

EIA Title	Moving Closer to Residents Programme			
Did you use the EIA Screening Tool? (Please tick or specify)	Yes		No	

1. Explaining the matter being assessed

<p>What policy, function or service change are you assessing?</p>	<p>Moving closer to residents (MCTR): - Moving the council into the county and closer to the residents of Surrey, and leaving the County Hall complex (in Kingston), including the selection of a new Civic Heart. Reviewing council staff work bases, and relocating our people to other premises within the council's estate, in order to better meet service needs / provide more accessible services, have greater awareness of local issues and work closer with our partners.</p> <p>This will entail relocation of the c.1, 500 people who currently work in County Hall. Where possible the staff will be relocated to either the new Civic Heart, now named as Midas House, Woking, or existing hub/satellite locations. In conjunction with the move, work is being undertaken to better equip staff to work in a more agile way and to introduce new ways of working across multiple work locations. This will require a shift in thinking and clear understanding of how to set programmes of work and measure outputs. There is an Agile Workforce EIA that details the key working principles for agile and underpins the work being done in this area.</p>
<p>Why does this EIA need to be completed?</p>	<p>To ensure that we have considered the impact the MCTR Programme will have on our communities and staff. It will help ensure that any negative consequences for people protected under the Equality Act 2010, caused by changes to services, policies and functions, are minimised and opportunities for promoting fairness and respect are maximised.</p> <p>In addition to this it will provide a record of how we applied 'due regard' when considering changes to services, functions or policies.</p>
<p>Who is affected by the proposals outlined above?</p>	<p>Staff and Organisation: New contractual base, new ways of working, outcomes focus, change to organisational culture and leadership/management approach to support new ways of working.</p> <p>Mobile solutions, move towards more flexible and agile working, change in Council property use, increased digital procedures, increased online collaboration, greater amounts of information being available electronically.</p>

<p>How does your service proposal support the outcomes in the Community Vision for Surrey 2030?</p>	<p>By relocating into Surrey we will be amongst our residents and will experience first-hand what is really needed to support each of the outcomes of the Community Vision 2030. By adopting more agile ways of working we will be able to increase our efficiency, effectiveness and responsiveness to change.</p>		
<p>Are there any specific geographies in Surrey where this will make an impact? (Please tick or specify)</p>	County Wide	*	Runnymede
	Elmbridge		Spelthorne
	Epsom and Ewell		Surrey Heath
	Guildford		Tandridge
	Mole Valley		Waverley
	Reigate and Banstead		Woking
	Not Applicable		
	<p>County Divisions (please specify if appropriate):</p>		
<p>Briefly list what evidence you have gathered on the impact of your proposals?</p>	<p>Engagement: The project has commenced engagement with:</p> <ul style="list-style-type: none"> • SCC Staff • SCC Leadership Teams • SCC Members • District & Boroughs <p><u>Specific events include:</u></p> <ul style="list-style-type: none"> • The Council's Equality Inclusion & Wellbeing team • Michael Coughlin' Blog informing staff of the programme and at list of FAQs • Staff listening sessions – Executive Directors over June, July and September 2019 • Future Service needs workshop (lead by Executive Directors and Property Leads). <p>The project will take an iterative approach and engage with all staff as plans progress and when the new equipment and technologies are deployed.</p> <p>Corporate Strategy & Performance</p> <ul style="list-style-type: none"> • To measure benefits realisation against Agile Workforce target savings and benefits, for example reduction in travel costs, property overheads, improved productivity and effectiveness. <p>Staff culture and skills</p> <ul style="list-style-type: none"> • Staff surveying: To understand how Surrey County Council staff are using agile working resources, how capable and confident they feel in using digital technology. 		

2. Service Users / Residents

There are 10 protected characteristics to consider in your proposal. These are:

1. Age including younger and older people
2. Disability
3. Gender reassignment
4. Pregnancy and maternity
5. Race including ethnic or national origins, colour or nationality
6. Religion or belief including lack of belief
7. Sex
8. Sexual orientation
9. Marriage/civil partnerships
10. Carers protected by association

Though not included in the Equality Act 2010, Surrey County Council recognises that socio-economic disadvantage is a significant contributor to inequality across the County and therefore regards this as an additional factor.

