

Croydon Council Equality Analysis Form

Stage 1 Initial Risk Assessment - Decide whether a full equality analysis is needed

At this stage, you will review existing information such as national or local research, surveys, feedback from customers, monitoring information and also use the local knowledge that you, your team and staff delivering a service have to identify if the proposed change could affect service users from equality groups that share a “protected characteristic” differently. You will also need to assess if the proposed change will have a broader impact in relation to promoting social inclusion, community cohesion and integration and opportunities to deliver “social value”.

Please note that the term ‘change’ is used here as shorthand for what requires an equality analysis. In practice, the term “change” needs to be understood broadly to embrace the following:

- Policies, strategies and plans
- Projects and programmes
- Commissioning (including re-commissioning and de-commissioning)
- Service Review
- Budgets
- Staff structures (including outsourcing)
- Business transformation programmes
- Organisational change programmes
- Processes (for example thresholds, eligibility, entitlements, and access criteria)

You will also have to consider whether the proposed change will promote equality of opportunity; eliminate discrimination or foster good relations between different groups or lead to inequality and disadvantage. These are the requirements that are set out in the Equality Act 2010.

1.1 Analysing the proposed change

1.1.1 What is the name of the change?

Supporting Flexible Working in the Borough

1.1.2 Why are you carrying out this change?

Please describe the broad aims and objectives of the change. For example, why are you considering a change to a policy or cutting a service etc.

To increase the number of flexible working opportunities in Croydon. Both employers and employees can gain from flexible working opportunities as both parties have the flexibility to organise their working arrangements in a way that suits them.

Mainstreaming flexible working benefits employers, employees and the local community. Employers can attract, retain and progress the best talent, deliver services cost efficiently and adapt to changing business conditions. Individual employees are able to better balance their work,

family life and community commitments. Social benefits of increased flexible working opportunities include: creating a more inclusive local labour market, reducing the number of people dependent on benefits; reducing the number of children of working parents who live in poverty; enabling older workers to stay in the labour market; and enabling carers to balance their caring responsibilities with paid work.

In December 2014 a national government survey found that there were positive attitudes towards flexible working but over the previous six years there had not been a great increase in flexible working opportunities or take-up nationally. This indicates that to bring about change needs a proactive promotion of flexible working opportunities by becoming a Flexible Working Borough.

1.1.3 What stage is your change at now?

See Appendix 1 for the main stages at which equality analyses needs to be started or updated. In many instances, an equality assessment will be started when a report is being written for Cabinet or Committee. If that report recommends that a proposed change takes place, the same equality assessment can be updated to track equality impacts as it progresses.

Cabinet paper drafted

Submission for Informal Cabinet: 1.9.15

Informal Cabinet 7.9.15

Submission for Cabinet: 10.9.15

Cabinet 21.9.15

Please note that an equality analysis must be completed before any decisions are made. If you are not at the beginning stage of your decision making process, you must inform your Director that you have not yet completed an equality analysis.

1.2 Who could be affected by the change and how

1.2.1 Who are your internal and external stakeholders?

For example, groups of council staff, members, groups of service users, service providers, trade unions, community groups and the wider community.

Internal stakeholders: all staff

External stakeholders: residents, local employers, people working in Croydon.

1.2.2 What will be the main outcomes or benefits from making this change for customers / residents, staff, the wider community and other stakeholders?

Employers can attract, retain and progress the best talent, deliver services cost efficiently and adapt to changing business conditions. Individual employees are able to better balance their work, family life and community commitments. Social benefits of increased flexible working opportunities include: creating a more inclusive local labour market, reducing the number of people dependent on benefits; reducing the number of children of working parents who live in poverty; enabling older workers to stay in the labour market; and enabling carers to balance their caring responsibilities with paid work.

In May 2012 the Chartered institute of Personnel and Development undertook a survey of employers and employees on flexible working provision and uptake. Over 70 per cent of respondents reported a positive impact on retention, motivation and employee engagement and over half reported a positive impact on recruitment, productivity, absenteeism, diversity of the workforce, talent management and business. The main barriers to flexible working were operational pressures (52%) and customer service requirements (40%) whilst management attitudes and organisational culture were barriers for around 30% of respondents.

