

## Unit 4 MySurrey Stabilisation Programme

### Did you use the EIA Screening Tool?

Yes – attached

### 1. Explaining the matter being assessed

This a change to an existing service or function

**Summarise the strategy, policy, service(s), or function(s) being assessed. Describe current status followed by any changes that stakeholders would experience.**

The main purpose of this EIA is to ensure that due diligence is appropriately considered as part of the MySurrey Stabilisation Programme.

The MySurrey Stabilisation Board was established in mid-September 2024, is chaired by Liz Mills, meets fortnightly and includes senior officer representation from across the organisation. The target outcome is to create a stable system / platform environment and resolution of critical and high priority defects by 31 March 2025. This will impact all current Surrey County Council employees and those who have left the council and are receiving pensions as well as appropriate consideration/consultation given to those with protected characteristics.

The key stakeholders affected are all the Surrey County Council Staff, managers, employees, HR, Finance, Payroll staff and also external ex-employees who are receiving pensions. These include individuals with protected characteristics.

In addition, SCC receive and deliver goods and services to a number of suppliers. Payments are sent to these suppliers through the system.

**How does your service proposal support the outcomes in [the Community Vision for Surrey 2030](#)?**

Specify which of the ten Vision outcomes this work is linked to.

Our ambitions for people are:

- Everyone benefits from education, skills and employment opportunities that help them succeed in life.
- Everyone lives healthy, active and fulfilling lives, and makes good choices about their wellbeing.

Our ambitions for our place are:

# Equality Impact Assessment

- Businesses in Surrey thrive.

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

**Assessment team** – A key principle for completing impact assessments is that they should not be done in isolation. Consultation with affected groups and stakeholders needs to be built in from the start, to enrich the assessment and develop relevant mitigation.

## **Detail here who you have involved with completing this EIA. For each include:**

- Karen Telfer (Portfolio Lead – Unit 4 /My Surrey Stabilisation Programme)
- Joe Osborne (Strategic Lead – Policy and Strategy)
- Joe Halloran (CEF Business Integration & Benefits Officer)
- Hannah Pratt – (HR Operations Manager)
- Claire Donohoe – (Senior Project Manager - Design and Transformation)
- Demelza Davies – (PMO Coordinator - Unit 4/MySurrey Stabilisation Programme)

## 2. Service Users / Residents

### Who may be affected by this activity?

There are 9 protected characteristics (Equality Act 2010) 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

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. If relevant, you will need to include information on the following vulnerable groups (Please **refer to the EIA guidance** if you are unclear as to what this is).

- 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)

## 3. Staff

### Age

**Describe here the considerations and concerns in relation to the programme/policy for the selected group.**

**Age** – individuals of retirement age who are receiving or due to receive their pension are currently impacted by the Unit 4 / My Surrey platform due to incorrect pension contributions. Secondly, those nearing retirement may also be impacted in areas of salary to pension transitions. The primary groups affected by age-related considerations from Unit 4 /My Surrey platform, include younger employees (Millennials / Gen Z) and older employees (Gen X and Baby Boomers) who are currently either left SCC or are due to leave and begin to receive their pensions. Each group may have unique needs and challenges.

#### Negative Impacts

- Payroll Issues - Older employees face instability due to incorrect salary payments
- Payroll / Pensions - Mismanagement of pension contributions can jeopardise retirement plans
- Annual Leave - Older employees might face difficulties with management of annual leave, affecting their ability to take necessary time off.
- Pension Mismanagement – incorrect pension data, could lead to reduced pension benefits upon retirement
- Delays in pension processing
- Errors in data might lead to perceptions of age discrimination if older employees are disproportionately affected
- Legal risks for the company if age-related discrepancies are not addressed
- Younger Staff Members – impacted from incorrect payroll amounts to manage student loans, mortgages etc.
- Older Staff Members – Older employees may face challenges with adapting to new platform requiring additional training and support.
- Payment inaccuracies, can significantly affect their financial stability of retirees who rely on these payments for living expenses
- Pensions – pension recipients need easy access to information about their payments, benefits and any changes to their pension plans, in a user-friendly system.
- Retirees – often have fixed incomes and need reliable financial planning tools to manage their budgets and expenses.