Therefore, if relevant, you will need to include information on this. Please refer to the EIA guidance if you are unclear as to what this is.

AGE & DISABILITY

What information (data) do you have on affected service users/residents with this characteristic?

Details on the service users/residents that could be affected. Try and be as specific as possible.

Impacts (Please tick or specify)	Positive		Negative		Both	
Impacts identified	Supporting evidence		How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner	
The opportunities to improve access to information, resource allocation and improved staff productivity as part of an enhanced agile working capability is intended to improve the service that the Council staff provides to service users in their home or in the community.	No concrete evidence to date. Evidence will be built up by monitoring proof of concept implementations with front line staff / teams and monitoring community work wait time statistics.		Encourage communities of practice/ super users / staff peer groups to provide support staff development and maintain momentum	Ongoing as changes are implemented	Agile Lead	

**What other changes is the council planning/already in place that may affect the same groups of residents?
Are there any dependencies decisions makers need to be aware of**

If so, please detail your awareness of whether this will exacerbate impacts for those with protected characteristics and the mitigating actions that will be taken to limit the cumulative impacts of these changes.

Any negative impacts that cannot be mitigated? Please identify impact and explain why

Identifies negative impacts that can't be mitigated, together with evidence.

RACE

What information (data) do you have on affected service users/residents with this characteristic?

Details on the service users/residents that could be affected. Try and be as specific as possible.

Impacts (Please tick or specify)	Positive		Negative		Both	
	Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner	
Risk of losing diversity in our workforce as drawing from a less diverse pool	Postcode analysis to identify London postcodes	Ensure recruitment campaigns appeal to a diverse pool of candidates	Link with Recruitment Team	Tom Holmwood (Head of Recruitment)		
The new Civic Heart will be moving to the most diverse borough in the county, presenting an opportunity to accelerate our efforts to have a workforce representative of our communities.	Census data finds Woking is comprised of 16.4% BAME compared to 9.6% in Surrey overall.	Ensure recruitment campaigns appeal to a diverse pool of candidates	Link with Recruitment Team	Tom Holmwood (Head of Recruitment)		

**What other changes is the council planning/already in place that may affect the same groups of residents?
Are there any dependencies decisions makers need to be aware of**

If so, please detail your awareness of whether this will exacerbate impacts for those with protected characteristics and the mitigating actions that will be taken to limit the cumulative impacts of these changes.

Any negative impacts that cannot be mitigated? Please identify impact and explain why

Identifies negative impacts that can't be mitigated, together with evidence.

You will need to repeat the box below (copy and paste) for each of the protected characteristics likely to be impacted.

CARERS (protected by association)

What information (data) do you have on affected service users/residents with this characteristic?

Details on the service users/residents that could be affected. Try and be as specific as possible.

Impacts (Please tick or specify)	Positive		Negative		Both	
Impacts identified	Supporting evidence		How will you maximise positive/minimise negative impacts?		When will this be implemented by?	Owner
The opportunities to improve access to information, resource allocation and improved staff productivity as part of an	No concrete evidence to date. Evidence will be built up by monitoring proof of concept implementations		Encourage communities of practice/ super users / staff peer groups to provide support staff		Ongoing as changes are implemented	Agile Lead

Equality Impact Assessment

enhanced agile working capability is intended to improve the service that the Council staff provides to service users and their carers in their home or in the community.	with front line staff / teams and monitoring community work wait time statistics	development and maintain momentum		
<p>What other changes is the council planning/already in place that may affect the same groups of residents? Are there any dependencies decisions makers need to be aware of</p> <p><i>If so, please detail your awareness of whether this will exacerbate impacts for those with protected characteristics and the mitigating actions that will be taken to limit the cumulative impacts of these changes.</i></p>				
<p>Any negative impacts that cannot be mitigated? Please identify impact and explain why</p> <p><i>Identifies negative impacts that can't be mitigated, together with evidence.</i></p>				

