

Southwark's workforce strategy refresh

Equality and health analysis

14.6.19

Section 1: Equality analysis details

Proposed policy/decision/business plan to which this equality analysis relates		Southwark's workforce strategy refresh 2019-22			
Equality analysis author		Emily Nice, Head of Organisation Transformation			
Strategic Director:		Michael Scorer, Strategic Director of Housing and Modernisation			
Department		Housing and Modernisation	Division		Modernise
Period analysis undertaken		December 2018 to May 2019			
Date of review (if applicable)		July 2019, then annually as part of each year's workforce reporting			
Sign-off	Emma Marinos	Position	Director, Modernise	Date	14.6.19

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

1.1 Brief description of policy/decision/business plan

1. Southwark's workforce strategy 2017-20 was agreed by Cabinet on 1 November 2016 as part of the council's modernisation programme alongside the workplace and IT strategies. The programme focuses on the fundamental building blocks for transforming and modernising the council.
2. The workforce strategy set out nine key employment related areas to support delivery of the council's fairer future promises. Each year, Cabinet receives a report highlighting some of the recent and forthcoming activity across the nine areas, illustrated with example data from the annual workforce report. These nine areas are:
 - New ways of working
 - Recruitment and retention
 - Management and leadership
 - Learning and development
 - HR and management policies
 - Pay and reward
 - Equality and diversity
 - Job design and organisational structure
 - Wellbeing and engagement
3. Although these nine areas remain relevant, since the workforce strategy was agreed in 2016, significant progress has been made against the deliverables and our Council Plan has been updated. This means it is timely to take a mid-point review, and ensure that our workforce strategy remains relevant and valuable to support our staff in the delivery of excellent services to residents. Since the strategy was agreed, we have conducted a full staff survey and been re-accredited for Investors in People (IIP) Gold against a more challenging assessment standard.
4. In addition, Southwark has been supporting the GLA on the development of the Mayor's Good Work Standard which sets out some ambitious workforce commitments.
5. These elements have all been analysed and have shaped the following areas of focus for the workforce strategy refresh 2019-22.
6. In line with the commitment in the **Council plan** for residents, we will work to improve the provision for one-to-one support for our lower paid staff to help with basic qualifications in English and maths and digital skills to get the jobs of the future and to progress to better paid work. We will introduce a structured internship scheme, using the best practice that we have honed from our apprenticeship scheme, to allow us to contribute to the wider commitment to make sure that young people from low income backgrounds get paid internships with London's best employers. We will provide a rounded offer of internships, returnships and structured work experience.
7. The **Southwark Staff survey 2017** indicates that further work seems to be needed to embed a culture where staff of all levels drive change and generate innovation.

In 2017, a minority (44%) agree that they would be confident that any ideas they put forward would be considered. Although in line with public sector benchmarks, staff satisfaction is lowest around feeling that change is well managed (37%). BMG, our external research company, who conducted the survey indicated that while there were some variances in satisfaction levels, which are set out under the relevant sections of this EHIA, the largest element which creates a differential for the satisfaction of our workforce is the building in which they are based. The new QR4 building and New Depot, which form part of the workplace strategy, will provide new modern, fit-for purpose buildings for service users and staff.

