



Southwark's Modernisation Programme: Equality and Health Analysis



Section 1: Equality analysis details

Proposed policy/decision/business plan to which this equality analysis relates	Southwark's Modernisation Programme (encompassing the Workforce; Workplace and IT Strategies)
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Equality analysis author	Emily Nice, Head of Organisation Transformation				
Strategic Director:	Gerri Scott, Strategic Director of Housing and Modernisation				
Department	Housing and Modernisation	Division	Modernise		
Period analysis undertaken	April to October 2016				
Date of review (if applicable)					
Sign-off	Emma Marinos	Position	Director, Modernise	Date	20.10.16

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

1.1 Brief description of policy/decision/business plan

1. The Modernise Division within Housing and Modernisation was formed in October 2015 to bring together the HR, Organisation Transformation, Corporate Facilities Management and IT functions under one Director. This provided Southwark Council with the opportunity to develop a modernisation programme focusing on three key areas which are the fundamental building blocks to transform and modernise the council: Workforce; Workplace and IT.
2. To modernise, Southwark will address a number of key issues within the council. Modern workspaces represent more than a physical facility; they represent a powerful force in shaping and expressing culture. To change the workplace culture in our organisation, all staff need to take responsibility for changing their day to day behaviours. Workplace behaviour is influenced by the physical environment and the tools available to deliver work. These three essential elements are inextricably linked and all form part of this programme. The high level case for change and focus of work for each of these elements is outlined below:

Workforce

3. Digitisation is blurring the lines between work and home environments and the needs of a modern workforce are changing, profoundly and forever. To be fully effective, our workforce can no longer continue to work in team silos, remain bound to desks or be hesitant to make a difference. We require a culture of self-ownership, empowering our people to challenge the norm and drive positive change, whilst ensuring that our people are managed on results rather than perceived effort and compliance. Three quarters of our staff tell us they are proud to work for the council. We will harness this passion through a workforce plan that empowers staff, grows talent, develops future leaders and attracts the very best to play their part too.
4. The new workforce strategy has a clear focus on ensuring that new and existing staff have the skills, knowledge, support, confidence and environment to develop and succeed. The strategy will help to put in place the essential elements that enable people to be productive at work and deliver on our fairer future promises and corporate plans and priorities.

Workplace

5. An increasingly diverse range of employees, customers and partners accommodated by inflexible space means that our buildings are not currently being used to their full potential. We require a flexible workplace that can perform multiple functions, promote collaboration, encourage partnership working and are adaptable to future requirements. The development of a fourth building at Queens Road presents us with an opportunity to update our existing workplace model.
6. The way we work is changing, and has to change fast enough to keep pace with the current challenging climate. To date the development of 160 Tooley Street and the Queens Road campus has provided modern office accommodation, however there are still a number of ageing buildings housing front facing services that cannot be accommodated within our existing model.
7. These include children's services which are currently being delivered over a number of sites as follows:

- Sumner House
- Curlew House
- Talfourd Place
- 47b East Dulwich Road (leased)

8. A business case will be developed which will include a detailed design brief and outline costings on the provision of a new building. The provision of the new accommodation will be subject to detailed consultation regarding the site and timescales for delivery. The specifics will be detailed in a separate cabinet report in December 2016.

9. Developing a new building will only deliver part of the workplace strategy. To meet the challenges ahead, modernise the way that we work and streamline with the workforce and IT strategies across our whole estate, a review of our office accommodation model is necessary. Initially shaping and trialling the model at the new site we will look to reflect developments back in Tooley Street and the existing Queens Road sites. We will also review consolidating our depots into one 'super depot' and work with registrars to assess their service accommodation.

IT

10. Due to rapid growth in consumer technology through smart and mobile personal devices and increasing digitisation, there is a widening gap between what our people need (and use in their personal lives) versus what the council's IT service is able to deliver. We require modern, intuitive technology that enables a mobilised workforce, whilst ensuring a reliable and robust service.

11. The IT vision for Southwark is *to deliver modern, reliable, secure, cost effective technology that supports the digital strategy and enables service transformation across the council.*

12. This will manifest itself in the following deliverables, which have been developed in consultation with a range of stakeholders across the business:

- **Support Southwark's digital vision** – increasing the availability and adoption of on-line services, the greater use of self-service and automation, and improved integration between front-office and back-office.
- **IT as a strategic enabler** – supporting business process transformation, creating efficiency savings, staff mobility, and driving service improvements for residents and customers.
- **Customer centric service** – services are designed with the customer in mind. These are easy to use, providing a choice as to how and when customers access information.
- **IT which is modern and reliable** – the service is agile, scalable, secure and available, resulting in high customer satisfaction.
- **A strong retained IT function** – the team has the capability to fully support and inform business aspirations.
- **Multi-speed IT capability** – supporting and delivering traditional corporate services whilst also meeting the rapid timescales for agile development and deployment.