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3. Staff

AGE		
<p>What information do you have on the affected staff with this characteristic?</p> <p><i>Please include data or evidence to detail how a policy/service/function change could impact on staff with this characteristic. Try and be as specific as possible</i></p> <p>County Hall staff profile:.</p>		
Age	County Hall staff profile	Overall SCC profile
13 - 19	0.91%	0.74%

20 - 24	6.66%	3.98%
25 - 29	9.76%	7.50%
30 - 34	10.74%	9.93%
35 - 39	13.62%	11.07%
40 - 44	10.67%	12.25%
45 - 49	11.72%	12.87%
50 - 54	14.07%	14.74%
55 - 59	11.80%	13.69%
60 - 64	7.94%	8.47%
65 - 69	1.82%	3.15%
70 - 74	0.23%	1.04%
75 +	0.08%	0.56%

Impacts	Positive	Negative	Both	
Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p>There could be a negative impact for some older members of staff who may struggle with adapting to new ways of working.</p> <p>With the average age of the workforce being 48yrs, there may be multiple caring responsibilities, including for children and ageing parents. This may make the ability to be more flexible and mobile difficult.</p>	<p>Potential negative impact is based on anecdotal feedback. There is no concrete evidence of this to date, but the project will build up an evidence base during the implementation through staff engagement</p>	<p>With an aging workforce we need to ensure all buildings are equipped with adjustable chairs etc to suit all needs.</p> <p>To avoid increase in muscular skeletal issues prevention work is needed – home DSE self-assessments to be promoted</p> <p>Negative impacts maybe offset by the project’s drive to</p>	<p>Link with Health & Safety Team</p> <p>Ongoing as changes are implemented</p>	<p>Paul Booker Head of Health and Safety)</p> <p>Agile Lead</p>

		<p>provide an improved IT user experience for software</p> <p>Encourage communities of practice / super users / staff peer groups to provide informal support where required</p>		
<p>The workforce located in County Hall is proportionally younger than the overall workforce. It is suspected that younger employees are lower earners and may experience a disproportional impact due travel and relocation costs.</p> <p>Moving to a more modern building may be more attractive for young people. This may improve recruitment prospects.</p>	<p>Workforce age profile</p> <p>Further work is required to assess the cost implications on employees</p>	<p>Increasing the number of young people working for the council is a recognised priority and actions are in place to address this</p> <p>Encouraging agile ways working among all staff to reduce the need to travel</p>	Ongoing	<p>Tom Holmwood (Head of Recruitment)</p> <p>Agile Lead</p>
<p>What other changes is the council planning that may affect the same groups of staff? Are there any dependencies decisions makers need to be aware of</p>				
<p><i>If so, please detail your awareness of whether this will exacerbate impacts for those with protected characteristics and the mitigating actions that will be taken to limit the cumulative impacts of these changes.</i></p>				
<p>Any negative impacts that cannot be mitigated? Please identify impact and explain why</p>				
<p><i>Identifies negative impacts that can't be mitigated, together with evidence.</i></p>				

DISABILITY

What information do you have on the affected staff with this characteristic?

Please include data or evidence to detail how a policy/service/function change could impact on staff with this characteristic. Try and be as specific as possible.

County Hall staff profile:.

Disability Analysis

Disabled 3.48%

Disability / Role Analysis

Disabled Front Line Staff 4.05%
 Disabled Team Leaders 3.80%
 Disabled Middle Mgr 2.99%
 Disabled Senior Mgr 3.13%
 Disabled Leadership 0.00%

Impacts	Positive		Negative		Both	
Impacts identified		Supporting evidence	How will you maximise positive/minimise negative impacts?		When will this be implemented by?	Owner
This proposal will provide more flexibility for staff with disabilities. For example, the ability to work from any location, including		Flexible working is already a recognised contributor to provision of reasonable adjustments.	Explore accessibility technologies as part of the implementation.		Ongoing as changes are implemented	Agile Lead

