terms achieved for purchase of books and other library resources. No impact is anticipated for users.
	Reduction in grants received to support music expenditure	£166k	New proposal	This reduction is outside of SCC's control, and affects the First Access programme. The service is revising the way in which this programme is delivered

Service	Proposal	Savings 2013/14	Decision	Comments
				and the saving is expected to be absorbed without negative impacts. It will also benefit from enhanced income generation, arising from Surrey Arts PVR actions.
	Additional income generation	£300K	New proposal/ no impact	To be generated through existing and new activity. No identified implications but new initiatives may require assessment as they are identified and developed.
	Registration Service	£8k	No impact	This is a small saving achieved through back-office changes in response to PVR recommendations and has no staff or public impact.
Fire & Rescue	Reduced contribution to vehicle and equipment reserve	£500k	No impact	This is a short term transfer of contributions from Revenue to Capital and will revert to the main budget after 2017/18. Since the ability of the service to maintain its fleet is unaffected there are no equalities implications.
Customer Services	Savings within web development work	£40k	No impact	This is now being delivered through process efficiencies and has no staff or public implications.
Community Partnerships Team	Loss of Safer & Stronger area based grant	£402k	No impact	This government grant funding pot has previously been managed by SCC on behalf of the Crime & Disorder partnerships in Surrey. This role, and the associated grant budget, has now transferred to the Police & Crime Commissioner's office.
Directorate Support	Reduction in Support staffing	£305k	No impact	This has not required a restructure and has been

Service	Proposal	Savings 2013/14	Decision	Comments
	costs			covered through natural wastage. At this stage there is no EIA requirement identified though proposals for further savings in 2014/15 may require consideration depending on future decisions.
	2012 Team integration	£136k	No impact	This saving arises from the planned termination of the Cultural Development Team responsible for the 2012 Olympics preparations. One permanent post has been transferred to the Tourism team as part of the continuing Legacy work.
Total saving 2013/14		£1.96m		

f. Environment and Infrastructure

The Environment and Infrastructure Directorate has submitted 20 savings proposals. Seven of them were judged to have a direct equalities impact, and have therefore undergone detailed equalities analysis. They are focused around the following broad policy areas: waste disposal, countryside, transport and staffing.

Analysis has shown that these changes may have a negative impact on people sharing certain protected characteristics. All protected characteristic groups are being impacted by the implementation of changes to bus services within the county. In addition, disabled residents will be impacted by a further two of the proposals³, older residents by an additional two proposals⁴ and black and minority ethnic groups by one of the savings proposals⁵.

A range of mitigating actions have been developed alongside the savings proposals to reduce the potential negative impact. These include:

- Providing tailored service information for groups of service users negatively impacted by these proposals, with alternative methods of accessing services highlighted.
- Ensuring changes made to services do not exclude certain communities.
- Maintenance of services for high-need communities.

³ Countryside PVR and Community Transport Funding

⁴ Countryside PVR and Community Transport Funding

⁵ Countryside PVR

- Engagement with key community groups to gain their input on how services are delivered.

Other savings proposals are expected to have a neutral or positive impact on Surrey's residents. This includes savings proposals around the Council's waste services, where the Council believes that changes to the service will lead to increased accessibility of waste services for older residents and disabled residents.

The funding available from the Surrey Growth Fund for 13/14 is proposed to be frozen at the 12/13 level. Once the funding is allocated to specific activities, equalities analysis is undertaken to assess the impact. Positive impacts are expected for younger people, as £750,000 has been proposed for apprenticeships, to match-fund the Government's Apprenticeship Grant for Employers.

Table of revised MTFP savings for 2013/14:

	Savings Line 2013/14	Amount	Decision	Rationale
1	PVR savings – Waste	£19k	Ongoing, previous EIA with no material change	
2	PVR savings – Countryside	£125k	Ongoing, previous EIA with no material change	
3	'One Team' organisation review	£975k	Ongoing, previous EIA with no material change	
4	Bus provision review	£261k	Ongoing, previous EIA with no material change	
5	Parking review	£100k	Ongoing, previous EIA with no material change	
6	Concessionary fares	£174k	Ongoing, previous EIA with no material change	

7	LSTF grant staff recharges	£20k	No impact	Relates to the way the council charges for staff time and will not impact on staff or services.
8	Reduced waste minimisation and policing	£300k	Ongoing, previous EIA with no material change	
9	Materials value approach to recycling	£300k	No impact	Relates to plans to gain more value from the county's waste and will not impact on staff or services.
10	Contract reviews	£800k	No impact	Savings made through negotiations in contract payment/ terms with no impact on staff or services.
11	Highways income	£20k	No impact	Savings made through generation of income in the Highways Service with no impact on staff or services.
12	Highways efficiency	£188k	No impact	Relates to efficiencies in collaboration, insurance, recycling, LEAN, less reactive and more planned maintenance and value engineering.
13	One-off – highways low condition defects	£500k	New proposal	This is a new proposal with limited anticipated equalities

				implications. Impact has been assessed in the Delivering Road Maintenance – a new approach EIA.
14	One-off – Parking account	£2,600k	No impact	Relates to money for which there are no other plans and will not impact on staff or services.
15	One off – Community Transport Reduction	£100k	New proposal	This is a new proposal with limited anticipated equalities implications. An EIA has been completed.
16	Reduce Surrey Growth Fund	£120k	No impact	No decision has been taken on allocations for the Surrey Growth Fund. There is no impact on services or staff anticipated but EIAs will be completed as necessary as funding is allocated to projects.
17	One off – Other	£400k	No impact	This is a balancing figure. If further savings are required, they will be determined in-year.

g. Public Health

The Public Health budget for 2013/14 and will fund the council's new public health responsibilities including:

- The transfer of specialist public health staff from the NHS to local authorities
- The six mandatory service areas as outlined in Healthy Lives Healthy People⁶:
 1. Commissioning appropriate access to sexual health services
 2. Commissioning the NHS Health Check programme
 3. Commissioning the healthy child programme 5-19 years
 4. Commissioning the national child measurement programme
 5. Ensuring that plans are in place to protect the population's health
 6. Ensuring NHS commissioners receive the public health advice they need

Equality analysis has been undertaken of public health programmes which will be transferred to the County Council in April 2013. In most cases, programmes will continue unchanged from previous years, meaning that the impact of the transfer on groups with protected characteristics will be minimal. The grant for Public Health has been announced for 2013/14 and 2014/15 and it is assumed that following current government policy the funding will increase by 10% each year after this. This should enable the Council to deal with volume and price issues, whilst recognising that there is a growing demand for Public health services and that there has been historic underfunding of Public health services in Surrey which needs to be rectified.

Budget proposals for Public Health in 2013/14

Budget line	Amount 2013/14
Public Health Commissioning <ul style="list-style-type: none">• Sexual health services• National Child Measurement and 5-19 programme• Substance misuse	£8.9m £2.1m £8.7m
Health Protection	£0.4m
Health Improvement	£4.1m

⁶ Department of Health, 2011

2. NEW EQUALITY ANALYSIS FOR 2013/14

This section provides the equality analysis for new savings proposals in 2013/14. The table below provides a summary of these by directorate:

Directorate	Equality Impact Assessment	Page
Adult Social Care	Optimisation of Spot Care Rates	20
	Manage costs below budget eg vacancies	30
	Action to offset increased demand	40
	Further in-house savings	52
Children, Schools and Families	Services for Young People Budget 2013-14	62
Customers and Communities	Arts Council Grant funding reduction - First Access Programme	74
Environment and Infrastructure	Delivering Road Maintenance: A New Approach	83
	Community Transport	107

EQUALITY IMPACT ASSESSMENT

1. Topic of assessment

EIA title:	Medium Term Financial Plan (MTFP) 2013-18 efficiency saving - optimisation of spot care rates
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MTFP efficiency Saving (£000s)	13/14	14/15	15/16	16/17	17/18
	5,237	1,352	1,992	2,122	2,290

EIA author:	Kathryn Pyper Robert Raynsford
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2. Approval

	Name	Date approved
Approved by	Sarah Mitchell, Strategic Director Adult Social Care and Health	

3. Quality control

Version number	7	EIA completed	
Date saved	11 March 2013	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Kathryn Pyper		Surrey County Council	Business Planning
Robert Raynsford		Surrey County Council	Finance
Paul Carey-Kent		Surrey County Council	Finance
Ian Lyall		Surrey County Council	Procurement
Kathy Saunders		Surrey County Council	Quality Assurance

EQUALITY IMPACT ASSESSMENT

5. Explaining the matter being assessed

What policy, function or service is being introduced or reviewed?	Spot care refers to care services (residential care placements, nursing care placements, home care, supported living, day services) purchased from suppliers as and when required.
What proposals are you assessing?	This proposal ensures, through the procurement process, the optimisation of the rates paid for spot contracted services, whilst maintaining services standards.
Who is affected by the proposals outlined above?	<p>The proposals will affect:</p> <ul style="list-style-type: none"> • People who use services and their carers • External organisations (approximately 800) we commission to deliver services on behalf of the Council or in partnership

6. Sources of information

Engagement carried out
<p>Adult Social Care Directorate Strategy makes a commitment to “...work with partners to co-design and deliver services which are local, universal and preventative ...”. Co-design is at the heart of all we do in Adult Social Care and is part of the approach we have taken to shaping the Medium Term Financial Plan (MTFP) savings proposals.</p> <p>The Adult Social Care Implementation Programme Board is a co-design Board, which oversees our change programme. The Board is attended by our strategic partners and chaired by the Cabinet Member for Adult Social Care and Health and the Chair of the Surrey Coalition of Disabled People. As part of the budget setting process we asked the Board to help us undertake an equality assessment on our Medium Term Financial Plan (MTFP). The Board looked at the share of the Surrey County Council budget for Adults, how it is distributed across the care groups, how efficiencies have been made over the last three years and how we propose to make further efficiencies over the next five years. The Board reviewed each proposed savings and assessed its impact on the protected characteristics of residents, people who use services and their carers and our staff. The Board was held after the budget workshop with the Adult Social Care Select Committee and before the final list of savings/efficiencies were presented to the Cabinet and changes to our proposed savings based on these discussions were made. This process fed into the detailed equality assessments for the individual savings measures.</p> <p>The 2012-13 budget public survey using SIMALTO has enabled residents to engage in the budget setting process by providing their views on different investment scenarios. The method used means the results reported are representative of the whole county and includes a balance of views from people of different ages, gender, socio-economic groups etc. The four key headline findings have particular relevance to Adult Social Care:</p> <ul style="list-style-type: none"> • Our current spending closely reflects the spending priorities of Surrey’s residents. • We understand our residents with a notable similarity between our current spending and residents’ preferences. • A majority of residents (58%) would be willing to see a slight increase in council spending and their council tax in return for current service levels being maintained and specific investments and improvements being made in supporting more older people to live independently.

EQUALITY IMPACT ASSESSMENT

- Residents attach value to our services and reductions will cause dissatisfaction – ‘residential care for dementia sufferers’ and ‘independent living for older people’ were two of the four areas that should be protected even if savings have to be made.

We have undertaken initial ‘soft market testing’ with current major providers and organisations not currently placed in Surrey. This provided a market view of their willingness to engage with the Local Authority and feedback on potential models of provision. Subsequently, we undertook more detailed visits and discussions with eight of our largest providers to explore their particular desire to work with the County Council and establish a relationship. Possible models of flexible contracting, involving the provision of affordable placements, were explored. These discussions will continue to be developed, incorporating requirements for commissioning needs, outcome quality, user choice and affordability.

Data used

- Profession feedback from Surrey Care Association
- Personal outcomes recorded on Adults Integrated System (Jan 2013)
- 2011/12 Adult Social Care Complaints Report
- Spot care by type of people who use services (Dec 2012)

EQUALITY IMPACT ASSESSMENT

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

Protected characteristic ¹	Potential positive impacts	Potential negative impacts	Evidence												
Age	<p>This strategy will have a positive impact on people who use services and their carers as the focus is upon spot placements being more creative in response to need and any protected characteristics.</p>	<p>In the long term the need to contain cost increases could impact on providers so as to reduce the variety available in the market, which might impact disproportionately on placements catering for minority groups such as religion, belief and race.</p> <p>However, provision will always be needs driven and the local authority has a continuing duty to meet eligible assessed needs and will continue to do so.</p> <p>It is recognised that if this is adopted as a long-term strategy, there is a risk of the diminution of quality and volume of providers in the Surrey economy through an 'over shaping' of the social care market and potentially less choice for individuals.</p>	<p>Professional feedback from Surrey Care Association provides assurance that there has been no diminution in the quality of services provided in response to the strategy of optimising spot rates.</p> <p>Monitoring of the outcomes of the support plans tells us where progress is recorded at review, 81% of people who use services and 75% of carers consider their outcomes are being achieved. The top three outcomes recorded for people who use services are staying independent and maximising potential; maintaining personal dignity; staying safe.</p> <p>The number of complaints received by Adult Social Care has remained constant during the period that this policy has been in place, with a total 247 complaints in 2010/11 and 233 in 2011/12. Only 17% of complaints received in 2011/12 related to service quality. This evidence demonstrates there has been no diminution in the quality of services provided in response to the strategy of optimising spot rates.</p> <p>The following data illustrates the numbers of people utilising spot care placements in December 2012:</p> <table border="1" data-bbox="1101 145 1348 907"> <thead> <tr> <th colspan="2">Residential - Spot Care December 2012</th> </tr> </thead> <tbody> <tr> <td>Older People</td> <td>821 42.4%</td> </tr> <tr> <td>Learning Disability</td> <td>966 49.8%</td> </tr> <tr> <td>Physical and Sensory Disability</td> <td>104 5.4%</td> </tr> <tr> <td>Mental Health</td> <td>47 2.4%</td> </tr> <tr> <td>Total</td> <td>1,938 100%</td> </tr> </tbody> </table> <p>Nursing - Spot Care December 2012</p>	Residential - Spot Care December 2012		Older People	821 42.4%	Learning Disability	966 49.8%	Physical and Sensory Disability	104 5.4%	Mental Health	47 2.4%	Total	1,938 100%
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¹ More information on the definitions of these groups can be found [here](#).

