Equality Impact Assessment

EIA Surrey County Council Customer Transformation Programme 2024/25

Did you use the EIA Screening Tool?

Yes

1. Explaining the matter being assessed

The Customer Transformation programme will involve a:

- Change to an existing strategy, service or function.

The Customer Transformation programme is one of two programmes sitting under the SWITCh initiative at SCC. The Customer Transformation programme looks to our Customer's journey of interaction with the council, with a view to improve and uplift this into a more seamless and efficient experience. The programme will likely introduce changes to Surrey County Council's:

- Internal facing and external facing digital systems
- Customer service processes
- Referral processes in AWHP and CFLL directorates
- Communication channels between members, the public and the council
- Licensing systems and reporting
- Potential changes to internal workforce structure, working roles and responsibilities and working patterns.

While we expect the changes to be positive improvements to individual's experiences of interacting with the council and accessibility, the introduction of new or different systems may impact people differently based on their personal characteristics. Consequently, given the large scale and wide-reaching scope of this programme, it is important that we prepare an EIA on the basis that all internal SCC staff and all county residents and members of the public who interact with SCC or use services provided by the council may be impacted by the prospective changes.

The term 'Customer' is used to capture the range of individuals potentially impacted by the change, as demonstrated by the below infographic:

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This EIA is designed to be a live, iterative document which will evolve as the programme grows in clarity. The information set out is purposefully high-level to reflect the programme at this stage of development. We will continuously re-evaluate this EIA in alignment with the programme's milestones and as the programme moves through subsequent phases of work. These short-term milestones include:

- June 2024 - Initial sign off-of the high-level Customer Operating Model framework
- September 2024 – Full Business Case approval.
- Detailed Dynamic Customer Operating Model work – September 2024-June 2025 (approx.)
- Proposed workforce modelling and design work as part of the implementation of the Dynamic Customer Operating Model

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Please note that specific mitigations will not be provided in the first version of this document, as assumptions cannot yet be made around what is realistic or within scope for this programme. In addition, the lists of characteristics and implications given in each chapter are not exhaustive but indicative of a high-level overview at this stage of the programme development.

Many of the protected characteristics outlined in this document may share similar requirements and mitigating considerations. It is important that the programme team consider any actions holistically, cross-referencing various intersecting factors, and collect input from those holding such protected characteristics to best understand how to implement effective mitigations.

1. **How does your service proposal support the outcomes in the Community Vision for Surrey 2030?**

Of the 10 outcomes detailed in the Community Vision for Surrey 2030, the Customer Transformation programme is linked most specifically to:

- ➢ Everyone gets the health and social care support and information they need at the right time and place
- ➢ Communities are welcoming and supporting, especially of those most in need, and people feel able to contribute to community life
- ➢ Journeys across the county are easier, more predictable and safer.
- ➢ Businesses in Surrey thrive

However, with the programme aiming to transform the way with interact with and provide services to all residents and members of the Surrey public, it is likely that the success of the programme will have benefit for many of the Community Vision 2030 outcomes over time.

The Customer Transformation values are grounded in a combination of organisational priorities, which exist as one 'golden thread' guiding the programme. These combine the values outlined in the Surrey Way, the Customer Promise and the SCC priority objectives, which have informed the Design Principles sitting at the core of the programme.

