

Equality Analysis Form

1. Introduction

1.1 Purpose of Equality Analysis

The council has an important role in creating a fair society through the services we provide, the people we employ and the money we spend. Equality is integral to everything the council does. We are committed to making Croydon a stronger, fairer borough where no community or individual is held back.

Undertaking an Equality Analysis helps to determine whether a proposed change will have a positive, negative, or no impact on groups that share a protected characteristic. Conclusions drawn from Equality Analyses helps us to better understand the needs of all our communities, enable us to target services and budgets more effectively and also helps us to comply with the Equality Act 2010.

An equality analysis must be completed as early as possible during the planning stages of any proposed change to ensure information gained from the process is incorporated in any decisions made.

In practice, the term '**proposed change**' broadly covers the following:-

- Policies, strategies and plans;
- Projects and programmes;
- Commissioning (including re-commissioning and de-commissioning);
- Service review;
- Budget allocation/analysis;
- Staff restructures (including outsourcing);
- Business transformation programmes;
- Organisational change programmes;
- Processes (for example thresholds, eligibility, entitlements, and access criteria).

2. Proposed change

Directorate	Resources
Title of proposed change	Croydon Workforce Strategy
Name of Officer carrying out Equality Analysis	Grace Padonou Addy

2.1 Purpose of proposed change (see 1.1 above for examples of proposed changes)

Briefly summarise the proposed change and why it is being considered/anticipated outcomes. What is meant to achieve and how is it seeking to achieve this? Please also state if it is an amendment to an existing arrangement or a new proposal.

WORKFORCE STRATEGY (WFS)

Croydon is strong and ambitious, we have excellent partnerships and a resilient workforce that are flexible, adaptable and pioneering.

We’ve got some real challenges and changes ahead of us including limits on public service budgets and increasing demand for our services due to changes in need and our demographic growth. In our Corporate Plan for Croydon 2018-2022, we outlined how we intend to tackle these challenges and defined our priorities for delivery over the next four years. Our workforce is fundamental in how we will meet our ambitions, taking a holistic and system-wide approach to service delivery – working increasingly more in partnership, utilising intelligence for decision making. This will mean thinking differently to change the way in which we deliver services. Both our children’s improvement programme, and health and social care integration are exemplars of innovation and the impact on service delivery where there is room for creativity, and investment in key services. As well as driving change initiatives, we need to get the basics right which means maintaining a relentless focus on the performance of key statutory services.

By 2030, our population will be close to 442,000¹ - the size of a small city. Beyond the growth and size of the population, we are expecting to see changes in our diversity. Whilst we have made real progress in the diversity of our senior leadership team and our workforce profile, we know that we have more to do to ensure that our workforce is reflective of the communities that we serve and to ensure that equality is embedded across our organisation – this will continue to evolve as our demographics change.

The face of the public sector workforce will change, which means the culture, conditions and environment to support this dynamic new context must evolve. This will be a challenge as we have no best practice to look to. **We will need to be innovative, open and honest about our experiences, to listen and embrace diversity of ideas in an inclusive way**, and be ready, willing and able to accept responsibility and accountability for our collective decisions -

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without blame or shame. This also means that our workforce will need to be prepared to progress as the borough does, and it means that we need to have leadership that is fit for the 22nd century.

As our offer continues to change, so will the expectations of the local government employee. The jobs that existed in 2010, will not necessarily exist in 2030. Digital leadership continues to provide more opportunities for efficiency, and the financial pressures caused by funding reductions from central government mean we do more with less so that our residents don't miss out.

As part of the strategy development, we ensured the views of our staff views were a part of the shaping and design process. For a period of six weeks we used a variety of channels to hear staff voice; conducting face to face sessions at a place near to you, providing an online survey and attendance at DLT meetings. Over 800 of you participated to let us know what we're doing well, and what we could improve. Receiving over 5000 lines of commentary, data analysis provided us with key areas of focus to be developed into action plans and high level objectives for the next four years.

The workforce strategy is underpinned by our commitment to an inclusive and representative workforce and our ambition to embrace new ways of working, including digital to maximise our potential. The themes of this strategy will ensure that our workforce are ready, able and willing to support and deliver our shared vision.