EQUALITY IMPACT ASSESSMENT

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EQUALITY IMPACT ASSESSMENT

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

EQUALITY IMPACT ASSESSMENT

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

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	No impacts have been identified as arising from the proposal	No impacts have been identified as arising from the proposal	-
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

EQUALITY IMPACT ASSESSMENT

8. Amendments to the proposals

Change	Reason for change
No amendments to the efficiency saving are proposed as a result of the Equality Impact Assessment	-

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
+ The focus is upon spot placements being more creative in response to need and any protected characteristics.	Continue to work with providers, the Care Quality Commission (CQC) and practitioners to drive up standards and the quality of care. Continue to take a person centred approach to quality assurance eg visiting people in their homes and following up on any issues on the ground.	2013/14	Anne Butler
- There could be a potential negative impact upon people with specialist needs and thus more expensive spot placements eg religion and belief, race.	Continue to work with providers, via Surrey Care Association (SCA) to explore creative ways in which we can optimise the rates paid for spot care whilst maintaining quality of service.	2013/14	Anne Butler
- If this is adopted as a long-term strategy, there is a risk of the diminution of quality and volume of providers in the Surrey economy through an 'over shaping' of the social care market and potentially less choice for individuals.	Work with ADASS and Laing & Buisson on the production of a methodology and model to ascertain the 'fair price of care'. This will enable us to approach providers and the market with a tool for transparent local negotiation	2013/14	Paul Carey-Kent
	Explore ways of monitoring the impact of changes on people with protected characteristics.	2013/14	John Woods

10. Potential negative impacts that cannot be mitigated

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

There are no potential negative impacts that cannot be mitigated	-
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EQUALITY IMPACT ASSESSMENT

11. Summary of key impacts and actions

<p>Information and engagement underpinning equalities analysis</p>	<ul style="list-style-type: none"> • The Adult Social Care Implementation Programme Board, which is attended by our strategic partners, reviewed each proposed savings and assessed its impact on the protected characteristics of residents, people who use services and their carers and our staff. • The budget public survey using SIMALTO has enabled residents to engage in the budget setting process by providing their views on different investment scenarios. • We have undertaken initial 'soft market testing' with current major providers and more detailed visits and discussions with eight of our largest providers. • A range of data was used to support the equalities analysis
<p>Key impacts (positive and/or negative) on people with protected characteristics</p>	<p>For people who uses services and their carers:</p> <ul style="list-style-type: none"> + The focus is upon spot placements being more creative in response to need and any protected characteristics - There could be a potential negative impact upon people with specialist needs and thus more expensive spot placements eg religion and belief, race. However, provision will always be needs driven and the local authority has a continuing duty to meet eligible assessed needs and will continue to do so. - If this is adopted as a long-term strategy, there is a risk of the diminution of quality and volume of providers in the Surrey economy through an 'over shaping' of the social care market and potentially less choice for individuals.
<p>Changes you have made to the proposal as a result of the EIA</p>	<p>No amendments to the efficiency saving are proposed as a result of the Equality Impact Assessment</p>
<p>Key mitigating actions planned to address any outstanding negative impacts</p>	<ul style="list-style-type: none"> • Continue to work with providers, the Care Quality Commission (CQC) and practitioners to drive up standards and the quality of care. • Continue to work with providers, via Surrey Care Association (SCA) to explore creative ways in which we can optimise the rates paid for spot care whilst maintaining quality of service. • Work with ADASS and Laing & Buisson on the production of a methodology and model to ascertain the 'fair price of care'
<p>Potential negative impacts that cannot be mitigated</p>	<p>There are no potential negative impacts that cannot be mitigated</p>

EQUALITY IMPACT ASSESSMENT

1. Topic of assessment

EIA title:	Medium Term Financial Plan (MTFP) 2013-18 efficiency saving - manage costs below budget eg vacancies
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MTFP efficiency Saving (£000s)	13/14	14/15	15/16	16/17	17/18
	1,500	-	-	-	-

EIA author:	Kathryn Pyper Robert Raynsford
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2. Approval

	Name	Date approved
Approved by	Sarah Mitchell, Strategic Director Adult Social Care and Health	

3. Quality control

Version number	6	EIA completed	
Date saved	7 March 2013	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Kathryn Pyper		Surrey County Council	Business Planning
Tristram Gardner		Surrey County Council	Workforce Strategy
Robert Raynsford		Surrey County Council	Finance
Paul Carey-Kent		Surrey County Council	Finance

EQUALITY IMPACT ASSESSMENT

5. Explaining the matter being assessed

What policy, function or service is being introduced or reviewed?	Budgets will be managed to identify areas where expenditure can be contained below budgeted levels. This will include staffing costs, but there may be other aspects which will contribute towards this area of saving.
What proposals are you assessing?	The proposal recognises that a combination of ‘churn’ (staff turnover) and difficulty in recruiting for certain grades of staff will result in expenditure at a lower level than budgeted. This has been the case in previous years, so the proposal merely formalises this position within the budget as an expectation. There may be aspects other than staffing costs which will contribute towards this area of saving.
Who is affected by the proposals outlined above?	The proposals will affect: <ul style="list-style-type: none"> • People who use services and their carers • Surrey County Council staff

6. Sources of information

Engagement carried out
<p>Adult Social Care Directorate Strategy makes a commitment to “...work with partners to co-design and deliver services which are local, universal and preventative ...”. Co-design is at the heart of all we do in Adult Social Care and is part of the approach we have taken to shaping the Medium Term Financial Plan (MTFP) savings proposals.</p> <p>The Adult Social Care Implementation Programme Board is a co-design Board, which oversees our change programme. The Board is attended by our strategic partners and chaired by the Cabinet Member for Adult Social Care and Health and the Chair of the Surrey Coalition of Disabled People. As part of the budget setting process we asked the Board to help us undertake an equality assessment on our Medium Term Financial Plan (MTFP). The Board looked at the share of the Surrey County Council budget for Adults, how it is distributed across the care groups, how efficiencies have been made over the last three years and how we propose to make further efficiencies over the next five years. The Board reviewed each proposed savings and assessed its impact on the protected characteristics of residents, people who use services and their carers and our staff. The Board was held after the budget workshop with the Adult Social Care Select Committee and before the final list of savings/efficiencies were presented to the Cabinet and changes to our proposed savings based on these discussions were made. This process fed into the detailed equality assessments for the individual savings measures.</p> <p>The 2012-13 budget public survey using SIMALTO has enabled residents to engage in the budget setting process by providing their views on different investment scenarios. The method used means the results reported are representative of the whole county and includes a balance of views from people of different ages, gender, socio-economic groups etc. The four key headline findings have particular relevance to Adult Social Care:</p> <ul style="list-style-type: none"> • Our current spending closely reflects the spending priorities of Surrey’s residents. • We understand our residents with a notable similarity between our current spending and residents’ preferences. • A majority of residents (58%) would be willing to see a slight increase in council spending and their council tax in return for current service levels being maintained and specific investments and improvements being made in supporting more older people to live independently.

EQUALITY IMPACT ASSESSMENT

- Residents attach value to our services and reductions will cause dissatisfaction – ‘residential care for dementia sufferers’ and ‘independent living for older people’ were two of the four areas that should be protected even if savings have to be made.

Further engagement is planned as part of the work to define an Adult Social Care Integrated workforce strategy for Surrey with a wide range of stakeholders including, district and boroughs, Surrey Care Association, Surrey & Borders Partnership, Surrey Community Health, Surrey Action for Carers, Surrey Independent Living Council, Surrey Coalition of Disabled People, Surrey residents and their carers etc.

Data used

- Laing & Buisson report (2012)
- Whole Systems Partnership Funding: Monitoring Report (Nov 2012)
- Mini Employee Survey September 2012; Employee Survey 2011
- Recruitment monitoring data for Personal Care & Support and Service Delivery
- Equality Profile of the Adult Social Care Workforce
- OM and budget management with FTE summary

EQUALITY IMPACT ASSESSMENT

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

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	No positive impacts have been identified as arising from the proposal	<p>Vacancies in front-line services may result in a slight delay in the assessment of some people and their carers and thus a delay in the provision of services. There is also a risk that the longer someone waits then the more complex their needs may become. This may have a disproportionate impact upon older people and disabled people as they represent one of the largest client groups. However, it is important to understand that there is a balance between normal churn and effective recruitment, which means this efficiency saving should not have an adverse impact.</p> <p>Vacancies filled by bank or agency staff may affect the quality of services provided as these staff may be less familiar with their roles, responsibilities and the people they support.</p>	<p>Research by Laing & Buisson and feedback from partners on the ASC Implementation Programme Board has identified that recruiting to vacancies across health and social care system is a national and a Surrey-wide issue. Strategies to address these challenges and mitigate their impact will be addressed as part of the Surrey Integrated Workforce Strategy.</p> <p>There is evidence in the Whole Systems Partnership Programme that the health and social care system in Surrey is working in an integrated way to support people in their local community. For example, there has been a significant increase in the number of telecare referrals to over 500 per month, a steady increase in admissions to community reablement beds supported by therapy interventions with 122 in September 2012 and increased mental health provision, including dementia navigators and wellbeing centres etc.</p>
Disability	As above	As above	As above
Gender reassignment	As above	As above	As above
Pregnancy and maternity	As above	As above	As above

EQUALITY IMPACT ASSESSMENT

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

EQUALITY IMPACT ASSESSMENT

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

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
<p style="text-align: center;">Age</p>	<p>Vacancies may have a potential positive impact for bank and agency staff with this protected characteristic as they have more opportunity to secure paid employment and work experience.</p> <p>Operating with a lean workforce, means that staff across the Directorate will have to trust one another to deliver on their respective priorities and this will mean a change in culture.</p>	<p>Vacancies may result in existing staff taking on additional work, which creates stress and has a negative impact upon their wellbeing.</p>	<p>Evidence from the September 2012 Staff Survey indicates that staff feel supported through the changes in the way we work. For example:</p> <ul style="list-style-type: none"> • There was an increase of 6% from 2011 in the number of staff who told us that when change happens they feel supported, which is part of an upward trend. • 74% of staff told us that their immediate line manager/supervisor creates an environment where they feel supported – this is part of an upward long term trend with a 9% increase from 2011. • 34% of staff felt workload pressure was affecting them in their personal life which is part of a downward trend with a 13% decrease from 2011. • 80% of staff told us they receive timely help and support they need from colleagues. <p>Organisational Management (OM) monitoring data for vacancies indicate a vacancy level of 15% in the Personal Care and Support division, although a number of these vacancies will have been filled temporarily through bank staff and locums.</p> <p>Recruitment monitoring demonstrates how targeted recruitment for Personal Care & Support and Service Delivery is ensuring we recruit staff in critical areas. For example:</p> <ul style="list-style-type: none"> • 193.31 of the 253.64 reablement assistant fte were staffed in November 2012 and as part of this the number of vacancies in south-west area fell by almost 40%

EQUALITY IMPACT ASSESSMENT

			<ul style="list-style-type: none"> 60.68 of the 89.02 Practitioner Level 2 fte posts, which are particularly challenging to fill, were staffed in November 2012 <p>The equality profile of the Adult Social Care workforce illustrates how the Directorate has more female employees 81.93% when compared to the Council with 72.82%. Adult Social Care also has a higher proportion of Black and Minority Ethnic (BME) employees with 11.68% of the workforce compared with 7.85% in the Council.</p>
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

EQUALITY IMPACT ASSESSMENT

8. Amendments to the proposals

Change	Reason for change
No amendments to the efficiency saving are proposed as a result of the Equality Impact Assessment	-

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
<p>- Vacancies in front-line services may result in a slight delay in the assessment of some people and their carers and thus a delay in the provision of services. There is also a risk that the longer someone waits then the more complex their needs may become</p> <p>- Vacancies filled by bank or agency staff may affect the quality of services provided as these staff may be less familiar with their roles, responsibilities and the people they support.</p> <p>+ Vacancies may have a positive impact for bank and agency staff as they have more opportunity to secure paid employment and work experience.</p> <p>+ Operating with a lean workforce, means that staff across the Directorate will have to trust one another to deliver on their respective priorities and this will mean a change in culture.</p>	<p>It is recognised there will be on-going vacancies to deliver this efficiency saving. However, the potential negative impacts will be mitigated by targeted recruitment in Personal Care & Support and Service Delivery, including:</p> <ul style="list-style-type: none"> Defining an Adult Social Care attraction strategy with the Directorate, Recruitment and Manpower, for launch in 2013. The strategy will identify and address the unique recruiting requirements of Personal Care & Support and Service Delivery Piloting in Personal Care & Support hospital teams a central pool of bank staff, who can work flexibly to cover vacancies in teams for a short period of time. Explore opportunities to extend this approach across Personal Care & Support and Service Delivery Reviewing the roles and responsibilities in the Personal Care & Support recruitment process, to maximise the pace and flexibility of recruitment Adopt a range of options in partnership with HR, Recruitment and Manpower to identify and fill vacancies in Service Delivery to make staffing more stable in teams, to improve the quality of service and reduce agency costs Explore ways to attract back 	2013/14	Dave Sargeant Debbie Medlock

EQUALITY IMPACT ASSESSMENT

	those experienced staff who have left the authority – perhaps offering a 1-term refresher course at a local college or university		
	Define an integrated Workforce Development Strategy for Surrey, setting out a whole systems approach to recruitment	2013/14	Ken Akers
Vacancies may result in existing staff taking on additional work, which creates stress and has a negative impact upon their wellbeing.	Undertake a Health Check with all Adult Social Care staff	2013/14	Sarah Mitchell
	Continue to support and promote the following amongst Adult Social Care staff: <ul style="list-style-type: none"> • Staff survey • Employee Assistance Programme • Fairness & Dignity Champions 	2013/14	Sarah Mitchell
	Explore ways of monitoring the impact of changes on people with protected characteristics.	2013/14	John Woods

10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
There may be a slight delay in the assessment of some people and their carers and thus a delay in the provision of services.	Age and disability.

11. Summary of key impacts and actions

Information and engagement underpinning equalities analysis	<ul style="list-style-type: none"> • The Adult Social Care Implementation Programme Board, which is attended by our strategic partners, reviewed each proposed savings and assessed its impact on the protected characteristics of residents, people who use services and their carers and our staff. • The Adult Social Care Implementation Programme Board has focussed upon recruitment, examining the challenges across the health and social care system in Surrey and ideas for moving forward. • The budget public survey using SIMALTO has enabled residents to engage in the budget setting process by providing their views on different investment scenarios. • A range of data was used to support the equalities analysis
Key impacts (positive and/or negative) on	For people who uses services and their carers:

EQUALITY IMPACT ASSESSMENT

<p>people with protected characteristics</p>	<ul style="list-style-type: none"> - Vacancies in front-line services may result in a slight delay in the assessment of some people and their carers and thus a delay in the provision of services. There is also a risk that the longer someone waits then the more complex their needs may become - Vacancies filled by bank or agency staff may affect the quality of services provided as these staff may be less familiar with their roles, responsibilities and the people they support. <p>For staff:</p> <ul style="list-style-type: none"> + Vacancies may have a positive impact for bank and agency staff as they have more opportunity to secure paid employment and work experience. + Operating with a lean workforce, means that staff across the Directorate will have to trust one another to deliver on their respective priorities and this will means a change in culture. - Vacancies may result in existing staff taking on additional work, which creates stress and has a negative impact upon their wellbeing.
<p>Changes you have made to the proposal as a result of the EIA</p>	<p>No amendments to the efficiency saving are proposed as a result of the Equality Impact Assessment</p>
<p>Key mitigating actions planned to address any outstanding negative impacts</p>	<ul style="list-style-type: none"> • Targeted recruitment in Personal Care & Support and Service Delivery • Continue to support and promote the following amongst Adult Social Care staff: <ul style="list-style-type: none"> • Staff survey • Employee Assistance Programme • Fairness & Dignity Champions • Define an integrated Workforce Development Strategy for Surrey, setting out a whole systems approach to recruitment
<p>Potential negative impacts that cannot be mitigated</p>	<p>There are no potential negative impacts that cannot be mitigated</p>

EQUALITY IMPACT ASSESSMENT

1. Topic of assessment

EIA title:	Medium Term Financial Plan (MTFP) 2013-18 efficiency saving – <ul style="list-style-type: none"> action to offset increased demand
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MTFP efficiency saving (£000s)	13/14	14/15	15/16	16/17	17/18
• action to offset increased demand	15,483	-	-	-	-

EIA author:	Kathryn Pyper Robert Raynsford
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2. Approval

	Name	Date approved
Approved by	Sarah Mitchell, Strategic Director Adult Social Care and Health	

3. Quality control

Version number	7	EIA completed	
Date saved	7 March 2013	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Kathryn Pyper		Surrey County Council	Business Planning
Robert Raynsford		Surrey County Council	Finance
Andrew Hewitt		Surrey County Council	Finance
Paul Carey-Kent		Surrey County Council	Finance