In December 2014 the Department for Business, Innovation & Skills published The Fourth Work-Life Balance Employee Survey. It found that over the previous six years 'there had been an increase in positive views concerning the impact of flexible working on the workforce and human resource management issues (such as employee motivation and commitment, employee relations, absence reduction, labour turnover, recruitment and productivity).

In early 2014 a survey of lone parents in Croydon was carried out by the council in partnership with Jobcentre Plus and children's centres. The parents, all of whom used children's centre services, reported that barriers to finding sustainable work were high costs of childcare and a lack of part-time and flexible jobs which allow parents to combine caring responsibilities with work.

1.2.3 Does your proposed change relate to a service area where there are known or potential equalities issues?

Please answer either "Yes", "Don't know" or "No" and give a brief reason for your response
If you don't know, you may be able to find more information on the Croydon Observatory (<http://www.croydonobservatory.org/>)

The Department for Business, Innovation & Skills published The Fourth Work-Life Balance Employee Survey in December 2014. It found that on average people worked for 34 hours per week. Working less than 30 hours per week was more common among women (40 per cent), but also among those aged under 25 (39 per cent) and those aged 60 or over (40 per cent), those without managerial responsibilities (33 per cent) and those in routine/manual/intermediate occupations (36 - 37 per cent). Working more than 48 hours per week was more common among men (ten per cent), those with higher qualifications (15 per cent among those with a postgraduate degree), those with higher incomes (24 per cent of those with an income of £40k or higher), those working in the private sector (seven per cent) and those in male dominated workplaces (ten per cent).

The majority of employees (75 per cent) were aware of the right to request flexible working, with awareness being more common among parents (79 per cent). Awareness was also higher among those in managerial/professional occupations (85 per cent) with particularly low awareness among those in routine or manual occupations (64 per cent). 15 per cent of employees had not done so due to reasons related to the business/employer, which may be real or perceived.

Currently approximately 30 per cent of the Croydon Council workforce have a non-standard working pattern. While this is an indication of levels of flexible working, not all of those employees will have achieved the flexible working pattern they need to meet out of work demands. The council's workforce profile for 2014 defines anyone working less than 36hrs per week as working part-time. Part-time workers comprise 19 per cent of the workforce with the majority (17% of the total workforce) being women. 16% of the workforce have a disability and over half of these work part-time.

The proportion of Council staff that work part time increases with age with the greatest differential in the 61+ age group who make up 6.39% of the full time workforce but account for 15.38% of the part-time workforce.

Currently flexible working opportunities are open to all both within the Council and for other employers however there are differences in take-up which is likely to reflect different preferences. However, there may also be particular groups of staff who would like to work flexibly but are unaware of the opportunities or feel that it would not be perceived favourably.

Part-time working is only one type of flexible working and more analysis needs to be done to establish the full range of flexible working opportunities that people are taking-up within the Council and how these impact on particular protected groups.

It is planned to discuss flexible working with the Women's Network and extending this to the other networks would enable the gathering of qualitative data from Council staff on the need, opportunities for and barriers to flexible working amongst particular protected groups.

There are no known inequalities: an over-arching principle of the Council's Flexible Working policy is 'equity in relation to flexible ways of working is defined as giving equal and fair consideration to all applications.'

Current flexible working opportunities are open to all and as such there are no known inequalities. Increasing the number of flexible working opportunities will make them available to a larger number of people and contribute towards creating a more inclusive local labour market, reducing the number of people dependent on benefits; reducing the number of children of working parents who live in poverty; enabling older workers to stay in the labour market; and enabling carers to balance their caring responsibilities with paid work.

1.2.4 Does your proposed change relate to a service area where there are already local or national equality indicators?

You can find out from the Equality Strategy <http://intranet.croydon.net/corpdept/equalities-cohesion/equalities/docs/equalitiesstrategy12-16.pdf>). Please answer either "Yes", "Don't know" or "No" and give a brief reason for your response

The policy relates to a service area where there are already local equality indicators. It will contribute towards meeting some of the priorities in the council's Equality and Inclusion Policy as listed below:

- 'Make Croydon a place of opportunity and fairness by tackling inequality, disadvantage and exclusion' and in particular 'Working in partnership to lift people out of poverty by increasing employment opportunities across the borough ensuring local people have a pathway into employment, education and training'.
- Become an employer of choice by recruiting, developing and retaining an efficient, talented and motivated workforce that broadly reflects the communities that we serve at all levels.