Our mission is to create and sustain a capable and motivated workforce, where staff can build a career with Croydon that will deliver services that improve the lives of our residents. We will know we are successful if our staff say Croydon council is committed to:

- Diversity and equality
- Creating conditions where staff feel proud in working for Croydon
- Staff development
- Working in ways that support staff wellbeing
- Promotes staff engagement in the future direction of the organisation
- Ensuring managers and leaders are supportive
- Fairness, transparency and inclusivity

3. Impact of the proposed change

Important Note: It is necessary to determine how each of the protected groups could be impacted by the proposed change. Who benefits and how (and who, therefore doesn't and why?) Summarise any positive impacts or benefits, any negative impacts and any neutral impacts and the evidence you have taken into account to reach this conclusion. Be aware that there may be positive, negative and neutral impacts within each characteristic.

Where an impact is unknown, state so. If there is insufficient information or evidence to reach a decision you will need to gather appropriate quantitative and qualitative information from a range of sources e.g. Croydon Observatory a useful source of information such as Borough Strategies and Plans, Borough and Ward Profiles, Joint Strategic Health Needs Assessments <http://www.croydonobservatory.org/> Other sources include performance monitoring reports, complaints, survey data, audit reports, inspection reports, national research and feedback gained through engagement with service users, voluntary and community organisations and contractors.

3.1 Deciding whether the potential impact is positive or negative

Table 1 – Positive/Negative impact

For each protected characteristic group show whether the impact of the proposed change on service users and/or staff is positive or negative by briefly outlining the nature of the impact in the appropriate column. If it is decided that analysis is not relevant to some groups, this should be recorded and explained. In all circumstances you should list the source of the evidence used to make this judgement where possible.			
Protected characteristic group(s)	Positive impact	Negative impact	Source of evidence
Age	Implementation of the workforce strategy will ensure fairness and equity of access to development, rewards and benefits, ability to be heard and influence strategic direction of the council and career progression irrespective of age.	We will take steps to mitigate negative impact by ensuring managers and leaders are abiding by our commitments and those who are not will be held accountable. <ul style="list-style-type: none"> - We will provide relevant training ensuring all protected characteristics are reflected ensuring managers have the knowledge, skills and wherewithal to make the right people management decisions - We will implement targeted interventions to address issues that are performance related and not skills or knowledge remedies, - We will ensure managers and staff know their rights and responsibilities and hold them to account 	<ul style="list-style-type: none"> - Findings of staff consultation - workforce demographics information
Disability	Implementation of the workforce strategy will ensure fairness and equity of access to development, rewards and benefits, ability to be heard and influence strategic direction of the	We will take steps to mitigate negative impact by ensuring managers and leaders are abiding by our commitments and those who are not will be held accountable.	<ul style="list-style-type: none"> - Findings of staff consultation

	council and career progression irrespective of whether they have a disability.	<ul style="list-style-type: none"> - We will provide relevant training ensuring all protected characteristics are reflected ensuring managers have the knowledge, skills and wherewithal to make the right people management decisions - We will implement targeted interventions to address issues that are performance related and not skills or knowledge remedies, - We will ensure managers and staff know their rights and responsibilities and hold them to account 	<ul style="list-style-type: none"> - workforce demographics information -
Gender	Implementation of the workforce strategy will ensure fairness and equity of access to development, rewards and benefits, ability to be heard and influence strategic direction of the council and career progression irrespective of gender -	<p>We will take steps to mitigate negative impact by ensuring managers and leaders are abiding by our commitments and those who are not will be held accountable.</p> <ul style="list-style-type: none"> - We will provide relevant training ensuring all protected characteristics are reflected ensuring managers have the knowledge, skills and wherewithal to make the right people management decisions - We will implement targeted interventions to address issues that are performance related and not skills or knowledge remedies, - We will ensure managers and staff know their rights and responsibilities and hold them to account 	<ul style="list-style-type: none"> - Findings of staff consultation - workforce demographics information
Gender Reassignment	Implementation of the workforce strategy will ensure fairness and equity of access to development, rewards and benefits, ability to be heard and influence strategic direction of the council and career progression irrespective of their chosen preferred identity. -	<p>We will take steps to mitigate negative impact by ensuring managers and leaders are abiding by our commitments and those who are not will be held accountable.</p> <ul style="list-style-type: none"> - We will provide relevant training ensuring all protected characteristics are reflected ensuring managers have the knowledge, skills and wherewithal to make the right people management decisions - We will implement targeted interventions to address issues that are performance related and not skills or knowledge remedies, - We will ensure managers and staff know their rights and responsibilities and hold them to account 	<ul style="list-style-type: none"> - Findings of staff consultation - workforce demographics information
Marriage or Civil Partnership	Implementation of the workforce strategy will ensure fairness and equity of access to development, rewards and benefits, ability to be	<p>We will take steps to mitigate negative impact by ensuring managers and leaders are abiding by</p>	<ul style="list-style-type: none"> - Findings of staff consultation