EQUALITY IMPACT ASSESSMENT

5. Explaining the matter being assessed

<p>What policy, function or service is being introduced or reviewed?</p>	<p>Action to offset increased demand - As the demand for social care increases, so it becomes more important to allocate resources according to priority needs and we have to give priority to people who are at the greatest risk. We do this by using 'eligibility criteria' to decide who has the greatest immediate or longer-term needs. All local authorities use the same eligibility framework issued by the Department of Health. Our policy in Surrey is to provide support for people who are assessed as having needs within the 'critical' and 'substantial' risk bands. Adult Social Care funds care packages to meet assessed eligible needs (residential care placements, nursing care placements, home care, supported living) either on a 'spot' basis to meet assessed eligible needs as they are identified, or on a 'block' basis where a fixed volume of service is purchased in advance. The packages are provided for older people, people with learning difficulties, people with physical and sensory needs and people with mental health needs.</p>
<p>What proposals are you assessing?</p>	<p>Actions to address this efficiency saving are subject to further discussion and development.</p> <p>The demand for spot care , without offsetting action, is estimated to exceed the available budget provision and the withdrawal of joint funding arrangements by the Health Service will also result in a cost pressure to the Council. In order to offset these potential pressures on the budget, Adult Social Care will ensure that:</p> <ul style="list-style-type: none"> • Eligibility criteria and the resource allocation system are applied correctly and consistently. • We continue to review and recalibrate the resource allocation system on a regular basis. • We encourage people to address their care and support needs by first looking towards the social capital available to them within their community and to paid services where there are gaps. • We maximise preventative community based services including telecare, reablement and signposting to enable increasing numbers of people to remain at home. <p>These actions will reduce the cost of care packages whilst meeting the assessed needs of individuals. This will enable Adult Social Care to achieve the efficiency savings, whilst delivering better outcomes for individuals and improved value for money.</p>
<p>Who is affected by the proposals outlined above?</p>	<p>The proposals will affect:</p> <ul style="list-style-type: none"> • People who use services and their carers • Surrey County Council staff • External organisations we commission to deliver services on behalf of the Council or in partnership

EQUALITY IMPACT ASSESSMENT

6. Sources of information

Engagement carried out
<p>Adult Social Care Directorate Strategy makes a commitment to “...work with partners to co-design and deliver services which are local, universal and preventative ...”. Co-design is at the heart of all we do in Adult Social Care and is part of the approach we have taken to shaping the Medium Term Financial Plan (MTFP) savings proposals.</p> <p>The Adult Social Care Implementation Programme Board is a co-design Board, which oversees our change programme. The Board is attended by our strategic partners and chaired by the Cabinet Member for Adult Social Care and Health and the Chair of the Surrey Coalition of Disabled People. As part of the budget setting process we asked the Board to help us undertake an equality assessment on our Medium Term Financial Plan (MTFP). The Board looked at the share of the Surrey County Council budget for Adults, how it is distributed across the care groups, how efficiencies have been made over the last three years and how we propose to make further efficiencies over the next five years. The Board reviewed each proposed savings and assessed its impact on the protected characteristics of residents, people who use services and their carers and our staff. The Board was held after the budget workshop with the Adult Social Care Select Committee and before the final list of savings/efficiencies were presented to the Cabinet and changes to our proposed savings based on these discussions were made. This process fed into the detailed equality assessments for the individual savings measures.</p> <p>The 2012-13 budget public survey using SIMALTO has enabled residents to engage in the budget setting process by providing their views on different investment scenarios. The method used means the results reported are representative of the whole county and includes a balance of views from people of different ages, gender, socio-economic groups etc. The four key headline findings have particular relevance to Adult Social Care:</p> <ul style="list-style-type: none">• Our current spending closely reflects the spending priorities of Surrey’s residents.• We understand our residents with a notable similarity between our current spending and residents’ preferences.• A majority of residents (58%) would be willing to see a slight increase in council spending and their council tax in return for current service levels being maintained and specific investments and improvements being made in supporting more older people to live independently.• Residents attach value to our services and reductions will cause dissatisfaction – ‘residential care for dementia sufferers’ and ‘independent living for older people’ were two of the four areas that should be protected even if savings have to be made.
Data used
<ul style="list-style-type: none">• Resource Allocation System analysis and quarterly calibration• Personal outcomes recorded on Adults Integrated System (Jan 2013)• Whole Systems Partnership Funding: Monitoring Report (Nov 2012)• Personal Budgets Outcome Evaluation Tool (POET) survey (March 2012)• Personal Budgets AIS report (January 2013)• Potential Effects of Funding Care Only When Clients Reach ‘Critical’ Status• Adult Social Care Outcomes Framework 2011/12• Profile of people who uses services – AIS (1 Feb 2013)

EQUALITY IMPACT ASSESSMENT

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

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
<p>Age</p>	<p>The shift to a personalised, more preventative, community-based care and support system will empower people to shape their own lives and the services they receive. This commitment will enable people who wish to do so, to use their personal budget to access services in their local community, which reflect protected characteristics, to support the outcomes agreed in their support plan.</p> <p>People will be encouraged to address their care and support needs by first looking towards the social capital available to them within their community – eg activities organised with volunteers, local faith groups - and only to paid services where there are gaps. It is thus about a rebalancing of paid and unpaid care whilst continuing to meet need. This approach will enable creativity, develop more informal support options, grow community capacity and enable people to continue to play an active part in their communities and to sustain their social networks. This increasing reliance upon social capital will</p>	<p>The efficiency saving of £15.5m means there is a potential for a lower level of funding to be available to meet people's assessed needs however we will continue to meet these needs through innovative and creative solutions at optimal cost. Where innovative and creative solutions to these needs do not prove possible, the local authority has a continuing duty to meet those eligible assessed needs and will continue to do so. This would mitigate potential negative impacts.</p> <p>The shift to a personalised and more creative care package will mean a move away from traditional services. This may generate some initial anxiety for people who use services and their carers.</p> <p>There is a potential risk that it is sometimes the more creative solutions that are restricted in times of financial pressure.</p> <p>The cumulative impact of changes may have a negative impact upon people who use services and their carer, with changes in social care impacting</p>	<p>Personal Budgets Outcome Evaluation Tool (POET) survey demonstrated how:</p> <ul style="list-style-type: none"> • People who use services told us that their personal budget had made a positive difference in their lives, for example, being supported with dignity (71%), mental well-being (71%), staying independent (70%), being in control of their support (62%) • Carers were highly positive about the impact of personal budgets but more negative about all aspects of the process and the stress and worry for them <p>There is evidence in the Whole Systems Partnership Programme that the health and social care system in Surrey is working in an integrated way to support people in their local community. For example, there has been a significant increase in the number of telecare referrals per month, a steady increase in admissions to community reablement beds supported by therapy interventions with 122 in September 2012 and increased mental health provision, including dementia navigators and wellbeing centres etc.</p> <p>Monitoring of the outcomes of the support plans tells us where progress is recorded at review, 81% of people who use services and 75% of carers consider their outcomes are being achieved. The top three outcomes recorded for people who use services are staying independent and maximising potential; maintaining personal dignity; staying safe.</p> <p>Analysis of the Resource Allocation System (RAS) demonstrates a positive relationship between individuals' assessed level of need and the weekly cost of support being provided to them. This provides a robust evidence base for on-going recalibration of assessed needs and</p>

EQUALITY IMPACT ASSESSMENT

	<p>also enable the Council to support more people whilst delivering efficiency savings. Adult Social Care recognises that securing these positive impacts for people is dependent upon the whole health and social care system working seamlessly and the growing availability and effective use of social capital within communities.</p> <p>There are positive impacts associated with the correct and consistent use of the Resource Allocation System. It will:</p> <ul style="list-style-type: none"> • Make funding decisions fairer and more transparent • Ensure the correct balance between adults and older people • Provide an up-front 'indicative' allocation of funding, so support planning can begin with a value • Allow support planning to be outcomes focused rather than services focused 	<p>people's lives at the same time as welfare benefit reform and pressure upon public services. This may have a more significant impact upon people with particular protected characteristics such as gender reassignment, sexual orientation, disability etc</p>	<p>associated indicative weekly budget allocations calculated via the RAS.</p> <p>National evidence demonstrates that where local authorities have moved to critical-only support they achieve relatively modest initial savings, which are best regarded as a one-off benefit. This supports Surrey's continued investment upon preventative approaches and a commitment to support more people but with a greater emphasis upon the use of social capital, whilst delivering efficiency savings.</p> <p>Personal budgets are a central part of the personalisation agenda giving people who use services choice and control over their lives. In the period since 2008 when Surrey County Council started to roll-out self directed support, 14,873 adults have had a personal budget across all client groups</p> <p>The Adult Social Care Outcomes Framework 2011/12 evidences the progress being made in embedding personalised, more preventative, community-based care and support system in Surrey. For example:</p> <ul style="list-style-type: none"> • 77.4% of people who use services feel they have control over their daily life • 11.1% of people (aged 18 -64) with a learning disabled who are known to the Council, have been assessed or reviewed, and are in paid employment • 61.8% of adults with learning disabilities who are known to the council, live in their own home or with their family • 74% older people (65 and over) were still at home 91 days after leaving hospital into either rehabilitation or reablement services. <p>Adult Social Care has a good understanding of the profile of the people who use services. Analysis of data from the</p>
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EQUALITY IMPACT ASSESSMENT

			<p>Adults Integrated Systems (AIS), demonstrates that:</p> <ul style="list-style-type: none"> • 52.8% of people are aged 75 years + • The largest client groups are people with frailty 25% and people with a physical disability 23.4% • 89.6% of people are White British, with White Irish the next largest ethnic group representing 1.1% of people who use services • 60.8% of people who use services are female, and • 49.8% of people are Church of England
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

EQUALITY IMPACT ASSESSMENT

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

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
<p>Age</p>	<p>The shift to a personalised, more preventative, community-based care and support system will continue to drive significant change in operational processes, systems and the organisation structure. Staff will have the opportunity to support people in being more creative in planning their care package and to develop and utilise social capital within local communities which will be more rewarding.</p> <p>It is recognised that staff will need appropriate tools and training to enable them to support this strategic shift.</p> <p>As part of this staff will continue to make increasing use of mobile technology, which will facilitate an improved work-life balance.</p>	<p>Some staff may struggle to adapt to the pace and scale of change, including for example, the increased use of mobile technology and learning new skills.</p> <p>Some staff may find it challenging to work in a culture which empowers people who use services to shape their own lives and the services they receive. It will mean for example, making referrals to and trusting independent brokerage, standing back and empowering people to lead their own supported self assessment and care planning etc.</p>	<p>Evidence from the September 2012 Staff Survey indicates that staff feel supported through the changes in the way we work. For example:</p> <ul style="list-style-type: none"> • There was an increase of 6% from 2011 in the number of staff who told us that when change happens they feel supported, which is part of an upward trend. • 74% of staff told us that their immediate line manager/supervisor creates an environment where they feel supported – this is part of an upward long term trend with a 9% increase from 2011. • 34% of staff felt workload pressure was affecting them in their personal life which is part of a downward trend with a 13% decrease from 2011. • 80% of staff told us they receive timely help and support they need from colleagues. <p>Adult Social Care is committed to providing staff with appropriate training. For example:</p> <ul style="list-style-type: none"> • All Personal Care & Support practitioner staff have undertaken their self directed support training • A further 340 managers and practitioners in the Community Mental Health Teams have completed their personalisation and self directed support training • As part of the Performance and Practice Development Strategy, Personal Care & Support has rolled out a Senior Practice Lead Development Programme; Area Practice Pools; and a Performance, Practice and Personal Development programme

EQUALITY IMPACT ASSESSMENT

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

EQUALITY IMPACT ASSESSMENT

8. Amendments to the proposals

Change	Reason for change
No amendments to the efficiency saving are proposed as a result of the Equality Impact Assessment	-

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
<p>+ The shift to a personalised, more preventative, community-based care and support system will empower people to use their personal budget to shape their own lives and the services they receive.</p> <p>+ Addressing care and support needs by first looking towards the social capital available to people within their community will enable creativity and for people to continue to play an active part in their communities and to sustain their social networks</p>	<p>On-going rollout of the Performance and Practice Development Strategy in Personal Care & Support to ensure staff are appropriately equipped and trained to support people as part of a personalised, more preventative, community-based care and support system</p>	2013/14	<p>Dave Sargeant</p> <p>John Woods</p>
<p>+ Correct and consistent use of the Resource Allocation System will make funding decisions fairer and more transparent, will ensure the correct balance between adults and older</p>	<p>Work with the market to stimulate a more diverse range of community-based services, including more specialists and micro-providers, with whom people can use their personal budgets to purchase care and support services reflecting their age, disability, gender assignment, race, religion and belief etc</p>	2013/14	<p>Anne Butler</p> <p>Dave Sargeant</p>

EQUALITY IMPACT ASSESSMENT

<p>people and provide an up-front 'indicative' allocation of funding, so support planning can begin with a value</p> <ul style="list-style-type: none"> - Where innovative and creative solutions do not prove possible, the local authority has a continuing duty to meet those eligible assessed needs and will continue to do so, thus mitigating potential negative impact. - The shift to a personalised and more creative care package may generate some initial anxiety for people who use services and their carers. - There is a potential risk that more creative solutions may be restricted in times of financial pressure. - The cumulative impact of changes may have a negative impact upon people who use services and their carer + There will be the opportunity to support people in being more creative in planning their care package. + The increasing use of mobile technology will facilitate an improved work-life balance. - Some staff may struggle to adapt to the pace and scale of change - Some staff may find it challenging to work in a culture which empowers people who use services to shape their own lives and the services they receive 	<p>Continue to use an evidence based analysis, including the impact of efficiencies, to inform investment and commissioning decisions and help steer providers towards emerging demand for new services and to working with individuals with personal budgets</p>	2013/14	Anne Butler
	<p>Continue to embed a prevention through partnership approach, including for example telecare, citizen hubs, wellbeing centres, virtual wards, provision of information and advice, a universal welfare advice service etc</p>	2013/14	Adults Leadership Team
	<p>On-going monitoring of the outputs from the Resource Allocation System to highlight the need for recalibration and practice improvement.</p>	2013/14	Dave Sargeant John Woods
	<p>Explore ways of monitoring the impact of changes on people with protected characteristics.</p>	2013/14	John Woods

10. Potential negative impacts that cannot be mitigated

EQUALITY IMPACT ASSESSMENT

Potential negative impact	Protected characteristic(s) that could be affected
There are no potential negative impacts that cannot be mitigated	-

11. Summary of key impacts and actions

<p>Information and engagement underpinning equalities analysis</p>	<ul style="list-style-type: none"> • The Adult Social Care Implementation Programme Board, which is attended by our strategic partners, reviewed each proposed savings and assessed its impact on the protected characteristics of residents, people who use services and their carers and our staff. • The budget public survey using SIMALTO has enabled residents to engage in the budget setting process by providing their views on different investment scenarios. • A range of data was used to support the equalities analysis
<p>Key impacts (positive and/or negative) on people with protected characteristics</p>	<p>For people who uses services and their carers:</p> <ul style="list-style-type: none"> + The shift to a personalised, more preventative, community-based care and support system will empower people to use their personal budget to shape their own lives and the services they receive. + Addressing care and support needs by first looking towards the social capital available to people within their community will enable creativity and for people to continue to play an active part in their communities and to sustain their social networks + Correct and consistent use of the Resource Allocation System will make funding decisions fairer and more transparent, will ensure the correct balance between adults and older people and provide an up-front 'indicative' allocation of funding, so support planning can begin with a value - Where innovative and creative solutions do not prove possible, the local authority has a continuing duty to meet those eligible assessed needs and will continue to do so, thus mitigating potential negative impact. - The shift to a personalised and more creative care package may generate some initial anxiety for people who use services and their carers. - There is a potential risk that more creative solutions may be restricted in times of financial pressure. - The cumulative impact of changes may have a negative impact upon people who use services and their carer <p>For staff:</p> <ul style="list-style-type: none"> + There will be the opportunity to support people in being more creative in planning their care package. + The increasing use of mobile technology will facilitate an