The modernisation approach

13. The modernisation programme, will therefore transform where and how the council works in order to better serve our customers. The programme sets out a new three year strategy that focuses upon developing our workforce, workplace and IT to meet business need and our strategic vision.

14. This modernisation programme will work in a manner that serves as a flagship for our ways of working and ensures that the council is fit for the future. It will follow a set of operating principles:
 - One council approach
 - Effective governance
 - Integrity and transparency
 - Engagement with all stakeholders
 - Clarity and clear communications
 - Challenge and empowerment
 - Supportive and professional working environments
15. Southwark Council takes its duties under the 2010 Equality Act seriously. The modernisation programme and the new strategies will support staff in transforming the way that they work, supported by excellent HR and development support and high quality workplaces and equipment. Southwark Council continues to meet the requirements of Equality Duty 2010, which requires public bodies to publish relevant, proportionate information annually demonstrating their compliance with the Equality Duty. Information will be produced through an annual workforce report, which comprises a range of human resources related data and is published on the council's website.
16. The modernisation programme will be regularly reviewed and updated to reflect the needs of our customers, and therefore how our staff need to adjust their approach to meet these needs. As a result this equality and health analysis will be updated as further data sets are collated.
17. The modernisation programme, which is underpinned by the Workforce; Workplace and IT Strategies, will be taken to Cabinet on 1 November 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).
Key stakeholders were/are involved in this policy/decision/business plan	The Leader, The Chief Executive, Strategic Director of Housing and Modernisation, Cabinet Member for Finance, Modernisation and Performance, Chief Officer Team, Directors in all departments, Cabinet, , the Trade Unions, over 200 officers across the council as part of the engagement process.

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)										
There are no anticipated negative impacts based on age of the modernisation programme. In general terms, being digitally aware and new ways of working are fundamental to this programme, tailored support programmes will be put in place, with coaching, blended learning and on-the job-support to make sure that all staff are supported in their work and the changes in their approach as we become 'fit for the future'.	No current data available.										
Equality information on which above analysis is based	Health data on which above analysis is based										
<p>Southwark workforce report 2015-16</p> <p>The average age of employees is 45.1 years. This is similar to the average age across London boroughs which is 45.6 years. Predominately employees are in the 40-54 years banding (45%).</p> <p>Employees per age band as percentage of total workforce numbers</p> <table border="1"> <thead> <tr> <th></th> <th>%</th> </tr> </thead> <tbody> <tr> <td>16 to 24</td> <td>4%</td> </tr> <tr> <td>25 to 39</td> <td>30%</td> </tr> <tr> <td>40 to 54</td> <td>45%</td> </tr> <tr> <td>55+</td> <td>20%</td> </tr> </tbody> </table>		%	16 to 24	4%	25 to 39	30%	40 to 54	45%	55+	20%	No current data available.
	%										
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Mitigating actions to be taken											
<ul style="list-style-type: none"> • Engagement with staff to understand their specific needs • Focus groups with change champions • Careful monitoring of equalities data • Tailored learning and development programmes • Monitoring and evaluation of each work stream 	None at this point. Will be reviewed as appropriate.										