	<p>heard and influence strategic direction of the council and career progression irrespective of Marital status or lifestyle arrangements</p> <p>-</p>	<p>our commitments and those who are not will be held accountable.</p> <ul style="list-style-type: none"> - We will provide relevant training ensuring all protected characteristics are reflected ensuring managers have the knowledge, skills and wherewithal to make the right people management decisions - We will implement targeted interventions to address issues that are performance related and not skills or knowledge remedies, - We will ensure managers and staff know their rights and responsibilities and hold them to account 	<ul style="list-style-type: none"> - workforce demographics information
<p>Religion or belief</p>	<p>Implementation of the workforce strategy will ensure fairness and equity of access to development, rewards and benefits, ability to be heard and influence strategic direction of the council and career progression irrespective of Religion or belief</p> <p>-</p>	<p>We will take steps to mitigate negative impact by ensuring managers and leaders are abiding by our commitments and those who are not will be held accountable.</p> <ul style="list-style-type: none"> - We will provide relevant training ensuring all protected characteristics are reflected ensuring managers have the knowledge, skills and wherewithal to make the right people management decisions - We will implement targeted interventions to address issues that are performance related and not skills or knowledge remedies, - We will ensure managers and staff know their rights and responsibilities and hold them to account 	<ul style="list-style-type: none"> - Findings of staff consultation - workforce demographics information
<p>Race</p>	<p>Implementation of the workforce strategy will ensure fairness and equity of access to development, rewards and benefits, ability to be heard and influence strategic direction of the council and career progression irrespective of race</p>	<p>We will take steps to mitigate negative impact by ensuring managers and leaders are abiding by our commitments and those who are not will be held accountable.</p> <ul style="list-style-type: none"> - We will provide relevant training ensuring all protected characteristics are reflected ensuring managers have the knowledge, skills and wherewithal to make the right people management decisions - We will implement targeted interventions to address issues that are performance related and not skills or knowledge remedies, - We will ensure managers and staff know their rights and responsibilities and hold them to account 	<ul style="list-style-type: none"> - Findings of staff consultation - workforce demographics information

		<ul style="list-style-type: none"> - A number of specific findings and recommendations were made from the qualitative analysis and are attached in the appendix. The workforce strategy has highlighted timelines for addressing the findings 	
Sexual Orientation	Implementation of the workforce strategy will ensure fairness and equity of access to development, rewards and benefits, ability to be heard and influence strategic direction of the council and career progression irrespective of their sexual orientation.	<p>We will take steps to mitigate negative impact by ensuring managers and leaders are abiding by our commitments and those who are not will be held accountable.</p> <ul style="list-style-type: none"> - We will provide relevant training ensuring all protected characteristics are reflected ensuring managers have the knowledge, skills and wherewithal to make the right people management decisions - We will implement targeted interventions to address issues that are performance related and not skills or knowledge remedies, - We will ensure managers and staff know their rights and responsibilities and hold them to account 	<ul style="list-style-type: none"> - Findings of staff consultation - workforce demographics information
Pregnancy or Maternity	Implementation of the workforce strategy will ensure fairness and equity of access to development, rewards and benefits, ability to be heard and influence strategic direction of the council and career progression irrespective of their current physical condition. -	<p>We will take steps to mitigate negative impact by ensuring managers and leaders are abiding by our commitments and those who are not will be held accountable.</p> <ul style="list-style-type: none"> - We will provide training so that managers have the knowledge, skills and wherewithal to make the right people management decisions - We will implement targeted interventions to address issues that are performance related and not skills or knowledge remedies, - We will ensure managers and staff know their rights and responsibilities and hold them to account 	<ul style="list-style-type: none"> - Findings of staff consultation - workforce demographics information

Important note: You must act to eliminate any potential negative impact which, if it occurred would breach the Equality Act 2010. In some situations this could mean abandoning your proposed change as you may not be able to take action to mitigate all negative impacts.