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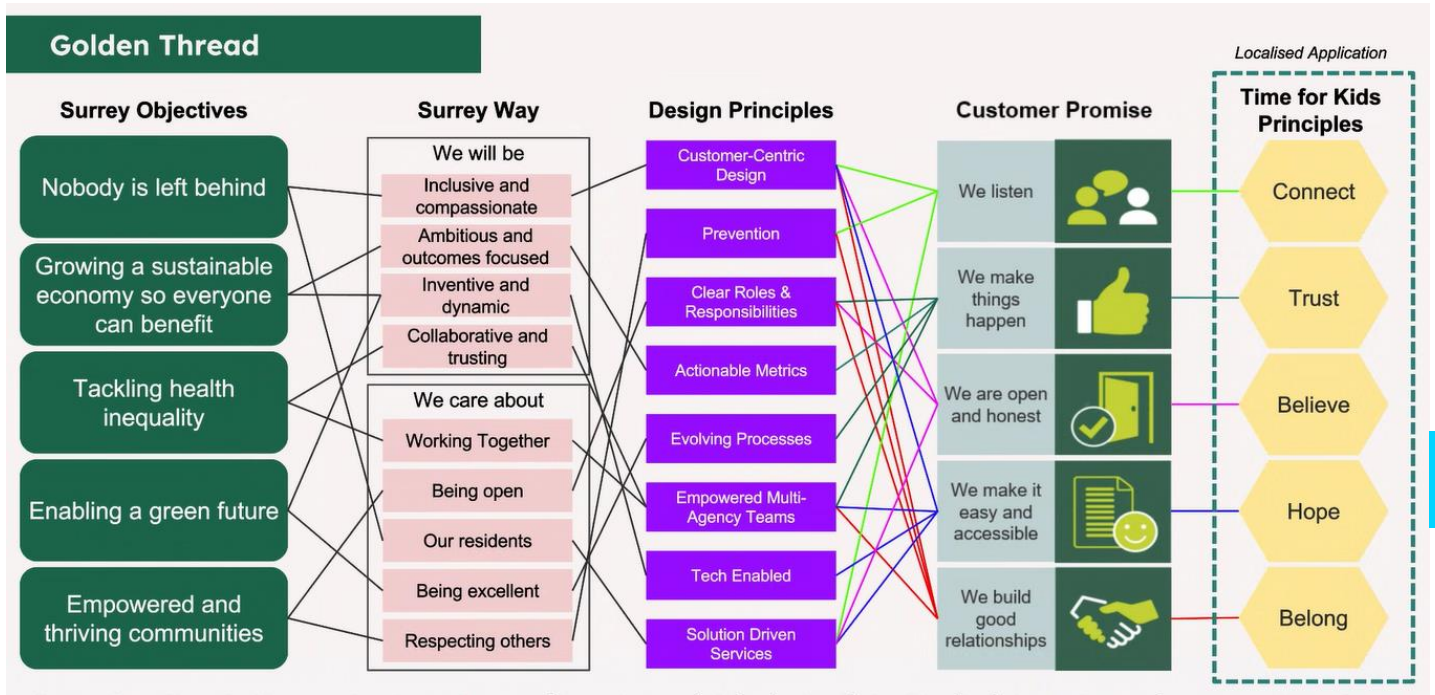
2. **Are there any specific geographies in Surrey where this will make an impact?**

- County-wide

3. **The Equality Impact Assessment team who have supported the development of this document include:**
- Lottie Wood, SCC, National Management Trainee
- Suzanne Sumner, SCC, Senior Programme Manager for Customer Transformation
- Hannah Dwight, SCC, People and Change Business Partner
- Nikki Parkhill, SCC, Head of Equality, Diversity and Inclusion
- Ioni Sullivan, SCC, Programme manager for Equality, Diversity and Inclusion
- Joe Osbourne, SCC, Strategic Lead for Policy and Strategy
- Debbie Chantler, SCC, Assistant Director of Legal Services
- Paul Fenton, SCC, Programme Manager for Communities and Digital Inclusion

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2. Protected characteristics

There are 9 protected characteristics (Equality Act 2010) to consider. 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

Though not included in the Equality Act 2010, Surrey County Council recognises that there are other vulnerable groups which significantly contribute to inequality across the county and therefore they should also be considered within EIAs.

- Members/Ex members of armed forces and relevant family members (in line with the Armed Forces Act 2021 and Statutory Guidance on the Armed Forces Covenant Duty)
- Adult and young carers*
- Those experiencing digital exclusion*
- Those experiencing domestic abuse*
- Those with education/training (literacy) needs
- Those experiencing homelessness*
- Looked after children/Care leavers*
- Those living in rural/urban areas
- Those experiencing socioeconomic disadvantage*
- Out of work young people)*

- Adults with learning disabilities and/or autism*
- People with drug or alcohol use issues*
- People on probation
- People in prison
- Migrants, refugees, asylum seekers
- Sex workers
- Children with Special educational needs and disabilities*
- Adults with long term health conditions, disabilities (including SMI) and/or sensory impairment(s)*
- Older People in care homes*
- Gypsy, Roma and Traveller communities*
- Other (describe below)

 (*as identified in the Surrey COVID Community Impact Assessment and the Surrey Health and Well-being Strategy)

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3. D-COM (Dynamic Customer Operating Model)

List of protected characteristics impacted by this work:

- Disability
- Adults with learning disabilities and/or autism*
- Those experiencing socioeconomic disadvantage*
- Those with education/training (literacy) needs
- Those experiencing digital exclusion*
- Out of work young people)*
- Gypsy, Roma and Traveller communities*
- Age (particularly older people)
- Those experiencing homelessness*
- People with drug or alcohol use issues*
- People on probation
- Migrants, refugees, asylum seekers
- Those with English as a second language
- Those living in rural/urban areas

The Customer Transformation programme procured the services of Public Digital and Gate One to design a new Customer operating model for the organisation as Discovery work completed by a previous programme (Transforming Customer Journeys) showed that the Council's current model is not serving the needs of customers as best as it could. The partners used ethnographic research previously conducted by the Council to develop the Customer segmentations and design principles. The key features of the DCOM have been developed based on insights and expertise (both internal & external) and external best practice. The partners have also conducted stakeholder interviews with staff across Directorates to design the high-level Dynamic Customer Operating Model.