<p>home, may contribute to a reasonable adjustment where a staff member with a disability has difficulty working at a particular location or carrying out certain duties because of his/her disability. This is dependent upon the circumstance of each case and operational / business needs.</p> <p>An increase in the adoption of IT collaboration tools across the organisation may increase choice, flexibility and accessibility for staff with disabilities.</p> <p>There may be opportunities to take advantage of additional accessibility technologies.</p>	<p>Some employees of the council already make use of accessibility tools when interacting with the organisation's IT systems.</p> <p>The project will build up the evidence base during the implementation through staff engagement.</p>	<p>During the rollout of new equipment and technology and disability specific software. Ask staff to identify where they have a disability, ensure requirements are understood, that devices need their needs and seek to make reasonable adjustments</p> <p>Accessibility of new devices will be tested during proof of concept and findings included in any tender documentation. Assess new equipment and technology for accessibility and test with a variety of staff</p> <p>As part of office space co-design, work with Property to take in consideration those staff who will require reasonable adjustments in their physical workplaces</p>		
<p>This proposal may not meet the needs of certain staff members with disabilities or reasonable adjustments in physical workplaces.</p> <p>A greater reliance on technology for interaction may require additional personal accessibility software to enable effective use</p>	<p>It will be difficult for managers to be aware of changing behaviour patterns (in relation to mental health issues)</p>			

<p>by staff with a physical or sensory impairment.</p> <p>Due to reduced access in some locations specific equipment will need to be issued to disabled staff. In some cases this may not be portable so fixed desks will need to be established.</p> <p>A variety of kit needs to be available and there be the facility to order specialist equipment e.g. larger lap tops with bigger screens.</p> <p>Likelihood of increased social isolation, which is a factor for negatively impacting mental health issues.</p> <p>Increased muscular skeletal issues from home working (not having an adequate workstation set up). There will be a need to ensure DSE self-assessments are undertaken</p>		<p>Ensure HR Wellbeing Team provide pro-active interventions including EAP support</p>	<p>By April 2020</p>	<p>Catherine Edwards</p>
<p>Disabled Parking and blue badge</p>				
<p>PEEPs Personal Emergency Evacuation Plan), these are made for disabled people in fire and other emergency situations</p>			<p>Facilities management</p>	

**What other changes is the council planning that may affect the same groups of staff?
Are there any dependencies decisions makers need to be aware of**

If so, please detail your awareness of whether this will exacerbate impacts for those with protected characteristics and the mitigating actions that will be taken to limit the cumulative impacts of these changes.

Any negative impacts that cannot be mitigated? Please identify impact and explain why

Identifies negative impacts that can't be mitigated, together with evidence.

PREGNANCY & MATERNITY

What information do you have on the affected staff with this characteristic?

Please include data or evidence to detail how a policy/service/function change could impact on staff with this characteristic. Try and be as specific as possible.

Impacts	Positive		Negative		Both	
Impacts identified		Supporting evidence	How will you maximise positive/minimise negative impacts?		When will this be implemented by?	Owner
The proposal will enable staff to work more in a more agile way during pregnancy.		Flexible working is already a recognised contributor to supporting pregnancy and maternity needs.	The project will build up the evidence base during the implementation through staff engagement.		Ongoing as changes are implemented	MCTR Working Group
It may difficult to maintain the high levels of mobility needed with have an increase in sites and the need to work more flexibly.						

<p>What other changes is the council planning that may affect the same groups of staff? Are there any dependencies decisions makers need to be aware of</p>				
<p><i>If so, please detail your awareness of whether this will exacerbate impacts for those with protected characteristics and the mitigating actions that will be taken to limit the cumulative impacts of these changes.</i></p>				
<p>Any negative impacts that cannot be mitigated? Please identify impact and explain why</p>				
<p><i>Identifies negative impacts that can't be mitigated, together with evidence.</i></p>				

<p>RACE</p>				
<p>What information do you have on the affected staff with this characteristic?</p>				
<p><i>Please include data or evidence to detail how a policy/service/function change could impact on staff with this characteristic. Try and be as specific as possible.</i></p>				