When you act to reduce any negative impact or maximise any positive impact, you must ensure that this does not create a negative impact on service users and/or staff belonging to groups that share protected characteristics. **Please use table 4 to record actions that will be taken to remove or minimise any potential negative impact**

3.2 Additional information needed to determine impact of proposed change

Table 2 – Additional information needed to determine impact of proposed change

If you need to undertake further research and data gathering to help determine the likely impact of the proposed change, outline the information needed in this table. Please use the table below to describe any consultation with stakeholders and summarise how it has influenced the proposed change. Please attach evidence or provide link to appropriate data or reports:

Additional information needed and or Consultation Findings	Information source	Date for completion
<p>Workforce engagement</p> <ul style="list-style-type: none"> - Quantitative analysis –The results of this analysis informed the activities undertaken in the qualitative analysis - Qualitative workforce analysis-The guidance and recommendations from this analysis have been integrated into the workforce strategy and specific immediate, medium and long term activities are being implemented <p>Specific issues/recommendations raised in consultation with Joe Montgomery and has been reflected in the workforce strategy</p> <p>1. Under-representation of BAME staff in senior management and the consequent ethnic pay gap; and over-representation of BAME staff in lower quadrants of staff appraisal, in grievances, disciplinaries and TU casework. Immediate actions:</p> <ul style="list-style-type: none"> • We will develop and utilise external BAME panel members list to serve on interview panels for senior posts where resource does not exist internally • All recruitment panel chairs will be expected to have diverse panels • Name blind listing will be implemented for all posts(initially a manual process for senior posts and rolled out in line with technology capability to wider over time) • External agencies will be rewarded./incentivised to provide diverse candidates for shortlisting • Mediators will be trained as an early intervention approach to resolving workplace issues and reduce formal complaints • Appraisal and performance management framework will be reviewed and refreshed to ensure a fair system of addressing performance 	<p>Workforce data</p> <p>Quantitative workforce analysis, including face to face staff engagement, staff surveys</p> <p>Engagement with staff unions, members, ELT</p>	<p>December 2018</p> <p>March 2019</p>

<ul style="list-style-type: none"> ○ Managers will be provided refreshed training on managing differences, unconscious bias and enhanced recruitment practices embracing diversity and inclusion principles ● We will continue to grow our own internal talent and promote where appropriate as a first point of call before going externally ● Continue to deliver positive action and generic leadership programmes to increase our talent pool of BAME leaders <p>2. Concerns around managers' accountability for staff engagement and D&I, and inconsistent decision-making on themes devolved to managers' discretion (especially annual/compassionate leave & agile working);</p> <ul style="list-style-type: none"> ● We will review and refresh our policies and guidance on flexible working and compassionate leaves to ensure managers are better equipped to make discretionary decisions more appropriately and fairly <p>3. We will create and track a set of measures to track our progress in achieving our promises</p> <p>4. Equality, diversity and inclusion and related actions is a key standalone and integrated category in our workforce strategy. The what we will do first sections have specific time frames identified</p>		
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For guidance and support with consultation and engagement visit <https://intranet.croydon.gov.uk/working-croydon/communications/consultation-and-engagement/starting-engagement-or-consultation>

3.3 Impact scores

Example

If we are going to reduce parking provision in a particular location, officers will need to assess the equality impact as follows;

1. Determine the Likelihood of impact. You can do this by using the key in table 5 as a guide, for the purpose of this example, the likelihood of impact score is 2 (likely to impact)
2. Determine the Severity of impact. You can do this by using the key in table 5 as a guide, for the purpose of this example, the Severity of impact score is also 2 (likely to impact)
3. Calculate the equality impact score using table 4 below and the formula **Likelihood x Severity** and record it in table 5, for the purpose of this example - **Likelihood (2) x Severity (2) = 4**