8. The **liP Gold accreditation** in 2018 challenged us to continue to improve how we recognise and reward high performance and noted that the visibility and engagement of all senior managers could be better, encouraging more staff to lead on initiatives in order to increase the level of empowerment. This can be achieved through encouraging more formal and informal networks and maximising collaboration among workers and support our people in taking ownership. We will also retain our focus on succession planning and improving diversity in some management teams.
9. Having assessed ourself against the **Mayor's Good Work Standard**, although we offer a range of programmes, our more universal approach to career development and progression would benefit from improvement to introduce career reviews for all and we will continue to embed mentoring and coaching. These foundations will better enable us to run positive proactive programmes and provide support for underrepresented or disadvantaged groups.
10. We offer a range of benefits, in particular salary sacrifice schemes but will explore enhancing this through the provision of loans or advice on living costs, housing, or tenancy deposits. Our progressive policies for women and families do not presently have specific named workforce measures in place for menopause or domestic violence although we are looking at these together with our trade union colleagues.
11. Our approach to more strategic workforce planning is in development; we are reducing our use of agency workers where we can and although we do limit the use of non-standard workers, we will carry out further work to ensure that their worker type and conditions are appropriate. We plan to do more to advertise jobs and proactively encourage applications from under-represented groups.
12. The overarching vision of the workforce strategy is '*To develop the culture, skills, processes and management capability to support a productive, motivated and high performing workforce.*' This can only be delivered by structuring the deliverables of the strategy to take into account all of the protected characteristics of our staff and to take an inclusive approach to our workforce. This analysis seeks to provide examples of this, and the workforce equality plan, which has been agreed through consultation with our self-organising staff groups and our Trade Unions will be delivered as part of this strategy.
13. The workforce strategy refresh 2019-22 also continues to meet the requirements of the Public Sector Equality Duty 2011, which requires public bodies to publish relevant, proportionate information annually demonstrating their compliance with the Public Sector Equality Duty. Information and progress on the workforce strategy refresh 2019-22 will be produced through an annual workforce report, which comprises a range of workforce related data and is presented to Cabinet every autumn and published on the council's website.

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 Housing Management and Modernisation, Cabinet Member for Jobs, Business and Innovation Modernisation Strategy Board, Cabinet, HR and Organisation Transformation staff, the Trade Unions, our self-organising staff networks and the council’s equalities and inclusion lead.

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)																						
<p>There are no anticipated negative impacts based on age from the workforce strategy refresh 2019-22. In general terms, our younger employees may be more likely to be digitally aware and find it easier to adopt the new ways of working that are fundamental to this programme, but 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'. We also understand that at different stages in their life, our staff may have responsibility for caring for children, partners and parents.</p> <p>Our wellbeing activity and focus on career progression will support the staff by age who are proportionately less satisfied based on our staff survey data as set out below.</p>	No current data available.																						
Equality information on which above analysis is based	Health data on which above analysis is based																						
<p>Workforce Report 2018 – 2019 – Age data</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Average age (years)</th> </tr> </thead> <tbody> <tr> <td>Year 2018-19</td> <td>46.0</td> </tr> <tr> <td>Year 2017-18</td> <td>45.7</td> </tr> <tr> <td>Year 2016-17</td> <td>45.2</td> </tr> <tr> <td>Year 2015-16</td> <td>45.1</td> </tr> <tr> <td>Year 2014-15</td> <td>45.2</td> </tr> </tbody> </table> <p>Employees per age band as percentage of total workforce numbers</p> <table border="1"> <thead> <tr> <th>Age band</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>16 to 24</td> <td>3.8%</td> </tr> <tr> <td>25 to 39</td> <td>28.8%</td> </tr> <tr> <td>40 to 54</td> <td>40.5%</td> </tr> <tr> <td>55+</td> <td>26.9%</td> </tr> </tbody> </table> <p>Employees' length of service & service bandings - total workforce numbers</p>	Year	Average age (years)	Year 2018-19	46.0	Year 2017-18	45.7	Year 2016-17	45.2	Year 2015-16	45.1	Year 2014-15	45.2	Age band	%	16 to 24	3.8%	25 to 39	28.8%	40 to 54	40.5%	55+	26.9%	No current data available.
Year	Average age (years)																						
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55+	26.9%																						

Average (mean) length of service	9 years	
Length of service – bands	% of employees	
Less than 1 year	9.6%	
1 to <2 years	8.7%	
2 to <3 years	4.7%	
3 to <5 years	10.2%	
5 to <10 years	20.7%	
10 to <15 years	19%	
15 to 20 years	11.1%	
20+ years	16.0%	

Staff Survey 2017 analysis:
There are some differences across age groups when employees were asked questions that have an association with equality. Younger employees are less likely to experience pressure in their job, with 27% of under 25 year olds, and 38% of 25 to 39 year olds agreeing they are often under excessive pressure in their job, with these proportions significantly below the average of 43%. Conversely, a larger proportion of 50-59 year olds (48%) agree with this statement.

Understandably, younger employees are also more likely to agree there are opportunities for them to develop their career within the council, with 73% of under 25 year olds and 51% of 25-39 year olds agreeing with this statement. The council wide level of agreement on this is 49%.