#### Positive Impacts

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- Highlighting system flaws can lead to improvements that benefit all employees, including older ones
- Advocacy and Support - Issues faced by older employees might prompt stronger advocacy for better system management and employee rights
- Recognition of system failures can lead to policy changes that ensure better protection and support for older employees
- Navigating and addressing system issues can develop problem-solving and advocacy skills
- Recognition of system failures can lead to policy changes that ensure better protection and support for younger employees

## Describe here suggested mitigations to inform the actions needed to reduce inequalities.

- **Regular System Audits** – to review the validity, accuracy and reliability of personal, payroll and pensions information, the Strategic Data Team are working with the HR Operations Team and utilising software to improve outcomes. We are collaborating with our internal audit colleagues, who have recently completed two audits: Corporate Payroll and Pensions Enrolment. Both audits provided actions to strengthen our processes and procedures. We have already addressed several of these actions, and the remaining ones have been included within an action plan. We maintain regular contact with the audit team to update and share our progress on these recommendations. Once all recommendations have been addressed, the audit team will reevaluate to confirm that the necessary actions have been implemented.
- **Clear and accessible communication channels** for employees to report issues to receive timely updates on resolutions. We are closely monitoring workloads within the HR helpdesk and have successfully maintained an 80% first-time fix rate. Whilst there has been a backlog of support tickets, additional resource has been reallocated from other areas to support in the resolution of issues.
- **Reduced No of Open Tickets** - The number of tickets passed to second-line teams has been significantly reduced to approx 100 which enables a clearer and accessible communication channel for employees to raise issues and queries.
- **Payroll Newsletter** - A monthly payroll newsletter is sent to schools and more than 70 school clinics have been conducted offering current information. A SharePoint review project is in progress which will deliver a complete overhaul and refresh to better support employees.
- **Communication to Staff Users** - Monthly emails are sent from the Chief Executive to inform staff of the governance and progress achieved as well as key information items.
- **Dedicated Support all Employees** – provide dedicated support for employees on maternity leave, so they have a key contact if there are inaccuracies in their pay. MyHRHelpdesk is available via phone and/or email to support staff members who may required support which not physically at work.
- **Implementation of fast-track process** for resolving payment issues for employees on maternity or paternity leave to minimise the financial impact. Any issues related to employee payments are given preferential treatment. The Helpdesk is instructed to expedite these cases with the technical teams if they cannot be resolved immediately. This approach is taken to mitigate the risk of employees being financially impacted

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

Other Policy Changes – any changes to pension policies should be communicated clearly in advance to avoid any confusion to ensure they can plan accordingly.

System upgrades – ensure and monitor system upgrades that might impact the pension system to ensure that they do not disrupt payment processes.

**Any negative impacts that cannot be mitigated?**

- Unit 4 / System Issues – any unavoidable issues with Unit4 or technical issues which might cause temporary negative impact to service / staff users which could impact the pension payment processing.

## Pregnancy / Maternity / Paternity

**Describe here the considerations and concerns in relation to the programme/policy for the selected group.**

- **Pregnancy / Maternity / Paternity**– pregnant employees and those on maternity leave may face additional financial burdens due to medical expense and the costs associated with preparing for a new child, incorrect payments can exacerbate financial stress and insecurity. It could negatively impact the mental and physical health of pregnant employees and new mothers. Stress during pregnancy can impact the mother and unborn child. Access to benefits and other support services might be difficult if there are disruptions or errors to their payments and can hinder their ability to obtain necessary medical care and support. Those individuals who are staff members / service users of Unit 4/My Surrey who are due to commence maternity or paternity leave and are expecting a child, or are new parents, may have issues with receiving the correct salary or payment during their leave. This group can be diverse encompassing different ages, genders and socio-economic backgrounds.

Negative Impacts:

- Financial Hardship – incorrect payouts lead to immediate financial difficulties as employees may struggle to cover essential expenses such as rent/mortgage, utilities, childcare and groceries.
- Long Term Financial Planning – errors in payments disrupt long term financial planning, savings and pensions, crucial for new parents
- Mental and Emotional – Stress and anxiety can significantly impacting the mental health of employees who are navigating challenges of parenthood.
- Healthcare / Childcare – delays or inaccuracies in payment could hinder access to childcare services critical for the parent and child.
- Support services – employees might be restricted to support services or benefits if their financial situation is unstable or incorrect.