Table 4 – Equality Impact Score

Severity of Impact	3	3	6	9
	2	2	4	6
	1	1	2	3
		1	2	3
	Likelihood of Impact			

Key

Risk Index	Risk Magnitude
6 – 9	High
3 – 5	Medium
1 – 3	Low

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Table 3 – Impact scores

Column 1 PROTECTED GROUP	Column 2 LIKELIHOOD OF IMPACT SCORE Use the key below to score the likelihood of the proposed change impacting each of the protected groups, by inserting either 1, 2, or 3 against each protected group. 1 = Unlikely to impact 2 = Likely to impact 3 = Certain to impact	Column 3 SEVERITY OF IMPACT SCORE Use the key below to score the severity of impact of the proposed change on each of the protected groups, by inserting either 1, 2, or 3 against each protected group. 1 = Unlikely to impact 2 = Likely to impact 3 = Certain to impact	Column 4 EQUALITY IMPACT SCORE Calculate the equality impact score for each protected group by multiplying scores in column 2 by scores in column 3. Enter the results below against each protected group. Equality impact score = likelihood of impact score x severity of impact score.
Age	2	1	2
Disability	2	1	2
Gender	2	1	2
Gender reassignment	2	1	2
Marriage / Civil Partnership	2	1	2
Race	2	1	2
Religion or belief	2	1	2
Sexual Orientation	2	1	2
Pregnancy or Maternity	2	1	2

Equality Analysis

4. Statutory duties

4.1 Public Sector Duties

Tick the relevant box(es) to indicate whether the proposed change will adversely impact the Council's ability to meet any of the Public Sector Duties in the Equality Act 2010 set out below.

Advancing equality of opportunity between people who belong to protected groups

Eliminating unlawful discrimination, harassment and victimisation

Fostering good relations between people who belong to protected characteristic groups

Important note: If the proposed change adversely impacts the Council's ability to meet any of the Public Sector Duties set out above, mitigating actions must be outlined in the Action Plan in section 5 below.

5. Action Plan to mitigate negative impacts of proposed change

Important note: Describe what alternatives have been considered and/or what actions will be taken to remove or minimise any potential negative impact identified in Table 1. Attach evidence or provide link to appropriate data, reports, etc:

Table 4 – Action Plan to mitigate negative impacts

Complete this table to show any negative impacts identified for service users and/or staff from protected groups, and planned actions mitigate them.				
Protected characteristic	Negative impact	Mitigating action(s)	Action owner	Date for completion
Age	Our strategy explicitly makes the commitments to improve the net positive position relative to where we are now and therefore have a positive impact on this staff group. We will take steps to mitigate negative impact by ensuring	<ul style="list-style-type: none"> - We will ensure that different types of learning and development interventions are accessible to all and through different channels - We will promote a learning organization and culture where learning and development can be 	Sue Moorman	ongoing

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	<p>provision to all age groups in the council</p>	<p>accessed by all, irrespective of any protected characteristic</p> <ul style="list-style-type: none"> - We will promote digital learning where appropriate - We will consistently use a variety of media to engage our staff so they have an opportunity to be heard - We will offer rewards and recognition that supports our corporate commitments - We will ensure our HR policies support fairness and equality in treatment of all staff 		
Disability	<p>Our strategy explicitly makes the commitments to improve the net positive position relative to where we are now and therefore have a positive impact on these staff groups. We will take steps to mitigate negative impact by ensuring provision to people with physical disabilities and mental health issues</p> <p>WFS priority-Developing outstanding leaders and managers</p> <ul style="list-style-type: none"> • Develop managers' skills and confidence in managing difference and their 	<ul style="list-style-type: none"> - We will continue to offer positive action leadership programmes and other work support interventions specific to target groups where need is identified ie. BAME, Women's, Disability, LGBT programmes - We will ensure that different types of learning and development interventions are accessible to all and through different channels - We will promote a learning organization and culture where learning and development can be accessed by all, irrespective of any protected characteristic - We will promote digital learning where appropriate 	Sue Moorman	ongoing