County Hall Staff - Ethnicity Breakdown	
Ethnicity Analysis	Count of Staff
BME	12.99%
London	8.91%
Non-London	4.08%
Non-Bme	74.47%
London	31.04%
Non-London	43.43%
Not Known	12.54%
London	6.80%
Non-London	5.74%
Grand Total	100.00%

Region	BAME %
Surrey	9.6
Elmbridge	9.7
Epsom and Ewell	14.1
Guildford	9.1
Mole Valley	4.9
Reigate and Banstead	9.4
Runnymede	11.0
Spelthorne	12.7
Surrey Heath	9.8
Tandridge	6.2
Waverley	4.0
Woking	16.4

Impacts	Positive	Negative	Both	
Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p>The majority of our BME staff are London based and may not be willing to increase their travel time as a result of the move into Surrey.</p> <p>Risk of losing diversity in our workforce as drawing from a less diverse pool.</p>		<p>Ensure recruitment campaigns appeal to a diverse pool of candidates</p> <p>Make working in Surrey a more attractive proposition – impact on talent pipeline and increase in attrition rates</p>	<p>Link with Recruitment Team</p>	<p>Tom Holmwood (Head of Recruitment)</p>

Equality Impact Assessment

The new Civic Heart will be moving to the most diverse borough in the county, presenting an opportunity to accelerate our efforts to have a workforce representative of our communities.		Ensure recruitment campaigns appeal to a diverse pool of candidates	Link with Recruitment Team	Tom Holmwood (Head of Recruitment)
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**What other changes is the council planning that may affect the same groups of staff?
Are there any dependencies decisions makers need to be aware of**

If so, please detail your awareness of whether this will exacerbate impacts for those with protected characteristics and the mitigating actions that will be taken to limit the cumulative impacts of these changes.

Any negative impacts that cannot be mitigated? Please identify impact and explain why

Identifies negative impacts that can't be mitigated, together with evidence.

RELIGION & BELIEF

What information do you have on the affected staff with this characteristic?

Please include data or evidence to detail how a policy/service/function change could impact on staff with this characteristic. Try and be as specific as possible.

Impacts	Positive		Negative		Both	
Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner		

Equality Impact Assessment

<p>The ability to work from any location and at any time has the potential to allow staff to work during a religious festival that they do not observe and where their office is closed. This is dependent upon, national bank-holidays, local policy and the circumstance of each case and operational / business needs.</p>	<p>The project will build up the evidence base during the implementation through staff engagement.</p>	<p>Engage with staff as we advance the programme and capture and concerns</p>	<p>Ongoing as changes are implemented</p>	<p>MCTR Working Group</p>
<p>Concern that not all sites will have pray facilities available. Also the catering available may not suit all needs.</p>	<p>As above</p>			
<p>What other changes is the council planning that may affect the same groups of staff? Are there any dependencies decisions makers need to be aware of</p>				
<p><i>If so, please detail your awareness of whether this will exacerbate impacts for those with protected characteristics and the mitigating actions that will be taken to limit the cumulative impacts of these changes.</i></p>				
<p>Any negative impacts that cannot be mitigated? Please identify impact and explain why</p>				
<p><i>Identifies negative impacts that can't be mitigated, together with evidence.</i></p>				

GENDER

What information do you have on the affected staff with this characteristic?

Please include data or evidence to detail how a policy/service/function change could impact on staff with this characteristic. Try and be as specific as possible.

Impacts	Positive		Negative		Both	
Impacts identified	Supporting evidence		How will you maximise positive/minimise negative impacts?		When will this be implemented by?	Owner
45% of staff are women that work part time. They are often primary carers and as the average age of staff is 48yrs their caring responsibilities may be intergenerational. Therefore there may be difficulties in managing the competing demands of working more flexibility/with greater mobility. Also depending upon how access to desk space is administered this group may miss out on hot desks due to a later start time.	Hotdesk system that does not allow block booking		Formal relaxation of start and finish times core hours 10-12 and 2-4 pm. Managers guidance on supporting staff with caring needs , Flexible working, Agile Working		Link with HR Policy Team By April 2020	Julie Smyth
<p>What other changes is the council planning that may affect the same groups of staff? Are there any dependencies decisions makers need to be aware of</p> <p><i>If so, please detail your awareness of whether this will exacerbate impacts for those with protected characteristics and the mitigating actions that will be taken to limit the cumulative impacts of these changes.</i></p> <p>Any negative impacts that cannot be mitigated? Please identify impact and explain why</p>						

Identifies negative impacts that can't be mitigated, together with evidence.