Older employees are more likely to feel valued for the work they do, with 64% of 40-49 year olds, and 61% of 50-59 year olds agreeing with this statement, compared to 58% of all employees.

Older employees are also more likely to agree their job makes good use of their skills and abilities, with 73% of 40-49 year olds and 50-59 year olds, and 80% of 60 year olds agreeing with this statement.

Mitigating actions to be taken

- Engagement with staff to understand their specific needs
- Activity within the wellbeing deliverables will support staff feeling under pressure
- Our career progression portal will help staff with their career development
- Structuring work patterns that are family friendly and support those with caring responsibilities
- Careful monitoring of equalities data
- Tailored learning and development programmes
- Monitoring and evaluation of each work stream
- Analysis of staff views through the 2020 council-wide staff survey

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. Increasing our flexible and modern ways of working will support those with disabilities and reasonable adjustments will be put in place.</p> <p>Staff with non-visible disabilities will be engaged through the disability confident staff reference group and Spectrum, our Autism self-organised staff network who were consulted as part of this workforce strategy refresh 2019-22.</p>	Please see comments to the left												
Equality information on which above analysis is based	Health data on which above analysis is based												
<p>Workforce Report 2018 – 2019 – % staff with a disability</p> <table border="1" data-bbox="197 770 788 1016"> <thead> <tr> <th>Year</th> <th>% Disabled</th> </tr> </thead> <tbody> <tr> <td>Year 2018-19</td> <td>5.0%</td> </tr> <tr> <td>Year 2017-18</td> <td>4.5%</td> </tr> <tr> <td>Year 2016-17</td> <td>2.7%</td> </tr> <tr> <td>Year 2015-16</td> <td>3.3%</td> </tr> <tr> <td>Year 2014-15</td> <td>4.0%</td> </tr> </tbody> </table> <p>Staff Survey 2017 analysis: Generally employees who have a disability respond more positively than the average on 19 out of the 23 questions identified as having an association with equality. Further, these employees did not respond less positively than the average on any of the questions identified as having an association with equality. On this basis there is no evidence to suggest that employees with a disability feel disadvantaged in the workplace.</p>	Year	% Disabled	Year 2018-19	5.0%	Year 2017-18	4.5%	Year 2016-17	2.7%	Year 2015-16	3.3%	Year 2014-15	4.0%	No current data available.
Year	% Disabled												
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Year 2014-15	4.0%												
Mitigating actions to be taken													
<ul style="list-style-type: none"> • Engagement with staff to understand their specific needs • Careful monitoring of equalities data • Tailored learning and development programmes • Monitoring and evaluation of each work stream • Introducing disability pay gap reporting as part of our annual workforce reporting • Supporting our neurodiverse staff • Analysis of staff views through the 2020 council-wide staff survey 	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)

The workforce strategy refresh 2019-22 has a deliverable around developing a policy to support those going through gender reassignment. Staff requirements based on equalities characteristics will be considered throughout the delivery of the workforce strategy refresh 2019-22. Engagement will take place with these staff groups through the LGBTQ+ network.	Please see comments to the left
Equality information on which above analysis is based.	Health data on which above analysis is based
Whilst our employee monitoring data does not currently include gender reassignment, religion or sexual orientation, our biannual employee survey asked staff to respond to questions relating to these protected characteristics. Less than 0.5% of staff indicated that their gender identity does not match the gender assigned at birth.	No current data available.
Mitigating actions to be taken	
<ul style="list-style-type: none"> • Staff will be encouraged to record their transgender status to improve reporting and appropriate support where required. • Engagement with the LGBTQ+ network • Analysis of staff views through the 2020 council-wide staff survey 	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 workforce strategy refresh 2019-22 that specifically target marital or civil partnership status, although our family friendly work may support some of our staff who are married or in civil partnerships. Staff requirement based on equalities characteristics will be considered throughout the delivery of the workforce strategy refresh 2019-22.	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.