	<p>accountability for staff engagement and inclusion</p> <p>WFS priority-Developing a high performance, creative, innovative culture</p> <ul style="list-style-type: none"> • Develop fair and consistent recruitment practices that reflect our community and focus on bringing and retaining the best available talent into the organisation <p>Jan. 20</p> <ul style="list-style-type: none"> • Review and establish a new appraisal process that is fit for purpose and where evidence of promoting inclusion is a key feature of managers' performance appraisal <p>March 20</p> <p>WFS priority-'Improve engagement & wellbeing</p> <ul style="list-style-type: none"> • Immediately review policies and guidance on flexible working and compassionate 	<ul style="list-style-type: none"> - We will consistently use a variety of media to engage our staff so they have an opportunity to be heard - We will offer rewards and recognition that supports our corporate commitments - We will ensure our HR policies support fairness and equality in treatment of all staff - I suggest we add something about making reasonable adjustments(as required by the Equality Duty) 		
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Equality Analysis

	<p>leave to reflect organisational cultures Dec. 19</p>			
Gender	<p>Our strategy explicitly makes the commitments to improve the net positive position relative to where we are now and therefore have a positive impact on these staff groups.</p> <p>We will take steps to mitigate negative impact by ensuring provision to all gender groups in the council</p> <p>WFS priority-Developing outstanding leaders and managers</p> <ul style="list-style-type: none"> • Develop managers' skills and confidence in managing difference and their accountability for staff engagement and inclusion 	<ul style="list-style-type: none"> - We will continue to offer positive action leadership programmes and other work support interventions specific to target groups where need is identified ie. BAME, Women's, Disability programmes - We will ensure that different types of learning and development interventions are accessible to all and through different channels - We will promote a learning organization and culture where learning and development can be accessed by all, irrespective of any protected characteristic - We will promote digital learning where appropriate - We will consistently use a variety of media to engage our staff so they have an opportunity to be heard - We will offer rewards and recognition that supports our corporate commitments 	Sue Moorman	ongoing

Equality Analysis

	<p>WFS priority-Developing a high performance, creative, innovative culture</p> <ul style="list-style-type: none"> • Develop fair and consistent recruitment practices that reflect our community and focus on bringing and retaining the best available talent into the organisation <p>Jan. 20</p> <ul style="list-style-type: none"> • Review and establish a new appraisal process that is fit for purpose and where evidence of promoting inclusion is a key feature of managers' performance appraisal <p>March 20</p> <p>Pursue Stonewall's top 100 employers to work for designation</p>	<ul style="list-style-type: none"> - We will ensure our HR policies support fairness and equality in treatment of all staff 		
Gender Reassignment	<p>Our strategy explicitly makes the commitments to improve the net positive position relative to where we are now and therefore have a positive impact on these staff groups.</p>	<ul style="list-style-type: none"> - We will continue to offer positive action leadership programmes and other work support interventions specific to target groups where need is identified ie. BAME, Women's, Disability programmes - We will ensure that different types of learning and development 	Sue Moorman	ongoing

Equality Analysis

	<p>We will take steps to mitigate negative impact by ensuring provision to all demographic groups in the council</p> <p>WFS priority-Developing outstanding leaders and managers</p> <ul style="list-style-type: none"> • Develop managers' skills and confidence in managing difference and their accountability for staff engagement and inclusion 	<p>interventions are accessible to all and through different channels</p> <ul style="list-style-type: none"> - We will promote a learning organization and culture where learning and development can be accessed by all, irrespective of any protected characteristic - We will promote digital learning where appropriate - We will consistently use a variety of media to engage our staff so they have an opportunity to be heard - We will offer rewards and recognition that supports our corporate commitments - We will ensure our HR policies support fairness and equality in treatment of all staff 		
<p>Marriage or Civil Partnership</p>	<p>Our strategy explicitly makes the commitments to improve the net positive position relative to where we are now and therefore have a positive impact on these staff groups.</p> <p>We will take steps to mitigate negative impact by ensuring provision to all demographic groups in the council</p>	<ul style="list-style-type: none"> - We will ensure that different types of learning and development interventions are accessible to all and through different channels - We will promote a learning organization and culture where learning and development can be accessed by all, irrespective of any protected characteristic - We will promote digital learning where appropriate - We will consistently use a variety of media to engage our staff so 	<p>Sue Moorman</p>	<p>ongoing</p>