The below infographic details the proposed operating model for the Customer Transformation programme. The model aims to reduce inbound demand through the 'Pre-Front Door' where SCC will work closely and strategically with its partners and the community.

The term 'Dynamic' points to this model being able to flex over time to meet changing political and social context. This chapter will outline the equalities implications associated with each stage of the model.
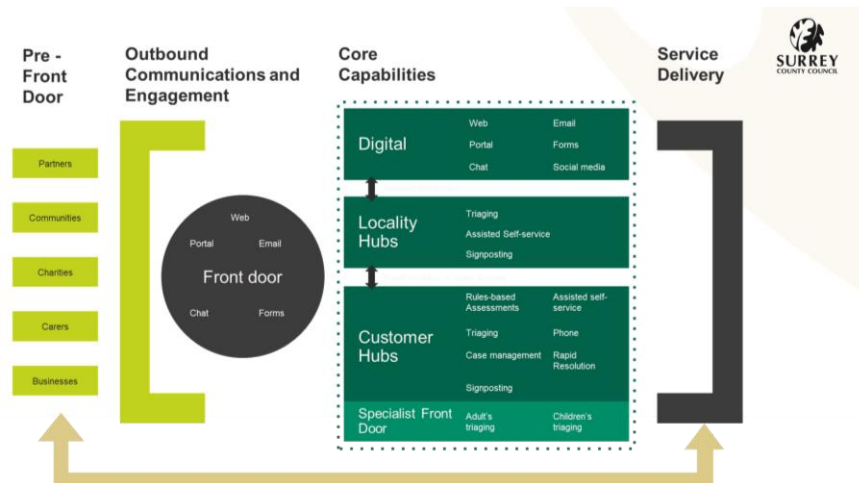
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Pre-Front Door and Outbound Communications and Engagement

The pre-front door presents a preventative strategy, whereby our partners across the county (such as the Police or NHS) and other external colleagues can be supported to reduce the need for Customer interaction in the first instance, thus reducing or diverting demand for the Council.

This involves prevention from deterioration, by better two-way communication and engagement via signposting with partners in the community, and improving feedback and insight loops so we can understand our data and services better.

Positive Implications	Negative Implications
Demand on internal Customers (workforce) will reduce. This may disproportionately benefit internal Customers in front-line roles, as well as specialist workforce members as they are able to prioritise complex cases.	If successful long-term, reduced Customer interaction or demand may result in a workforce restructuring. (See Equalities implications for workforce in chapter 5).
There will be less need for external Customers to interact with the Council as problems are resolved without Council intervention. All Customers with protected characteristics accessing support may be disproportionately benefitted by this.	Equalities implications for digital changes are outlined in chapter 4.

Front Door

The front-door aims to restructure operations within the Council so that activity revolves around core customer journeys rather than services. These actions will be accessed via a number of pragmatic front-door touchpoints, aiming to streamline the Customer experience by arranging interactions into one of 5 core categories - to receive information, advice and guidance, or to apply for, pay for, book or report something.

Positive Implications	Negative Implications
Customers accessing the Council via these channels will be positively impacted as the website becomes more intuitive to navigate. This may disproportionately benefit those with digital accessibility requirements who previously struggled navigating Council systems.	Those with limited digital, literacy or English skills, learning difficulties or socioeconomic disadvantage may struggle to resolve their needs through the self-serve front-door.
	Front-line staff and those interacting with Customers (Customer Service, the Contact Centre) may require training or empowerment support if providing an extended offer to external Customers. (See Equality implications for culture and training in chapter 6).

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Core Capabilities

The following services will be provided to ensure customers are able to engage with the Council via whichever route is most accessible to them:

1. Digital systems will be enhanced to improve the seamlessness of navigating the Council's online platforms, accessed via assisted-serve or through the Locality Hubs.
2. Locality Hubs will be in-person intervention spaces to expand upon the current locality provision, as face-to-face opportunities for customers to interact with Council representatives and Teams Around the Community to help locate their needs or signpost to onward support.
3. The existing Contact Centre will be expanded to become a centralised Customer Hub, which will extend the above digital and face-to face offers. Customer Hubs and Locality Hubs can provide face-to-face support for those with further accessibility requirements or more complex case management needs (in alignment with the assistance matrix).