CARERS (protected by association)

What information do you have on the affected staff with this characteristic?

Please include data or evidence to detail how a policy/service/function change could impact on staff with this characteristic. Try and be as specific as possible.

Impacts	Positive		Negative		Both	
Impacts identified	Supporting evidence		How will you maximise positive/minimise negative impacts?		When will this be implemented by?	Owner
The proposal will enable members of staff who have caring responsibilities to work flexibly and to better balance their job with their carer responsibilities. For example a carer will be able to work more flexibly (i.e. avoid travel or work from home).	The project will build up the evidence base during the implementation through staff engagement.		Engage with staff as we advance the programme and capture any concerns		ongoing	MCTR Working Group
Therefore there may be difficulties for staff who are carers in managing the competing demands of working more flexibility/with greater	Hotdesk system that does not allow block booking		Formal relaxation of start and finish times core hours 10-12 and 2-4 pm. Managers guidance on supporting staff with caring needs ,		Link with HR Policy Team By April 2020	Julie Smyth

<p>mobility. Also depending upon how access to desk space is administered this group may miss out on hot desks due to a later start time.</p>		<p>Flexible working, Agile Working</p>		
<p>There could be a negative impact for staff who would prefer not to work from home due to their caring circumstances.</p> <p>Due to a variation in commuting times to reach different sites, time management may become an issue and conflict with caring requirements.</p> <p>The potential for an “always available” culture that could arise from an increase in agile working could negatively impact staff with caring responsibilities.</p> <p>There could be a negative impact for some staff in terms of training and familiarisation with new equipment and technology.</p>	<p>The project will build up the evidence base during the implementation through staff engagement and individual consultation.</p>	<p>Formal relaxation of start and finish times, core hours 10 – 12 and 2 – 4pm. Link to Agile Framework and supporting policies.</p> <p>Agree working patterns with managers</p>	<p>Link with HR Policy Team</p> <p>By April 2020</p>	<p>Julie Smyth</p>
<p>What other changes is the council planning that may affect the same groups of staff? Are there any dependencies decisions makers need to be aware of</p>				
<p><i>If so, please detail your awareness of whether this will exacerbate impacts for those with protected characteristics and the mitigating actions that will be taken to limit the cumulative impacts of these changes.</i></p>				
<p>Any negative impacts that cannot be mitigated? Please identify impact and explain why</p>				

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Identifies negative impacts that can't be mitigated, together with evidence.

You will need to repeat the box below (copy and paste) for each of the protected characteristics likely to be impacted

4. Amendments to the proposals

CHANGE	REASON FOR CHANGE
None at present, will be assessed through future engagement	

5. Recommendation

Based your assessment, please indicate which course of action you are recommending to decision makers. You should explain your recommendation in the in the blank box below.

Outcome Number	Description	Tick
Outcome One	No major change to the policy/service/function required. This EIA has not identified any potential for discrimination or negative impact, and all opportunities to promote equality have been undertaken	
Outcome Two	Adjust the policy/service/function to remove barriers identified by the EIA or better advance equality. Are you satisfied that the proposed adjustments will remove the barriers you identified?	
Outcome Three	Continue the policy/service/function despite potential for negative impact or missed opportunities to advance equality identified. You will need to make sure the EIA clearly sets out the justifications for continuing with it. You need to consider whether there are: <ul style="list-style-type: none"> • Sufficient plans to stop or minimise the negative impact • Mitigating actions for any remaining negative impacts plans to monitor the actual impact. 	*
Outcome Four	Stop and rethink the policy when the EIA shows actual or potential unlawful discrimination (For guidance on what is unlawful discrimination, refer to the Equality and Human Rights Commission's guidance and Codes of Practice on the Equality Act concerning employment, goods and services and equal pay, available here).	
<i>Please use the box on the right to explain the rationale for your recommendation</i>	<p>The move into Surrey is intended to secure a number of benefits, with a significant driver being changing the culture of the Council, in part through facilitating new ways of working.</p> <p>The MCTR & Agile Workforce projects will also identify savings and benefits outside of the Service Transformation projects, for example:</p> <ul style="list-style-type: none"> • Reduction in travel costs • Reduction in property overheads • Reduction in paper and postal costs • Reduction in time spent on administrative tasks and travel • Increase in staff productivity and effectiveness • Improved morale, inclusion and wellbeing 	



