Southwark's Digital Strategy: Equality and Health Analysis

Section 1: Equality analysis details

Proposed policy/decision/business plan to which this equality analysis relates	Southwark's Digital Strategy				

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Strategic Director:	Gerri Scott, Strategic Director of Housing and Modernisation				
Department	Housing and Modernisation	**Division**		Transformation	
Period analysis undertaken	Jan-Feb 2016				
Date of review (if applicable)					
Sign-off		**Position**		**Date**	

Section 2: Brief description of policy/decision/business plan

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1.1 Brief description of policy/decision/business plan

Southwark Council is embracing digital as an opportunity to transform how we deliver services and interact with our customers. In doing so we can realise resource efficiencies and financial savings and be in the best position to provide an excellent digital service for customers that is reliable, safe and consistent.

Southwark's Digital Strategy is the first document of its kind at Southwark Council and the impetus for digital transformation. There are two key aspects to Southwark going digital: becoming a digital council and developing a digital borough.

A digital council focuses on understanding the needs of our customers and putting them at the center of all digital design and change, using customer feedback to continuously review and update our services. This is a new way of working for the majority of the organisation and this approach must underpin an accepting, digital culture within the organisation in order to be successful. In rethinking and delivering digital services we must also support those in our community who may be digitally excluded: not having access or the skills to use digital services.

In developing a digital borough we will continue to work closely with our communities, increasing access to digital infrastructure by improving accessibility and usability of the digital services we provide. Minimising digital exclusion is a key focus and we will continue to work with parts of our communities likely to be excluded to support the development of digital capabilities and confidence.

Our digital vision is to use technology in our operations and service delivery to improve outcomes and the lives of the people we serve. By improving our digital services customers will move away from traditional methods of contact by choice-'digital by default.'

The case for digital in Southwark is compelling. There are significant benefits Southwark can realise by actively improving our digital offering.
- The minimization of waste and duplication of internal processes
- We can create and maintain a web presence that customers choose to consistently use
- Make financial and resource savings across the organisation
- Reinvest savings and resource into supporting the vulnerable in our communities.

Having regularly conducted surveys of our residents four specific groups have been identified who are more likely to be digitally excluded: residents over 60 years of age, disabled people, council tenants and the unemployed or those in low income jobs. Approximately 40,000 Southwark residents do not have the skills to perform basic tasks on the internet. A key objective of the digital strategy is to work with these parts of the community to minimize the likelihood of digital exclusion.

To enable the digital by default approach and to act as a digital council we will:
- Establish a standardised approach to digital service redesign
- Utilise corporately endorsed digital tools: online application forms (eforms), digital payments, Customer Relationship Management IT system and My

Southwark.
- Streamline internal, manual processes and scrutinize back office systems
- Make best use of IT infrastructure to enable sharing of non sensitive data across departments
- Share our experiences and lessons learnt from engaging with customers and from enabling change.

The strategy is centered around four digital principles that will guide Southwark Council in all digital change: customer led service improvement, digital culture, digital inclusion and continuous improvement.

Principle 1 - "Putting the customer at the centre of digital change"
Many of the ways we work as an organisation have been designed to reflect our internal structures and reflect processes that have built up over time. We will change this by putting our customers at the centre of the way we work. We will put ourselves in the customer's shoes and re-imagine services around them, using digital tools to make their experience of interacting with us smoother and quicker. We will develop relationships with our customers where they feel confident that the feedback they provide will be acted upon.

Principle 2 - "Putting digital ways of working at the heart of our organisational culture"
We will change the way we think of ourselves as an organisation by embedding digital ways of working at all levels of our organisation. We will build our digital capability, encouraged by our senior managers, by investing in our infrastructure and the skills of our workforce. Wherever possible, we will make digital ways of working part of everyone's day jobs and cultivate an environment of digital self-confidence and capability. We will provide a digital infrastructure that staff can rely on to make their jobs easier.

Principle 3 -"Ensuring that everyone can share in the benefits of digital change"
As we change the way we work, we will ensure that our customers are not left behind and unable to access the services and support they need. We recognise that the most vulnerable in our community may need extra help. By doing things more efficiently through digital, we can make best use of our time and expertise, reinvesting it into supporting the vulnerable of our community in accessing our services.