Positive Implications	Negative Implications
This range of touch-points will positively impact those with limited digital and literacy skills with the introduction of an improved face-to-face assistance offer.	Those with limited digital, English or literacy skills as well as physical disability may not be able to access in-person support or navigate the digital offer. In this case, telephone lines will remain open, but mitigating circumstances will need to be considered.
The Council website will be reviewed to become more intuitive to navigate, which may disproportionately benefit those with digital accessibility requirements who may have struggled navigating Council systems prior to the change.	With a plethora of new face-to-face opportunities for staff and external Customers to interact, staff with any number or combination of protected characteristics may see increased opportunities to experience abuse or discrimination from external Customers. This could disproportionately impact staff in front-line or Customer-facing roles, particularly relating to gender or race. Action must be taken to ensure staff are safe and processes are in place to respond to unlawful behaviour.

Service Delivery

This demonstrates the BAU operation of delivering a service to achieve a Customer's needs. There will likely be activity to enhance Service Delivery operations as part of the programme to ensure it is optimised for those with protected characteristics. As we create Hubs to be spaces where lower-level staff can respond to a range of basic Customer needs, this will enable service delivery to remain a space for expertise-based decision making to prioritise complex cases. This may disproportionately benefit staff in specialist service delivery roles, such as Adult and Children's Social Care or Highways, as more capacity for strategic decision making emerges.

We will connect services to the pre-front door via feedback and insight loops, to ensure we understand the trajectory of the Customer journey and can support it to be consistent at all touchpoints.

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4.Digital, Data and Impact (internal changes and CRM)

List of protected characteristics impacted by this:
- Age (particularly older people)
- Disability (particularly hearing and vision impairment)
- Those experiencing digital exclusion
- Those with education/training (literacy) needs
- Those experience socioeconomic disadvantage
- Adults with learning disabilities and/or autism
- Those with English as a second language
- Gypsy, Roma and Traveller communities*
- Those living in rural/urban areas

"Since the pandemic, for the people on the wrong side of the digital divide, the disadvantages associated with being unable to access or use IT have never been more pronounced. The public health crisis currently gripping the UK stands to make the impacts of digital exclusion worse for the millions of people affected, and the poorest will be hit the hardest." Understanding digital exclusion in Surrey | Surrey-i (surreyi.gov.uk)

The programme highlights an ambitious workstream dedicated to the review and improvement of various technological and digital systems to respond to opportunities across Customer Transformation. This has emerged from insights and discovery work completed by the previous Relationship Management and Insights programme which revealed the inefficiency of the current CRM system, and horizon scanning that suggests a need for the organisation to adopt emerging technologies, such as Artificial Intelligence and robotics.

Some of the proposed changes implemented in this workstream include:

- Automation of Customer communications such as email templates
- Automation of referral processes
- Renewed website to improve intuitiveness of navigation.
- Enhancing the online self-serve offer, such as via chatbots

The introductions and changes in this space are intended to improve Customer experience, by streamlining the online Customer journey, simplifying interactions with the organisation and creating a clearer navigation of our portals. Many of the potential changes will be limited to internal systems, such as referral processes and AI influencing email communications, thus only affecting internal Customers (SCC staff).

Protected Characteristic	Implications
Those with limited digital, literacy or English skills, and those experiencing digital exclusion, learning disabilities or Special Educational Needs, may struggle to	Support must be available to help these groups access and understand changes to digital systems. In addition, a behaviour and culture piece may be needed to empower

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understand and adapt to the changes independently.	Customers to embrace digital development and grow their confidence to use new technologies.
Internal and external Customers without access or with limited access to digital technology due to socio-economic status or rural living may find more difficulty in accessing online Council services.	These individuals may need more support to access digital systems, or may need an enhanced face-to-face offer to continue to access Council services.
Accessibility requirements based on disability including mental health.	All digital communication should be accessibility-checked with teams to ensure materials and wording are understandable for all accessibility requirements. We need to understand more about the requirements of those with mental health considerations regarding preferred methods of communication.
Regarding the workforce, some staff do not work with a laptop, and many staff are community-based rather than information-based.	These staff may have less digital proficiency and may require further support or training to be digitally enabled in alignment with programme developments and expectations. We need to understand more about the digital proficiency of the workforce to know best which teams need further support in this area.

The above risks and implications are based on data including the below:

Data	Source
In 2023, around 21,980 people in Surrey have a learning disability, projected to increase to 22,971 by 2040.	JSNA 2023 People with Learning Disabilities | Surrey-i (surreyi.gov.uk)
12.3 per cent of Surrey residents with a main language other than English could not speak English well or at all. The Surrey population who reported a language other than English as their main language represented 80,799 residents	Census data 2021 Census 2021: Main Language | Surrey-i (surreyi.gov.uk)
166,101 people in Surrey are considered disabled under the Equality Act and are limited in day-to-day activities either a little or a lot, making up around 14% of the population.	Census data 2021 2021 Census: Disability | Surrey-i (surreyi.gov.uk)

