

EIA Title	Work force Development and Remodelling of Library Services			
Did you use the EIA Screening Tool? (Please tick or specify)	Yes (Please attach upon submission)			

1. Explaining the matter being assessed

<p>What policy, function or service change are you assessing?</p>	<p>This Equality Impact Assessment assesses the impact of a proposed Library Service restructure and associated workforce development strategy in line with the delivery of the Library and Cultural Services Strategy 2020-2025 overall strategy.</p> <p>Context</p> <p>Surrey County Councils Library and Cultural Services transformation provides a perfect opportunity to build on the library workforce's existing skills and tie the aims of development in with the new library strategy and model.</p> <p>This means the library workforce must adapt and reprioritise to ensure that its skills and functions are relevant and up to date to deliver on its aims and to ensure that the service can provide the best value for money and maximise efficiency for the council. Public libraries engage with a more diverse section of the population than any other arts or cultural institution. However, the current workforce is significantly unrepresentative of the communities they serve. By undergoing a period of development and creating a more diverse workforce, it will help create the new service vision through greater collaboration with local communities and deliver real change to benefit the service, the workforce and the communities it serves.</p> <p>Surrey Library Service has partnered with CILIP (Chartered Institute of Library and Information Professionals), https://www.cilip.org.uk/ - the public library sectors professional organisation - to deliver a new workforce development strategy to ensure the service continues to evolve and adapt to meet the changing needs of users. At its core is the need to attract, retain and develop a diverse workforce.</p> <p>This work also closely follows the national strategy supported by the Arts Council:</p> <p>https://www.cilip.org.uk/page/PublicLibrarySkillsStrategy</p> <p>Drivers for change</p> <ol style="list-style-type: none"> 1. Libraries and Cultural Services published a new strategy for its services as part of the council's wider transformation programme the Library and Cultural
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[Services Strategy 2020-2025](#) in November 2019. It aims to modernise the library service and increase impact while reducing cost. It will achieve this by realigning its outcomes to the council's wider vision, which will be realised through working more closely with communities co-designing services and through more partnership working with local, regional and national stakeholders.

The strategy details five strategic objectives to underpin the development of these services going forward and a set of actions that we will take, including a new model of library service delivery. The strategic objectives are:

- “1. We will increase opportunities for children, young people and adults to improve literacy levels and acquire skills and knowledge
2. We will deliver resources and activities in partnership with communities and other organisations to improve health and well-being of individuals and communities
3. We will strengthen our partnership work with the public, voluntary, community and private sectors, including through the creation of shared spaces within a financially sustainable network of hubs
4. We will develop and promote new technologies to increase access and engagement with libraries and cultural services
5. We will increase opportunities for community-led services and enable local people to increasingly influence and deliver services”

Library services across the UK and internationally and how and what they deliver to their residents are also changing: “The public library sector in England is changing – evolving and adapting to meet the changing needs of an increasingly connected society.”

<https://www.cilip.org.uk/page/PublicLibrarySkillsStrategy>
(CILIP workforce development strategy.)

As part of that change, a modern library service, must also deliver against the wider national outcomes as outlined in the national strategy for English libraries:

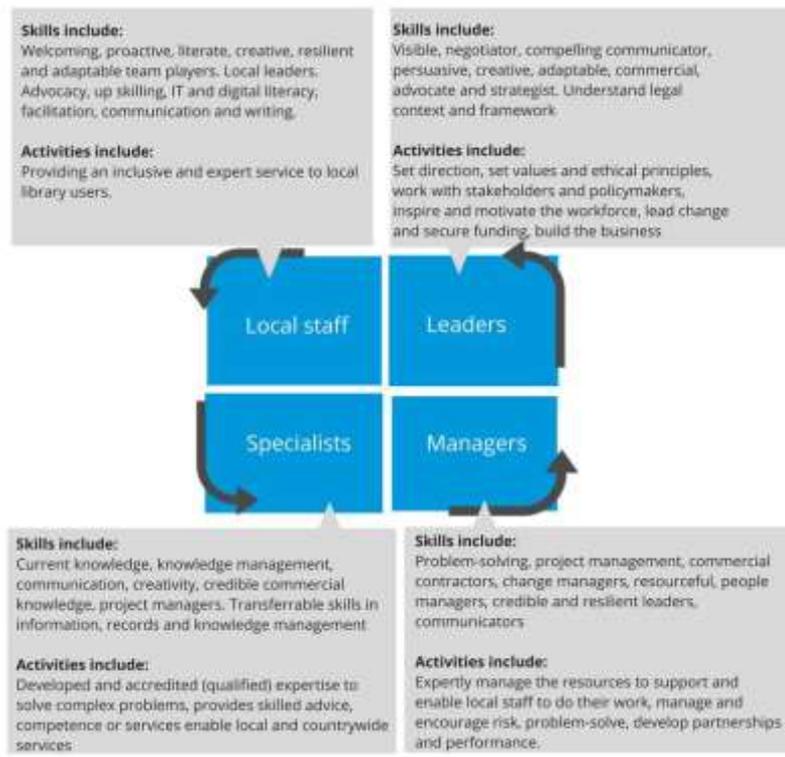
<https://www.gov.uk/government/publications/libraries-deliver-ambition-for-public-libraries-in-england-2016-to-2021>