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)														
<p>It is anticipated that there will be positive impacts based on disability of the modernisation programme. Improvements to office accommodation and flexible and modern ways of working will support those with disabilities and reasonable adjustments will be put in place.</p>	<p>Please see comments to the left</p>														
Equality information on which above analysis is based	Health data on which above analysis is based														
<p>Southwark workforce report 2015-16</p> <p>The percentage of people with disabilities is 3.3%. There are some significant differences between departments. Southwark records actual employee declarations of a disability. Since the introduction of the Disability Discrimination Act when the use of strict externally set criteria to determine "disability" ceased; self declaration is appropriate. The percentages of employees with disabilities are lowest in grades 1-5 and those on Building Worker grades. There are some grade bands where there are no staff with a declared disability. This applies to those grade bandings where numbers of staff are few.</p> <p>Staff with disabilities as percentage of departmental numbers</p> <table border="1" data-bbox="231 1234 1031 1496"> <thead> <tr> <th></th> <th>Disabled</th> </tr> </thead> <tbody> <tr> <td>Chief Executive's Department</td> <td>1.9%</td> </tr> <tr> <td>Children's & Adults Services</td> <td>3.7%</td> </tr> <tr> <td>Environment & Leisure</td> <td>1.9%</td> </tr> <tr> <td>Finance & Governance</td> <td>4.0%</td> </tr> <tr> <td>Housing & Modernisation</td> <td>4.2%</td> </tr> <tr> <td>Total</td> <td>3.3%</td> </tr> </tbody> </table>		Disabled	Chief Executive's Department	1.9%	Children's & Adults Services	3.7%	Environment & Leisure	1.9%	Finance & Governance	4.0%	Housing & Modernisation	4.2%	Total	3.3%	<p>No current data available.</p>
	Disabled														
Chief Executive's Department	1.9%														
Children's & Adults Services	3.7%														
Environment & Leisure	1.9%														
Finance & Governance	4.0%														
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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 modernisation programme that specifically target gender reassignment. Staff requirement based on equalities characteristics will be considered throughout the modernisation programme.	Please see comments to the left
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	
Staff will be encouraged to record their transgender status to improve reporting and appropriate support where required.	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 modernisation programme that specifically target marital or civil partnership status. Staff requirement based on equalities characteristics will be considered throughout the modernisation programme.	Please see comments to the left
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.

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<p>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.</p>	
<p>Potential impacts (positive and negative) of proposed policy/decision/business plan</p>	<p>Potential health impacts (positive and negative)</p>
<p>There are no areas of focus or key work streams that specifically target pregnancy or maternity, adoption or parental leave. Improvements to office accommodation and flexible and modern ways of working are likely to support these groups, so a positive impact is anticipated.</p>	<p>Please see comments to the left</p>
<p>Equality information on which above analysis is based</p>	<p>Health data on which above analysis is based</p>
<p>Pregnancy and maternity status are not reported as part of the workforce reports. Soutwark Council takes its responsibility to pregnant women and those on maternity and adoption leave as well as men on parental leave very seriously. Their needs and the need to communicate with them while they are absent from the workplace is part of our core business practices and will continue to be so.</p>	<p>No current data available.</p>
<p>Mitigating actions to be taken</p>	
<p>None at this point. Will be reviewed as appropriate.</p>	<p>None at this point. Will be reviewed as appropriate.</p>

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

<p>The modernisation programme will focus on equality of access and opportunity for all staff and the workforce strategy in particular offers opportunities to promote development for BME staff to support the progression issues outlined below. A positive impact is therefore anticipated.</p>	<p>Please see comments to the left</p>																																																	
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<p>Southwark workforce report 2015-16 There are a small number of employees who do not have an ethnic origin record, 30 employees (less than 1%). Those with no ethnic origin data recorded are predominately people who joined the council under TUPE agreements.</p> <p>When looking at broad ethnic groups the percentages of employees from White and from BME communities are very similar to the percentages in the Southwark community. Where 54% of the population classify themselves as White.</p> <p>The percentages of White employees compared to BME employees change significantly through the grades. Putting aside those in Building Worker grades; up to grade 9 there are higher percentages of BME staff than percentages of White staff. This changes at grades 10-12 and the percentages of BME employees are low in grades 14 and above.</p> <p>Broad ethnic origin of employees as percentage of departmental numbers</p> <table border="1" data-bbox="220 1061 1121 1507"> <thead> <tr> <th></th> <th>Asian</th> <th>Black</th> <th>Mixed</th> <th>Other</th> <th><i>BME employees</i></th> <th>White</th> </tr> </thead> <tbody> <tr> <td>Chief Executive's Department</td> <td>7%</td> <td>19%</td> <td>3%</td> <td>4%</td> <td>33%</td> <td>67%</td> </tr> <tr> <td>Children's & Adults Services</td> <td>6%</td> <td>38%</td> <td>4%</td> <td>2%</td> <td>50%</td> <td>50%</td> </tr> <tr> <td>Environment & Leisure</td> <td>3%</td> <td>31%</td> <td>3%</td> <td>3%</td> <td>40%</td> <td>60%</td> </tr> <tr> <td>Finance & Governance</td> <td>7%</td> <td>34%</td> <td>3%</td> <td>3%</td> <td>48%</td> <td>52%</td> </tr> <tr> <td>Housing & Modernisation</td> <td>6%</td> <td>44%</td> <td>5%</td> <td>3%</td> <td>59%</td> <td>41%</td> </tr> <tr> <td>Total across the council</td> <td>5%</td> <td>36%</td> <td>4%</td> <td>3%</td> <td>48%</td> <td>52%</td> </tr> </tbody> </table>		Asian	Black	Mixed	Other	<i>BME employees</i>	White	Chief Executive's Department	7%	19%	3%	4%	33%	67%	Children's & Adults Services	6%	38%	4%	2%	50%	50%	Environment & Leisure	3%	31%	3%	3%	40%	60%	Finance & Governance	7%	34%	3%	3%	48%	52%	Housing & Modernisation	6%	44%	5%	3%	59%	41%	Total across the council	5%	36%	4%	3%	48%	52%	<p>No current data available.</p>
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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 modernisation programme that specifically target individuals based on their religion or beliefs. Staff requirement based on equalities characteristics will be considered throughout the modernisation programme.	Please see comments to the left
Equality information on which above analysis is based	Health data on which above analysis is based
Religion and belief are not reported as part of the workforce reports.	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.