<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>The workforce strategy refresh 2019-22 deliverables that specifically support pregnancy or maternity, adoption or parental leave are commitments to introduce a parental bereavement scheme and to continue communications around premature birth and fostering policies. This will provide a positive impact to support parents.</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. Southwark 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>	
<ul style="list-style-type: none"> • Engagement with self-organised staff groups • Measuring retention rates to be sure that we are retaining our parent returners and providing the support that parents may need • Analysis of staff views through the 2020 council-wide staff survey 	<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 workforce strategy refresh 2019-22 will focus on equality of access and opportunity for all staff and will in particular focus on work to support the development for BAME staff to support the progression issues outlined below. The engagement activity and reward and recognition work should also support an increase in satisfaction in the 2020 staff survey. A positive impact is therefore anticipated.</p> <p>There will be engagement with EMPower, our BAME self-organised staff group, through our work and they were</p>	<p>Please see comments to the left</p>

consulted as part of the development of the workforce strategy refresh 2019-22.																																	
Equality information on which above analysis is based	Health data on which above analysis is based																																
<p>Workforce Report 2018 – 2019 – Broad ethnic origin</p> <table border="1" data-bbox="199 421 790 660"> <thead> <tr> <th>Year</th> <th>% BME employees</th> <th>% White employees</th> </tr> </thead> <tbody> <tr> <td>Year 2018-19</td> <td>50%</td> <td>50%</td> </tr> <tr> <td>Year 2017-18</td> <td>49%</td> <td>51%</td> </tr> <tr> <td>Year 2016-17</td> <td>49%</td> <td>51%</td> </tr> <tr> <td>Year 2015-16</td> <td>48%</td> <td>52%</td> </tr> <tr> <td>Year 2014-15</td> <td>49%</td> <td>51%</td> </tr> </tbody> </table> <table border="1" data-bbox="199 689 539 1003"> <thead> <tr> <th>Ethnic origin</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Asian</td> <td>6%</td> </tr> <tr> <td>Black</td> <td>37%</td> </tr> <tr> <td>Mixed</td> <td>4%</td> </tr> <tr> <td>Other</td> <td>3%</td> </tr> <tr> <td>BME employees</td> <td>50%</td> </tr> <tr> <td>White</td> <td>50%</td> </tr> </tbody> </table> <p>Staff Survey 2017 analysis: The analysis of the responses by ethnicity has been done using each of the ethnic groupings. The differences reported below are where a particular ethnic group has a view significantly higher or lower than the average for all Southwark employees.</p> <p>Only for four issues do a particular ethnic group exhibit views that are significantly below average. These significantly lower views are all found among Black employees. This group are less likely to:</p> <ul style="list-style-type: none"> • agree they are paid fairly for the work they do (44% cf. to the average of 50%), • agree that they feel able to speak up and challenge the way things are done (48% cf.54%), • agree that they are confident that any ideas they put forward will be considered (38% cf. 44%) and • agree that they are treated fairly by their line manager (84% cf. 87%). <p>On this basis, the key variation that is evident by ethnicity relates to ‘workplace voice’ for black employees along with fairness for black employees.</p> <p>No other ethnic group was identified as being significantly less likely to agree with any of the statements identified as having some relation to equality. However, significantly more positive viewpoints are found among Asian, White and Black groups (but none from the Mixed ethnicity group).</p> <p>Of particular note is the fact that Asian employees most</p>	Year	% BME employees	% White employees	Year 2018-19	50%	50%	Year 2017-18	49%	51%	Year 2016-17	49%	51%	Year 2015-16	48%	52%	Year 2014-15	49%	51%	Ethnic origin	%	Asian	6%	Black	37%	Mixed	4%	Other	3%	BME employees	50%	White	50%	No current data available.
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<p>commonly agree that their line manager respects individual differences (93%) along with White employees (89%). Asian and White employees are also significantly more likely to feel valued for the work that they do (73% and 63% respectively) and to feel that they are encouraged to seek improvements to the way that they work (76% and 66%).</p> <p>Black employees have above average agreement/satisfaction in relation to their work-life balance, access to training, having the time and resources to develop their skills and knowledge and reviewing development needs with their line manager. But this does not translate into above average agreement on how they are valued. Black employees are also those most likely to feel that there are opportunities for them to develop their career within the Council.</p>	
<p>Mitigating actions to be taken</p>	
<ul style="list-style-type: none"> • Engagement with staff to understand their specific needs • Engagement with EMPower, our self-organised staff group • Careful monitoring of equalities data • Tailored learning and development programmes • Monitoring and evaluation of each work stream • Introducing ethnicity pay gap reporting as part of our annual workforce reporting • Analysis of staff views through the 2020 council-wide staff survey 	<p>None at this point. Will be reviewed as appropriate.</p>

