



The Change Programme

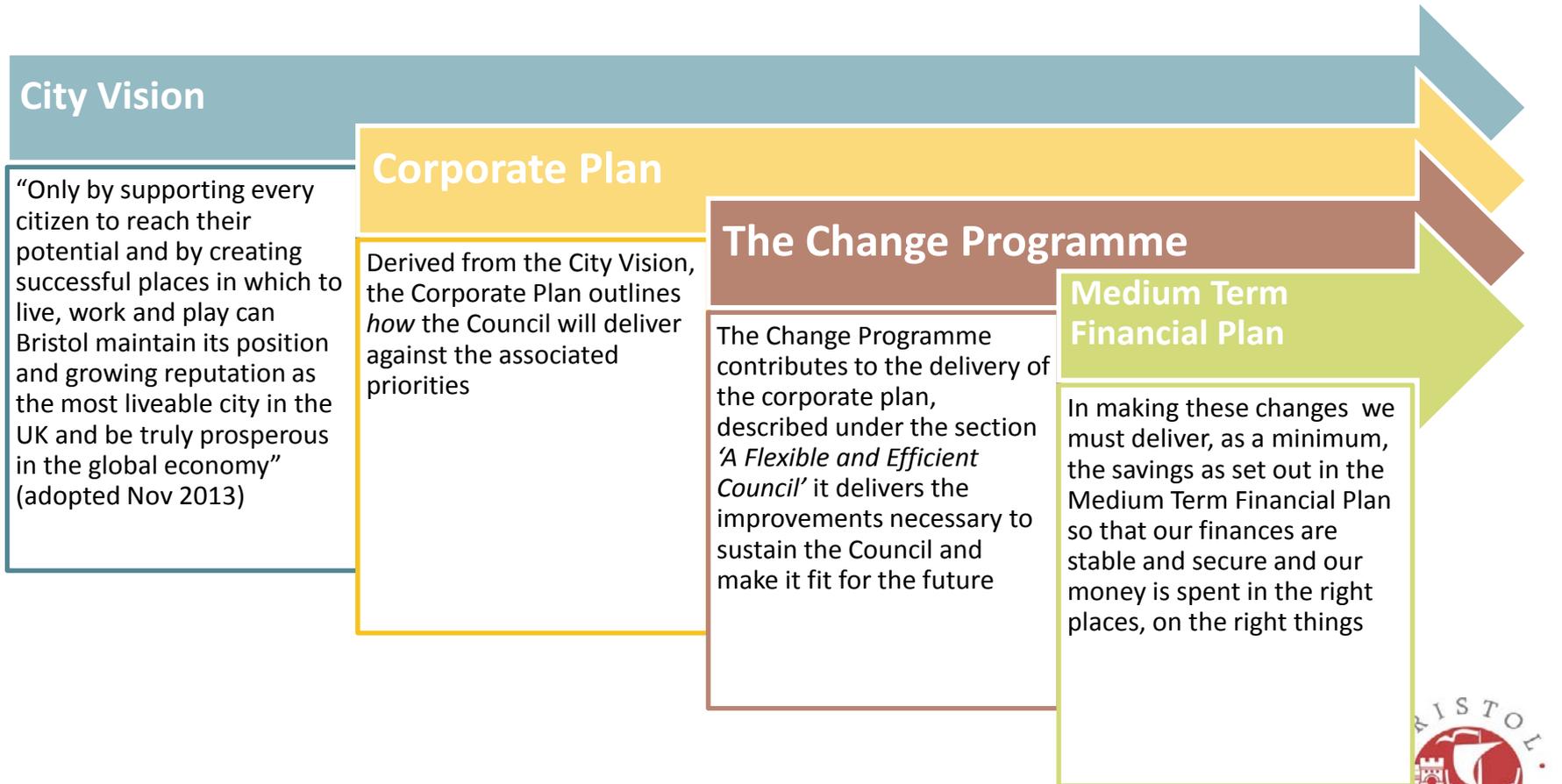
Rationale, progress, learning
and next steps