Those outcomes are:

1. cultural and creative enrichment
2. increased reading and literacy
3. improved digital access and literacy
4. helping everyone achieve their full potential
5. healthier and happier lives
6. greater prosperity
7. stronger, more resilient communities

Deliverables of the workforce development strategy

- 1. Identifying and developing Skills for staff at all levels**
 –there will be general training and skills development courses provided to staff at all levels using the CILIP workforce development document as a guide [Microsoft Word - PLSS final june2017 CC \(ymaws.com\)](#). This splits the workforce into four categories: **1 Leaders. 2.Managers 3. Specialists. 4.Local staff** with associated skills and activities to be developed. These skills will also be further refined through the co-design and transformation of the service, through closer working with local communities and partners.
- 2. Specialist training to achieve specific outcomes for the service**– training will be further developed for all staff to support the delivery of services to support our wider ambitions and deliver specific outcomes. This includes but is not limited to: *Commissioning, partnership working, customer service technique, enquiry techniques, reader development, digital inclusion.*



- 3. Partnership with CILIP.** By working with CILIP and the national workforce strategy, we can develop staff at all levels of the workforce in line with a national framework that is recognised across the country and ensure we can recruit and retain the best library workers for Surrey Public Library Service This will help us deliver the following:
 - 3.1 Accreditation with CILIP as a premium employer** – provides us with wider national recognition raising the profile of the service and allowing us to become

more appealing to potential employees. Also provides us with a wider range of staff training resources and support from CILIP which we can use to deliver our programme.

- **3.2 Apprenticeships** – we will deliver the newly formed CILIP sponsored Library and Information Apprenticeships – this will allow new and recently recruited staff to develop their skills in line with a national framework and provide them with a nationally recognised qualification.
- **3.3 Professional Accreditation** – This will allow “bright sparks” within the service to formalise and record their skills which will be formally recognised by CILIP. This will be undertaken in cohorts of 5 -12 staff, usually line managers, who will undertake the work as part of their Continuous development.
- **3.4 Transforming Leadership** – Leading Libraries Scheme. The library service has successfully applied to be part of the Libraries Connected and CILIP scheme for emerging leaders which will bolster our leadership and strategic capacity to help drive through services changes as we go through transformation.

4. **Partnership working and co-design delivery** – Through a process of co-design the service will have the opportunity to work more closely with communities, other cultural services and local partners. Staff will be able to develop skills participating and running the elements of the co-design and in developing skills to successfully deliver services in collaboration with other partners.
5. **Staff Restructure and New roles** – As the service modernises and adopts new ways of working and in order to reduce the budget to achieve our savings targets, the service will restructure with new roles defined in a new organisational structure. The workforce development will help shape these roles providing criteria that staff will need to fulfil to be successful in gaining new positions. The roles and organisation structure will also reflect the outcomes and ambitions in the Libraries and Cultural Services strategy aligning the service with national and council priorities and helping to change the culture of the workforce.

The service is required to save £1.2 million from its controllable budget in the next two financial years: 2021/22 and 2022/23. £800,000 of those will be from the service restructure.

The restructure will launch on the 8th December 2020 and will be implemented and in place for July 2021 and the start of the new financial year 2021/22.

The staff consultation will run from the 5th February to the 22nd January 2021. Following that date, more specific impacts related to staff with protected characteristics will be known.

<p>Why does this EIA need to be completed?</p>	<p><i>Rationale for writing the EIA</i> This EIA needs to be completed to assess the impact of the workforce development strategy and the remodelling of the library service structure to ensure changes that are made support the Libraries and Cultural services strategy outcomes, Surrey’s 2030 vision outcomes whilst meeting the councils obligations and statutory requirements as defined in:</p> <ul style="list-style-type: none"> • the Equality Act 2010; to ensure that any change in policy, function or service or broader decision does not have an adverse impact on individuals with protected characteristics • Identify the support and actions required for those colleagues in protected groups who might be disproportionately affected by the restructure • the Public Libraries and Museums Act 1964; the statutory duty of library authorities to provide a comprehensive and efficient library service. In providing this service, councils must, among other things: <ul style="list-style-type: none"> ○ encourage both adults and children to make full use of the library service (section 7(2)(b)) ○ lend books and other printed material free of charge for those who live, work or study in the area (in accordance with section 8(3))
<p>Who is affected by the proposals outlined above?</p>	<p><i>Use this to identify the key stakeholders affected by this change, including residents and staff</i></p> <p>Library staff and users of the library service.</p>
<p>How does your service proposal support the outcomes in the Community Vision for Surrey 2030?</p>	<p><i>Specify which of the ten Vision outcomes this work is linked to.</i></p> <p>Library and Cultural Services Strategy 2020-2025 identified five strategic objectives to underpin the development of services and ensure the link with Surrey 2030 and Surrey’s Organisation strategy. These reflect the five strategic principles endorsed by the Libraries and Cultural services consultation undertaken in late 2018 and early 2019.</p> <p>The proposals will assist in delivering outcomes for Surrey’s 2030 vision in children’s safety, all age learning to improve life chances and employability, improved health and well-being, business prosperity and community connectedness and inclusion. They will</p> <ul style="list-style-type: none"> • Focus on ensuring no one is left behind • Take a fresh approach to working in partnership • Support people to help themselves and each other • Individuals and communities lead better, more fulfilling lives the more they help themselves and each other and remain independent for as long as possible.