EQUALITY IMPACT ASSESSMENT

	<p>improved work-life balance.</p> <ul style="list-style-type: none"> – Some staff may struggle to adapt to the pace and scale of change – Some staff may find it challenging to work in a culture which empowers people who use services to shape their own lives and the services they receive
<p>Changes you have made to the proposal as a result of the EIA</p>	<p>No amendments to the efficiency saving are proposed as a result of the Equality Impact Assessment</p>
<p>Key mitigating actions planned to address any outstanding negative impacts</p>	<ul style="list-style-type: none"> • Practice improvement to ensure staff are appropriately equipped and trained • Work with the market to stimulate a more diverse range of community-based services • Continue to use an evidence based analysis to inform investment and commissioning decisions • Continue to embed a prevention through partnership approach • On-going monitoring of the outputs from the Resource Allocation System • The authority has a statutory duty to meet assessed needs and is not changing its eligibility criteria for assessment of these needs.
<p>Potential negative impacts that cannot be mitigated</p>	<p>There are no potential negative impacts that cannot be mitigated</p>

EQUALITY IMPACT ASSESSMENT

1. Topic of assessment

EIA title:	Medium Term Financial Plan (MTFP) 2013-18 efficiency saving - further in-house savings
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MTFP efficiency Saving (£000s)	13/14	14/15	15/16	16/17	17/18
	400	-	-	-	-

EIA author:	Kathryn Pyper Robert Raynsford
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2. Approval

	Name	Date approved
Approved by	Sarah Mitchell, Strategic Director Adult Social Care and Health	

3. Quality control

Version number	4	EIA completed	
Date saved	8 February 2013	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Kathryn Pyper		Surrey County Council	Business Planning
Robert Raynsford		Surrey County Council	Finance
Paul Carey-Kent		Surrey County Council	Finance

EQUALITY IMPACT ASSESSMENT

5. Explaining the matter being assessed

<p>What policy, function or service is being introduced or reviewed?</p>	<p>Adult Social Care operates a range of in-house services that complement similar services purchased from external providers.</p> <p>The authority offers accommodation based support options for older people within Surrey, especially those with dementia and related conditions. We have six residential care homes that provide a range of services including short term breaks, day care, reablement and long term residential care.</p> <p>The authority's accommodation and supported living services promote independence for adults with learning disabilities. Service options include short breaks, a shared lives service (which offers people the opportunity to live with an individual or family in a home environment and we can also provide short breaks for carers. We promote a good quality of life, independence, involvement, and empower people to live a meaningful and satisfied life. We are registered with the Care Quality Commission (CQC) and we continually work to measure and improve our service standards.</p> <p>The authority's Community Opportunities services offer disabled people a range of opportunities for leisure, training, volunteering and work. Our first priority is to give everyone the opportunity to get a paid job. Beyond that, we work with individuals in different ways to help them live independent, fulfilling lives as part of their local community. We support adults with physical disabilities, sensory impairments and people with learning disabilities, dementia and autism.</p>
<p>What proposals are you assessing?</p>	<p>There will be a further review of the efficiency of in-house services undertaken on an on-going basis throughout the year, through scrutiny of the cost base, including staffing costs, transport arrangements, premises costs, supplies and the maximisation of income within existing policy frameworks. Efficiencies will be driven out through process review and procurement efficiencies whilst maintaining or improving outcomes for people who use services.</p>
<p>Who is affected by the proposals outlined above?</p>	<p>The proposals will affect:</p> <ul style="list-style-type: none"> • People who use services and their carers • Surrey County Council staff • External organisations we commission to deliver services on behalf of the Council or in partnership

6. Sources of information

<p>Engagement carried out</p>
<p>Adult Social Care Directorate Strategy makes a commitment to "...work with partners to co-design and deliver services which are local, universal and preventative ...". Co-design is at the heart of all we do in Adult Social Care and is part of the approach we have taken to shaping the Medium Term Financial Plan (MTFP) savings proposals.</p> <p>The Adult Social Care Implementation Programme Board is a co-design Board, which oversees our change programme. The Board is attended by our strategic partners and chaired by the Cabinet Member for Adult Social Care and Health and the Chair of the Surrey Coalition of Disabled People. As part of the budget setting process we asked the Board to help us undertake</p>

EQUALITY IMPACT ASSESSMENT

an equality assessment on our Medium Term Financial Plan (MTFP). The Board looked at the share of the Surrey County Council budget for Adults, how it is distributed across the care groups, how efficiencies have been made over the last three years and how we propose to make further efficiencies over the next five years. The Board reviewed each proposed savings and assessed its impact on the protected characteristics of residents, people who use services and their carers and our staff. The Board was held after the budget workshop with the Adult Social Care Select Committee and before the final list of savings/efficiencies were presented to the Cabinet and changes to our proposed savings based on these discussions were made. This process fed into the detailed equality assessments for the individual savings measures.

The 2012-13 budget public survey using SIMALTO has enabled residents to engage in the budget setting process by providing their views on different investment scenarios. The method used means the results reported are representative of the whole county and includes a balance of views from people of different ages, gender, socio-economic groups etc. The four key headline findings have particular relevance to Adult Social Care:

- Our current spending closely reflects the spending priorities of Surrey's residents.
- We understand our residents with a notable similarity between our current spending and residents' preferences.
- A majority of residents (58%) would be willing to see a slight increase in council spending and their council tax in return for current service levels being maintained and specific investments and improvements being made in supporting more older people to live independently.
- Residents attach value to our services and reductions will cause dissatisfaction – 'residential care for dementia sufferers' and 'independent living for older people' were two of the four areas that should be protected even if savings have to be made.

Data used

- Equality profile of the ASC workforce (2012)
- Mini Employee Survey September 2012; Employee Survey 2011
- Numbers of people utilising block, spot and in-house residential provision (Dec 2012)
- Adult Social Care Outcomes Framework 2011/12 - Surrey, South East and Shire Counties

EQUALITY IMPACT ASSESSMENT

7a. Impact of the proposals on residents, people who use service and carers with protected characteristics

Protected characteristic ¹	Potential positive impacts	Potential negative impacts	Evidence																										
Age	<p>The targeted development of teams will help to build a positive working culture which will be reflected in the care and environment experienced by people who use in-house services.</p> <p>Scrutiny of the cost base will mean that processes and the use of resources are more efficient and increasingly reflect local need.</p>	<p>Scrutiny of the cost base may mean some changes to existing staffing and transport arrangements in Service Delivery. These changes may generate some initial anxiety for people who use services and their carers.</p>	<p>The following data illustrates that just over 10% of older people and people with a learning disability needing residential accommodation are placed in the Council's in-house residential provision:</p> <p><u>OP Residential - block, spot and in - house - December 2012</u></p> <table border="1" data-bbox="590 168 933 896"> <thead> <tr> <th>Services</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>In - House: Older People Residential</td> <td>186</td> </tr> <tr> <td>Spot and Block:Older People Residential</td> <td>10.5%</td> </tr> <tr> <td>Total Residential</td> <td>1,582</td> </tr> <tr> <td>Total Residential</td> <td>89.5%</td> </tr> <tr> <td>Total Residential</td> <td>1,768</td> </tr> <tr> <td>Total Residential</td> <td>100.0%</td> </tr> </tbody> </table> <p><u>LD Residential December 2012 - block,spot and in - house, December 2012</u></p> <table border="1" data-bbox="1037 168 1348 896"> <thead> <tr> <th>In House: Learning Disability Residential</th> <th>Spot: Learning Disability Residential</th> <th>Total Residential</th> </tr> </thead> <tbody> <tr> <td>110</td> <td>10.2%</td> <td>966</td> </tr> <tr> <td>Total Residential</td> <td>1,076</td> <td>89.8%</td> </tr> <tr> <td>Total Residential</td> <td>1,076</td> <td>100.0%</td> </tr> </tbody> </table> <p>66.3% of people who use services, who participated in the</p>	Services	%	In - House: Older People Residential	186	Spot and Block:Older People Residential	10.5%	Total Residential	1,582	Total Residential	89.5%	Total Residential	1,768	Total Residential	100.0%	In House: Learning Disability Residential	Spot: Learning Disability Residential	Total Residential	110	10.2%	966	Total Residential	1,076	89.8%	Total Residential	1,076	100.0%
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¹ More information on the definitions of these groups can be found [here](#).

EQUALITY IMPACT ASSESSMENT

			annual UXP survey, told us they were "extremely" or "very" satisfied with the care and support services they receive. Surrey is above the average of comparator authorities in the shire counties 63.3% and in south east England 61.6%.
Disability	As above	As above The fees for a small number of learning disability services will increase. This will impact upon other commissioners and full cost payers.	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

EQUALITY IMPACT ASSESSMENT

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

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	<p>The drive towards more cost effective and sustainable in-house services will be underpinned by an on-going drive towards best practice with the targeted development of teams to help build a positive working culture. This should create a more stable organisation for staff with better career progression, and more opportunities for those with different and specialist skills.</p> <p>There will also be opportunities for flexible work patterns which will enable staff to accommodate their other caring commitments.</p>	<p>Some staff may struggle to adapt to the pace and scale of change and to work in a culture which empowers people who use services to shape their own lives and the services they receive.</p> <p>These changes may have a disproportionate impact upon women who make up the majority of the workforce and upon Black and Minority Ethnic (BME) employees who represent a relatively large proportion of the Service Delivery workforce</p>	<p>The equality profile of the Adult Social Care workforce, demonstrates that females comprise 76.3% of the Service Delivery workforce, that 38.5% of the Service Delivery workforce are 50-years and older, and 15.74% of the workforce are Black and Minority Ethnic (BME).</p> <p>Evidence from the September 2012 Staff Survey indicates that staff feel supported through the changes in the way we work. For example:</p> <ul style="list-style-type: none"> • There was an increase of 6% from 2011 in the number of staff who told us that when change happens they feel supported, which is part of an upward trend. • 74% of staff told us that their immediate line manager/supervisor creates an environment where they feel supported – this is part of an upward long term trend with a 9% increase from 2011. • 34% of staff felt workload pressure was affecting them in their personal life which is part of a downward trend with a 13% decrease from 2011. • 80% of staff told us they receive timely help and support they need from colleagues.
Disability	As above	As above	As above
Gender reassignment	As above	As above	As above
Pregnancy and maternity	As above	As above	As above

EQUALITY IMPACT ASSESSMENT

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

EQUALITY IMPACT ASSESSMENT

8. Amendments to the proposals

Change	Reason for change
No amendments to the efficiency saving are proposed as a result of the Equality Impact Assessment	-

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
<ul style="list-style-type: none"> + The targeted development of teams will help to build a positive working culture which will be reflected in the care and environment experienced by people. + Scrutiny of the cost base will mean that processes and the use of resources are more efficient and increasingly reflect local need. - The shift to a personalised and more creative care package may generate some initial anxiety. 	<p>Ensure a robust engagement and communication strategy is in place for all stakeholders. This will promote awareness and understanding of all changes and enable people who use services, carers and staff to have the opportunity to shape the plans at a formative stage</p>	2013/14	Debbie Medlock
<ul style="list-style-type: none"> + The drive towards more cost effective and sustainable in-house services should create a more stable organisation for staff with better career progression, and more opportunities for those with different and specialist skills. + There will also be opportunities for flexible 	<p>Needs assessment of any individual is completed before any services change takes place</p>	2013/14	Debbie Medlock

EQUALITY IMPACT ASSESSMENT

<p>work patterns which will enable staff to accommodate their other caring commitments.</p> <p>– Some staff may struggle to adapt to the pace and scale of change and to work in a culture which empowers people who use services to shape their own lives and the services they receive</p>	<p>Work to achieve a better understanding of the communication needs of members of the staff from Black and Minority Ethnic (BME) backgrounds</p>	<p>2013/14</p>	<p>Debbie Medlock</p>
	<p>Explore ways of monitoring the impact of changes on people with protected characteristics.</p>	<p>2013/14</p>	<p>John Woods</p>

10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
There are no potential negative impacts that cannot be mitigated	-

11. Summary of key impacts and actions

<p>Information and engagement underpinning equalities analysis</p>	<ul style="list-style-type: none"> • The Adult Social Care Implementation Programme Board, which is attended by our strategic partners, reviewed each proposed savings and assessed its impact on the protected characteristics of residents, people who use services and their carers and our staff. • The budget public survey using SIMALTO has enabled residents to engage in the budget setting process by providing their views on different investment scenarios. • A range of data was used to support the equalities analysis
<p>Key impacts (positive and/or negative) on people with protected characteristics</p>	<p>For people who uses services and their carers:</p> <ul style="list-style-type: none"> + The targeted development of teams will help to build a positive working culture which will be reflected in the care and environment experienced by people. + Scrutiny of the cost base will means that processes and the use of resources are more efficient and increasingly reflect local need. – The shift to a personalised and more creative care package may generate some initial anxiety. <p>For staff:</p>

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	<ul style="list-style-type: none"> + The drive towards more cost effective and sustainable in-house services should create a more stable organisation for staff with better career progression, and more opportunities for those with different and specialist skills. + There will also be opportunities for flexible work patterns which will enable staff to accommodate their other caring commitments. - Some staff may struggle to adapt to the pace and scale of change and to work in a culture which empowers people who use services to shape their own lives and the services they receive - These changes may have a disproportionate impact upon women and upon Black Minority Ethnic (BME) employees who represent a relatively large proportion of the Service Delivery workforce
<p>Changes you have made to the proposal as a result of the EIA</p>	<p>No amendments to the efficiency saving are proposed as a result of the Equality Impact Assessment</p>
<p>Key mitigating actions planned to address any outstanding negative impacts</p>	<ul style="list-style-type: none"> • Ensure a robust engagement and communication strategy is in place for all stakeholders. This will promote awareness and understanding of all changes and enable people to have the opportunity to shape the plans at a formative stage • Needs assessment of any individual is completed before any change takes place
<p>Potential negative impacts that cannot be mitigated</p>	<p>There are no potential negative impacts that cannot be mitigated</p>

EQUALITY IMPACT ASSESSMENT TEMPLATE

1. Topic of assessment

EIA title:	Services for Young People Budget 2013-14
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EIA author:	Nikki Parkhill: Equalities Development Officer
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2. Approval

	Name	Date approved
Approved by¹	Garath Symonds, Assistant Director, Services for Young People	06/02/13

3. Quality control

Version number	2.0	EIA completed	
Date saved	28.1.13	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Jenny Smith	Development Manager	Services for Young People- SCC	Editor

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

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5. Explaining the matter being assessed

<p>What policy, function or service is being introduced or reviewed?</p>	<p>This EIA considers the impact of the proposed budget, including efficiency savings, for Services for Young People in 2013-2014. The proposed budget seeks to ensure that young people are not directly impacted by the reductions in funding within the Service. In addition it aims to eliminate the need for redundancies within the workforce. This proposal has been taken forward in preference to alternatives as it will have the least impact on service delivery.</p> <p>In order to achieve its overarching aims (full participation for all young people and to prevent offending and anti-social behaviour), Services for Young People offers a range of intervention including the Youth Support Service, the Pathways Team (provision for young people who have learning disabilities and/ or learning difficulties), alternative education programmes, centre based youth work, Skills Centres, the Year 11-12 Transition contract, the Local Prevention Framework, a web-based universal offer, Youth Small Grants funding, drug and alcohol and sexual health services. A large proportion of the functions of SYP are delivered by the Voluntary, Community and Faith and private sectors through outcomes based commissions and contracts. The Youth Support Service houses the youth justice function which is a statutory requirement. SYP works with young people aged 10-25, focussing mainly on those who are aged 13-19. The document 'One in Ten' suggests that 10% of the youth population of Surrey are in need of additional support to make a successful transition to adulthood (Surrey County Council, 2010).</p> <p>Young people access Services for Young People via referrals from parents/ carers, courts, the police, health and social care professionals and schools. Young people can refer themselves to many of the strands of the organisation. Many of the young people supported by the Youth Support Service are identified through partnership with other organisations and are targeted for intervention. Currently, approximately 10,000 vulnerable and at risk young people are supported by SYP per year in addition to those who access the universal, web based offer.</p>
<p>What proposals are you assessing?</p>	<p>The proposed budget incorporates an efficiency saving of £500,000 for 2013-14. This sum will be achieved through additional income secured from the Education Funding Agency for Skills Centres (£138,000) and planned savings within the Working Links contract (£40,000) and a reduced staffing cost by not filling some vacancies (£322,000) within Commissioning and Development (6% vacancy saving), Centre Based Youth Work (7.5% vacancy saving) and the Youth Support Service (6% vacancy saving).</p>
<p>Who is affected by the proposals outlined above?</p>	<p>There is a risk that proposals could affect staff, current and potential service users and their families and external organisations who deliver services on the behalf of SYP and in partnership with the Service if vacancy rates resulting from normal turnover fall below the planned level in the budget. In the last financial year SYP was</p>

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carrying a range of vacancy rates across the delivery strands, as the result of staff turnover. For example 17.5 % in Centre Based Youth Work, and approximately 6% in the Youth Support Service. A Centre Based Youth Work recruitment plan is currently being developed to reduce these rates to the levels proposed in the budget. If vacancy rates from normal turnover fall below the levels planned in the budget, there may need to be alternative approaches to achieve the planned levels. This risk carries potential negative impacts on groups or individuals who possess protected characteristics.