1.2.5	Analyse and identify the likely <u>advantage</u> or <u>disadvantage</u> associated with the change that will be delivered for stakeholders (customers, residents, staff etc.) from different groups that share a “protected characteristic”
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Please see Appendix 2 (section 1) for a full description of groups.

	Likely Advantage 😊	Likely Disadvantage ☹️
Disability	Increase access to employment. Employees already have the right to apply to work flexibly and to have ‘reasonable adjustments’ made to ensure that workers with a disability are not disadvantaged in the work place. Increasing the number of flexible working opportunities and increased awareness and acceptability of flexible working may make it easier for workers with a disability to find suitable employment.	
Race/ Ethnicity	Increase access to employment.	
Gender	Increase access to employment. There is evidence that women are more likely than men to work flexibly, this is often to meet caring responsibilities. Increasing the number of flexible working opportunities and increased awareness and acceptability of flexible working may make it easier for female workers to find suitable employment and give them the opportunity to increase their career prospects. Men are less likely to work flexibly but this may be because it is seen as less acceptable. Increasing the number of flexible working opportunities and increased awareness and acceptability of flexible working may make it easier for male workers who would like to work flexibly to do so.	
Transgender	Increase access to employment	
Age	Increase access to employment. The age profile of Council staff working part time indicates that it is most common during child rearing years and over 60. Increasing the	

	<p>number of flexible working opportunities and increased awareness and acceptability of flexible working may make it easier for workers in these age groups to find suitable employment that fits with their caring responsibilities or desire to reduce working hours in preparation for retirement.</p> <p>However, there may be people who would like to work flexibly for other reasons but do not feel it would be accepted. Increasing the number of flexible working opportunities and increased awareness and acceptability of flexible working may make it easier for the whole age-range of workers who would like to work flexibly to find employment to suit their work life balance..</p>	
Religion /Belief	<p>Increase access to employment. Increasing the number of flexible working opportunities and increased awareness and acceptability of flexible working may make it easier for workers who would prefer to work flexibly to accommodate the needs of their religion or belief to find suitable employment.</p>	
Sexual Orientation	Increase access to employment	
Social inclusion issues	<p>Increase access to employment. Getting parents into work is a key way of reducing child poverty. The survey of lone parents found that barriers to employment included finding employment opportunities</p> <p>Increasing the number of flexible working opportunities and increased awareness and acceptability of flexible working may make it easier for parents in poverty to find suitable employment. that fits with their child care commitments and so reduce child poverty.</p>	
Community Cohesion Issues	NA	
Delivering Social Value	Increasing the number of flexible working opportunities and	

	increased awareness and acceptability of flexible working may make it easier for workers to find employment that fits with their work-life balance. It also enables those who want to contribute to their local communities to fit this in with their work commitments.	
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1.2.6	In addition to the above are there any other factors that might shape the equality and inclusion outcomes that you need to consider? For example, geographical / area based issues, strengths or weaknesses in partnership working, programme planning or policy implementation
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No

1.2.7	Would your proposed change affect any protected groups more significantly than non-protected groups? Please answer either "Yes", "Don't know" or "No" and give a brief reason for your response. For a list of protected groups, see Appendix.....
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No.
Currently more women and older people choose to work flexibly. Increasing the number of flexible working opportunities and increased awareness and acceptability of flexible working may make it easier for these workers to find suitable employment. However, flexible working opportunities are open to all who choose to apply for them and so will benefit everyone equally.

1.2.8	As set out in the Equality Act, is your proposed change likely to help or hinder the Council in advancing equality of opportunity between people who belong to any protected groups and those who do? <i>In practice, this means recognising that targeted work should be undertaken to address the needs of those groups that may have faced historic disadvantage. This could include a focus on addressing disproportionate experience of poor health, inadequate housing, vulnerability to crime or poor educational outcomes etc.</i> Please answer either "Yes", "Don't know" or "No" and give a brief reason for your response
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Yes.
The policy is likely to help the council advance equality of opportunity between people who belong to any protected groups and those who do as increased flexible working opportunities will contribute towards creating a more inclusive local labour market

1.2.9	<p>As set out in the Equality Act, is the proposed change likely to help or hinder the Council in eliminating unlawful discrimination, harassment and victimisation in relation to any of the groups that share a protected characteristic?</p> <p><i>In practice, this means that the Council should give advance consideration to issues of potential discrimination before making any policy or funding decisions. This will require actively examining current and proposed policies and practices and taking mitigating actions to ensure that they are not discriminatory or otherwise unlawful under the Act</i></p> <p>Please answer either "Yes", "Don't know" or "No" and give a brief reason for your response.</p>
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Yes.
The policy is likely to help the council eliminating unlawful discrimination, harassment and victimisation in relation to any of the groups that share a protected characteristic as it will give all protected groups the legal right to request flexible working.