	<ul style="list-style-type: none"> • Involve and engage residents earlier and more often in designing and delivering services, and responding to challenges “ 		
<p>Are there any specific geographies in Surrey where this will make an impact? (Please tick or specify)</p>	County Wide	x	Runnymede
	Elmbridge		Spelthorne
	Epsom and Ewell		Surrey Heath
	Guildford		Tandridge
	Mole Valley		Waverley
	Reigate and Banstead		Woking
	Not Applicable		
	County Divisions (please specify if appropriate):		
<p>Briefly list what evidence you have gathered on the impact of your proposals?</p>	<ul style="list-style-type: none"> • CILIP Public Library Skills Strategy: https://www.cilip.org.uk/page/PublicLibrarySkillsStrategy • Libraries Deliver: Ambition for Public Libraries in England 2016 to 2021 https://www.gov.uk/government/publications/libraries-deliver-ambition-for-public-libraries-in-england-2016-to-2021/libraries-deliver-ambition-for-public-libraries-in-england-2016-to-2021 • Discussions and advice from CILIP as a premium employee partner. • Libraries Connected Universal Offers: https://www.librariesconnected.org.uk/page/universal-library-offers • Discussions with Senior Leaders and members through the Libraries and Cultural Services Transformation Board. (2018- now, on-going) • Staff Focus Groups and engagement workshops (2019,2020) • Organisation data on staffing levels break down via certain protected characteristics such as age. • Library Membership and performance data from Library Management System. • Libraries and Cultural Services Strategy and supporting data.(Library and Cultural Services Strategy 2020-2025) • Skills survey for staff carried out October 2020. • Staff equalities data will be monitored throughout the staff consultation process from December 2020 to January 2021. This will be recorded through formal responses to the consultation proposals. 		

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

* Our screening suggests there is no impact for gender reassignment, sexual orientation and marriage/civil partnerships, Religion and if and when an impact arises this will be included in the updated version of the EIA.

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.

<p>+ Creation of a “targeted” service offer based on individual community needs identified in relation to different age groups such as under 18s and over 75s.</p>	<p>Library and Cultural Services Strategy 2020-2025 which outlines 5 Strategic Objectives. The data in the community profile supporting the strategy, Libraries Connected Universal offers: https://www.librariesconnected.org.uk/page/universal-library-offers and the outcomes in the Libraries Deliver National Strategy: https://www.gov.uk/government/publications/libraries-deliver-ambition-for-public-libraries-in-england-2016-to-2021/libraries-deliver-ambition-for-public-libraries-in-england-2016-to-2021</p>	<p>Creation of development opportunities for staff to learn skills to deliver programme of services targeted to local need. The co-design process will engage with residents and staff to help build understanding of community needs in different age groups. Libraries business plan will have objectives to deliver programmes of services. New staff roles in the restructure consultation that reflect the national and strategy outcomes and objectives.</p>	<p>September 2020 then on-going,</p>	<p>Simon Harding</p>
<p>+ Staff with improved skills can build successful partnerships, proven through evaluation, to deliver a wider range of services for people of different age groups for example book groups for children or slipper swaps for older people</p>	<p>Library and Cultural Services Strategy 2020-2025 which outlines 5 Strategic Objectives. The data in the community profile supporting the strategy, Libraries Connected Universal offers: https://www.librariesconnected.org.uk/page/universal-library-offers and the outcomes in the Libraries Deliver National Strategy: https://www.gov.uk/government/publications/libraries-deliver-ambition-for-public-libraries-in-england-2016-to-2021/libraries-deliver-ambition-for-public-libraries-in-england-2016-to-2021 CILIP Public Library Skills Strategy: https://www.cilip.org.uk/page/PublicLibrarySkillsStrategy</p>	<p>Training programme and development opportunities for staff that will promote diversity including Leading libraries programme, apprenticeship scheme and partnership with CILIP. A skills audit of staff starting in October 2020.</p>	<p>September 2020 then on-going</p>	<p>Simon Harding</p>

<p>+ A more diverse workforce will enable the workforce to reflect and understand community needs better providing a more inclusive service which delivers increased impact to people of all ages.</p>	<p>Staff data on workforce diversity provided by SCC HR will be monitored regularly throughout the transformation process. Data on diversity of Surrey population (Surreyi)</p>	<p>Training programme and development opportunities for staff that will promote diversity including Leading libraries programme, apprenticeship scheme and partnership with CILIP.</p> <p>Positive action statements in job adverts to help appeal to a diverse range of potential candidates when recruiting new roles.</p>	<p>September 2020 then on-going</p>	<p>Simon Harding</p>
<p>+ Improved staff skills will help deliver national universal offer outcomes on a local basis to people of specific age groups – specifically Children’s promise to children and young people. The Universal Offers are the key service offers of all national public libraries launched in 2013 to demonstrate the power of public libraries to enrich the lives of individuals and their communities.</p>	<p>https://www.librariesconnected.org.uk/universal-offers/childrens-promise</p>	<p>Programmes of events and activities delivered in a co-ordinated way when the new structure is in place. Training and development opportunities will support the workforce to implement this. Opportunities include Leading libraries programme, apprenticeship scheme and partnership with CILIP. A skills audit of staff starting in October 2020.</p>	<p>September 2020 then on-going</p>	<p>Simon Harding</p>