There is a risk that proposals could affect staff, current and potential service users and their families and external organisations who deliver services on behalf of SYP and in partnership with the Service if demand for services increases as forecast whilst resources are constrained. Current service structure provides a broad offer for young people including specialist services which aim to support those who have learning disabilities/ difficulties, who are not in education, employment or training and those who are at risk of, or have current involvement with, the criminal justice system. The static budget allocated to SYP will potentially prevent growth of the provision available to the increasing number of young people in Surrey who fit the targeted age range, including those who are most vulnerable.

Over the past three years the UK has experienced a triple dip recession and some of the toughest economic conditions since the 1930's. Young people between the ages of 16-24 have been amongst the hardest hit and are 1.5 times more likely to be claiming JSA (2.4%) compared to the population overall (1.6%). At the same time SYP's budget was reduced by 25% as part of the Youth Transformation Project. Against this tough economic backdrop and one year on, 150 (15%) fewer young people are without education, employment or training and 30 (50%) fewer young people have entered the youth justice system. Services for Young People have proved it can deliver more for less.

Looking forward, the impact of Welfare Reform is likely to increase the demand for SYP Services. The Service is currently working with the cross Council Working Group to assess the impact of the Welfare Reforms on SYP demand. There is a limit to how lean SYP can become before the impact of efficiency savings, rising demand and economic stagnation start to bite at the front line.

Furthermore, the efficiency savings required to offset the growth in pay and general inflation costs amount to a funding reduction in real terms. This reduction in resources may increase the work load of current employees across SYP, and/ or limit the amount of support and activities available for young people. This approach may impact on partner organisations and those who have been commissioned to deliver services on our behalf. For example, the contracts which specify OVIs for centre based youth work are based on fully staffed teams and therefore a reduction in staff hours may jeopardise their ability to meet their targets.

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If normal turnover is not enough to achieve the 6% saving in the Commissioning and Development Team and Youth Support Service, alternative methods may impact on the back office. Experience has shown that the reduction of 'back office' support has a direct impact on front line delivery with those staff having to compensate for this reduction by taking on work which is additional to their core role. It has been identified nationally that it is common for youth workers to work an average of 5 unpaid hours per week over their contracted amount (TUC, 2005). This is a major concern as stress and other mental health issues are now among the main causes of employee absence (CIPD, 2007: 1). This concern may be addressed by reducing the expectations of the workforce.

In summary, the static budget and efficiency savings may have a negative impact on the physical and emotional wellbeing of the workforce and the ability to achieve the overarching aims of SYP and improve outcomes for young people. However, a planned approach to the identification of roles that will not be filled based on the needs of the cohort who are offered protection by the Equality Act will ensure that they are not disproportionately affected.

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6. Sources of information

Engagement carried out
<p>In the event that normal turnover is not enough to achieve the planned vacancy rates, a number of organisations and representatives from SYP will be engaged, to ensure that any potential negative impacts on young people and staff are minimised. This will include service managers, team leaders, youth & community workers, union groups and organisations from the Voluntary, Community and Faith and private sectors who are commissioned and/ or contracted to deliver work on the behalf of SYP. This will be done through team meetings, focus groups, meetings with union groups and via email. If it is identified that specific groups/ individuals who possess protected characteristics will be affected, advice and guidance will also be sought from members of the External Equalities Advisory Group or other organisations who have particular areas of expertise.</p>
Data used
<p>CIPD (2007) <i>What's happening with well-being at work?</i> http://www.cipd.co.uk/NR/rdonlyres/DCCE94D7-781A-485A-A702-6DAAB5EA7B27/0/whthapwbwrk.pdf</p> <p>Hastings, A., Bramley, G., Bailey, N., Watkins, D. (2012) <i>Serving Deprived Communities in a Recession</i>. Joseph Rowntree Foundation</p> <p>Surrey County Council, (2010) <i>One in Ten: A needs assessment of young people aged thirteen to nineteen in Surrey</i>.</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 ²	Potential positive impacts	Potential negative impacts	Evidence
Age	None	A constraint on staffing levels may result in the age range of young people supported and offered opportunities for personal development may be reduced.	* Any potential impact on young people will become clear as plans are developed in relation to the implementation of the proposed budget and efficiency savings.
Disability	None	A constraint on staffing levels within the Pathways Team may result in a reduction in the quantity and quality of the service available for young people who have learning disabilities/ difficulties and their families.	* Any potential impact on young people will become clear as plans are developed in relation to the implementation of the proposed budget and efficiency savings.
Gender reassignment	None	There will be a negative impact on young people who are trans or are questioning their gender identity if staffing is constrained within projects which are accessed particularly by this group.	* Any potential impact on young people will become clear as plans are developed in relation to the implementation of the proposed budget and efficiency savings.
Pregnancy and maternity	None	There will be a negative impact on young parents if staffing is constrained within projects which are accessed particularly by this group.	Any potential impact on young people who possess this characteristic will become clear as plans are developed in relation to the implementation of the proposed budget and efficiency savings.

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

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<p>Race</p>	<p>Increased DSG funding has meant that Gypsy Skills (an education programme for young people from the Gypsy, Roma and Traveller Community) is sustainable for this year.</p>	<p>A constraint on staffing levels within teams who provide services accessed particularly by young people who are from the BAME community will have a negative impact on them.</p>	<p>* Any potential impact on young people who possess this characteristic will become clear as plans are developed in relation to the implementation of the proposed budget and efficiency savings.</p>
<p>Religion and belief</p>	<p>Unknown</p>	<p>Unknown at this stage.</p>	<p>* Any potential impact on young people who possess this characteristic will become clear as plans are developed in relation to the implementation of the proposed budget and efficiency savings.</p>
<p>Sex</p>	<p>Unknown</p>	<p>Unknown at this stage</p>	<p>* Any potential impact on young people who possess this characteristic will become clear as plans are developed in relation to the implementation of the proposed budget and efficiency savings.</p>
<p>Sexual orientation</p>	<p>None</p>	<p>There will be a negative impact on young people who are lesbian, gay, bisexual or are questioning their gender identity if staffing is constrained within projects which are accessed particularly by this group.</p>	<p>* Any potential impact on young people who possess this characteristic will become clear as plans are developed in relation to the implementation of the proposed budget and efficiency savings.</p>
<p>Marriage and civil partnerships</p>	<p>None</p>	<p>None</p>	

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

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	None	None	
Disability		<p>There may be a negative impact on the emotional wellbeing of staff if staffing constraints results in an increased workload</p> <p>There is the potential that it will be more difficult to offer flexible working opportunities in line with SCC policy if staffing is constrained. This may have a negative impact on disabled staff or those who have caring responsibilities.</p>	<p>Stress and other mental health issues are now among the main causes of employee absence (CIPD, 2007).</p>
Gender reassignment	None	None	
Pregnancy and maternity	None	Unknown	
Race	None	None	
Religion and belief	None		
Sex	None	In the event that vacancy rates are projected to fall below the planned vacancy factor of	In January 2012, women made up 83.71% of the workforce the Children, Schools and Families Directorate, 66.7% of whom are part-time. This

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		<p>7.5% for Centre Based Youth Work and there is a need to adopt alternative approaches to constrain staffing, this may affect women disproportionately who would like to enter the work place in an unqualified p/t youth work role or who are only unable to work part-time due to other commitments.</p>	<p>pattern is reflected in SYP. (Workforce Information: Equality and Diversity Edition, SCC, 2012).</p>
Sexual orientation	None	None	
Marriage and civil partnerships	None	None	

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8. Amendments to the proposals

Change	Reason for change
None as yet.	n/a

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Potential negative impact on services being affected for specific groups should there be an unplanned approach to making efficiency savings.	Vacancy rates across the Service areas need to be monitored monthly. If normal turnover is not enough to achieve planned vacancy rates, alternative methods to constrain staffing may need to be considered. In the event that this is required, this EIA should be updated to assess and mitigate the impact on individuals or groups with protected characteristics.	Monthly monitoring triggering an update to the EIA if normal turnover is insufficient to achieve planned vacancy rates	Frank Offer and Ben Byrne
That staff and/ or young people will experience negative impact through a reduction in staffing.	Vacancy rates across the Service areas need to be monitored monthly. If normal turnover is not enough to achieve planned vacancy rates, alternative methods to constrain staffing may need to be considered. In the event that this is required, this EIA should be updated to assess and mitigate the impact on individuals or groups with protected characteristics. To engage with staff and other agencies to understand and mitigate potential negative impacts.	Monthly monitoring triggering an update to the EIA if normal turnover is insufficient to achieve planned vacancy rates	Frank Offer and Ben Byrne

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10. Potential negative impacts that cannot be mitigated

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

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11. Summary of key impacts and actions

<p>Information and engagement underpinning equalities analysis</p>	<p>Staff, managers and partner organisations will be engaged to ensure that equalities issues are raised and addressed in relation to the budget proposal. A monitoring process will be developed to ensure that any issues are picked up quickly.</p>
<p>Key impacts (positive and/or negative) on people with protected characteristics</p>	<p>There is a positive impact on young people from the Gypsy Roma and Traveller community who attend Gypsy Skills as funding has been obtained for 2013-14 resulting in the service being sustainable for that period.</p> <p>There are potential negative impacts on female staff, on disabled staff and those who have caring responsibilities. If normal turnover is insufficient to constrain staffing and alternative methods are not implemented in a planned and measured way there could be an impact on service delivery, especially for young people who have learning disabilities/ difficulties, are LGBT or are from the GRT community. If alternative methods are required, this EIA should be updated to ensure that individuals or groups with protected characteristics are not disproportionately affected.</p>
<p>Changes you have made to the proposal as a result of the EIA</p>	<p>No changes have been made to date, however the EIA has identified the need for a planned and measured approach to the implementation of the proposed efficiency savings.</p>
<p>Key mitigating actions planned to address any outstanding negative impacts</p>	<p>To ensure that the impacts of the efficiency savings are actively monitored through management information, engagement with staff, partner organisations, service users, potential service users and their families. Any feedback which shows that individuals and groups who possess protected characteristics are experiencing negative impacts will be used to inform potential changes to the plan.</p>
<p>Potential negative impacts that cannot be mitigated</p>	<p>None identified as yet.</p>

1. Topic of assessment

EIA title:	Arts Council Grant funding reduction - First Access Programme
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EIA author:	Ian Dewar, Policy Manager, Customers & Communities
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2. Approval

	Name	Date approved
Approved by¹	Philip Trumble, Surrey Arts Manager	11 March 2013

3. Quality control

Version number	1.1	EIA completed	
Date saved	07.03.2013	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Philip Trumble	Surrey Arts Manager	SCC	Head of Surrey Arts – service expertise

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5. Explaining the matter being assessed

What policy, function or service is being introduced or reviewed?	The function affected is the First Access music tuition in Surrey schools. This learning provides a class-based introduction to instrumental music skills and understanding at an early age, providing a firm foundation for subsequent progression.
What proposals are you assessing?	The assessment is prompted by a reduction of £166,000 during 2013/14 in Arts Council grant funding received by SCC Surrey Arts. The service has been aware of this reduction and there is a planned extension of the service as part of the Music Education Hub delivery.
Who is affected by the proposals outlined above?	School children at key Stage 1 in the state-funded sector in Surrey.

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6. Sources of information

Engagement carried out
<p>The proposals for the Music Education Hub funding application and the subsequent work in establishing the working arrangements were extensively consulted upon across stakeholders. The proposals to extend the First Access delivery were a clear element of the Hub's commitments and have been discussed with schools advisory groups and approved by the Music Education Hub Steering Board including representatives of Primary, Secondary and Special School Phase Councils.</p>
Data used
<p>In 2011/12 86 Primary Schools were engaged with the Wider Opportunities programme, which provided pupils with a firm foundation of musical skills and understanding at an early stage. As part of the Music Education Hub's work programme this is being supplemented with a new First Access programme, being rolled out to the remaining 184 KS1 schools over a three year period. The targets for the three years, which are on track are:</p> <p>75 schools start September 2012 with school year 2 children 55 schools start January 2013 with school year 2 children 54 schools start April 2013 with school year 1 pupils, rolling across to September when they go into school year 2 86 primaries currently receiving KS2 Wider Opportunities will introduce one of the First Access instruments in school year 3 in September 2013. Of those primaries, 52 currently receive Wider Opportunities in school year 4, which will have to be retained for one more academic year, and 26 currently in school year 5 which will be retained for two more years.</p> <p>Since the launch in September 2012 130 schools have joined the programme. This has already increased the coverage beyond that of the original 'Tuning Up' scheme.</p> <p>The grant reduction of £166,000 effectively reverses the impacts of a change in the national funding formula made in 2011. The reduction was expected and planned for, and is mitigated by the design of the First Access programme. This has been achieved through agreement with schools that school-based staff will deliver the programme with the grant funding supporting the training, support and materials costs.</p> <p>The planned extension of the programme to all KS1 schools will bring a positive benefit to all children, and will have particular benefits for more disadvantaged groups since this is a universal and uncharged offer, that will ensure that SEN pupils in mainstream schools receive relevant support as their individual needs will be known and accommodated by their class teachers as part of delivery.</p> <p>The First Access programme is an integral part of a wider programme of music delivery both within and outside of the school environment. As such it benefits from the consistent commitment to equality of opportunity that underpins the Hub's activity.</p> <p>In order to ensure that disadvantaged young people have access to music education, a fee remission scheme has been introduced for those on free school meals, looked after children, young carers, asylum seekers and those with disabilities. A free musical</p>

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instrument will be provided (subject to availability) and free access given to ensembles. Tailored SEN programmes for First Access and Progression are being developed in partnership with special schools and mainstream SEN coordinators.

