

CFLL Workforce MTFS Efficiency 25/26 & 26/27

Did you use the EIA Screening Tool? (Delete as applicable)

Yes

1. Explaining the matter being assessed

Is this a:

- A new strategy or policy

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

As part of the Recruitment, Retention & Culture (RRC) programme a series of measures are planned or have been introduced with the aim to increase percentage of permanent staff and reduce percentage of locum/agency staff within Children's Social Care.

These measures are as follows:

- Market supplement
- Retention payments
- Various initiatives to improve the culture across the directorate
- Where there are long held vacancies for qualified social worker roles, change some of these to alternatively qualified roles

The collaborative work carried out by the RRC programme to date will continue to support Surrey County Council (SCC) through addressing the following:

- The national shortage of permanent social workers recruited into post.
- The high number of locum social workers in post compared to the number of permanent staff.
- To reduce the numbers of social workers leaving SCC to work elsewhere.
- To improve the culture and working experience for Surrey's social workers.

The RRC programme is underpinned by the RRC Workforce Planning Strategy for CFLL Social Workers and utilises similar principles for other hard to recruit roles. Its purpose to ensure that we have a fully staffed workforce who are motivated and competent with the training, skillset and attitude required to provide the children and young adults of Surrey with an excellent level of service.

Equality Impact Assessment

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

- Children and young people are safe and feel safe and confident
- Everyone benefits from education, skills and employment opportunities that help them succeed in life
- Everyone gets the health and social care support and information they need at the right time and place

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

- County-wide

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:

- Jamie Frost-Bridges
- SCC
- Specialist – HR Support

- Ben Fox
- SCC
- Project & Planning Officer

- Alice Spencer
- SCC
- EDI Specialist

- Matt Ansell
- SCC
- Co-Sponsor of RRC

- Julia Katherine
- SCC
- Co-Sponsor of RRC

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)

Equality Impact Assessment

Age including younger and older people

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

- Data taken from [2021 Census: First results – Surrey-i \(surreyi.gov.uk\)](https://www.surreyi.gov.uk/2021-census-first-results)

Table 2: Surrey population by 5 year age group

Age	2021 Census	2011 Census	change	% change
All persons	1,203,100	1,132,390	70,710	6.2%
Aged 4 years and under	65,600	71,306	-5,706	-8.0%
Aged 5 to 9 years	74,100	65,841	8,259	12.5%
Aged 10 to 14 years	76,500	67,566	8,934	13.2%
Aged 15 to 19 years	69,800	67,676	2,124	3.1%
Aged 20 to 24 years	63,500	61,519	1,981	3.2%
Aged 25 to 29 years	62,900	62,154	746	1.2%
Aged 30 to 34 years	72,700	71,859	841	1.2%
Aged 35 to 39 years	79,100	81,033	-1,933	-2.4%
Aged 40 to 44 years	84,700	87,659	-2,959	-3.4%
Aged 45 to 49 years	86,600	89,727	-3,127	-3.5%
Aged 50 to 54 years	87,300	76,646	10,654	13.9%
Aged 55 to 59 years	84,300	65,559	18,741	28.6%
Aged 60 to 64 years	68,900	69,379	-479	-0.7%
Aged 65 to 69 years	56,700	54,273	2,427	4.5%
Aged 70 to 74 years	58,400	43,566	14,834	34.0%
Aged 75 to 79 years	44,500	37,650	6,850	18.2%
Aged 80 and over	67,500	58,977	8,523	14.5%

There are no identified negative impacts to age from the RRC programme. However, through increased percentage of permanent social workers, the standard of practice is more stable and consistent, therefore being of positive impact to children and young people of Surrey.

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

No known mitigations required for this protected characteristic.

Equality Impact Assessment

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?

Unknown – to be revisited at a later date.

Any negative impacts that cannot be mitigated?

There are no known negative impacts that cannot be mitigated at this time.

Disability

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

Disability is very broad conceptually and encompasses (frequently co-occurring with other conditions such as mental health for example) that impact on life experience and quality of life to some extent, such as:

- General learning disabilities
- Physical disabilities
- Communication and language needs
- Sensory difficulties
- Neurodevelopmental conditions (such as Autism)
- Specific learning difficulties (such as dyslexia and attention-deficit hyper-activity disorder)
- Other conditions such as epilepsy

Positive impact:

- + The families of children and young adults with disabilities often find it difficult to make their voice heard and may experience barriers to accessing their human rights in areas such as health and wellbeing
- + They will however benefit (if the RRC programme is successful) from having access to a larger pool of highly skilled social workers at its disposal. Some who have been retained and others recruited from other Local Authorities and organisations, who can provide them with the high quality of care and support that they deserve.

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

Equality Impact Assessment

- To maximise this positive impact the RRC programme will continue to monitor its workforce dashboard and data, as well as listen to its social workers and other front line practitioners to gauge and manage staffing levels within Surrey and to also gather clear insight into how social workers are feeling via various feedback channels, such as 'stay' surveys or interviews.
- The RRC programme board, alongside the CFLL Workforce and CFLL HR department will be responsible for this.