Universal Library Offers Libraries Connected				
<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>The workforce development programme is part of an overall Libraries and Transformation programme. This will include changes to improve the service offer in libraries following a co-design engagement process. Surrey County Council will work with communities across the county to ensure library services are modernised and remain open Surrey News (surreycc.gov.uk) Although the workforce development and co-design process are separate the timing of changes and the communication to residents will need to be complementary to ensure all impacts are understood.</p>				
<p>Any negative impacts that cannot be mitigated? Please identify impact and explain why</p>				
<p>There are no negative impacts that cannot be mitigated.</p>				

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

Disability				
<p>What information (data) do you have on affected service users/residents with this characteristic?</p>				
<p>The library service has 300,190 registered members (membership data November 2020) and although the service does not monitor the number of people with disabilities amongst its membership, the library service offers Open Ticket membership categories for residents who have a ‘short or long term medical condition that has a substantial and negative effect on their day to day life’, and the Library Direct service is for those residents who find it difficult or impossible because of illness, disability, mobility problems or caring responsibilities (including young carers) to visit their local library.</p>				
<p>Current library membership of these different categories is shown below:</p>				
Open Ticket aged 0-4	Open Ticket aged 5-15	Open Ticket aged 16-17	Open Ticket aged 18+	Library Direct member (all ages)
9	169	48	6,406	181
<p>[Source: Library membership data as at 3 Nov 2020]</p>				
<p>To achieve savings of £800,000 there will be a potential reduction of 3.44 Full Time Equivalent (FTE) filled posts in the service restructure. This could have an impact on library customers because of the changes to service provision through improved service offer or a new workforce team in their local library.</p>				

Membership Data					
Row Labels	Female	Male	Other	Declined	Grand Total
<18	52743	46584	12	56	99395
18-64	114127	53069	46	267	167509
65+	33888	21691	2	10	55591
Erroneous Entry	53	28			81
Not Specified	1583	752	1	12	2348
Grand Total	202394	122124	61	345	324924

Impacts (Please tick or specify)	Positive	<input checked="" type="checkbox"/>	Negative	<input type="checkbox"/>	Both	<input type="checkbox"/>
Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner		
<i>What impacts have you identified?</i>	<i>What are you basing this on?</i>	<i>Actions to mitigate or enhance impacts</i>	<i>Due date</i>	<i>Who is responsible for this?</i>		
+ Creation of a more “targeted” service offer based on individual community needs. This will be assessed following the co-design process but depending on the makeup of each community could include targeting services to those with specific disabilities.	Library and Cultural Services Strategy 2020-2025 which outlines 5 Strategic Objectives. The data in the community profile supporting the strategy, Libraries Connected Universal offers: https://www.librariesconnected.org.uk/page/universal-library-offers and the outcomes in the Libraries Deliver National Strategy: https://www.gov.uk/government/publications/libraries-deliver-ambition-for-public-libraries-in-england-2016-to-2021/libraries-deliver-ambition-for-public-libraries-in-england-2016-to-2021 This toolkit specifically refers to co-design in providing public library services so this will also ensure we meet government guidance.	Creation of development opportunities for staff to learn skills to deliver programme of services targeted to local need. The co-design process will engage with residents and staff to help build understanding of community needs in different age groups. Libraries business plan will have objectives to deliver programmes of services. New staff roles in the restructure consultation that reflect the national and	September 2020 then on-going,	Simon Harding		

	https://www.gov.uk/government/publications/longer-term-evidence-based-sustainable-planning-toolkit/longer-term-evidence-based-sustainable-planning-toolkit	strategy outcomes and objectives.		
+ Staff with improved skills can build successful partnerships with local and regional disability groups to deliver a wider range of services for people with different disabilities.	Library and Cultural Services Strategy 2020-2025 which outlines 5 Strategic Objectives. The data in the community profile supporting the strategy, Libraries Connected Universal offers: https://www.librariesconnected.org.uk/page/universal-library-offers and the outcomes in the Libraries Deliver National Strategy: https://www.gov.uk/government/publications/libraries-deliver-ambition-for-public-libraries-in-england-2016-to-2021/libraries-deliver-ambition-for-public-libraries-in-england-2016-to-2021 CILIP Public Library Skills Strategy: https://www.cilip.org.uk/page/PublicLibrarySkillsStrategy	Training programme and development opportunities for staff that will promote diversity including Leading libraries programme, apprenticeship scheme and partnership with CILIP. A skills audit of staff starting in October 2020.	September 2020 then on-going	Simon Harding
+ A more diverse workforce will enable the workforce to reflect and understand community needs better providing a more inclusive service which delivers increased impact to people of all ages.	Staff data on workforce diversity provided by Surrey County Council (SCC) Human Resources will be monitored throughout the transformation process. Data on diversity of Surrey population (Surreyi)	Training programme and development opportunities for staff that will promote diversity including Leading libraries programme, apprenticeship scheme, partnership with CILIP and SCC Unconscious Bias training	September 2020 then on-going	Simon Harding
+ Improved staff skills will help deliver national universal offers including health and wellbeing and	https://www.librariesconnected.org.uk/page/universal-offers	Programmes of events and activities delivered in a co-ordinated way when the new structure is in place. Training	September 2020 then on-going	Simon Harding

digital to people with different disabilities		and development opportunities will support staff to implement this, including Leading libraries programme, apprenticeship scheme and partnership with CILIP. A skills audit of staff starting in October 2020.		
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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 decisions makers need to be aware of**

The workforce development programme is part of an overall Libraries and Transformation programme. This will include changes to the service offer in libraries following a co-design engagement process. Although the workforce development and co-design process are separate the timing of changes and the communication to residents will need to be complementary to ensure all impacts are understood.