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

Protected characteristic ²	Potential positive impacts	Potential negative impacts	Evidence																																																																						
<p>Age</p>	<p>All children in the target age-group within Surrey's state school system will benefit from the First Access programme. The wider delivery of the programme, to include all 270 schools delivering primary education, will extend the opportunities for all children, including those with protected characteristics. Additionally there are benefits available to encourage further progression and participation outside the school environment, particularly among disadvantaged children.</p>	<p>The school system will ensure that individual needs are recognised and responded to as happens across other curriculum areas. The delivery of the programme by school-based staff enhances this response and adaptation to need or circumstance.</p>	<p>Data about the school roll at January 2012 is available and the key aspects is summarised below:</p> <table border="1" data-bbox="399 145 865 1153"> <thead> <tr> <th></th> <th>Infant</th> <th>Junior</th> <th>Primary</th> <th>Total KS 1 & 2</th> </tr> </thead> <tbody> <tr> <td>Total on Roll @ January 2012</td> <td>15835</td> <td>14496</td> <td>49496</td> <td>79827</td> </tr> <tr> <td>Ethnicity: White (All categories)</td> <td>13497</td> <td>12806</td> <td>40661</td> <td>66964</td> </tr> <tr> <td>Other ethnicity</td> <td>2081</td> <td>1604</td> <td>8154</td> <td>11839</td> </tr> <tr> <td>Unknown</td> <td>257</td> <td>86</td> <td>681</td> <td>1024</td> </tr> <tr> <td>1.3%</td> <td></td> <td></td> <td></td> <td>1.3%</td> </tr> <tr> <td>First Language: English</td> <td>14115</td> <td>13434</td> <td>42574</td> <td>70123</td> </tr> <tr> <td>Other</td> <td>1370</td> <td>1057</td> <td>6083</td> <td>8510</td> </tr> <tr> <td>Unknown</td> <td>350</td> <td>5</td> <td>839</td> <td>1194</td> </tr> <tr> <td>1.5%</td> <td></td> <td></td> <td></td> <td>1.5%</td> </tr> <tr> <td>Eligible for Free School Meal</td> <td>1128</td> <td>1041</td> <td>5063</td> <td>7232</td> </tr> <tr> <td>9.1%</td> <td></td> <td></td> <td></td> <td>9.1%</td> </tr> <tr> <td>Special Educational Needs</td> <td>1924</td> <td>2675</td> <td>8503</td> <td>13102</td> </tr> <tr> <td>16.4%</td> <td></td> <td></td> <td></td> <td>16.4%</td> </tr> </tbody> </table> <p>ACTION: Evidence to be sought about the relative uptake of progression and extra-curricular opportunities among children with protected characteristics, compared to the overall levels. This may inform further targeted promotion and service design</p>		Infant	Junior	Primary	Total KS 1 & 2	Total on Roll @ January 2012	15835	14496	49496	79827	Ethnicity: White (All categories)	13497	12806	40661	66964	Other ethnicity	2081	1604	8154	11839	Unknown	257	86	681	1024	1.3%				1.3%	First Language: English	14115	13434	42574	70123	Other	1370	1057	6083	8510	Unknown	350	5	839	1194	1.5%				1.5%	Eligible for Free School Meal	1128	1041	5063	7232	9.1%				9.1%	Special Educational Needs	1924	2675	8503	13102	16.4%				16.4%
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<p>Disability</p>	<p>As for Age, benefits should be positive since there will greater access to opportunity and an improved potential for individually tailored</p>																																																																								

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	delivery within the school environment	
Gender reassignment	Not applicable	
Pregnancy and maternity	There are no discernible impacts on this characteristic. Delivery will not conflict with other issues around school attendance. There may be a risk of impacts on family commitments arising from greater encouragement to children to progress with music or take a more active part in out-of-school activities, but it is not possible to quantify this.	
Race	As for Age, benefits should be positive since there will be greater access to opportunity and an improved potential for individually tailored delivery within the school environment	
Religion and belief	No identified impacts relating to religion and belief that are not already known within school curriculum delivery	
Sex	No identified impacts relating to religion and belief that are not already known within school curriculum delivery	
Sexual orientation	Not applicable	
Marriage and civil partnerships	Not applicable	

EQUALITY IMPACT ASSESSMENT TEMPLATE

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

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age			
Disability		<p>No specific impacts identified for staff with protected characteristics. The school-based teaching staff will be delivering the First Access programme as part of their normal curriculum commitments.</p> <p>Teaching staff employed by Surrey Arts will continue to deliver the Tuning Up programme to those schools that opt to buy the service on a non-subsidised basis. This could lead to a reduction in time for staff if schools decide not to continue with this particular programme. However any released time resulting from any withdrawals from that scheme will be re-allocated to supporting the First Access programme with demonstration lessons and continuation activities to improve pupil progress.</p>	
Gender reassignment			
Pregnancy and maternity			
Race			
Religion and belief			
Sex			
Sexual orientation			
Marriage and civil partnerships			

EQUALITY IMPACT ASSESSMENT TEMPLATE

8. Amendments to the proposals

Change	Reason for change
	No specific changes are proposed

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
POSITIVE: Wider access to music learning and experience at primary school age	Review take-up of the First Access offer, and particularly further progression and extra-curricular activity amongst children with protected characteristics. This may inform further targeted promotion and service design	Ongoing	
POSITIVE: Enhanced capacity to respond to individual needs as a result of delivery by school based staff who know their pupils	Review and refresh personalised delivery arrangements with school-based staff through CPD etc. with a view to identifying and extending best practice.	Ongoing	

10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
None identified	

EQUALITY IMPACT ASSESSMENT TEMPLATE

11. Summary of key impacts and actions

<p>Information and engagement underpinning equalities analysis</p>	<p>The First Access programme has been developed through consultation with key partners, including schools who are the primary deliverers of the learning. Design and delivery, on a partnership basis, has mitigated the impacts of the grant funding reduction within a real extension of delivery.</p>
<p>Key impacts (positive and/or negative) on people with protected characteristics</p>	<p>The widening of the First Access offer to all state schools ensures that opportunities for all children, including those with protected characteristics, will be increased and delivery through school-based staff will ensure that necessary tailoring to individual needs will be more effective.</p> <p>In 6 months of the new programme, 130 schools have signed up with more coming on line. Including schools that are continuing with the existing Tuning Up programme there are now 180 schools already engaged, compared to a maximum of 120 at any stage during the previous programme.</p> <p>The new first access programme is much more cost effective to Surrey Arts as Schools are covering the costs of staffing whilst we provide training and materials. The fact that this new programme is a partnership and effectively sharing resources makes it inherently more sustainable. The improvement is in the cost effectiveness</p>
<p>Changes you have made to the proposal as a result of the EIA</p>	<p>There are no proposed changes arising from the PVR</p>
<p>Key mitigating actions planned to address any outstanding negative impacts</p>	<p>No negative impacts have been identified</p>
<p>Potential negative impacts that cannot be mitigated</p>	<p>N/A</p>

Part One

REACTIVE MAINTENANCE REVIEW

EQUALITY IMPACT ASSESSMENT TEMPLATE

1. Topic of assessment

EIA title:	Reactive Maintenance Review
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EIA author:	Nick Radford
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2. Approval

	Name	Date approved
Approved by¹	Jason Russell	

3. Quality control

Version number	Draft v0.2	EIA completed	01/02/13
Date saved	01/02/13	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Nick Radford	Contract Manager	May Gurney	Author
Lucy Monie	Maintenance Plan Team Leader	SCC	Review Team
Jan Haunton	Strategy Group Manager	SCC	Review Team
Sam Cunningham	Major Change Programme Manager	SCC	Review Team

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

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5. Explaining the matter being assessed

<p>What policy, function or service is being introduced or reviewed?</p>	<p>The purpose of this review is to highlight the possible affects for all users of the highways network, following the implementation of a revised defect rectification period for class Priority 2 (P2) defects in carriageways and footways. P2 defects are those which, following a risk assessment, are deemed not to represent an immediate or imminent hazard or risk of short term structural deterioration.</p> <p>This review will outline potential impacts which a change from the current 24 hour period to a 5 day period may have on all users that depend on the network, and propose ways of mitigating them, whether they are positive or otherwise. This review is important in ensuring all stakeholders have had their needs considered and goes towards informing the decision making process.</p>																					
<p>What proposals are you assessing?</p>	<p>The current level of class P2 safety defects coupled with Policy timeframes for repair does not allow for sufficient planning to take place, and has made the service particularly reactive and inefficient to operate. This reactive environment has led to inefficiencies in delivery and, in terms of cost and quality, doesn't always allow SCC to deliver the most appropriate repair.</p> <p>Under the existing Safety Matrix all safety defects categorised as 'P2' (not immediate danger to public) identified by an SCC Highways Inspector must be "made safe" within 24 hours. However, there is no specific safety reason for defects to be repaired in this short period of time, indeed the majority of identified defects may have already been on the network for weeks or months without incident prior to being reported, it is therefore considered that such an urgent repair response is not warranted and an efficient planned method of fixing defects would be more beneficial.</p> <p>The Safety Matrix is currently structured as follows:</p> <table border="1" data-bbox="459 1384 1461 1715"> <thead> <tr> <th>Defect Category</th> <th>Description</th> <th>Repair Timeframe</th> </tr> </thead> <tbody> <tr> <td>P1</td> <td>Those that require prompt attention because they represent an immediate or imminent hazard or because there is a risk of short-term structural deterioration.</td> <td>2 Hours</td> </tr> <tr> <td>P2</td> <td>Those which, following a risk assessment, are deemed not to represent an immediate or imminent hazard or risk of short term structural deterioration.</td> <td>24 Hours</td> </tr> <tr> <td>P3</td> <td>Those that do not required to be urgently rectified, and shall be undertaken within a planned programme of works.</td> <td>28 Days</td> </tr> <tr> <td>P4</td> <td>Monitor for possible inclusion in future works programme.</td> <td>N/A</td> </tr> </tbody> </table> <p>It is proposed that the current repair period for P2 defects be extended from 24 hours to 5 days and segmented into three separate categories, P2 and P2+, and Clustered Defects as illustrated in the table below (changes are identified in red font):</p> <table border="1" data-bbox="459 1928 1461 2072"> <thead> <tr> <th>Defect Category</th> <th>Description</th> <th>Repair Timeframe</th> </tr> </thead> <tbody> <tr> <td>P1</td> <td>Those that require prompt attention because they represent an immediate or imminent hazard or because there is a risk of short-term structural deterioration.</td> <td>2 Hours</td> </tr> </tbody> </table>	Defect Category	Description	Repair Timeframe	P1	Those that require prompt attention because they represent an immediate or imminent hazard or because there is a risk of short-term structural deterioration.	2 Hours	P2	Those which, following a risk assessment, are deemed not to represent an immediate or imminent hazard or risk of short term structural deterioration.	24 Hours	P3	Those that do not required to be urgently rectified, and shall be undertaken within a planned programme of works.	28 Days	P4	Monitor for possible inclusion in future works programme.	N/A	Defect Category	Description	Repair Timeframe	P1	Those that require prompt attention because they represent an immediate or imminent hazard or because there is a risk of short-term structural deterioration.	2 Hours
Defect Category	Description	Repair Timeframe																				
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P3	Those that do not required to be urgently rectified, and shall be undertaken within a planned programme of works.	28 Days																				
P4	Monitor for possible inclusion in future works programme.	N/A																				
Defect Category	Description	Repair Timeframe																				
P1	Those that require prompt attention because they represent an immediate or imminent hazard or because there is a risk of short-term structural deterioration.	2 Hours																				

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	P2	Those which, following a risk assessment, are deemed not to represent an immediate or imminent hazard or risk of short term structural deterioration.	5 Days
	P2+	Those which, following a risk assessment, are deemed not to represent an immediate or imminent hazard or risk of short term structural deterioration, but should be closely monitored treated with greater priority than standard P2.	5 Days
	Clustered	Those which, following a risk assessment, are deemed not to represent an immediate or imminent hazard or risk of short term structural deterioration and which are in the immediate vicinity of other P1/P2/P3 defect and can therefore be clustered together.	5 Days
	P3	Those that do not required to be urgently rectified, and shall be undertaken within a planned programme of works.	28 Days
	P4	Monitor for possible inclusion in future works programme.	N/A
	<p>A number of county councils including East Sussex CC and Northamptonshire CC have already extended their repair time to 5 days to aid better planning and enable increased quantities of permanent repairs to be delivered on the first visit to site, thus increasing public satisfaction by reducing temporary repairs and revisits to the same site.</p> <p>By and large, the current approach to pothole repairs in Surrey is to individually treat each defect using “reactive hand patching” teams. These teams spend a large proportion of their working day travelling in zigzag fashion between a series of 24 hour defect repair sites, reducing time spent actually repairing roads and footways.</p> <p>The increase in response time to 5 days will enable safety defect repairs to be completed with a coordinated right first time approach using a new permanent machine surfacing team and permanent planned works patching teams. The current 24 hour period does not provide sufficient time to plan, cluster and mobilise teams in this manner.</p>		
Who is affected by the proposals outlined above?	<p>The highways service maintains some 5000km of roads, almost 3500km of footpaths, bridleways, and byways including nearly 1900 structures that cross the highways network. The new 5 day repair period will impact all 1.1m Surrey residents, and all those that travel in Surrey.</p> <p>Project Reactive maintenance review will also impact on SCCs staff and their contractors.</p>		

EQUALITY IMPACT ASSESSMENT TEMPLATE

6. Sources of information

Engagement carried out
<p>Surrey Highways have conducted two Transport Select Committee briefings, held a briefing with the political parties, residents and independents, and held regular one to one briefings and meetings with the portfolio holder for Highways and Transportation. Regular updates have also been given at the Environment and Infrastructure Directorate Management Team meetings.</p> <p>Meetings have also been held with various members of the Litigation and Insurance Group to establish the legalities and liability associated with such changes.</p>
Data used
<ul style="list-style-type: none">• National Code of Practice for “Well Maintained Highways• Benchmarking with 2 Highway Authorities – Northamptonshire and East Sussex

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 ²	Potential positive impacts	Potential negative impacts	Evidence
<p>Age</p>	<p>Overall disruption will be reduced, by delivering right first time repairs which will reduce or eliminate the need to return to site to complete remedial works.</p> <p>Through a coordinated right first time approach the correct repair can be made to highways and footways which will be maintained to an overall improved standard; reducing risk of incidents such as slips, trips and falls.</p> <p>The Reactive Maintenance Review strategy is aimed at providing a positive benefit to everyone in Surrey</p>	<p>It is likely that some of the planned patching repairs will take longer than temporarily repairing potholes and may require traffic management to be in place for longer periods.</p> <p>Road works may cause minor disruption to the residents and road users of Surrey.</p> <p>Some bus routes and other forms of public transport may be temporarily affected.</p> <p>There is the potential for defects to remain on the network for longer before they are repaired.</p>	<p>Road works do on occasions cause disruption, however it is recognised that funding the correct type of highway maintenance works does improve condition of the network leading to increased public satisfaction, fewer accidents and insurance claims.</p> <p>Other County Councils have already introduced an extension to repair periods to 5 days and evidence demonstrates that revisits to site to complete remedials have reduced and insurance claims have not risen as a result of implementation.</p>
<p>Disability</p>	<p>Overall disruption will be reduced, by delivering right first time repairs which will reduce or eliminate the need to return to site to complete remedial works.</p> <p>Through a coordinated right</p>	<p>It is likely that some of the planned patching repairs will take longer than temporarily repairing potholes and may require traffic management to be in place for longer periods.</p> <p>Road works may cause minor</p>	<p>Road works do on occasions cause disruption, however it is recognised that funding the correct type of highway maintenance works does improve condition of the network leading to increased public satisfaction, fewer accidents and insurance claims.</p> <p>Other County Councils have already introduced an extension to repair periods to 5 days and evidence</p>