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- Professional Impact – return to work, impact trust and morale, issues with payroll can erode trust in an employer and decrease overall morale leading to job dissatisfaction and disengagement.

## Positive Impacts

- **Highlighting Issues:** The visibility of system failures can bring attention to the specific needs and challenges faced by pregnant staff and those on maternity leave
- **Advocacy for Improvements:** This can lead to stronger advocacy for better system management and more robust support structures for maternity staff
- **Policy Overhaul:** Recognition of system flaws might prompt a comprehensive review and enhancement of maternity-related policies, ensuring they are more supportive and inclusive
- **Peer Support:** Increased peer support can help mitigate the stress and challenges associated with system failures
- **Improved Communication:** Efforts to address system failures can lead to the establishment of clearer and more effective communication channels, ensuring that maternity staff are better informed and supported

## Describe here suggested mitigations to inform the actions needed to reduce inequalities.

- **Regular System Audits** – to review the validity, accuracy and reliability of personal, payroll and pensions information, the Strategic Data Team are working with the HR Operations Team and utilising software to improve outcomes. We are collaborating with our internal audit colleagues, who have recently completed two audits: Corporate Payroll and Pensions Enrolment. Both audits provided actions to strengthen our processes and procedures. We have already addressed several of these actions, and the remaining ones have been included within an action plan. We maintain regular contact with the audit team to update and share our progress on these recommendations. Once all recommendations have been addressed, the audit team will reevaluate to confirm that the necessary actions have been implemented.
- **Clear and accessible communication channels** for employees to report issues to receive timely updates on resolutions. We are closely monitoring workloads within the HR helpdesk and have successfully maintained an 80% first-time fix rate. Whilst there has been a backlog of support tickets, additional resource has been reallocated from other areas to support in the resolution of issues.
- **Reduced No of Open Tickets** - The number of tickets passed to second-line teams has been significantly reduced to approx. 100 which enables a clearer and accessible communication channel for employees to raise issues and queries.
- **Payroll Newsletter** - A monthly payroll newsletter is sent to schools and more than 70 school clinics have been conducted offering current information. A SharePoint review project is in progress which will deliver a complete overhaul and refresh to better support employees.
- **Communication to Staff Users** - Monthly emails are sent from the Chief Executive to inform staff of the governance and progress achieved as well as key information items.

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- **Dedicated Support all Employees** – provide dedicated support for employees on maternity leave, so they have a key contact if there are inaccuracies in their pay. MyHRHelpdesk is available via phone and/or email to support staff members who may require support while not physically at work.
- **Implementation of fast-track process** for resolving payment issues for employees on maternity or paternity leave to minimise the financial impact. Any issues related to employee payments are given preferential treatment. The Helpdesk is instructed to expedite these cases with the technical teams if they cannot be resolved immediately. This approach is taken to mitigate the risk of employees being financially impacted.

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

- **Dependencies** – ensure system upgrades or changes do not disrupt payment processes. A forward plan of all system upgrades and changes has been developed along with a robust test plans to minimise impact on individuals. Noting of all payroll run dates.
- **Mitigating actions** – coordinate with relevant departments to align policies with support measures to avoid exacerbating impacts on those with protected characteristics. Operational Boards meet fortnightly with officers from HR, Payroll and Pensions to minimise impact

## Any negative impacts that cannot be mitigated?

Identify negative impacts that can't be mitigated and explain why, together with evidence.

- System Errors / Unknown Error that are discovered – there may be some unknown outcomes during the implementation of new features.
- Unforeseen technical issues or disruptions – systems downtime will be minimised and closely monitored and escalated with the supplier (Unit 4).

## Disability

Replicate this page for each of the protected characteristic or vulnerable groups that are within the scope of this EIA.

Describe here the considerations and concerns in relation to the programme/policy for the selected group.