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

There are no negative impacts that cannot be mitigated.

3. Staff

Age

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

Age of library staff*:

Age group (years)	
Under 30	21.6%
30 - 39	10.8%
40 - 49	13.7%
50 - 59	30.2%
60 - 69	19.7%
70 and over	4.1%

*at the time of writing

417 employees in total

[Source: Surrey County Council HR data - 01.10.20]

The data above shows that almost two thirds of library staff (63.6%) are between the age of 40 and 69, and less than a third (32.4%) are below the age of 40. The fewest number of staff are in the 70 and over age category (4.1%).

Impacts	Positive	Negative	Both	
Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<i>What impacts have you identified? Add more rows if you need to</i>	<i>What are you basing this on?</i>	<i>Actions to mitigate or enhance impacts</i>	<i>Due date</i>	<i>Who is responsible for this?</i>
<p>Some staff with protected characteristics including age may be impacted by various proposals in the restructure consultation. This consultation process will run from November 23rd, 2020 until 5th February 2021. At the end of this process, the EIA will be updated with more specific impacts if evidence and feedback shows a disproportionate effect on certain protected characteristics.</p> <p>These anticipated impacts may include changes of: rota, work locations, line management, promotional</p>	<p>A proportion of staff will be affected (currently unknown). This will be benchmarked against new data after the consultation process. This will be captured through the consultation responses.</p> <p>87.1% of library staff are female and 12.9% male.</p> <p>Skills audit, access to opportunities such as professional accreditation, co-design squad and leadership opportunities</p>	<p>Preferences will be sought, and decisions will be taken after individual consultation to understand individual circumstances. Restructure will follow SCC change management processes and reasonable adjustments will be made where required.</p>	<p>Throughout the consultation and implementation phases</p>	<p>Simon Harding and Katie Kinnear</p>

<p>opportunities or staff not getting their preferred choice of role.</p>																		
<p>– The older age profile of the workforce could mean that there are significant gaps in skills and experience when individuals retire or leave the service.</p>	<p>Over 50% of workforce is 50 or over:</p> <table border="1" data-bbox="674 379 1171 632"> <thead> <tr> <th>Age group (years)</th> <th></th> </tr> </thead> <tbody> <tr> <td>Under 30</td> <td>21.6%</td> </tr> <tr> <td>30 - 39</td> <td>10.8%</td> </tr> <tr> <td>40 - 49</td> <td>13.7%</td> </tr> <tr> <td>50 - 59</td> <td>30.2%</td> </tr> <tr> <td>60 - 69</td> <td>19.7%</td> </tr> <tr> <td>70 and over</td> <td>4.1%</td> </tr> </tbody> </table>	Age group (years)		Under 30	21.6%	30 - 39	10.8%	40 - 49	13.7%	50 - 59	30.2%	60 - 69	19.7%	70 and over	4.1%	<p>Leadership training – leading libraries programme and council leadership training to develop leaders and ensure there is succession planning in place. Apprenticeship opportunities to attract and develop new staff. CILIP accreditation programme to retain and develop existing staff.</p>	<p>Started in September 2020 – apprenticeships and leading libraries programme and will be on-going.</p>	<p>Simon Harding and Katie Kinnear</p>
Age group (years)																		
Under 30	21.6%																	
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70 and over	4.1%																	
<p>– Staff restructure will take place during the COVID-19 pandemic this could affect staff morale and wellbeing. With 63% of staff over 40 and over 50% over 50, this may affect older people more, particularly as the health effects of COVID are recognised as being worse for older people. the-impact-of-covid-19-on-older-people_age-uk.pdf Why does COVID-19 disproportionately affect older people? (nih.gov)</p>	<p>On the 29 November 2020 the service has 417 employees: 21.6% under 30yrs, 10.8% between 30 and 39yrs, 13.7% 40 to 49yrs, 30.2% 50 to 59yrs group, 19.7% for the 60 to 69yrs group 4.1% 70yrs and over.</p>	<p>121s with managers, clear communication on restructure and COVID measures in place. HR advisors will be available and Council policies will be applied to support any staff affected. Employee Assistance Programme and JIVE community: https://surreycc.jiveon.com/groups/coronavirus/pages/wellbeing-support on wellbeing support promoted to all staff. Senior managers will review service offer and timeline based on COVID levels and national and corporate guidance.</p> <p>Risk assessments and H&S measures in place to allow working during this time.</p>																