1.2.10	<p>As set out in the Equality Act, is your proposed change likely to help or hinder the Council in fostering good relations between people who belong to any protected groups and those who do not?</p> <p><i>In practice, this means taking action to increase integration, reduce levels of admitted discrimination such as bullying and harassment, hate crime, increase diversity in civic and political participation etc.</i></p> <p>Please answer either "Yes", "Don't know" or "No" and give a brief reason for your response</p>
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Yes.
The policy is likely to help the council fostering good relations between people who belong to any protected groups and those who do not as it will contribute towards creating a more inclusive local labour market

1.3 Decision on the equality analysis

If you answer "yes" or "don't know" to ANY of the questions in section 1.2, you should undertake a full equality analysis. This is because either you already know that your change or review could have a different / significant impact on groups that share a protected characteristic (compared to non-protected groups) or because you don't know whether it will (and it might).

Decision	Guidance	Response
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Decision	Guidance	Response
<p>No, further equality analysis is not required</p>	<p>Please state why not and outline the information that you used to make this decision. Statements such as ‘no relevance to equality’ (without any supporting information) or ‘no information is available’ could leave the council vulnerable to legal challenge.</p> <p>You must include this statement in any report used in decision making, such as a Cabinet report</p>	<p>Mainstreaming flexible working benefits employers, employees and the local community. Individual employees are able to better balance their work, family life and community commitments. Social benefits of increased flexible working opportunities include: creating a more inclusive local labour market, reducing the number of people dependent on benefits; reducing the number of children of working parents who live in poverty; enabling older workers to stay in the labour market; and enabling carers to balance their caring responsibilities with paid work.</p> <p>By endorsing Croydon as a Flexible Working Borough and promoting flexible working across it partners, contractors and local employers the number of accessible working opportunities to the most disadvantaged will increase.</p> <p>Enabling more people to work flexibly will improve their lives by providing a better balance between work and home. It will also reduce the number of people dependent on benefits, reduce the number of children of working parents who live in poverty, enable older workers to stay in the labour market, and enable carers to balance</p>

Decision	Guidance	Response
		their caring responsibilities with paid work and help employees in general to have a better work–home balance.
Yes, further equality analysis is required	<p>Please state why and outline the information that you used to make this decision. Also indicate</p> <ul style="list-style-type: none"> • When you expect to start your full equality analysis • The deadline by which it needs to be completed (for example, the date of submission to Cabinet) • Where and when you expect to publish this analysis (for example, on the council website). <p>You must include this statement in any report used in decision making, such as a Cabinet report.</p>	
Officers that must approve this decision	Name and position	Date
Report author	Maria Nawrocka	13.8.15
Director	Jane Doyle	10.9.15

1.4 Feedback on Equality Analysis (Stage 1)

Please seek feedback from the corporate equality and inclusion team and your departmental lead for equality (the Strategy and Planning Manager / Officer)

Further analysis will not be required as the policy will not have any adverse impact on groups that share a protected characteristic (compared to non-protected groups).

Thought will need to be given to how to discuss flexible working with the Women's Network and extending this to the other networks in order to enable the gathering of qualitative data from Council staff on the need, opportunities for and barriers to flexible working amongst particular protected groups.

Consideration needs to be given as to how to increase awareness and acceptability of flexible working in order to give all staff who would like to work flexibly the opportunity to do so.

Name of Officer	Yvonne Okiyo	
Date received by Officer	18 August 2015	Please send an acknowledgement
Should a full equality analysis be carried out?	No	Note the reasons for your decision

Stage 2 Use of evidence and consultation to identify and analyse the impact of the change

Use of data, research and consultation to identify and analyse the probable Impact of the proposed change

This stage focuses on the use of existing data, research, consultation, satisfaction surveys and monitoring data to predict the likely impact of proposed change on customers from diverse communities or groups that may share a protected characteristic.