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

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	<p>first time approach the correct repair can be made to highways and footways which will be maintained to an overall improved standard; reducing risk of incidents such as slips, trips and falls.</p> <p>The Reactive Maintenance Review strategy is aimed at providing a positive benefit to everyone in Surrey</p>	<p>disruption to the residents and road users of Surrey.</p> <p>Some bus routes and other forms of public transport may be temporarily affected.</p> <p>There is the potential for defects to remain on the network for longer before they are repaired.</p>	<p>demonstrates that revisits to site to complete remedials have reduced and insurance claims have not risen as a result of implementation.</p>
<p>Gender reassignment</p>	<p>none</p>	<p>none</p>	<p>The project covers a material asset which would not have an impact on gender reassignment</p>
<p>Pregnancy and maternity</p>	<p>Overall disruption will be reduced, by delivering right first time repairs which will reduce or eliminate the need to return to site to complete remedial works.</p> <p>Through a coordinated right first time approach the correct repair can be made to highways and footways which will be maintained to an overall improved standard; reducing risk of incidents such as slips, trips and falls.</p> <p>The Reactive Maintenance Review strategy is aimed at providing a positive benefit to</p>	<p>It is likely that some of the planned patching repairs will take longer than temporarily repairing potholes and may require traffic management to be in place for longer periods.</p> <p>Road works may cause minor disruption to the residents and road users of Surrey.</p> <p>Some bus routes and other forms of public transport may be temporarily affected.</p> <p>There is the potential for defects to remain on the network for longer before they are repaired.</p>	<p>Road works do on occasions cause disruption, however it is recognised that funding the correct type of highway maintenance works does improve condition of the network leading to increased public satisfaction, fewer accidents and insurance claims.</p> <p>Other County Councils have already introduced an extension to repair periods to 5 days and evidence demonstrates that revisits to site to complete remedials have reduced and insurance claims have not risen as a result of implementation.</p>

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	everyone in Surrey		
Race	none	none	The project covers a material asset which would not have an impact on race
Religion and belief	none	none	The project covers a material asset which would not have an impact on religion and belief
Sex	none	none	The project covers a material asset which would not have an impact on sex
Sexual orientation	none	none	The project covers a material asset which would not have an impact on sexual orientation
Marriage and civil partnerships	none	none	The project covers a material asset which would not have an impact on marriage and civil partnership

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

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	A greater number of defects will be repaired using specialist plant and equipment. This will reduce the use of hand tools and manual handling	The introduction of a change process may affect staff in a number of ways including potential for amended working practices and retraining.	Specialist plant partly reduces the need for manual handling and excessive use of small tools. The introduction of change processes can be unsettling for staff.
Disability	A greater number of defects will be repaired using specialist plant and equipment. This will reduce	The introduction of a change process may affect staff in a number of ways including potential for amended working	Specialist plant partly reduces the need for manual handling and excessive use of small tools. The introduction of change processes can be

EQUALITY IMPACT ASSESSMENT TEMPLATE

	the use of hand tools and manual handling	practices and retraining.	unsettling for staff.
Gender reassignment	none	The introduction of a change process may affect staff in a number of ways including potential for amended working practices and retraining.	The introduction of change processes can be unsettling for staff.
Pregnancy and maternity	A greater number of defects will be repaired using specialist plant and equipment. This will reduce the use of hand tools and manual handling	The introduction of a change process may affect staff in a number of ways including potential for amended working practices and retraining.	Specialist plant partly reduces the need for manual handling and excessive use of small tools. The introduction of change processes can be unsettling for staff.
Race	none	The introduction of a change process may affect staff in a number of ways including potential for amended working practices and retraining.	The introduction of change processes can be unsettling for staff.
Religion and belief	none	The introduction of a change process may affect staff in a number of ways including potential for amended working practices and retraining.	The introduction of change processes can be unsettling for staff.
Sex	none	The introduction of a change process may affect staff in a number of ways including potential for amended working practices and retraining.	The introduction of change processes can be unsettling for staff.
Sexual orientation	none	The introduction of a change process may affect staff in a number of ways including potential for amended working practices and retraining.	The introduction of change processes can be unsettling for staff.

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<p>Marriage and civil partnerships</p>	<p>none</p>	<p>The introduction of a change process may affect staff in a number of ways including potential for amended working practices and retraining.</p>	<p>The introduction of change processes can be unsettling for staff.</p>
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EQUALITY IMPACT ASSESSMENT TEMPLATE

8. Amendments to the proposals

Change	Reason for change
No formal change has been recommended as result of Impact Assessment, however, an Action Plan has been agreed to mitigate potential delivery risk	To ensure all potential impact on stakeholders are fully mitigated

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Highway maintenance works disrupt traffic and services.	<p>Delivery team will do the following:</p> <ol style="list-style-type: none"> 1) Work with Streetworks Coordination Teams to understand potential issues prior to scheduling works. 2) Plan works outside peak hours where required. 3) Carefully plan, coordinate and manage works to minimise risk of schemes overrunning. 4) Review performance and swiftly action areas for improvement. 	Daily during operational periods	Project Manager
Carbon emissions and operative exposure to risk in live traffic will be reduced owing to right first time repairs and reduction in revisits to site.	Careful planning and coordination of works to ensure correct repair method and clustering of works are delivered.	Daily during operational periods	Project Manager
Increased liability through extension in defect rectification period	On a daily basis project team will review defects and utilising a risk assessment process will identify those which are of a greater risk to the public due to their location or nature and affect those repairs as a priority.	Daily	Project Manager

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10. Potential negative impacts that cannot be mitigated

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

11. Summary of key impacts and actions

Information and engagement underpinning equalities analysis	We are changing the method by which we will deliver highways reactive maintenance. This will lead to a more coordinated approach to delivery of defect repairs. The anticipated benefits are; improved risk management; improved safety; reduced insurance claims.
Key impacts (positive and/or negative) on people with protected characteristics	Defects will remain on the network for longer periods of time. Road works can cause temporary disruption to pedestrians and road users.
Changes you have made to the proposal as a result of the EIA	No changes are proposed.
Key mitigating actions planned to address any outstanding negative impacts	Careful planning and monitoring, implementing corrective and preventative action swiftly where required.
Potential negative impacts that cannot be mitigated	Defects will remain on the network for longer periods of time. None.

Part Two
Planned Maintenance Review

EQUALITY IMPACT ASSESSMENT TEMPLATE

1. Topic of assessment

EIA title:	Planned Maintenance Review
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EIA author:	Nick Radford
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2. Approval

	Name	Date approved
Approved by³	Jason Russell	

3. Quality control

Version number	Draft v0.2	EIA completed	01/02/13
Date saved	01/02/13	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Nick Radford	Contract Manager	May Gurney	Author
Mark Borland	Group Manager – Projects and Contracts	SCC	Review Team
Jan Haunton	Strategy Group Manager	SCC	Review Team
Sam Cunningham	Major Change Programme Manager	SCC	Review Team

³ Refer to earlier guidance for details on getting approval for your EIA.

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5. Explaining the matter being assessed

<p>What policy, function or service is being introduced or reviewed?</p>	<p>The review will outline the potential impacts of Planned Maintenance Review - the new 5 year major highway maintenance programme and explore the affects it may have on all users that depend on the network, and propose ways of mitigating them, whether they are positive or otherwise.</p> <p>SCC currently delivers an annual £10m Major Maintenance programme, with 6 months to design and 6 months to construct. The limited time to deliver the programme has following negative impacts:</p> <ul style="list-style-type: none"> • No opportunities to exploit bulk buying. • No opportunity for suppliers to add value through their experience of delivery. • Limited opportunities for value engineering. • Negative satisfaction due to inability to guarantee programme beyond 12 months. • Increased network disruption as limited time prevents council from effectively co-ordinating with utilities and districts. • Budget management, as schemes have to be cancelled midyear. • No direct relationship between programme & asset outcomes. • Localism – Members feel they have no influence over scheme delivery. • Supply chain has no continuity of work leading to significant non-productive time and increased cost. <p>Planned Maintenance Review will provide continuity of work and reduce non-productive time; this will lead to significant cost savings which will be reinvested into highway maintenance allowing a greater quantity of schemes to be completed.</p>
<p>What proposals are you assessing?</p>	<p>The purpose of this project is to reduce costs of this activity by upto 15% and allow for increased investment and schemes in planned maintenance to Surrey's worst roads. Planned Maintenance Review will enable;</p> <ol style="list-style-type: none"> 1. Implementation of a fixed 5 year Maintenance Programme to repair the worst 10% roads in Surrey and ensure minimum warranty of 10 year road life. 2. Reduction of Planned Maintenance Review schemes costs by upto 15% through improved optimisation and prioritisation methodologies. 3. Implementation of new processes for delivering annual Surface Treatment programme & Local Maintenance Programmes. 4. Identification of Strategic Supply Chain Partners to deliver surfacing programme via May Gurney supply chain. 5. Identification of material and process innovations with Supply Chain. 6. Improved programme communications plan.

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Who is affected by the proposals outlined above?	<p>The highways service maintains some 5000km of roads, almost 3500km of footpaths, bridleways, and byways including nearly 1900 structures that cross the highways network. The new 5 year programme will impact all 1.1m Surrey residents, and all those that travel in Surrey.</p> <p>Planned Maintenance Review will also impact on SCCs staff and their contractors.</p>
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6. Sources of information

Engagement carried out
<p>Initially the asset team prepared a list of 1000 roads across the county which are most in need of major maintenance. Through the project planning process the public were involved in prioritising our list of roads as well as adding roads to the list. Mail shots and Road Shows were held in each District or Borough right across Surrey. The Road Shows were set-up in shopping centres and other areas of high pedestrian traffic and enabled SCC project teams to engage with the public and determine their views on proposals and establish their opinions of the worst roads in Surrey, i.e. those most in need of treatment. The Horizon team carried out a visual assessment of all roads reported and determined the 10% in greatest need of repair. The public then received feedback on their suggested roads.</p> <p>Surrey Highways have also conducted two Transport Select Committee briefings, held a briefing with the political parties, residents and independents, and held regular one to one briefings and meetings with the portfolio holder for Highways and Transportation. Regular updates have also been given at the Environment and Infrastructure Directorate Management Team Meetings.</p>
Data used
<ul style="list-style-type: none">• National Code of Practice for “Well Maintained Highways.• Benchmarking with 19 Highway Authorities.• Modelling data – traffic, population and property information plus bus and transport links.• Asset condition data collected by inspectors and logged onto SCC asset management system was interrogated to determine most in need of repair.• XX Roadshows completed across the county.

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 ⁴	Potential positive impacts	Potential negative impacts	Evidence
Age	<p>Increased investment will lead to a greater number of highways schemes in turn leading to an improved condition reducing risk of slips, trips and falls.</p> <p>The Planned Maintenance Review strategy is aimed at providing a positive benefit to everyone in Surrey.</p>	<p>Road works may cause minor temporary disruption to the residents and road users of Surrey.</p> <p>Some bus routes and other forms of public transport may also be temporarily affected.</p>	<p>Road works do on occasions cause disruption, however it is recognised that funding the correct type of highway maintenance works does improve condition of the network leading to increased public satisfaction, less disruption, fewer accidents and insurance claims.</p>
Disability	<p>Highways and footways will be maintained to an improved standard reducing risk of slips, trips and falls.</p> <p>The Planned Maintenance Review strategy is aimed at providing a positive benefit to everyone in Surrey.</p>	<p>Road works may cause minor temporary disruption to the residents and road users of Surrey.</p> <p>Some bus routes and other forms of public transport may also be temporarily affected.</p>	<p>Road works do on occasions cause disruption, however it is recognised that funding the correct type of highway maintenance works does improve condition of the network leading to increased public satisfaction, less disruption, fewer accidents and insurance claims.</p>
Gender reassignment	<p>none</p>	<p>none</p>	<p>The project covers a material asset which would not have an impact on gender reassignment</p>
Pregnancy and maternity	<p>Highways and footways will be maintained to an improved standard reducing risk of slips, trips and falls.</p>	<p>Road works may cause minor temporary disruption to the residents and road users of Surrey.</p>	<p>Road works do on occasions cause disruption, however it is recognised that funding the correct type of highway maintenance works does improve condition of the network leading to increased public satisfaction, less disruption, fewer accidents and insurance claims.</p>

⁴ More information on the definitions of these groups can be found [here](#).

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	The Planned Maintenance Review strategy is aimed at providing a positive benefit to everyone in Surrey.	Some bus routes and other forms of public transport may also be temporarily affected.	insurance claims.
Race	none	none	The project covers a material asset which would not have an impact on race
Religion and belief	none	none	The project covers a material asset which would not have an impact on religion and belief
Sex	none	none	The project covers a material asset which would not have an impact on sex
Sexual orientation	none	none	The project covers a material asset which would not have an impact on sexual orientation
Marriage and civil partnerships	none	none	The project covers a material asset which would not have an impact on marriage and civil partnership

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

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	Structural maintenance works such as those described are generally carried out by specialist mechanical plant and equipment, thus reducing the quantity of individual small scale defects which often require large quantities of manual handling and	An increase in the volume of works will lead to an increase in manual preparation works on site.	To achieve sufficient volumes for large scale structural maintenance activities specialist plant and equipment is utilised which significantly reduces the level of manual work required.

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	exposure to hand tools and small plant.			
Disability	Structural maintenance works such as those described are generally carried out by specialist mechanical plant and equipment, thus reducing the quantity of individual small scale defects which often require large quantities of manual handling and exposure to hand tools and small plant.	An increase in the volume of works will lead to an increase in manual preparation works on site.	To achieve sufficient volumes for large scale structural maintenance activities specialist plant and equipment is utilised which significantly reduces the level of manual work required.	
Gender reassignment	none	none	The project covers a material asset which would not have an impact on gender reassignment	
Pregnancy and maternity	Structural maintenance works such as those described are generally carried out by specialist mechanical plant and equipment, thus reducing the quantity of individual small scale defects which often require large quantities of manual handling and exposure to hand tools and small plant.	An increase in the volume of works will lead to an increase in manual preparation works on site.	To achieve sufficient volumes for large scale structural maintenance activities specialist plant and equipment is utilised which significantly reduces the level of manual work required.	
Race	none	none	The project covers a material asset which would not have an impact on race	
Religion and belief	none	none	The project covers a material asset which would not have an impact on religion and belief	

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Sex	none	none	The project covers a material asset which would not have an impact on sex
Sexual orientation	none	none	The project covers a material asset which would not have an impact on sexual orientation
Marriage and civil partnerships	none	none	The project covers a material asset which would not have an impact on marriage and civil partnership

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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.