<p>+ The new structure may create opportunities for staff of all ages to develop new skills and responsibilities.</p>	<p>Restructure consultation document, development opportunities offered in partnership with CILIP including registered accreditation and leading libraries.</p>	<p>Ensure restructure is support by consultation document and follows SCC HR change management process. Open and transparent process to selecting staff for development opportunities.</p>	<p>On-going</p>	<p>Simon Harding and Katie Kinnear</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>Workforce development is part of overall Libraries and Cultural Services Transformation Programme. This will include changes to the service offer in libraries following a co-design engagement process. Although the workforce development and co-design process are separate the timing of changes and the communication to residents will need to be complementary to ensure all impacts are understood. Staff may not engage with other parts of the transformation process if they are worried about their roles. This will be mitigated through clear communication and careful timing of dependent aspects of the programme.</p>				
<p>Any negative impacts that cannot be mitigated? Please identify impact and explain why</p>				
<p>With over half the workforce aged 50 or over, evidence suggests: https://www.ageing-better.org.uk/sites/default/files/2019-06/Employment-support-over-50s.pdf that it may be more difficult for older people to secure further employment in the labour market if they are unsuccessful in applying for new posts.</p>				

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

Disability

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

Staff undertake a work health declaration when they join the council and are able to identify as being disabled in line with the relevant legislation.

Disability	
Has a disability (or previously had one)	4.84%

[Source: Surrey County Council HR data - 01.10.20]

Impacts	Positive		Negative		Both	✓
Impacts identified	Supporting evidence		How will you maximise positive/minimise negative impacts?		When will this be implemented by?	Owner
<i>What impacts have you identified? Add more rows if you need to</i>	<i>What are you basing this on?</i>		<i>Actions to mitigate or enhance impacts</i>		<i>Due date</i>	<i>Who is responsible for this?</i>
Some staff with protected characteristics including disability may be impacted by	4.84% of staff have declared disability		Make reasonable adjustments when recruiting and slotting to new roles. Taking Occupational		After the consultation process and	Simon Harding and Katie Kinnear.

<p>various proposals in the restructure consultation. This consultation process will run from December 8th, 2020 until 5th February 2021. At the end of this process, the EIA will be updated with more specific impacts if evidence and feedback shows a disproportionate effect on certain protected characteristics. These anticipated impacts may include changes of rota, work locations, line management, promotional opportunities or staff not getting their preferred choice of role.</p>		<p>health and HR advice on what adjustments can be made.</p>	<p>through the implementation of the new structure.</p>	
<p>Staff with disabilities might be required to lone work or single staff more regularly after the restructure.</p>	<p>Frontline staff including managers up to 100 FTE.</p>	<p>Agreed Lone working / single staffing policy signed off by SCC H&S and HR. Risk Assessments completed for buildings and staff. Reasonable adjustments made to the individuals rota and work location if required.</p>	<p>Part of the implementation and then on-going.</p>	<p>Simon Harding and Katie Kinnear.</p>
<p>– Some staff with disabilities may not wish to disclose their disability, and they could experience a negative impact which cannot be foreseen, or support provided.</p>	<p>4.84% of staff are registered with a disability compared with 16% of working age population nationally have a registered disability and this increases with age. https://www.gov.uk/government/publications/disability-facts-and-figures/disability-facts-and-figures</p>	<p>Individual consultation and wellbeing discussions with staff will help to identify any mitigation needed to avoid any adverse impact. HR advisors will be available and Council policies will be applied to support any staff affected. Employee Assistance Programme.</p>	<p>Throughout the consultation and implementation phases</p>	<p>Simon Harding and Katie Kinnear</p>

<p>+ The new structure may create opportunities for staff with disabilities to develop new skills and responsibilities.</p>	<p>Restructure consultation document, development opportunities offered in partnership with CILIP including registered accreditation and leading libraries.</p>	<p>Ensure restructure is support by consultation document and follows SCC HR change management process. Open and transparent process to selecting staff for development opportunities.</p>	<p>On-going</p>	<p>Simon Harding and Katie Kinnear</p>
<p>+ Staff may feel remote from the communications and discussions taking place. Particularly if they are on long term sick who whilst not protected in the same way can be impacted and need to be considered in the same way.</p>	<p>4.84% of staff have declared disability</p>	<p>Managers will be reminded of their responsibilities to keep in contact. The keep in touch contact days for those on maternity leave should be used to keep staff fully informed. Staff on Maternity leave to be invited to all consultation events and provided with written material at the same time as all other staff. Staff with IT access from home can arrange sessions with their managers to discuss.</p> <p>HR support will be provided, and change council management policies will be applied so that staff on maternity leave can have equal opportunity to pursue the posts in the restructure that they are interested in.</p>	<p>Throughout the consultation and implementation phases</p>	<p>Simon Harding</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>				

Workforce development is part of overall Libraries and Cultural Services Transformation Programme. This will include changes to the service offer in libraries following a co-design engagement process. Although the workforce development and co-design process are separate the timing of changes and the communication to residents will need to be complementary to ensure all impacts are understood. Staff may not engage with other parts of the transformation process if they are worried about their roles. This will be mitigated through clear communication and careful timing of dependent aspects of the programme.

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

If staff with disabilities are not successful in securing a new role, they will enter the redeployment pool and could enter the job market. As over 50% of our staff are aged 50 and disabilities are more likely with age these people might find it more difficult to secure alternative work.