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	<p>WFS priority-Developing outstanding leaders and managers</p> <ul style="list-style-type: none"> • Develop managers' skills and confidence in managing difference and their accountability for staff engagement and inclusion 	<p>they have an opportunity to be heard</p> <ul style="list-style-type: none"> - We will offer rewards and recognition that supports our corporate commitments - We will ensure our HR policies support fairness and equality in treatment of all staff 		
<p>Religion or belief</p>	<p>Our strategy explicitly makes the commitments to improve the net positive position relative to where we are now and therefore have a positive impact on these staff groups. We will take steps to mitigate negative impact by ensuring provision to all staff of all faiths and religious beliefs.</p> <p>WFS priority-Developing outstanding leaders and managers</p> <ul style="list-style-type: none"> • Develop managers' skills and confidence in managing difference and their 	<ul style="list-style-type: none"> - We will ensure that different types of learning and development interventions are accessible to all and through different channels - We will promote a learning organization and culture where learning and development can be accessed by all, irrespective of any protected characteristic - We will promote digital learning where appropriate - We will ensure our HR policies support fairness and equality in treatment of all staff - We will consistently use a variety of media to engage our staff so they have an opportunity to be heard - We will offer rewards and recognition that supports our corporate commitments 	<p>Sue Moorman</p>	<p>ongoing</p>

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	accountability for staff engagement and inclusion	<ul style="list-style-type: none"> - We will ensure our HR policies support fairness and equality in treatment of all staff 		
Race	<p>Our strategy explicitly makes the commitments to improve the net positive position relative to where we are now and therefore have a positive impact on them. We will take steps to mitigate negative impact by ensuring provision to staff of all races and ethnic backgrounds including BAME groups</p> <p>The actions to be taken first as reflected in our WFS:</p> <p>WFS priority-‘Improve engagement & wellbeing</p> <ul style="list-style-type: none"> • Immediately review policies and guidance on flexible working and compassionate leave to reflect organisational culture Dec. 19 	<ul style="list-style-type: none"> - We will continue to offer positive action leadership programmes and other work support interventions specific to target groups where need is identified ie. BAME, Women’s, Disability programmes) - We will ensure that different types of learning and development interventions are accessible to all and through different channels - We will promote a learning organization and culture where learning and development can be accessed by all, irrespective of any protected characteristic - We will promote digital learning where appropriate - We will consistently use a variety of media to engage our staff so they have an opportunity to be heard - We will offer rewards and recognition that supports our corporate commitments - We will ensure our HR policies support fairness and equality in treatment of all staff - A number of specific findings and recommendations were made 	Sue Moorman	ongoing

	<ul style="list-style-type: none"> Reintroduce the use of mediation, including training internal resource March 20 <p>WFS priority-Equalities, Diversity & inclusion</p> <ul style="list-style-type: none"> Deliver positive action leadership programmes as standalone and/or electives for BAME, women and disabled staff Oct. 19 Re-establish the mission and purpose of the Culture Board giving its remit, programmes and membership an explicit focus on diversity and inclusion as part of its wider responsibility for the workforce strategy Oct. 19 Clarify guidelines on areas left to managers' discretion (especially agile working, annual and compassionate 	<p>from the qualitative analysis and are attached in appendix 1. The workforce strategy has highlighted timelines for addressing the findings</p> <p>le. Ensure we have a representative recruitment panel</p>		
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	<p>leave) to reduce perceived inconsistencies March 20</p> <ul style="list-style-type: none"> • Introduce a set of minimum recruitment standards Dec. 19 • Create an engagement calendar for staff to enhance corporate participation and increase networking opportunities March 20 • Commission of external BAME panel members list to serve on interview panels for senior posts Jan. 20 • Create/publicise guidance ensuring panel chairs have diverse interview panels Dec. 19 <p>WFS priority-Developing outstanding leaders and managers</p>			
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	<ul style="list-style-type: none"> • Develop managers' skills and confidence in managing difference and their accountability for staff engagement and inclusion <p>WFS priority-Developing a high performance, creative, innovative culture</p> <ul style="list-style-type: none"> • Develop fair and consistent recruitment practices that reflect our community and focus on bringing and retaining the best available talent into the organisation <p>Jan. 20</p> <ul style="list-style-type: none"> • Review and establish a new appraisal process that is fit for purpose and where evidence of promoting inclusion is a key feature of managers' performance appraisal March 20 			
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Equality Analysis