Principle 4 - "Committing to continuously improve our services"
We will take an iterative approach to maintaining and improving our services by making small and incremental improvements. Instead of completely rethinking our approach every few years, we will regularly check in with our customers and obtain feedback so we can continuously improve our services. In doing so we can save money by minimising the need to overhaul and redesign our services from scratch every few years.

Five priority areas have been identified as a focus for organisational change: a transformed website, making best use of digital infrastructure, smarter ways of working with business intelligence and analytics, digital inclusion and digital communication.

The Digital Strategy is a guide for service managers to lead digital service design and transformation and how best to play a key part in developing a digital culture within Southwark Council.

The Digital Strategy will be a live document that is regularly reviewed and updated to reflect the needs of our customers and the ambitions of the organisation. As a result this equality and health analysis will be updated as further data sets are collated.

The draft Digital Strategy will be taken to Cabinet on 9th February 2016 for sign off.

Section 3: Overview of service users and key stakeholders consulted

2. Service users and stakeholders	
Key users of the department or service	All internal (officers and councillors) and external customers (residents, communities, businesses).
Key stakeholders were/are involved in this policy/decision/business plan	Strategic Director of Housing and Modernisation, Cabinet Member for Finance, Modernisation and Performance, Deputy Cabinet Member for Digital Strategy, Chief Officer Team, Cabinet, Overview and Scrutiny Committee, Officers in Housing and Modernisation.

Section 4: Pre-implementation equality analysis

This section considers the potential impacts (positive and negative) on groups with 'protected characteristics', the equality information on which this analysis is based and any mitigating actions to be taken.

The first column on the left is for societal and economic issues (discrimination, higher poverty levels) and the second column on the right for health issues, physical and mental. As the two aspects are heavily interrelated it may not be practical to fill out both columns on all protected characteristics. The aim is, however, to ensure that health is given special consideration, as it is the council's declared intention to reduce health inequalities in the borough. The Public Health Team can assist with research and data.

Age - Where this is referred to, it refers to a person belonging to a particular age (e.g. 32 year olds) or range of ages (e.g. 18 - 30 year olds).

Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
20% of Southwark residents over the age of 60 years have no access to the internet at home compared to 92% of 16-24 year olds. Access to the internet is not directly linked with the ability to use it. A high number of people aged 60 and above are unable to perform basic tasks online such as completing an application form online (48%), using a search engine (36%) or sending or receiving an email (30%). It is identified that those in the community over the age of 60 are more likely to be digitally excluded than those who are younger.	No current data available.
Equality information on which above analysis is based	**Health data on which above analysis is based**
Southwark residents survey-August 2015	No current data available.
Mitigating actions to be taken	
Significant work is being undertaken in the community to minimise digital exclusion which includes Digital Hubs providing one-to-one digital skills and training. An EU funded project will create new community engagement tools for various groups in our communities.

Service areas in developing digital projects will be required to identify any potential negative impacts on the community due to an individual's age, and implement measures to minimise this.

The contact centre will continue to handle emergency requests, such as housing repairs emergencies and | None at this point. Will be reviewed as appropriate. |

pest control emergencies, which will support those over the age of 60 with few digital skills to access services.

Disability - A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
75% of Southwark residents with a disability have access to the internet at home. This is compared with 93% of residents who do not have a disability. In relation to digital skills the disabled community have a lower rate of digital capability. 78% of disabled residents have sent or received an email compared to 96% of non disabled residents. 66% of disabled residents have completed an online application form compared to 93% for non disabled residents. This disparity demonstrates that both access and digital capability is an issue in the disabled community.	No current data available.
Equality information on which above analysis is based	**Health data on which above analysis is based**
Southwark residents survey-August 2015	No current data available.
Mitigating actions to be taken	
Significant work is being undertaken in the community to minimise digital exclusion which includes Digital Hubs providing one-to-one digital skills and training. An EU funded project will create new community engagement tools for various groups in our communities. Engagement with deaf forums in Southwark will improve access and information for our deaf community ensuring that needs are met. Service areas in developing digital projects will be required to identify any potential negative impacts on the community due to disability, and implement measures to minimise this. The contact centre will continue to handle emergency requests, such as housing repairs emergencies and pest control emergencies, which will support disabled customer with few digital skills or access to the internet to be able to receive services. Blue badge applications which in the mainstream are online only are offered as an over the phone service for customers if required.	None at this point. Will be reviewed as appropriate.