Pregnancy and Maternity

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

Staff on maternity now

Maternity/Paternity Leave

On Maternity/Paternity Leave	0.24%
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[Source: Surrey County Council HR data - 01.10.20]

Impacts	Positive	Negative	Both	
Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<i>What impacts have you identified? Add more rows if you need to</i>	<i>What are you basing this on?</i>	<i>Actions to mitigate or enhance impacts</i>	<i>Due date</i>	<i>Who is responsible for this?</i>
– Staff on maternity leave may not be kept informed in a timely way which may in turn impact on their ability to take advantage of	0.24% of staff are on maternity leave	Managers will be reminded of their responsibilities to keep in contact. The keep in touch contact days for those on	Throughout the consultation and implementation phases	Simon Harding

<p>any opportunities that arise. Staff may feel remote from the communications and discussions taking place. <i>(this also applies to staff on long-term sick who whilst not protected in the same way can be impacted and need to be considered in the same way)</i></p>		<p>maternity leave should be used to keep staff fully informed. Staff on Maternity leave to be invited to all consultation events and provided with written material at the same time as all other staff. Staff with IT access from home can arrange sessions with their managers to discuss.</p> <p>HR support will be provided, and change council management policies will be applied so that staff on maternity leave can have equal opportunity to pursue the posts in the restructure that they are interested in.</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>Workforce development is part of overall Libraries and Cultural Services Transformation Programme. This will include changes to the service offer in libraries following a co-design engagement process. Although the workforce development and co-design process are separate the timing of changes and the communication to residents will need to be complementary to ensure all impacts are understood. Staff may not engage with other parts of the transformation process if they are worried about their roles. This will be mitigated through clear communication and careful timing of dependent aspects of the programme.</p>				
<p>Any negative impacts that cannot be mitigated? Please identify impact and explain why</p>				
<p>There are no negative impacts that cannot be mitigated.</p>				

Race

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

9.6% of Surrey’s population are from BAME backgrounds compared with 4.3% within the library service workforce. This means that Surrey residents from BAME backgrounds are under-represented in the library workforce.

Ethnicity	
Asian or Asian British - Chinese	0.24%
Asian or Asian British - Indian	0.48%
Asian or Asian British - Pakistani	0.24%
Eastern European	0.24%
Mixed - Any other Mixed Background	0.48%
Mixed - White and Asian	1.45%
Mixed - White and Black African	0.24%
Mixed - White and Black Caribbean	0.48%
Other Ethnic Background - Any Other	0.48%
White - Any other background	5.33%
White - Irish	1.69%
White - Other British	0.24%
White -English /Northern Irish/Scottish /Welsh	77.48%
Prefer not to say	5.33%
Not Stated	5.57%

Impacts	Positive		Negative		Both	✓
Impacts identified		Supporting evidence	How will you maximise positive/minimise negative impacts?		When will this be implemented by?	Owner
<i>What impacts have you identified? Add more rows if you need to</i>		<i>What are you basing this on?</i>	<i>Actions to mitigate or enhance impacts</i>		<i>Due date</i>	<i>Who is responsible for this?</i>
+ Positive efforts made to increase the diversity of the workforce		Positive statements added to job adverts. Apprenticeships programme	Positive statements added to job adverts. Apprenticeships programme. Job adverts promoted through e.g. community networks, DWP		From September 2020 – on-going	Simon Harding
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						
Workforce development is part of overall Libraries and Cultural Services Transformation Programme. This will include changes to the service offer in libraries following a co-design engagement process. Although the workforce development and co-design process are separate the timing of changes and the communication to residents will need to be complementary to ensure all impacts are understood. Staff may not engage with other parts of the transformation process if they are worried about their roles. This will be mitigated through clear communication and careful timing of dependent aspects of the programme.						
Any negative impacts that cannot be mitigated? Please identify impact and explain why						
There are no negative impacts that cannot be mitigated.						

Sex						
What information do you have on the affected staff with this characteristic?						
<p>417 employees: Currently 87.1% of library staff are female and 12.9% male.</p> <p>[Source: Surrey County Council HR data - 01.10.20]</p>						
Impacts	Positive		Negative		Both	✓
Impacts identified	Supporting evidence		How will you maximise positive/minimise negative impacts?		When will this be implemented by?	Owner
<i>What impacts have you identified? Add more rows if you need to</i>	<i>What are you basing this on?</i>		<i>Actions to mitigate or enhance impacts</i>		<i>Due date</i>	<i>Who is responsible for this?</i>
<p>Some staff with protected characteristics including Sex may be impacted by various proposals in the restructure consultation. This consultation process will run from 8th December 2020 until 5th February . At the end of this process, the EIA will be updated with more specific impacts if evidence and feedback shows a disproportionate effect on certain protected characteristics.</p> <p>These anticipated impacts may include changes of rota, work locations, line management, promotional opportunities or staff</p>	<p>A proportion of staff will be affected (currently unknown). This will be benchmarked against new data after the consultation process. This will be captured through the consultation responses.</p> <p>87.1% of library staff are female and 12.9% male.</p> <p>Skills audit, access to opportunities that are professional accreditation,</p>		<p>Preferences will be sought, and decisions will be taken after individual consultation to understand individual circumstances. Restructure will follow SCC change management processes and reasonable adjustments will be made where required.</p>		<p>Throughout the consultation and implementation phases</p>	<p>Simon Harding and Katie Kinnear</p>

not getting their preferred choice of role.	co-design squad and leadership opportunities			
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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**

Workforce development is part of overall Libraries and Cultural Services Transformation Programme. This will include changes to the service offer in libraries following a co-design engagement process. Although the workforce development and co-design process are separate the timing of changes and the communication to residents will need to be complementary to ensure all impacts are understood. Staff may not engage with other parts of the transformation process if they are worried about their roles. This will be mitigated through clear communication and careful timing of dependent aspects of the programme.