<p>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.</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 within the workforce strategy refresh 2019-22 that specifically target individuals based on their religion or beliefs. Staff requirements based on equalities characteristics will be considered throughout the delivery of the workforce strategy refresh 2019-22.</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>Religion and belief are not currently reported as part of the workforce reports however this is now included in our recruitment and employee monitoring forms.</p>	<p>No current data available.</p>
<p>Mitigating actions to be taken</p>	

Engagement with self-organised staff networks.	None at this point. Will be reviewed as appropriate.
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Sex - A man or a woman.

Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential health impacts (positive and negative)
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There are a number of areas of focus or key work streams within the workforce strategy refresh 2019-22 that specifically target individuals based on their gender, and will support and increase in the satisfaction of our female staff, specifically around our engagement activity and career progression framework and career reviews. In addition, the workforce strategy refresh 2019-22 will have a deliverable to working with health colleagues to support female-specific initiatives such as menopause and period dignity. Staff requirements based on equalities characteristics will be considered and the Women’s Network, our self-organised staff group, were consulted as part of the workforce strategy refresh 2019-22.	Please see comments to the left
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Equality information on which above analysis is based	Health data on which above analysis is based
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<p>Workforce Report 2018 – 2019 – % staff by sex</p> <table border="1"> <thead> <tr> <th>Year</th> <th>% Female Employees</th> <th>% Male Employees</th> </tr> </thead> <tbody> <tr> <td>Year 2018-19</td> <td>50%</td> <td>50%</td> </tr> <tr> <td>Year 2017-18</td> <td>51%</td> <td>49%</td> </tr> <tr> <td>Year 2016-17</td> <td>51%</td> <td>49%</td> </tr> <tr> <td>Year 2015-16</td> <td>51%</td> <td>49%</td> </tr> <tr> <td>Year 2014-15</td> <td>52%</td> <td>48%</td> </tr> </tbody> </table> <p>Staff Survey 2017 analysis: Analysis of the 23 equalities related statements this analysis has focused on shows that males respond more positively compared to females on the following statements: I feel valued for the work I do (68% cf. 63%), my job makes good use of my skills and abilities (73% cf. 70%), Southwark Council is genuinely committed to equality and diversity (74% cf. 70%), I have the necessary time and resources to develop my skills and knowledge (51% cf. 44%) and I am confident that ideas I put forward would be considered (50% cf. 44%).</p>	Year	% Female Employees	% Male Employees	Year 2018-19	50%	50%	Year 2017-18	51%	49%	Year 2016-17	51%	49%	Year 2015-16	51%	49%	Year 2014-15	52%	48%	No data available currently.
Year	% Female Employees	% Male Employees																	
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Mitigating actions to be taken	
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<ul style="list-style-type: none"> Engagement with staff to understand their specific needs Working with health colleagues to support female-specific initiatives such as menopause and period dignity Engagement with the Women’s Network, our self-organised staff group 	None at this point. Will be reviewed as appropriate.
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<ul style="list-style-type: none"> Careful monitoring of equalities data Tailored learning and development programmes Monitoring and evaluation of each work stream Continuing gender pay gap reporting as part of our annual workforce reporting Analysis of staff views through the 2020 council-wide staff survey 	
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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)
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The workforce strategy refresh 2019-22 has a deliverable area that specifically supports gender or gender reassignment. The workforce equalities plan will support activity to promote an inclusive approach based on sexual orientation. Staff requirements based on equalities characteristics will be considered throughout the workforce strategy. Engagement will take place on an ongoing basis through the LGBTQ+ self-organised staff group.	Please see comments to the left
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Equality information on which above analysis is based	Health data on which above analysis is based
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<p>Whilst our employee monitoring data does not currently include gender reassignment, religion or sexual orientation, our biannual employee survey asked staff to respond to questions relating to these protected characteristics.</p> <table border="1"> <thead> <tr> <th>Sexual orientation</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Heterosexual</td> <td>77%</td> </tr> <tr> <td>Gay woman/ lesbian</td> <td>1%</td> </tr> <tr> <td>Gay man</td> <td>3%</td> </tr> <tr> <td>Bisexual</td> <td>1%</td> </tr> <tr> <td>Other</td> <td>1%</td> </tr> <tr> <td>Prefer not to say</td> <td>17%</td> </tr> <tr> <td>Total</td> <td>100%</td> </tr> </tbody> </table> <p>Staff Survey 2017 analysis: It does not appear as if there is an effect of belonging to any of the specific minority groups of sexual orientation, with almost none of the minority groups identified as responding more or less positively to any of the statements. However, we can partially attribute this to small base sizes within each of the minority groups for sexual orientation, which tends to make it more difficult to pick up significant differences.</p>	Sexual orientation	%	Heterosexual	77%	Gay woman/ lesbian	1%	Gay man	3%	Bisexual	1%	Other	1%	Prefer not to say	17%	Total	100%	No data available currently.
Sexual orientation	%																
Heterosexual	77%																
Gay woman/ lesbian	1%																
Gay man	3%																
Bisexual	1%																
Other	1%																
Prefer not to say	17%																
Total	100%																