Gender reassignment - The process of transitioning from one gender to another.	
Potential impacts (positive and negative) of proposed policy/decision/business plan	**Potential health impacts (positive and negative)**
There are no areas of focus or key work streams within the Digital Strategy that specifically target gender or gender reassignment. It is therefore probable that the Digital Strategy will have no particular positive or negative impacts on the transgender community.	It is probable that the Digital Strategy will have no particular positive or negative health impacts on the transgender community.
Equality information on which above analysis is based.	**Health data on which above analysis is based**
No current data available.	No current data available.
Mitigating actions to be taken	
None at this point. Will be reviewed as appropriate.	None at this point. Will be reviewed as appropriate.

Marriage and civil partnership – In England and Wales marriage is no longer restricted to a union between a man and a woman but now includes a marriage between a same-sex couple. Same-sex couples can also have their relationships legally recognised as 'civil partnerships'. Civil partners must not be treated less favourably than married couples and must be treated the same as married couples on a wide range of legal matters. **(Only to be considered in respect to the need to eliminate discrimination.)**	
Potential impacts (positive and negative) of proposed policy/decision/business plan	**Potential health impacts (positive and negative)**
There are no areas of focus or key work streams within the Digital Strategy that specifically target those that are married, in a civil partnership or neither. It is therefore probable that the Digital Strategy will have no particular positive or negative impacts on anyone who is married, in a civil partnership or not at all.	It is probable that the Digital Strategy will have no particular positive or negative health impacts on anyone who is married, in a civil partnership or not at all.
Equality information on which above analysis is based	**Health data on which above analysis is based**

No data sets record marital status of individuals.	No data sets record marital status of individuals.

Mitigating actions to be taken

None at this point. Will be reviewed as appropriate.	None at this point. Will be reviewed as appropriate.

Pregnancy and maternity - Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
There are no areas of focus or key work streams within the Digital Strategy that specifically target gender, pregnancy or maternity. It is therefore probable that the Digital Strategy will have no particular positive or negative impacts on pregnant women or those on maternity.	It is probable that the Digital Strategy will have no particular positive or negative health impacts on pregnant women, or those on maternity.
Equality information on which above analysis is based	**Health data on which above analysis is based**
No data sets record pregnancy or maternity status.	No data sets record pregnancy or maternity status.
Mitigating actions to be taken	
None at this point. Will be reviewed as appropriate.	None at this point. Will be reviewed as appropriate.

Race - Refers to the protected characteristic of Race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins. N.B. Gypsy, Roma and Traveller are recognised racial groups and their needs should be considered alongside all others

Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)

In Southwark the white and BME community both have high access to internet at home (white: 90% and BME: 89%) and a high percentage of people have the ability to perform basic online functions. There are no areas of focus or key work streams within the Digital Strategy that specifically target people based on their race. It can be assumed that digital exclusion as a result of race will be minimal.	It is probable that the Digital Strategy will have no particular positive or negative health impacts on individuals based on their race.
Equality information on which above analysis is based	**Health data on which above analysis is based**
Southwark residents survey-August 2015	No current data available.
Mitigating actions to be taken	
Service areas in developing digital projects will be required to identify any potential negative impacts on the community due to an individual's race, and implement measures to minimise this.	None at this point. Will be reviewed as appropriate.

Religion and belief - Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.

Potential impacts (positive and negative) of proposed policy/decision/business plan	**Potential health impacts (positive and negative)**
There are no areas of focus or key work streams within the Digital Strategy that specifically target individuals based on their religion or beliefs. It is therefore probable that the Digital Strategy will have no particular positive or negative impacts on individuals based on their religion or beliefs.	It is probable that the Digital Strategy will have no particular positive or negative health impacts on individuals based on their religion or beliefs.
Equality information on which above analysis is based	**Health data on which above analysis is based**
No data sets record religion or belief.	No data sets record religion or belief.
Mitigating actions to be taken	
None at this point. Will be reviewed as appropriate.	None at this point. Will be reviewed as appropriate.

Sex - A man or a woman.	
Potential impacts (positive and negative) of proposed policy/decision/business plan	**Potential health impacts (positive and negative)**
Approximately 49% of Southwark residents are male and 51% are female. 52% of Southwark employees are female and 48% are male. There are no areas of focus or key work streams within the Digital Strategy that specifically target an individual based on gender. It is therefore probable that the Digital Strategy will have no particular positive or negative impacts on anyone based on their gender for both internal and external customers.	It is probable that the Digital Strategy will have no particular positive or negative health impacts on individuals based on their gender.
Equality information on which above analysis is based	**Health data on which above analysis is based**
Southwark residents survey-December 2015 Workforce report 2014/15	No data available currently.
Mitigating actions to be taken	
None at this point. Will be reviewed as appropriate.	None at this point. Will be reviewed as appropriate.