Appendix 1

Data Operations Management Information & Business Analytics	
Equalities & Diversity Monitoring - Green Sheet	
May 2018	
Surrey County Council	County Hall, Kingston Staff
Workforce	
Employees	1322
Employments	1322
FTE	1245.95
Salary Analysis	
Lower Quartile	11.80%
Median (IQR)	62.93%
Upper Quartile	25.26%
Role Analysis	
Front Line Staff (PS1-7)	27.99%
Team Leaders (PS8-9)	25.87%
Middle Mgr (PS10-12)	32.90%
Senior Mgr (PS13-15)	12.10%
Leadership (PS16+)	1.13%
Contracts	
Permanent	91.07%
Temporary	7.34%
Bank	0.08%
Apprentices	1.36%
Full Time / Part Time	
FT Female	42.21%
PT Female	16.94%
FT Male	38.35%
PT Male	2.50%
Gender	
Female	59.15%
Male	40.85%
Gender / Role Analysis	
Female Front Line Staff	68.11%
Female Team Leaders	62.87%
Female Middle Mgr	52.87%
Female Senior Mgr	46.88%
Female Leadership	66.67%
Age	

Equality Impact Assessment

13 - 19	0.91%
20 - 24	6.66%
25 - 29	9.76%
30 - 34	10.74%
35 - 39	13.62%
40 - 44	10.67%
45 - 49	11.72%
50 - 54	14.07%
55 - 59	11.80%
60 - 64	7.94%
65 - 69	1.82%
70 - 74	0.23%
75 +	0.08%

Disability Analysis

Disabled	3.48%
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Disability / Role Analysis

Disabled Front Line Staff	4.05%
Disabled Team Leaders	3.80%
Disabled Middle Mgr	2.99%
Disabled Senior Mgr	3.13%
Disabled Leadership	0.00%

Ethnicity

Black and Minority Ethnic	12.93%
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Ethnicity / Role Analysis

BME Front Line Staff	15.14%
BME Team Leaders	13.74%
BME Middle Mgr	13.79%
BME Senior Mgr	5.00%
BME Leadership	0.00%

Religion

Buddhist	0.23%
Christian - all faiths	32.45%
Hindu	2.65%
Jewish	0.00%
Muslim	2.87%
Sikh	0.83%
Any other Faith/Religion	0.61%
No Faith / Religion	33.66%
Prefer Not to Say	4.39%
Not Stated	22.31%

Sexual Orientation

Bisexual	0.83%
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Gay Man	0.68%
Heterosexual	65.43%
Lesbian	0.83%
Prefer Not to Say	22.77%
Not Stated	9.46%

6a. Version Control

Version Number	Purpose/Change	Author	Date

The above provides historical data about each update made to the Equality Impact Assessment. Please do include the name of the author, date and notes about changes made – so that you are able to refer back to what changes have been made throughout this iterative process. For further information, please see the EIA Guidance document on version control.

6b. Approval

	Name	Date approved
Approved by*	<i>Head of Service</i>	08.11.19
	<i>Executive Director</i>	
	<i>Cabinet Member</i>	
	<i>Directorate Equality Group</i>	

EIA Author	Joanna Morris
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*Secure approval from the appropriate level of management based on nature of issue and scale of change being assessed.

6c. EIA Team

Name	Job Title	Organisation	Team Role

If you would like this information in large print, Braille, on CD or in another language please contact us on:

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