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?

- No other known changes are in place – this may need to be revisited.

Any negative impacts that cannot be mitigated?

- None to our knowledge – To be revisited if necessary.

4. Pregnancy and maternity

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

- The impact of the RRC programme on young adults facing pregnancy and maternity is positive.

Positive impact:

- + The positive aspect is that if successful the RRC programme will engage and retain its best social workers as well as attracting well trained and knowledgeable social workers from other LA's and organisations, who will then be able to provide Surrey's young adults with the support, empathy and care that they require when facing pregnancy and maternity.

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

- To enhance this positive impact it is important the RRC programme continues to be led and governed in the way it has been. With clear action's, decision making and accountability across the board so to ensure that there is continued progress towards addressing the recruitment, retention and culture of SCC's social workers.

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?

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- None to our knowledge – To be revisited if necessary.

Any negative impacts that cannot be mitigated?

- None to our knowledge – To be revisited if necessary.

5. Race including ethnic or national origins, colour or nationality

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

- In the 2021 census, 1,028,636 people (87.2 per cent of the population), reported their ethnic group as White in the 2021 Census in Surrey. Within this ethnic group, White English, Welsh, Scottish, Northern Irish or British was the largest, with 921,285 (76.6 per cent of the population), followed by those categorised as “Any Other White” with 88,967 people (7.4 per cent of the population).
- Indian was the next largest single ethnic group with 35,090 people (2.9 per cent) followed by Pakistani with 17,887 (1.5 per cent). However, those categorised as “Other Asian” accounted for 2.0% of the population in total.
- Arab accounted for 5,253 usual residents (0.4 per cent of the population). Gypsy or Irish Traveller accounted for 2,600 usual residents (0.2 per cent of the population), Roma accounted for 1,673 (0.1 per cent of the population) making it the smallest ethnic category (with a tick box) in 2021.

Positive impact:

- + If successful the RRC Programme will provide its residents (of a different race or origin) with a very high level of service and care from newly recruited or existing social workers, who are well trained, engaged, experienced and who want to provide Surrey’s children and families (including who are of a different race, or origin) with the care and support that they deserve.

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

- To maximise the positive impact of the RRC Programme it is vital that the RRC programme continues to be led and governed in the way it has been. With clear actions, decision making and accountability across the board so to ensure that there is continued progress towards addressing the recruitment, retention and culture of SCC’s social workers.
- This includes ensuring that SCC’s existing workforce of social workers receive the necessary training around Equality, Diversity and Inclusion as well as the necessary guidance as how to work and support children, young adults and families from a different race, origin, colour or nationality.

Equality Impact Assessment

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?

- The Equality, Diversity and Inclusion programme – which is linked to the RRC Programme.

Any negative impacts that cannot be mitigated?

None

Religion or lack of belief

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

- The 2021 Census asked people to state their religion. The question is voluntary and “no religion” is one of the options available. Christianity was reported to be the largest religion in Surrey with 603,072 people (50.1% of the population). 7% of the population (84,641) reported to be of a Non-Christian religion. Within the Non-Christian religions, Muslim was the largest group with 38,138 people (3.2%) followed by Hindu with 23,742 people (2.0%). 36.6% of the population reported to have “no religion” and 6.3 % did not answer the religion question.

Positive impact:

- + The RRC programme could have a positive impact on religion, as Social workers and practitioners who will either be recruited or retained by Surrey CC will receive the necessary training and development to mitigate the risk of discriminating against Surrey’s residents who may have a different religion or belief.

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

- To continue to provide Surrey CC employees including our social workers with the necessary training around Equality, Diversity and Inclusion as well as the necessary guidance as how to work and support children, young adults and families who may have a different religion or belief (including lack of belief).

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?

- The corporate Equality, Diversity and Inclusion programme, which is also linked to the RRC Programme.

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Any negative impacts that cannot be mitigated?

None

Sexual Orientation

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

The 2021 Census asked people to state their sexual orientation. The question is voluntary and people could choose to not answer.

- In Surrey 90.7 per cent of the population selected Straight or Heterosexual.
- 1.2% identified as Gay or Lesbian.
- 1.1% identified as Bisexual.
- 0.3% identified as All other sexual orientations.
- 6.9% did not answer the question.

The sexual orientation of Surrey's children, young people and families needs to be considered by the RRC programme, as to whether it could have a positive or negative impact.

Positive impact:

- + The RRC Programme will support making sure that SCC's newly recruited and existing social workers are highly trained, engaged and developed to provide children and young adults with the highest level of care and support that they may require in relation to the subject of sexual orientation.

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

- It is vital that the RRC programme continues to be led and governed in the way it has been. With clear actions, decision making and accountability across the board so to ensure that there is continued progress towards addressing the recruitment, retention and culture of SCC's social workers.
- There will be staff training and workforce development around combatting racism and discrimination within society.