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Highway maintenance works disrupt traffic and services.	<p>Delivery team will do the following:</p> <p>5) Work with local communities to understand potential issues prior to scheduling works.</p> <p>6) Plan works outside peak hours where required.</p> <p>7) Letter drop residents and businesses to ensure public are fully aware of the works and their implications.</p> <p>8) Carefully plan, coordinate and manage works to minimise risk of schemes overrunning.</p> <p>9) Review performance and swiftly action areas for improvement.</p>	Daily during operational periods	Project Manager
Planned Maintenance Review will lead to increased coordination with other works teams – streetworks etc	Regular meetings and daily interaction between individual works teams to eliminate silo type working	Daily /Weekly / Monthly	Work Stream Managers
Reduction in carbon footprint generated by efficiencies in working practices including reduced mileage and more environmentally friendly materials / techniques.	Evaluate sites to ensure the best solution is selected for each site	Daily /Weekly / Monthly	Designers / Suppliers / Delivery Managers
Greater visibility of forward works programme	5 year plan sets out long term priorities.	Daily /Weekly / Monthly	Delivery team
Works completed under this project will be guaranteed for 10 years	Commercial guarantees in place	Apr 2013	Commercial Teams

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Because works will be programmed in a manner to complete works area by area some works may slip down the priority list.	Careful programming. Effective communication with public to ensure they are aware of priorities and basis changes.		
An increase in the volume of works will lead to an increase in manual preparation works on sites.	The delivery team will ensure risk assessments are completed for all activities and capability and periods of exposure and use of small tools and plant are monitored.	Daily during operational periods	Project Manager
Potential impact on Blue Badge holders whose vehicles may need to be moved during works.	We are still developing detailed proposals for the relocation of vehicles; however we will ensure we comply with good practice guidance with regards to the relocation of vehicles displaying a Blue Badge. Detailed proposals will be presented to the Cabinet Member when approval for the new policy is sought.	When approval for the new policy is sought	Project Manager

10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
None Identified	

11. Summary of key impacts and actions

Information and engagement underpinning equalities analysis	We are changing the method by which we will deliver highways structural maintenance. This will lead to changes in the volume of maintenance activities on the highway network. The public and members will have a say in which roads are selected for maintenance. Other anticipated benefits are; improved risk management; improved safety; reduced insurance claims.
Key impacts (positive and/or negative) on people with protected characteristics	Road works are likely to cause temporary disruption to pedestrians and road users.
Changes you have made to the proposal as a result of the EIA	No changes are proposed.

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Key mitigating actions planned to address any outstanding negative impacts	Constant consultation with the public providing relevant information throughout the programme. Careful planning and monitoring, where required implementing corrective and preventative action swiftly.
Potential negative impacts that cannot be mitigated	None.

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1. Topic of assessment

EIA title:	Community Transport Funding
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EIA author:	Cassandra Brewer
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2. Approval

	Name	Date approved
Approved by	Paul Millin	8 February 2013

3. Quality control

Version number	1.0	EIA completed	8 February 2013
Date saved	8 February 2013	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Louise Ivison	Senior Projects Coordinator	Surrey County Council	Member of the Directorate Equalities Group

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5. Explaining the matter being assessed

What policy, function or service is being introduced or reviewed?	<p>This Council has received £380,464 in funding for community transport initiatives from central government. The bulk of this funding will be invested in new initiatives to improve and enhance community transport in Surrey. However, it is proposed that £100,000 of this funding be used to contribute to the Environment & Infrastructure savings as required in the 2013/14 Medium Term Financial Plan. In proposing this, no existing community transport service will be reduced and no existing service users will be adversely affected as this is new and unallocated funding for new initiatives / improvements. The only potential detriment to Surrey residents is the loss of potential new investment, notwithstanding that any likely new schemes had yet to be defined. More detail is given below.</p> <p>Community Transport (CT) is for people who cannot use conventional public transport services. This could be because they do not have access to these services or because they are unable to use it because of sensory and/or mobility problems.</p> <p>There are a variety of community transport schemes in Surrey. None of these are statutory services. Local transport solutions are designed around users' needs resulting in innovative and flexible schemes. These schemes include Community Buses, Dial-a-Ride, Voluntary Car Schemes and Demand Responsive Transport (DRT). Taxis and Private Hire Vehicles are another method of transport and taxis can provide wheelchair user accessible vehicles.</p> <p>During March 2011 the Government announced an additional £10m of transitional support available to local authorities to encourage the development of Community Transport. The extra funding is complementary to the Local Sustainable Transport Fund (LSTF), aimed at encouraging sustainable transport solutions that will create economic growth and cut carbon.</p> <p>In order to assist local authorities in making the best use of this funding, the government has also formed a partnership with the Community Transport Association's consultancy group to provide every rural local authority with £2,600 worth of consultancy time.</p> <p>Surrey County Council was initially allocated £190,232 of funding in 2011/12 and subsequently issued with another £190,232 in 2012/13, giving a total of £380,464 to spend on Community Transport initiatives. This funding is not time-limited and can be used for capital or revenue projects. Every local authority in the country has been allocated funding – the formula used to calculate what proportion each authority is eligible for is the same as that used for the Rural Bus Subsidy Grant.</p> <p>Environment & Infrastructure already supports the Community Transport/Third Sector with revenue funding of some £600,000 per annum. There are currently no plans to reduce this budget and an</p>
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	<p>expectation that services should remain at current levels. The boroughs and districts are the main funders of Community Transport services across Surrey, providing approximately 90% of the subsidy needed to operate the services. The boroughs and districts also remain committed to continuing these services although the precise level of support is subject to future decisions.</p>
<p>What proposals are you assessing?</p>	<p>It is proposed in the 2013/14 Medium Term Financial Plan (MTFP) that £100,000 of the total grant of £380,464 should be used to contribute to the Environment & Infrastructure savings. This will not affect the areas where decisions have already been made to provide additional funding, as set out below.</p> <p>The Community Transport Business Development project has helped shape how the majority of funding has been allocated. It aims to strengthen and expand transport provided by local authorities and voluntary groups to the communities and individuals they serve in Surrey. Grants have been awarded to the community transport sector for a range of different initiatives including collaborative working, vehicle tracking systems, web site development and additional evening/weekend services. The initiatives will enhance existing services across the county and enable more efficient and effective services. Total spend to date is £61,788 (£21,005 for consultancy fees and £40,783 on grants), leaving a balance of £318,676.</p> <p>Considerable work has been undertaken liaising closely with the community transport operators and the voluntary sector in Surrey on how the remaining funding should be spent, to enable the broad objectives to be met. A Community Transport Workshop which focused on how to improve efficiency and encourage enterprise highlighted several avenues to progress. This work and the business development project have helped formulate the following areas of work for which funding has been agreed.</p> <ol style="list-style-type: none"> 1. Setting up a Surrey Community Transport Organisation Funding: Start up costs, administration of the company, branding / marketing and contingency cash cover: £50,000 2. Business Development post to develop services and sources of income other than grant funding Funding: £85,000 3. Supporting the set up of a maintenance facility for CT sector Funding: £5,000 4. Supporting the Voluntary Car Scheme Sector Funding: £45,000 for three year top up funding for the voluntary car scheme advisor. £8,000 for countywide marketing drive.

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	<p>5. Partnership Development Officer post to connect a network of borough wide Care Coordinators providing a signposting information facility. Funding: £28,000 for two year contribution towards funding of Partnership Development Officer position.</p> <p>More details on each of these options can be found in Appendix 1.</p> <p>This spend totals £221,000. The funding will aim to strengthen the existing Community Transport sector to enable it to be more resilient in future years. Ultimately the funding should help protect the delivery of essential transport services to vulnerable members of the community enabling greater access to key services.</p> <p>In total, this amounts to a funding requirement of £382,788, £2,324 in excess of the available budget. This excess will be met from the existing Community Transport Environment & Infrastructure revenue budget.</p>
<p>Who is affected by the proposals outlined above?</p>	<p>Community Transport is for people who cannot use conventional public transport services. This could be because they do not have access to these services or because they are unable to use it because of sensory and/or mobility problems. Accordingly, in terms of groups with protected characteristics, there could be impacts for older residents and people with disabilities.</p> <p>With past and further “bus reviews” the community transport sector has never been more important in ensuring access to key services for those vulnerable and rurally isolated residents of Surrey.</p> <p>As an overall impact, further growth of the Community Transport Sector could be prevented, and its sustainability and resilience could be threatened. There may be implications for future funding from Department for Transport if the full amount is not spent on Community Transport.</p>

6. Sources of information

<p>Engagement carried out</p>
<p>Surrey’s Community Transport Officer has been working closely with the community transport sector across Surrey for many years. The bulk of the funding that has already been allocated to projects has been done so in a collaborative way with the boroughs and districts and the third sector.</p> <p>No formal consultation has been carried out on this proposal as yet. The Travel and Transport group has been engaging with organisations such as Surrey Community Action and the Surrey Coalition of Disabled People via LINK meetings (and other regular informal meetings) and appraising the organisations of the current situation.</p>

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Data used

Monitoring reports from the service providers indicate that:

- Average of 90% of service users are aged 60 or over.
- Average of 10% of journeys involve a wheelchair user.

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	Potential positive impacts	Potential negative impacts	Evidence
Age	None	Lower investment in community transport services could have a disproportionately negative impact on older residents, as key users of the services. However the impact should be limited as this is additional funding and existing service levels will be maintained	User data indicates that an average of 90% of users are aged over 60.
Disability	None	Lower investment in community transport services could have a disproportionately negative impact on disabled residents, as key users of the services. However the impact should be limited as this is additional funding and existing service levels will be maintained	User data indicates that an average of 10% of journeys involve a wheelchair user.
Gender reassignment	None	None	n/a
Pregnancy and maternity	None	None	n/a
Race	None	None	n/a
Religion and belief	None	None	n/a

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Sex	None	None	n/a
Sexual orientation	None	None	n/a
Marriage and civil partnerships	None	None	n/a

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

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	None	None	n/a
Disability	None	None	n/a
Gender reassignment	None	None	n/a
Pregnancy and maternity	None	None	n/a
Race	None	None	n/a
Religion and belief	None	None	n/a
Sex	None	None	n/a

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<p>Sexual orientation</p>	<p>None</p>	<p>None</p>	<p>n/a</p>
<p>Marriage and civil partnerships</p>	<p>None</p>	<p>None</p>	<p>n/a</p>

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8. Amendments to the proposals

Change	Reason for change
No changes carried out as yet.	

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Negative impact on older or disabled residents as a result of foregone investment in Community Transport.	Continue to liaise closely with community groups, including the Dial-a-Ride Forum, Surrey Community Action and Surrey Coalition of Disabled People, to investigate how best to mitigate the impact on these particular groups.	Ongoing	Paul Millin

10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
None	None

11. Summary of key impacts and actions

Information and engagement underpinning equalities analysis	Information from service user monitoring forms. Ongoing dialogue with community groups.
Key impacts (positive and/or negative) on people with protected characteristics	Potential negative impact on older or disabled residents as a result of lower investment in Community Transport.
Changes you have made to the proposal as a result of the EIA	None.

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Key mitigating actions planned to address any outstanding negative impacts	Continue to liaise closely with community groups, including the Dial-a-Ride Forum, Surrey Community Action and Surrey Coalition of Disabled People, to investigate how best to mitigate the impact on older or disabled residents.
Potential negative impacts that cannot be mitigated	None

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Appendix 1

Considerable work has been undertaken liaising closely with the community transport operators and the voluntary sector in Surrey on how the funding should be spent, to enable the broad objectives to be met. A Community Transport Workshop which focused on how to improve efficiency and encourage enterprise highlighted several avenues to progress. This work and the business development project has helped formulate the following areas of work for funding.

1. Setting up a Surrey Community Transport Organisation

Several local authorities have already taken the decision to set up stand alone community transport organisations.

Norfolk County Council has set up Norfolk Community Transport Association (NCTA) www.ncta.org.uk, a charity and company limited by guarantee. NCTA is an “umbrella organisation for voluntary and community transport groups in Norfolk. It aims to be a collective voice for providers and champion the vital work of the sector across Norfolk”.

Setting up a similar organisation in Surrey would capture the added value from community transport organisations across Surrey and facilitate joint working across the sector. Currently there are financial pressures on transport budgets across the county (local bus, adults transport, school transport) and it is essential to build supply and demand for the community transport sector to enable them to be resilient in these fragile times. Joint working will enable more effective and efficient working. Cost savings would also be made for Surrey community transport organisations and those organisations utilising the sector.

A stand alone organisation could foster joint working and procurement of initiatives such as:

- Insurance
- Website
- Marketing
- Training

SCC is currently working with four of Surrey’s community transport operators on the concept of joint insurance procurement, an initiative the NCTA has already embarked on.

Funding to include: Start up costs, administration of the company, branding / marketing and contingency cash cover: **£50,000**

2. Business Development post

To enable the community transport sector to be resilient and foster growth, a business development officer would focus on raising the profile of the Surrey Community Transport sector and identify markets, both emerging and existing. There would be an influencing role to play in the commissioning environment to enable the development of community transport organisations to become less

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grant reliant and more income reliant. It is essential to improve the robustness of the sector as it is an emerging part of the intricate transport system of Surrey.

The business development post, which would be a fixed two year contract, would take forward the work identified in appendix A and also develop a robust three year business plan for community transport across Surrey.

Funding: **£85,000**

3. Supporting the set up of a maintenance facility for CT sector

From the initial development work undertaken by the community transport business development project, collaborative working has emerged with the sector in areas such as insurance procurement.

One community transport operator, the East Surrey Rural Transport Partnership (ESRTP) has recently taken the decision to establish its own maintenance facility just south of Dorking. The enterprising organisation recognises the need to stabilise some of their vehicle maintenance expenditure. With a location central in Surrey it is envisaged that ESRTP will be able to offer maintenance facilities to other not for profits bodies including schools, smaller community transport groups and disability groups in the immediate area and also may be of interest to the other main community transport operators whose vehicles operate in the vicinity.

ESRTP is now looking at procuring the necessary equipment to help start up the maintenance facility. They are requesting a grant of £5,000 as one off pump priming to assist with estimated capital costs of £10,000. The grant would enable capacity building within the community transport sector.

Funding: **£5,000**

4. Supporting the Voluntary Car Scheme Sector

The County Council currently supports the staff costs of the voluntary car scheme advisor at Surrey Community Action. Voluntary car schemes are an excellent model that builds on local delivery for local people utilising the skills and commitment of volunteers. The car scheme advisor has a wealth of experience in offering support and guidance to new and existing schemes.

Surrey Community Action have been analysing the costs of all their services and have been aspiring to a position of full cost recovery across their services. Cuts have been made to services with external funding being withdrawn. In previous years the NHS has committed funding to the car scheme advisor position, however, this funding has not being granted for several years now.

The voluntary car schemes in Surrey are an integral part of the community transport sector and it is necessary to support these schemes to enable vulnerable Surrey residents to access key services.

It is now essential that the county commits further funding to the sector to ensure that coverage across Surrey is maintained and also developed. An agreed three year funding programme would strengthen the resilience of the car schemes and

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also enable Surrey Community Action to raise funds from other sources as it would show local authority commitment to their work within communities.

To assist the sector in building its capacity there is a need to raise the profile of the voluntary car schemes. A countywide publicity drive would enable the sector to recruit volunteers that are vital to their operations and gain them the recognition that they deserve.

Funding: **£45,000** for three year top up funding for the voluntary car scheme advisor. **£8,000** for countywide marketing drive.

5. Partnership Development Officer post

Canon Chris Rich of the Guildford Diocese has produced a Care Connections Research document that was a result of a research project involving Public Health, Adult Social Care, Adult Mental Health, Borough and District Council Officers, Voluntary and Faith Groups delivering local projects. The research document has produced specific directories of resources.

Chris Rich has now put a proposal forward to fund, alongside the boroughs and districts a Partnership Development Officer. The Officer would provide central support for eleven borough wide Care Connections Coordinators. At present seven of the eleven boroughs/districts have indicated an interest to support this proposal. All of the aforementioned posts would report jointly to the Diocese and the other funding authorities.

Funding: **£28,000** for two year contribution towards funding of Partnership Development Officer position.

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