- **Disability** – individuals who receive the incorrect payment can lead to financial instability which can be particularly challenging for individuals with neurodiversity's or disabilities who may already face a higher medical or living expense. Financial uncertainty for these individuals may also experience exacerbate stress and anxiety levels potentially worsening mental health conditions. Individuals with a disability may require for correct salary payments to ensure they can purchase medical treatments, devices and



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transportation. Delays or errors in payment can disrupt their ability to obtain these essential services.

## Negative Impacts:

- Financial Hardship – incorrect payouts lead to immediate financial difficulties as employees may struggle to cover essential expenses such as rent, utilities and groceries or those who require additional financial support for their disability or medication.
- Long Term Financial Planning – errors in payments disrupt long term financial planning, savings and pensions crucial for those requiring funds to support their disability.
- Mental and Emotional – Stress and anxiety, significantly impacting the mental health of employees who are navigating challenges of a disability.
- Support services – employees with a disability might be restricted to support services or benefits if their financial situation is unstable or incorrect.

## Positive Impacts

- Highlighting Issues: The visibility of system failures can bring attention to the specific needs and challenges faced by disabled members of staff
- Advocacy for Improvements: This can lead to stronger advocacy for better system management and more robust support structures for disabled members of staff
- Policy Overhaul: Recognition of system flaws might prompt a comprehensive review and enhancement of disability-related policies, ensuring they are more supportive and inclusive
- Peer Support: Increased peer support can help mitigate the stress and challenges associated with system failures
- Improved Communication: Efforts to address system failures can lead to the establishment of clearer and more effective communication channels, ensuring that maternity staff are better informed and supported

## Describe here suggested mitigations to inform the actions needed to reduce inequalities.

- **Regular System Audits** – to review the validity, accuracy and reliability of personal, payroll and pensions information, the Strategic Data Team are working with the HR Operations Team and utilising software to improve outcomes. We are collaborating with our internal audit colleagues, who have recently completed two audits: Corporate Payroll and Pensions Enrolment. Both audits provided actions to strengthen our processes and procedures. We have already addressed several of these actions, and the remaining ones have been included within an action plan. We maintain regular contact with the audit team to update and share our progress on these recommendations. Once all recommendations have been addressed, the audit team will reevaluate to confirm that the necessary actions have been implemented.
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has been a backlog of support tickets, additional resource has been reallocated from other areas to support in the resolution of issues.

- **Reduced No of Open Tickets** - The number of tickets passed to second-line teams has been significantly reduced to approx 100 which enables a clearer and accessible communication channel for employees to raise issues and queries.
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**What other changes is the council planning/already in place that may affect the same groups of residents? Are there any dependencies decision makers need to be aware of?**

**Any negative impacts that cannot be mitigated?**

- System Errors / Unknown Error that are discovered – there may be some unknown outcomes during the implementation of new features.
- Unforeseen technical issues or disruptions – systems downtime will be minimised and closely monitored and escalated with the supplier (Unit 4).

## Sexual Orientation

**Describe here the considerations and concerns in relation to the programme/policy for the selected group.**

**Sexuality** – Employees who identify as LGBTQ+ may face additional financial burdens due to potential discrimination and lack of access to equitable benefits. Incorrect payments can exacerbate financial stress and insecurity, particularly if they are already facing higher costs related to healthcare or legal services. This financial instability can negatively impact their mental and physical health. Stress related to financial insecurity can affect overall well-being and job performance. Access to benefits and other support services might be difficult if there are

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disruptions or errors in their payments, hindering their ability to obtain necessary medical care and support. LGBTQ+ individuals who are staff members or service users of Unit 4/My Surrey may experience issues with receiving the correct salary or payment, which can be particularly challenging if they are also dealing with discrimination or lack of support in other areas. This group can be diverse, encompassing different ages, genders, and socio-economic backgrounds.

## Negative Impacts

- Potential for increased feelings of isolation of LGBTQ+ employees if the programme fails, lack of support for specific issues, exacerbation of existing inequalities.
- Financial Hardship – incorrect payouts lead to immediate financial difficulties as employees may struggle to cover essential expenses such as rent, utilities and groceries or those who require additional financial support further impacting their protected characteristic.
- Long Term Financial Planning – errors in payments disrupt long term financial planning, savings and pensions crucial for those requiring funds within this protected characteristic.
- Mental and Emotional – Stress and anxiety, significantly impacting the mental health of employees who are navigating challenges of being part of LGBTQ+.
- Support services – employees within this group might be restricted to support services or benefits if their financial situation is unstable or incorrect.