Sexual orientation - Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes	
Potential impacts (positive and negative) of proposed policy/decision/business plan	**Potential health impacts (positive and negative)**
There are no areas of focus or key work streams within the Digital Strategy that specifically target an individual's sexual orientation. It is therefore probable that the Digital Strategy will have no particular positive or negative impacts on anyone based on their sexual orientation.	It is probable that the Digital Strategy will have no particular positive or negative health impacts on individuals based on their sexual orientation.
Equality information on which above analysis is based	**Health data on which above analysis is based**

No data sets record sexual orientation.	No data sets record sexual orientation.

Mitigating actions to be taken None at this point. Will be reviewed as appropriate.
Socio-economic disadvantage – although the Equality Act 2010 does not include socio-economic status as one of the protected characteristics, Southwark Council recognises that this continues to be a major cause of inequality in the borough. Socio economic status is the measure of an area's, an individual's or family's economic and social position in relation to others, based on income, education, health, living conditions and occupation.

Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
84% of social tenants have home internet access compared to 97% of all homeowners. This disparity is also noted in the ability to perform basic online tasks between the two groups. 9% of those not in Southwark have no internet access at home of which 6% are in social housing. It is evident that those not in work and those who reside in social housing are more likely to be digitally excluded than otherwise. Whilst there are no areas of focus or key work streams within the Digital Strategy that specifically target an individual's socio-economic status it is recognised that those in low paid work, the unemployed, or those in social housing will be more likely to be digitally excluded. Engagement activities will focus on trying to mitigate this.	No data available currently.
Equality information on which above analysis is based	**Health data on which above analysis is based**
Southwark residents survey-August 2015	No data available currently.
Mitigating actions to be taken	
Significant work is being undertaken in the community to minimise digital exclusion which includes Digital Hubs providing one-to-one digital skills and training. An EU funded project will create new community engagement tools for various groups in our communities. Service areas in developing digital projects will be required to identify any potential negative impacts on the community due to an individual's age, and implement measures to minimise this.	None at this point. Will be reviewed as appropriate.

Human Rights

There are 16 rights in the Human Rights Act. Each one is called an Article. They are all taken from the European Convention on Human Rights. The Articles are The right to life, Freedom from torture, inhuman and degrading treatment, Freedom from forced labour , Right to Liberty, Fair trial, Retrospective penalties, Privacy, Freedom of conscience, Freedom of expression, Freedom of assembly, Marriage and family, Freedom from discrimination and the First Protocol

Potential impacts (positive and negative) of proposed policy/decision/business plan

There are no anticipated negative impacts on Human Rights as a result of the Digital Strategy.

Information on which above analysis is based

No current data available.

Mitigating actions to be taken

None at this point. Will be reviewed as appropriate.

Section 5: Further actions and objectives

5. Further actions			
Based on the initial analysis above, please detail the key mitigating actions or the areas identified as requiring more detailed analysis.			
Number	**Description of issue**	**Action**	**Timeframe**
1	Lack of complex data referencing protected characteristics	Commence data collation within each digital project	From February 2016- onwards
2	Impacts for each protected characteristics	Major digital projects will need to carry out an impact analysis and take action to mitigate negative impacts	From February 2016- onwards
3	Detailed trend analysis	This is taking place with the resident survey and will need to take place on an individual project level also	From February 2016- onwards
4			
5			
6			
7			

5. Equality objectives (for business plans)				
Based on the initial analysis above, please detail any equality objectives that you will set for your division/department/service. Under the objective and measure column please state whether this objective is an existing objective or a suggested addition to the Council Plan.				
Objective and measure	**Lead officer**	**Current performance (baseline)**	**Targets**	
			Year 1	**Year 2**
None at this point	None at this point	None at this point	None at this point	None at this point

5. Health objectives (for business plans)

Based on the initial analysis above, please detail any health objectives that you will set for your division/department/service. Under the objective and measure column please state whether this objective is an existing objective or a suggested addition to the Council Plan.

Objective and measure	Lead officer	Current performance (baseline)	Targets	
			Year 1	Year 2
None at this point	None at this point	None at this point	None at this point	None at this point