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

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

Sexual Orientation

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

'Our screening suggests there is no impact for sexual orientation and if and when an impact arises this will be included in the updated version of the EqIA.'

Gender Assignment

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

'Our screening suggests there is no impact for gender assignment and if and when an impact arises this will be included in the updated version of the EqIA.'

Marriage and Civil Partnership

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

'Our screening suggests there is no impact for marriage and civil partnership and if and when an impact arises this will be included in the updated version of the EqIA.'

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

Carers

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

'Carers look after family, partners or friends in need of help because they are ill, frail or have a disability. The care they provide is unpaid'. Carers are the largest source of support for disabled and vulnerable and the most significant form of 'social capital' in our communities. Effective support for carers is therefore critical for the effective delivery of both health and social care services.

Action for Carers Surrey. Working definition of a carer. Available from: <http://www.actionforcarers.org.uk/what-we-do/>

Although we do not formally record caring data of the 417 employees in total around 70 identified as having some caring responsibilities when collected during the early part of April 2020 when assessing staff availability during the national lockdown.

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

<i>What impacts have you identified? Add more rows if you need to</i>	<i>What are you basing this on?</i>	<i>Actions to mitigate or enhance impacts</i>	<i>Due date</i>	<i>Who is responsible for this?</i>
<p>Some staff with protected characteristics including caring responsibilities may be impacted by various proposals in the restructure consultation. This consultation process will run from December 8th 2020 until 5th February 2021. At the end of this process, the EIA will be updated with more specific impacts if evidence and feedback shows a disproportionate effect on certain protected characteristics.</p> <p>These anticipated impacts may include changes of rota, work locations, line management, promotional opportunities or staff not getting their preferred choice of role.</p>	<p>A proportion of staff will be affected (currently unknown). This will be benchmarked against new data after the consultation process. This will be captured through the consultation responses.</p> <p>87.1% of library staff are female and 12.9% male.</p> <p>70 staff are identified as having caring responsibilities</p> <p>Skills audit, access to opportunities that are professional accreditation, co-design squad and leadership opportunities</p>	<p>Preferences will be sought, and decisions will be taken after individual consultation to understand individual circumstances. Restructure will follow SCC change management processes and reasonable adjustments will be made where required.</p>	<p>Throughout the consultation and implementation phases</p>	<p>Simon Harding and Katie Kinnear</p>
<p>Staff with caring responsibilities may gain new roles that allow them to work more flexibility around their caring responsibilities</p>	<p>70 staff are identified as having caring responsibilities</p>	<p>Restructure will follow SCC change management processes and reasonable adjustments will be made where required. Following SCCs flexible working policy</p>	<p>The implementation phases</p>	<p>Simon Harding and Katie Kinnear</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>Workforce development is part of overall Libraries and Cultural Services Transformation Programme. This will include changes to the service offer in libraries following a co-design engagement process. Although the workforce development and co-design process are separate the timing of changes and the communication to residents will need to be complementary to ensure all impacts are understood. Staff may not engage with other parts of the</p>				

transformation process if they are worried about their roles. This will be mitigated through clear communication and careful timing of dependent aspects of the programme.

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

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

NONE

4. Amendments to the proposals

CHANGE	REASON FOR CHANGE
<i>What changes have you made as a result of this EIA?</i>	<i>Why have these changes been made?</i>
None at this stage.	

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. 	X
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>	By following SCC's change management policies, partnering with CILIP and consulting transparently with staff, changes proposed as part of the workforce development strategy should not adversely impact people with protected characteristics, but this EIA as well as the monitoring of information will ensure that this is the case throughout the restructure and implementation process.	

6a. Version Control

Version Number	Purpose/Change	Author	Date
1.0	N/A	Simon Harding	04/12/2020
2.0	Updated with new dates for remodelling the service as these changed	Katie Kinnear	03/06/2021

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*	Assistant Director – Sue Wills	04/12/2020
	Information Governance – Grisilda Pooniah	07/12/2020
	Legal – Deborah Chantler	16/12/2020
	Executive Director – Marie Snelling	01/06/2021
	Cabinet Member – Mark Nuti	20/05/2021

EIA Author	Simon Harding – Libraries and Heritage Manager
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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
Simon Harding	Libraries and Heritage Manager	SCC- Libraries and Heritage	Work Stream lead
Katie Kinnear	Senior Manager, Project Innovation, Design and Delivery	SCC- Libraries and Heritage	Work Stream lead
Tony McDonald	Assistant HR Business Partner	SCC- HR	HR Advisor

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

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