Please see Appendix 2 (section 2) for further information.

2.1	<p>Please list the documents that you have considered as a part of the equality analysis review to enable a reasonable assessment of the impact to be made and summarise the key findings.</p> <p>This section should include consultation data and desk top research (both local and national quantitative and qualitative data) and a summary of the key findings.</p>
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2.2	<p>Please complete the table below to describe what the analysis, consultation, data collection and research that you have conducted indicates about the probable impact on customers or staff from various groups that share a protected characteristic.</p>
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Group's with a "Protected characteristic" and broader community issues	Description of potential advantageous impact	Description of potential disadvantageous impact	Evidence Source

Group's with a "Protected characteristic" and broader community issues	Description of potential advantageous impact	Description of potential disadvantageous impact	Evidence Source

2.3 Are there any gaps in information or evidence missing in the consultation, data collection or research that you currently have on the impact of the proposed change on different groups or communities that share a protected characteristic? If so, how will you address this?

Please read the corporate public consultation guidelines before you begin:
<http://intranet.croydon.net/finance/customerservices/customerserviceprogramme/stepbystepguide.asp>.

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2.4 If you really cannot gather any useful information in time, then note its absence as a potential disadvantageous impact and describe the action you will take to gather it.

Please complete the table below to set out how will you gather the missing evidence and make an informed decision. Insert new rows as required

Group's with a "Protected characteristic" and broader community issues	Missing information and description of potential disadvantageous impact	Proposed action to gather information

Stage 3 Improvement plan

Actions to address any potential disadvantageous impact related to the proposed change

This stage focuses on describing in more detail the likely disadvantageous impact of the proposed change for specific groups that may share a protected characteristic and how you intend to address the probable risks that you have identified stages 1 and 2.

3.1 Please use the section below to define the steps you will take to minimise or mitigate any likely adverse impact of the proposed change on specific groups that may share a protected characteristic.

Equality Group (Protected Characteristic)	Potential disadvantage or negative impact e	Action required to address issue or minimise adverse impact	Action Owner	Date for completing action

3.2 How will you ensure that the above actions are integrated into relevant annual department or team service plans and the improvements are monitored?

3.3 How will you share information on the findings of the equality analysis with

	customers, staff and other stakeholders?
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Section 4	Decision on the proposed change
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4.1	Based on the information in sections 1-3 of the equality analysis, what decision are you going to take?
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Decision	Definition	Yes / No
We will not make any major amendments to the proposed change because it already includes all appropriate actions.	Our assessment shows that there is no potential for discrimination, harassment or victimisation and that our proposed change already includes all appropriate actions to advance equality and foster good relations between groups.	
We will adjust the proposed change.	We have identified opportunities to lessen the impact of discrimination, harassment or victimisation and better advance equality and foster good relations between groups through the proposed change. We are going to take action to make sure these opportunities are realised.	
We will continue with the proposed change as planned because it will be within the law.	We have identified opportunities to lessen the impact of discrimination, harassment or victimisation and better advance equality and foster good relations between groups through the proposed 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.	
We will stop the proposed change.	The proposed change would have adverse effects on one or more protected groups that are not justified and cannot be lessened. It would lead to unlawful discrimination and must not go ahead.	

4.2 Does this equality analysis have to be considered at a scheduled meeting?
 If so, please give the name and date of the meeting.

4.3 When and where will this equality analysis be published?
 An equality analysis should be published alongside the policy or decision it is part of.
 As well as this, the equality assessment could be made available externally at various points of delivering the change. This will often mean publishing your equality analysis before the change is finalised, thereby enabling people to engage with you on your findings.

4.4 When will you update this equality analysis?
 Please state at what stage of your proposed change you will do this and when you expect this update to take place. If you are not planning to update this analysis, say why not

4.5 Please seek formal sign of the decision from Director for this equality analysis?
 This confirms that the information in sections 1-4 of the equality analysis is accurate, Comprehensive and up-to-date.

Officers that must approve this decision	Name and position	Date
Head of Service / Lead on equality analysis	Amanda Tuke	09.09.15
Director	Jane Doyle	10.9.15

Email this completed form to equalityandinclusion@croydon.gov.uk, together with an email trail showing that the director is satisfied with it.