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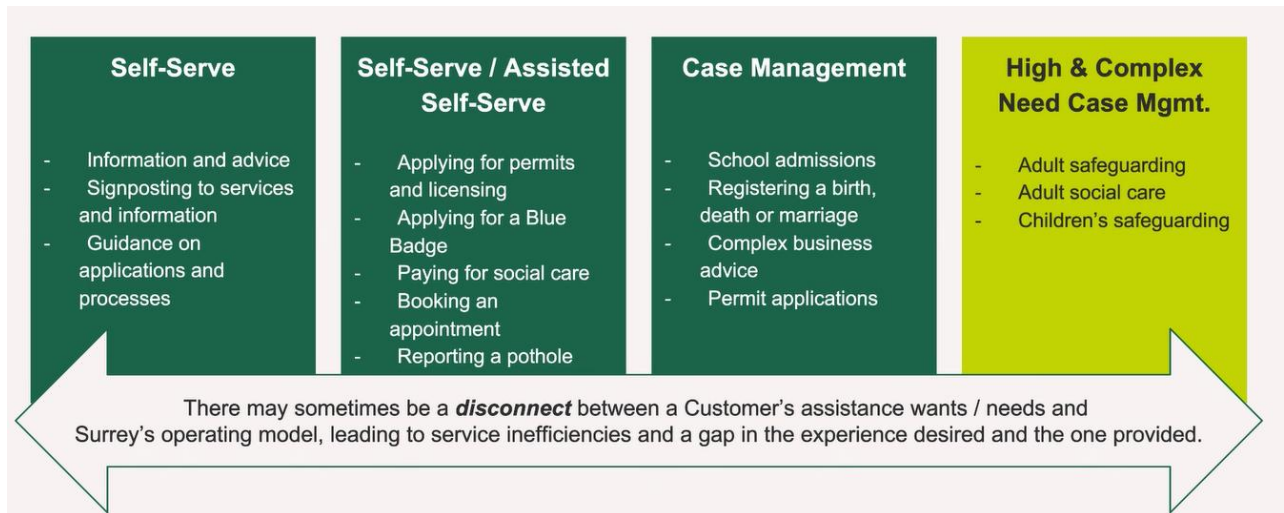
In Surrey, an estimated 200,000 people suffer from digital exclusion. The personas developed in this research are based on the knowledge that: - 28,336 resident adults are estimated to have a serious visual impairment, and 215,634 resident adults (23% of all adults) are estimated to have some form of significant hearing loss - nearly 6,500 people cannot speak English well and a further 1,000 cannot speak English at all - Around 10% of the Surrey population have dyslexia. 1 in 6 adults are estimated to have the reading skills of a typical 11-year-old. - An estimated 33% of adults aged 65 or above live on their own (75,316 people). This rises to 41% for those aged 75 or above (46,544 people). 36,500 residents are aged 85 or older – 3% of our entire population	Surrey Heartlands research programme 2021 Digital-inclusion-project-personas-6-1512211.pdf (datapress.cloud) Surrey Digital Exclusion Map 2021 | Tableau Public
This report identifies that, of all adults in Surrey: - 7.5% are without home internet access - 18% lack all essential digital skills for life - 19% lack all essential digital skills for work - 14.2% do not have a smartphone - 5.7% are offline - 19% do not have a laptop or PC at home - 18.88% are aged 65 or older, and around 85% of the UK population who have never used the internet are aged 65 or older. - 18.4% of disabled people are not regular internet users	'Digital Inclusion in Surrey – Recommendations for a Strategic Approach' 2023

Initial mitigating opportunities might include:

- Keeping telephone lines open and expanding opportunities for face-to-face interaction with Customers, such as increasing activity in Libraries, to ensure the digital offer does not restrict those with online accessibility requirements.
- Adopting a 'place-based' approach by reviewing the geographical demographics of Customers across the County, so that areas where more groups who, for example, lack literacy or English proficiency can be offered more concentrated support.
- Online information, documents and materials will be accessibility-checked with our EDI and Communications teams before publication. This would include ensuring documents are produced through accessible platforms, language used is simple, understandable, and indiscriminatory, ensuring video content is BSL supported, and more.
- The below infographic demonstrates the proposal for the assistance matrix as part of the new operating model (D-COM) – this identifies the spectrum of intervention the

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programme will introduce based on the complexity of Customer's needs and their accessibility requirements. The banner explains the potential challenge that Customers' wants and needs may not always be met by the Council due to a difference in understanding of what services the Council can or should be providing. A long-term mitigation for this may be implementing an expectation management piece, so that Customers are better informed about what activity is within the Council's remit.