Sex - A man or a woman.								
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 modernisation programme that specifically target individuals based on their gender. Staff requirement based on equalities characteristics will be considered throughout the modernisation programme.	Please see comments to the left							
Equality information on which above analysis is based	Health data on which above analysis is based							
<p>Southwark workforce report 2015-16</p> <p>The percentages of female and male employees are similar; 51% of employees are female; 49% are male. The gender breakdown in council employment is similar to the female population in Southwark (50.5%) and is lower than the average across London boroughs (60.04%). There are significant differences in the gender breakdown when looking at a departmental level. There are higher percentages of male employees than female employees in the grades 1-5, in Building Services, and in the higher grade bands. Although the total numbers of employees grade 14 and above are relatively small.</p> <p>Gender breakdown per department as percentages</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #ffff00;"> </th> <th style="background-color: #ffff00;">Female</th> <th style="background-color: #ffff00;">Male</th> </tr> </thead> <tbody> <tr> <td>Chief Executive's Department</td> <td>50%</td> <td>50%</td> </tr> </tbody> </table>		Female	Male	Chief Executive's Department	50%	50%	No data available currently.	
	Female	Male						
Chief Executive's Department	50%	50%						

Children's & Adults Services	74%	26%	
Environment & Leisure	24%	76%	
Finance & Governance	59%	41%	
Housing & Modernisation	54%	46%	
Total	51%	49%	
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 modernisation programme that specifically target sexual orientation. Staff requirements based on equalities characteristics will be considered throughout the modernisation programme.	Please see comments to the left
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)
There is no anticipated negative impact based on socio-economic status.	No data available currently.

Equality information on which above analysis is based	Health data on which above analysis is based
No data currently available although the general workforce profile is captured through the Southwark workforce report 2015-16 and all staff and contractors are paid the London Living Wage.	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.

<p>Human Rights</p> <p>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.</p>
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 modernisation programme.
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	Incomplete data on the workforce protected characteristics	A programme to encourage staff to provide their data to improve reporting and the council's ability to support staff	From October 2016-onwards
2	Impacts for each protected characteristic	Modernisation programme projects will need to carry out an impact analysis and take action to mitigate any potential negative impacts	From October 2016-onwards
3	Detailed trend analysis	This is in place with the workforce reports, staff survey and liP reports	From October 2016-onwards

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
The detailed action plans which will underpin the strategies will contain objectives specifying a need for equality of access and opportunity for all staff to the work emerging from the strategies, including reasonable adjustments and consideration of all protected equalities characteristics.	<ul style="list-style-type: none"> • Emma Marinos, Director Modernise • Julie Foy, Head of HR • Emily Nice, Head of Organisation Transformation • Matthew Hunt, Head of Corporate Facilities Management • Rod Spence • Head of FM Workplace • Mark Compton-James, Head of IT 	Data from the workforce report 2015-16	TBC	TBC

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
The detailed action plans which will underpin the strategies will contain objectives specifying a need to consider the wellbeing of all staff to the work emerging from the strategies, including work/life balance, office accommodation, work patterns and a baseline of digital ability.	<ul style="list-style-type: none"> • Emma Marinos, Director Modernise • Julie Foy, Head of HR • Emily Nice, Head of Organisation Transformation • Matthew Hunt, Head of Corporate Facilities Management • Rod Spence • Head of FM Workplace • Mark Compton-James, Head of IT 	Data from the workforce report 2015-16	TBC	TBC