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?

- None known at this time.

Any negative impacts that cannot be mitigated?

None

3. Staff

Age

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

Data from the Office for the National Statistics on agency workers showed that these staff are most likely to be between the ages of 20-34 therefore this age group are the most likely to be impacted by these initiatives. However, this data is across all agency workforce and not specific to social care agency staff.

Negative impact:

- Less agency roles available at SCC due to initiatives to increase number of permanent staff.
- Less agency roles available at SCC as a result of new national regulations that limit the deployment of agency social workers.

Positive impact:

- Permanent roles available for agency staff providing greater job security.

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

- Social care staff are in high demand and if Surrey reduced its number of agency staff there will be still other neighbouring local authorities in need of agency staff.
- Surrey is also keen to recruit agency staff to become permanent staff so the RRC programme also provides an opportunity to agency staff.

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?

Surrey has an overarching target to increase the number of young people in roles. There are organisational processes in play to help us achieve this and counter any negative impacts on age.

Any negative impacts that cannot be mitigated?

None

Sex

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

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We were unable to source data on our agency staff, but we have the Office for National Statistics data on agency workers, and this shows an even split between Male & Female. However, if we use the data on SCC social care staff, 85% are female and 15% are male.

Negative impact:

- Less agency roles available at SCC due to initiatives to increase number of permanent staff.

Positive impact:

- + Permanent roles available for agency staff providing greater job security.

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

- Social care staff are in high demand and if Surrey reduced its number of agency staff there will be still other neighbouring local authorities in need of agency staff.
- Surrey is also keen to recruit agency staff to become permanent staff so the RRC programme also provides an opportunity to agency staff.
- Inclusive recruitment practices and flexible working arrangements allow for men and women that would be agency to apply for permanent roles equally.

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?

None known at this time.

Any negative impacts that cannot be mitigated?

None

Disability

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

We were unable to source data on our agency staff, but we have data on SCC social care staff. In which 7.25% of social care staff answered 'Yes' to having a disability.

Negative impact:

- Less agency roles available at SCC due to initiatives to increase number of permanent staff

Positive impact:

- + More permanent roles available increases the opportunities for a stable job that will use inclusive recruitment practices, disability confident schemes and reasonable adjustments.

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

- Social care staff are in high demand and if Surrey reduced its number of agency staff there will be still other neighbouring local authorities in need of agency staff.
- Surrey is also keen to recruit agency staff to become permanent staff so the RRC programme also provides an opportunity to agency staff.

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?

None currently known.

Any negative impacts that cannot be mitigated?

None

Race including ethnic or national origins, colour or nationality-

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

We were unable to source data on our agency staff, but we have data on SCC social care staff. In which 13.87% of social care staff identified as being from an ethnic minority group, 20.29% staff preferred not to say so this figure could be higher. National data taken on 30th September 2022 from social workers who are both registered with Social Work England and working with children and families in a local authority in England 13.3% were black (out of those whose ethnicity was known) by comparison in the 2021 census of working age people in England 4.4% identified as black. One study, Johnson et al., 2020, provides evidence that agency social workers are disproportionately from ethnic minority backgrounds. This representative, longitudinal survey, included a follow up survey with 3,302 local authority children's social workers, from September 2019 to January 2020, and showed that agency social workers were more likely than permanent social workers to be Black (44% of agency workers in the sample) or from other ethnic minority groups (22%).

Negative impact:

- Less agency roles available at SCC due to initiatives to increase number of permanent staff

Positive impact:

- + More permanent roles available increases the opportunities for a stable job.

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

- Social care staff are in high demand and if Surrey reduced its number of agency staff there will be still other neighbouring local authorities in need of agency staff.
- Surrey is also keen to recruit agency staff to become permanent staff so the RRC programme also provides an opportunity to agency staff.
- Surrey has an Equality Diversity and Inclusion (EDI) programme and is committed to making Surrey an attractive employer for minoritised workers.

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?

None known at this time.

Any negative impacts that cannot be mitigated?

None

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.

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- **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 One: No major change to the policy/service/function required

Explanation:

Explain the reasons for your recommendation

Overall, these initiatives provide opportunities for agency staff to become permanent staff and there are strong mitigations in place against the negative impacts. Ultimately these initiatives should create a stronger, more cohesive workforce which will have positive impacts on Surrey families and children and on SCC as a whole.

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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.

Item	Initiation Date	Action/Item	Person Actioning	Target Completion Date	Update/Notes	Open/Closed
1						
2						
3						

6a. Version control

Version Number	Purpose/Change	Author	Date
1	First draft	Rowena Stone	25/11/2024
2	Second draft following comments.	Rowena Stone	02/01/2025

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.

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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	3/1/2025
Executive Director	3/1/2025
Cabinet Member	3/1/2025
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: Rowena Stone

6c. EIA Team

Name	Job Title	Organisation	Team Role

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

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