Self-Serve	Self-Serve / Assisted Self-Serve	Case Management	High & Complex Need Case Mgmt.
- Information and advice - Signposting to services and information - Guidance on applications and processes	- Applying for permits and licensing - Applying for a Blue Badge - Paying for social care - Booking an appointment - Reporting a pothole	- School admissions - Registering a birth, death or marriage - Complex business advice - Permit applications	- Adult safeguarding - Adult social care - Children's safeguarding

There may sometimes be a *disconnect* between a Customer's assistance wants / needs and Surrey's operating model, leading to service inefficiencies and a gap in the experience desired and the one provided.

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List of protected characteristics impacted by this:
- Disability
- Adult and young carers*
- Pregnancy and maternity
- Race including ethnic or national origins, colour or nationality
- Sex
- Sexual orientation
- Marriage/civil partnerships
- Those living in rural/urban areas
- Religion or belief including lack of belief

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It is vital that we look at operational activity within the organisation to ensure it is structured in a way that can maximise both the external Customer experience when interacting with our staff, as well as our workforce's own experiences working within the council during these changes.

Transitioning the workforce from the current structure and ways of working to a new one can be approached in different ways. Careful consideration will be given to determine the optimum approach in line with the scope and scale of change and the readiness of the workforce to engage and actively participate in the change process. The various approaches which could be taken to this change include:

1. Following the formal change management process in line with the council's Managing Reorganisations and Restructures policy:
   This would require a period of engagement, preparation of a detailed consultation document setting out the new roles, ways of working, any contractual implications, and how individual roles would be impacted. Dependent on the number of employees impacted, the consultation period would last 30 or 45 calendar days. This would require a significant amount of preparation and planning and can impact the ability to facilitate effective culture change where staff are expected to adopt new roles and ways of working in a shorter time frame.

2. Making incremental changes over time, either through a pilot or phased programme, addressing each opportunity to close the gap between the current and desired future structure:
   This method is typically less disruptive, allowing employees to adapt gradually to new processes and structures, supporting a continuous improvement culture. Considerations for this approach include ensuring that each step is well planned and aligns with the overall strategic objectives, maintaining clear and consistent communication throughout the process, and monitoring the impact of each change to ensure it contributes positively to the end goal. This can foster greater workforce engagement as the staff impacted can see the gradual benefits. Where change feels less disruptive, it can foster employee participation in the change process however it is likely to take a longer period to achieve the desired structure.

In both approaches, alignment with employment policies, legal requirements, and organisational culture will be crucial to success. Comprehensive change readiness support, training, and wellbeing support will be in place to assist employees during the transition alongside effective

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communication, employee engagement, and feedback mechanisms to manage resistance and support a smooth transition.

The scope of this work has not yet been defined as it is dependent on identification of changes required to support the Dynamic Customer Operating Model and detailed analysis of customer journeys, but may include:

- Reviewing where teams sit within directorates to ensure streamlined communication within and between services
- Enhancements in the face-to-face offer, for example libraries, to support potential accessibility challenges from increasing the online expectation
- Introducing new roles to account for changes in the Customer services team or governance changes
- Reviewing the employee lifetime cycle to better support onboarding and induction processes
- Reviewing the need for a reshaping of roles across the organisation
- Extended opening hours or contact times for Customers

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Protected Characteristic	Implications
The workforce is comprised of both information-centric and community-centric roles. Many staff do not use a laptop or may have limited digital skills.	These staff groups may find difficulty in using or adapting to new digital or technological systems introduced through the programme. Support and training will need to be considered to assist these groups.
5.5% of the total workforce have a disability, with 3.2% undisclosed.	A proportion of the workforce will need to be considered for the accessibility requirements of any changes made. This may impact the face-to-face offer for physical accessibility needs, but may also impact telephone and online changes when considering preferred methods of communication for those with mental health conditions.
2.9% of the total workforce have caring responsibilities, with up to 97% undisclosed.	This could imply up to 100% of the workforce as have caring responsibilities. Changes made to working patterns such as job locations and hours will need to consider the impact of those with additional responsibilities, including parental responsibilities.
11% of the total workforce are from an Ethnic Minority Group, with 18.1% undisclosed.	The team must consider any changes to language or terminology introduced by the programme to ensure inclusivity and accessibility for those with developing English proficiency. Changes must be made in a values-driven approach, with recruitment materials, interview practices and manager conversations conducted in an inclusive, unbiased and accessible way.