## Positive Impacts

- Highlighting Issues: The visibility of system failures can bring attention to the specific needs and challenges faced by protected members of staff
- Advocacy for Improvements: This can lead to stronger advocacy for better system management and more robust support structures for these protected members of staff
- Policy Overhaul: Recognition of system flaws might prompt a comprehensive review and enhancement of protected characteristic-related policies, ensuring they are more supportive and inclusive
- Peer Support: Increased peer support can help mitigate the stress and challenges associated with system failures
- Improved Communication: Efforts to address system failures can lead to the establishment of clearer and more effective communication channels, ensuring that maternity staff are better informed and supported

## **Describe here suggested mitigations to inform the actions needed to reduce inequalities.**

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recommendations have been addressed, the audit team will reevaluate to confirm that the necessary actions have been implemented.

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

- **Dependencies** – ensure system upgrades or changes do not disrupt payment processes. A forward plan of all system upgrades and changes has been developed along with a robust test plans to minimise impact on individuals. Noting of all payroll run dates.
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**Any negative impacts that cannot be mitigated?**

- System Errors / Unknown Error that are discovered – there may be some unknown outcomes during the implementation of new features.
- Unforeseen technical issues or disruptions – systems downtime will be minimised and closely monitored and escalated with the supplier (Unit 4).

## 4. Recommendation

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

- **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:

Confirm which outcome you are recommending – Outcome Three

**Outcome Three: Continue the policy/service/function** despite potential for negative impact or missed opportunities it is advised that the service continues as once the Stabilisation programme is complete, it will improve the pension and payroll situation for all staff, pensioners and suppliers.

### Explanation:

The successful outcomes of the Stabilisation programme will offer a more consistent and robust system – payroll, pensions and personnel information - for all staff past and present.

For suppliers and businesses within Surrey, it will enable more timely and accurate payments, and recording of invoices and purchase orders.

## 5. Action plan and monitoring arrangements

Insert your action plan here, based on the mitigations recommended.

Involve you Assessment Team in monitoring progress against the actions above.

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Item	Initiation Date	Action/Item	Person Actioning	Target Completion Date	Update/Notes	Open/Closed
1	1/7/24	Regular System Audits	Audit Team / HR/Finance/IT/Pensions	Sept 2025 for follow up audits	This is an ongoing and annual activity and will transition to BAU post Stabilisation and Optimisation phases.	Open
2	1/8/24	Clear Communication to all Staff	HR / Comms Department	31 September 2025 and ongoing	Regular communications to all staff to ensure open / transparency and awareness of changes with Unit4/MySurrey - ongoing	Open
3	1/9/24	Payroll Newsletter	Finance Dept	Template completed and ongoing	This will continue throughout Stabilisation and Optimisation and into BAU.	Open
4	Pre '24	Dedicated Support / MyHelpdesk	HR / Helpdesk Support Team	On going	HR help desk in place to assist staff with any difficulties.	Open
5	Pre '24	Fast Track Payroll Process	Finance / Payroll Dept	Ongoing	To ensure any members of staff can get a fast track payment to mitigate any financial strains/errors as required.	Open

## 6a. Version control

Version Number	Purpose/Change	Author	Date
1	Written Report & Drafted	Demelza Davies	11/12/2024
2	Given some comments / feedback	Claire Donohoe	11/12/2024
3	Final Review	Karen Telfer	12/12/2024
4	Additional Review	Joe Osbourne	18/12/2024
5	Added Completion /Target dates to Action plan	Demelza Davies/ Karen Telfer	10/01/2025

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.



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## 6b. Approval

Secure approval from the appropriate level of management based on nature of issue and scale of change being assessed.

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	
Executive Director	
Cabinet Member	
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](mailto:equalityimpactassessments@surreycc.gov.uk)

### EIA author:

## 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:

Tel: 03456 009 009

Textphone (via Text Relay): 18001 03456 009 009

SMS: 07860 053 465 Email: [contactcentre@surreycc.gov.uk](mailto:contactcentre@surreycc.gov.uk)

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