Sexual Orientation	<p>Our strategy explicitly makes the commitments to improve the net positive position relative to where we are now and therefore have a positive impact on these staff groups. We will take steps to mitigate negative impact by ensuring provision to all staff in the council regardless of sexual orientation</p> <p>WFS priority-Developing outstanding leaders and managers</p> <ul style="list-style-type: none"> Develop managers' skills and confidence in managing difference and their accountability for staff engagement and inclusion 	<ul style="list-style-type: none"> We will ensure that different types of learning and development interventions are accessible to all and through different channels We will promote a learning organization and culture where learning and development can be accessed by all, irrespective of any protected characteristic We will promote digital learning where appropriate We will consistently use a variety of media to engage our staff so they have an opportunity to be heard We will offer rewards and recognition that supports our corporate commitments We will ensure our HR policies support fairness and equality in treatment of all staff 	Sue Moorman	ongoing
Pregnancy or Maternity	<p>Our strategy explicitly makes the commitments to improve the net positive position relative to where we are now and therefore have a positive impact on them. We will take steps to mitigate negative impact by ensuring</p>	<ul style="list-style-type: none"> We will continue to offer positive action leadership programmes and other work support interventions specific to target groups where need is identified ie. BAME, Women's, Disability programmes) 	Sue Moorman	Ongoing

Equality Analysis

	<p>provision to staff with pregnancy and maternity needs.</p> <p>WFS priority-Developing outstanding leaders and managers</p> <ul style="list-style-type: none"> Develop managers' skills and confidence in managing difference and their accountability for staff engagement and inclusion 	<ul style="list-style-type: none"> We will ensure that different types of learning and development interventions are accessible to all and through different channels We will promote a learning organization and culture where learning and development can be accessed by all, irrespective of any protected characteristic We will promote digital learning where appropriate We will consistently use a variety of media to engage our staff so they have an opportunity to be heard We will offer rewards and recognition that supports our corporate commitments We will ensure our HR policies support fairness and equality in treatment of all staff 		
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6. Decision on the proposed change

Based on the information outlined in this Equality Analysis enter X in column 3 (Conclusion) alongside the relevant statement to show your conclusion.		
Decision	Definition	Conclusion - Mark 'X' below

Equality Analysis

No major change	Our analysis demonstrates that the policy is robust. The evidence shows no potential for discrimination and we have taken all opportunities to advance equality and foster good relations, subject to continuing monitoring and review. If you reach this conclusion, state your reasons and briefly outline the evidence used to support your decision.	
Adjust the proposed change	We will take steps to lessen the impact of the proposed change should it adversely impact the Council's ability to meet any of the Public Sector Duties set out under section 4 above, remove barriers or better promote equality. We are going to take action to ensure these opportunities are realised. If you reach this conclusion, you must outline the actions you will take in Action Plan in section 5 of the Equality Analysis form	X
Continue the proposed change	We will adopt or continue with the change, despite potential for adverse impact or opportunities to lessen the impact of discrimination, harassment or victimisation and better advance equality and foster good relations between groups through the change. However, we are not planning to implement them as we are satisfied that our project will not lead to unlawful discrimination and there are justifiable reasons to continue as planned. If you reach this conclusion, you should clearly set out the justifications for doing this and it must be in line with the duty to have due regard and how you reached this decision.	
Stop or amend the proposed change	Our change would have adverse effects on one or more protected groups that are not justified and cannot be mitigated. Our proposed change must be stopped or amended.	
Will this decision be considered at a scheduled meeting? e.g. Contracts and Commissioning Board (CCB) / Cabinet		Meeting title: Cabinet Date: 31 October 2019

7. Sign-Off

Officers that must approve this decision			
Equalities Lead	Name:	Yvonne Okiyo	Date:
	Position:	Equalities Manager	

Equality Analysis

Director	Name: Gavin Handford Date: Position:

Appendix A – Croydon Workforce Strategy Review