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Around 37% of the workforce identify have some religion, faith or philosophical belief, with the remaining 63% without belief or undisclosed.	Changes made to the working structure, including working hours, locations, and office buildings, will need to be made in a values-driven approach. The programme team will need to be mindful that these changes could have an impact on staff's protected beliefs or ability to practice faith in a safe and accessible way.
73% of the total workforce identify as female.	Any prospective changes to the workforce may need to consider a high level of parental responsibility or maternity leave. Changes to the workforce could disproportionately impact females due to the gender imbalance among the staff.
41.5% of the total workforce are married or in a civil partnership, with 17.7% undisclosed.	The programme team should undertake research (via engagement activity with those willing to participate) to learn more about how programme changes could impact this group.
1.6% of the total workforce are on maternity or paternity leave.	Changes to the working structure must be introduced to those who have had time off through rigorous re-induction. Changes will need to consider a workforce capacity that includes those expected to return to work.
3.2% of the total workforce identify as LGBTQ+, with up to 42% undisclosed.	The programme team should undertake research (via engagement activity with those willing to participate) to learn more about how programme changes could impact this group.
With potential changes to the online and face-to-face offer for Customer communication, re-locations may be introduced which could disproportionally impact those living in urban/rural areas further from their place of work.	When exploring changes to the face-to-face offer, particularly for libraries staff or those in the Contact Centre and in Customer Service roles, a variety of locations should be considered to ensure access from a range of areas across the county. If needed, travel arrangements or support could be provided for staff, such as expensing travel costs or providing transport options.
Front-line staff are made up by: 36.3% female 4.8% ethnic minority group Up to 4.6% disabled Up to 21.7% LGBTQ+ Up to 43.4% with caring responsibilities 6.5% under age 30 and 6.5% over age 60	Staff members interacting with external Customers may be impacted more by changes from this programme, such as changes to the face-to-face offer, new training for Customer interaction and communication practices, and more. This programme must consider the protected

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	characteristic make-up of the organisation's front-line staff and how best to support these groups.

The above characteristics and implications have been drawn out based on internal staff demographic and organisational data from the quarterly Tableau workforce data (last updated March 2024).

Many of the changes introduced by the Customer Transformation programme could have a similar impact on various protected characteristics among the workforce. We will need to think holistically about the changes being proposed as the programme develops, accounting for an intersectional approach whereby individuals may experience changes from more than one of the above characteristics. Where we have less understanding of how the changes may impact particular characteristics, research and engagement activities should be undertaken to learn from those with experience how they may be impacted and how best they could be supported through the change. If the programme leads to a decrease or increase in job roles, the team must consider how the organisation will maintain and support diversity among the workforce in recruitment practices and manager conversations, particularly in relation to gender and ethnicity.

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6. Culture and Training

List of protected characteristics impacted by this:

- Those with education/training (literacy) needs
- Adults with learning disabilities and/or autism
- Those with English as a second language
- Disability

Training Opportunities

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Work is being undertaken to improve the staff training offer for Customer communications and engagement. This comes after high volumes of responses and complaints from Customers which suggest instances of poor communication, and SCC's customer promise principles not being applied consistently across the organisation.

The proposed training offer has been developed from a comprehensive review of the organisation's current training opportunities, which has identified gaps within the core offer for the programme to fill and uplift. The programme is looking to provide a Customer Service 'basics' toolkit for staff, including how to structure Out Of Office email replies, best practice for email conversations with external Customers, and more.

Positive Implications	Negative Implications
The first prototype of training will commence in July for EIG and AWHP directorates. Training may also focus on individuals in Customer-facing or frontline roles to improve the depth of conversations they can effectively have with external Customers. Therefore, individuals within these directorates and teams will disproportionately benefit by the offer of this training by having priority access to upskilling in Customer communications.	Training sessions must be accessible to accommodate for those attending with education/training (literacy) needs, learning disabilities and/or autism or a physical disability.

We must consider a multi-platform training offer both online and in-person, with training locations that are physically accessible and with all content tools using easy-read materials, BSL translation, and further accessibility measures. Staff should be asked in pre-questionnaires for their accessibility requirements ahead of booking a course. |
| This work is unlikely to disadvantage particular groups, but may highlight where individuals with protected characteristics may require more support. The programme can support the organisation by developing an equitable training offer that responds to the needs of the workforce. | To account for workforce diversity in relation to race and gender in particular, we must follow organisational guidance around inclusive language to accommodate for all staff groups. |
| | This workstream may review the staff journey from induction to exit-interviews, including performance conversations and manager check-ins. We must ensure that research undertaken with staff is representative of all demographics and diversity across the workforce. |

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Culture Change

The success of the Customer Transformation programme relies on some widescale cultural change across the organisation. A series of roundtable events with employees across a variety of teams and directorates have been conducted to better understand existing cultural challenges in teams across the organisation. The following key themes have emerged from these sessions which are acting as guidance data for this workstream:

- Challenges with silo working, knowledge and data sharing between teams. We need more seamless channels of communication and reporting, to limit duplication of work and act more efficiently on a day-to-day basis.
- Complex governance structures that limit innovation and empowerment. Lower levels of staff need support to exercise more confidence in their work and skillsets, to be able to take more risks and move on tasks more quickly.
- Inconsistent technological and digital systems which inhibit efficient communication and
- A working culture lacking in accountability and collaboration – a culture of 'that's not my job' needs to shift into shared ownership.
- A workforce over-capacity and under-resourced. Linked to lacking budget, staff feel they need to prioritise their workloads and this leads to backlogs.
  Customer roundtable themes Apr_May 24.pptx

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Positive Implications	Negative Implications
This work is unlikely to disadvantage particular groups, but may highlight where individuals with protected characteristics may require more support. We can use this workstream to develop our understanding of and shine a light on how the organisation can be more accommodating to it's internal Customers who may have protected characteristics.	A strategy must be developed for how we will achieve and sustain the culture change we aim to implement. Any culture change should be values-driven, to enable staff from differing faith groups, genders, disability, or caring responsibilities, who may have varied working hours or capabilities, to continue to work together in a way that supports each individual.

This must be supported by effective change management to prepare the workforce for a long-term culture shift. |
| Cultural change acts to enable the rest of the programme to deliver effectively. This work will ensure workforce diversity is accounted for and supported via more accessible approaches to working together across the organisation. | |
| The culture shift we are looking to achieve will positively impact all staff, as well as external Customers, by improving efficiency, communication, and empowerment among the workforce, in turn leading to a more consistent Customer journey for those interacting with the Council. | |

6. Recommendation

Based on your assessment, please indicate which course of action you are recommending to decision makers.

- **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:
    - 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).

Recommended outcome:

It is recommended to proceed under direction of outcome 2.

Explanation:

➢ After completing the EIA at a high level, it is clear that there is a potential for the Customer Transformation programme to have some negative implications on those using the service, as well as disproportionately benefitting other groups with protected characteristics. While the finer details of the programme are yet to be defined, it is likely that the negative implications do not need to result in a termination of the programme, as there is scope to review and design the programme in accordance with reasonable mitigations.
➢ In addition, the aim of the programme is to provide an improved service for Customers both internally and externally, so many of the prospective negative impacts outlined in this document demonstrate a short-term adjustment challenge for the benefit of positive impacts longer term.

Equality Impact Assessment

7. Action plan and monitoring arrangements

Item	Initiation Date	Action/Item	Person Actioning	Target Completion Date	Update/Notes	Open/ Closed
1	3rd June 2024	Put together an oversight group to regularly review the document in alignment with key programme milestones.	Lottie Wood	To align with the second key milestone as a review point.	Oversight group to include: Lottie Wood Suzanne Sumner Ioni Sullivan/Nikki Parkhill Hannah Dwight Joe Osborne Paul Fenton	Open
2	3rd June 2024	To return to the EIA document as the programme Design phase commences, to ensure insights drawn from the EIA inform the decision making and planning for the service.	Lottie Wood Suzanne Sumner	Ongoing	For Suzanne Sumner to take over responsibility when Lottie Wood leaves the Design and Transformation team in October.	Open
3	3rd June 2024	To roll out opportunities for Customer consultation (including SCC staff and external Customers) to temperature-check proposed changes and learn from voices of experienced protected characteristics. This will supplement the quantitative data with meaningful qualitative data.	Liz Mills Dawn Tomlyn Lottie Wood	Ongoing	This might include roundtables, workshops, or other engagement activity.	Open

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8a. Version control

Version Number	Purpose/Change	Author	Date
1	To develop the first version of the EIA with high-level considerations for future programme decision making.	Lottie Wood	3rd June 2024

The above provides historical data about each update made to the Equality Impact Assessment.

Please include the name of the author, date and notes about changes made – so that you can refer to what changes have been made throughout this iterative process.

For further information, please see the EIA Guidance document on version control.

Equality Impact Assessment

8b. Approval

The level of EIA sign off will depend on who the change affects. Generally speaking, for strictly internal changes, Head of Service/ Exec Director sign off should suffice. For changes affecting residents, the Cabinet Member is required to approve completed EIAs.

Approved by	Date approved
Head of Service, Liz Mills	
Executive Director, Michael Coughlin	
Cabinet Member, Denise Turner-Stewart	
Directorate Equality Group/ EDI Group (If Applicable) (arrangements will differ depending on your Directorate. Please enquire with your Head of Service or the CSP Team if unsure)	

Publish:

It is recommended that all EIAs are published on Surrey County Council's website.

Please send approved EIAs to: equalityimpactassessments@surreycc.gov.uk

EIA author: Lottie Wood

8c. EIA Team

Name	Job Title	Organisation	Team Role
Lottie Wood	National Management Trainee	Surrey County Council	Change Manager
Suzanne Sumner	Senior Programme Manager	Surrey County Council	Senior Programme Manager

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