Mitigating actions to be taken
<ul style="list-style-type: none"> Engagement with staff to understand their specific needs Engagement with the LGBTQ+ network, our self-organised staff group Careful monitoring of equalities data Tailored learning and development programmes

<ul style="list-style-type: none"> Monitoring and evaluation of each work stream Analysis of staff views through the 2020 council-wide staff survey 	
<p>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.</p> <p>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.</p>	
<p>Potential impacts (positive and negative) of proposed policy/decision/business plan</p>	<p>Potential health impacts (positive and negative)</p>
<p>There is no anticipated negative impact based on socio-economic status. The council is committed to supporting our residents into high quality work, including within the council and to helping our workforce progress their careers. There are a number of areas of the workforce strategy refresh 2019-22 which will help with this. These are set out under the mitigating actions.</p>	<p>No data available currently.</p>
<p>Equality information on which above analysis is based</p>	<p>Health data on which above analysis is based</p>
<p>No data currently available although the general workforce profile is captured through the Southwark workforce report each year and all staff and contractors are paid the London Living Wage.</p>	<p>No data available currently.</p>
<p>Mitigating actions to be taken</p>	
<ul style="list-style-type: none"> Providing a rounded offer of internships, returnships and structured work experience. Developing and extending our career progression framework to support all staff in developing their careers. Working to improve the provision for one-to-one support for our lower paid staff to help with basic qualifications in English and maths and digital skills including those with English as a second language. Deliver a digital learning and skills programme Exploring options to support staff to help with housing and living costs through access to loans and advice 	<p>None at this point. Will be reviewed as appropriate.</p>

<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>
<p>Potential impacts (positive and negative) of proposed policy/decision/business plan</p>
<p>There are no anticipated negative impacts on Human Rights as a result of the workforce strategy refresh 2019-22.</p>

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 July 2019-onwards
2	Impacts for each protected characteristic	The workforce strategy refresh 2019-22 projects will need to review impact through workforce reports, feedback from staff and TUs, liP and the staff survey and take action as needed	From July 2019-onwards
3	Detailed trend analysis	This is in place with the workforce reports, staff survey and liP reports	From July 2019-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 workforce strategy refresh 2019-22 will contain objectives specifying a need for equality of access and opportunity for all staff,	Emma Marinos, Director Modernise Julie Foy, Head of HR Emily Nice, Head	Data from the workforce report 2018/19	TBC	TBC

including reasonable adjustments and consideration of all protected equalities characteristics. The Modernise mission states that we will <i>'Take an inclusive approach and make sure that no-one is left behind'</i>	of Organisation Transformation			
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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 workforce strategy refresh 2019-22 will contain objectives specifying a need to consider the wellbeing of all staff, including work/life balance, work patterns and a baseline of digital ability. These will be delivered alongside the council's health and wellbeing strategy.	Emma Marinos, Director Modernise Julie Foy, Head of HR Emily Nice, Head of Organisation Transformation Kevin Fenton, Strategic Director of Place and Wellbeing	Data from the workforce report 2018/19	TBC	TBC