Introduction

- *The Single Change Programme represents one of the biggest challenges as well as one of the biggest opportunities that the Council faces over the next three years.*
- *Driven by the necessity to make savings it also presents the possibility of improving our culture, efficiency, services and outcomes.*
- *It is a complex and large scale programme that is described in the slides that follow...''*



The Council has many plans, this programme sits under the Corporate Plan and is our means of delivering the medium term financial plan (MTFP)



The background and context of the Programme



Rising demand:

Over the last decade there has been a period of unprecedented population growth both nationally and in Bristol. This growth has come from immigration, increasing births and increasing numbers of students. If recent trends continue, Bristol's population is projected to increase by an additional 44,800 people (10.5%) in the 10 years between 2011 and 2021. With much of the increase being in the groups that can potentially create the demand for services – older people and younger people.

Increased costs & reduced budgets:

A prolonged period of austerity has resulted in the need for the council to reduce its operating budget by ~£85m by 16/17. This is within a context of rising costs, making it more expensive year on year to just maintain the current structure and activity.

Quality in what we do:

Our city is served by a large, complex Council with many parts, which, to work well together, need to abide by a common understanding of values: “the way we do things around here”. It is key to simplify and standardise how the Council works and in turn serves the city to ensure quality in service provision.

Our council context – opportunities for change

Through the MTFP process and a number of change project baselining activities, we have benchmarked with comparator public and private sector organisations. As a result we have identified a number of recurrent themes in relation to the way we have worked that give us with real opportunities for improvement.

- **Partnership working and shared services:** we know that we have limited data sharing, pooling of budgets and joint delivery of services with partners and other external bodies. This limits our opportunities to really begin to actively manage demand on services, provide choice where appropriate and potentially offer access to a fuller range of services.
- **Outcomes thinking:** we do not consistently approach service delivery with a focus on the overall outcome we are trying to achieve. Therefore, whilst individual teams or services may have delivered, we do not always achieve the best outcome for our citizens. This can happen on a number of levels, but is frequently demonstrated through thinking in departments, rather than looking at the bigger picture and the opportunities that presents e.g. asking for the same information from our customers several times, duplicating effort in multiple service areas, frustrating our customers and not always pursuing actions that are based on evidence of the effectiveness.
- **Complex processes & technology solutions that are not optimised:** we have a lot of examples of highly manual, labour intensive business processes, typically generating lots of paper which needs to be stored in valuable office space and data that needs to be rekeyed into several different IT systems that don't interface with each other. In addition to these inefficiencies, a lot of our processes are actually to undertake common activities undertaken across the organisation, but are delivered in unique and varied ways increasing costs, complexity and customer dissatisfaction.
- **Limited digital offering:** we offer very few services digitally and consequently waste time handling high volumes of customer contact by phone or face-to-face, which in many cases could be completed by the customer online - e.g. requests for information, applying, simple reporting, paying and booking services. Through not targeting our face to face and supported services to those who most need it, we are at risk of frustrating those individuals that want to be able to self-serve and failing to serve our hard to reach groups.

How the programme was developed

- In the autumn of 2013 it was clear that the Council had lots of change activity, up to 140 projects on the go with different governance, different targets etc. The goal in the early stages was to map it all, stop some things, postpone some others, bring it all together and develop a plan for the next three years



Programme development

- Initial proposals had to be developed to fit in with Dec 13 budget round, the programme had only been initiated in October 13
 - A number of existing business cases were approved and in progress, so have been 'built in' to the new programme
 - Not all the business cases in flight align with the current MTFP window e.g. Bristol Workplace
 - It was assumed that the single business case for the Programme would need to be regularly refreshed, as costs and benefits are firmed up e.g. for service redesigns.
 - It is a single programme of change. Change board initiates specific projects within the programme.
 - Regular reporting is now established to the Assistant Mayor, Cabinet and Scrutiny.
 - A contingency fund of £10m has been built into the programme estimates to address risks and eliminate double counting.
- Overall , the change programme will deliver at least a £49m net contribution to MTFP and cover it's costs within this period.
 - It makes a substantial investment in modernising the organisation, so we are more sustainable and can react more readily to future changes.

The Change Strategy



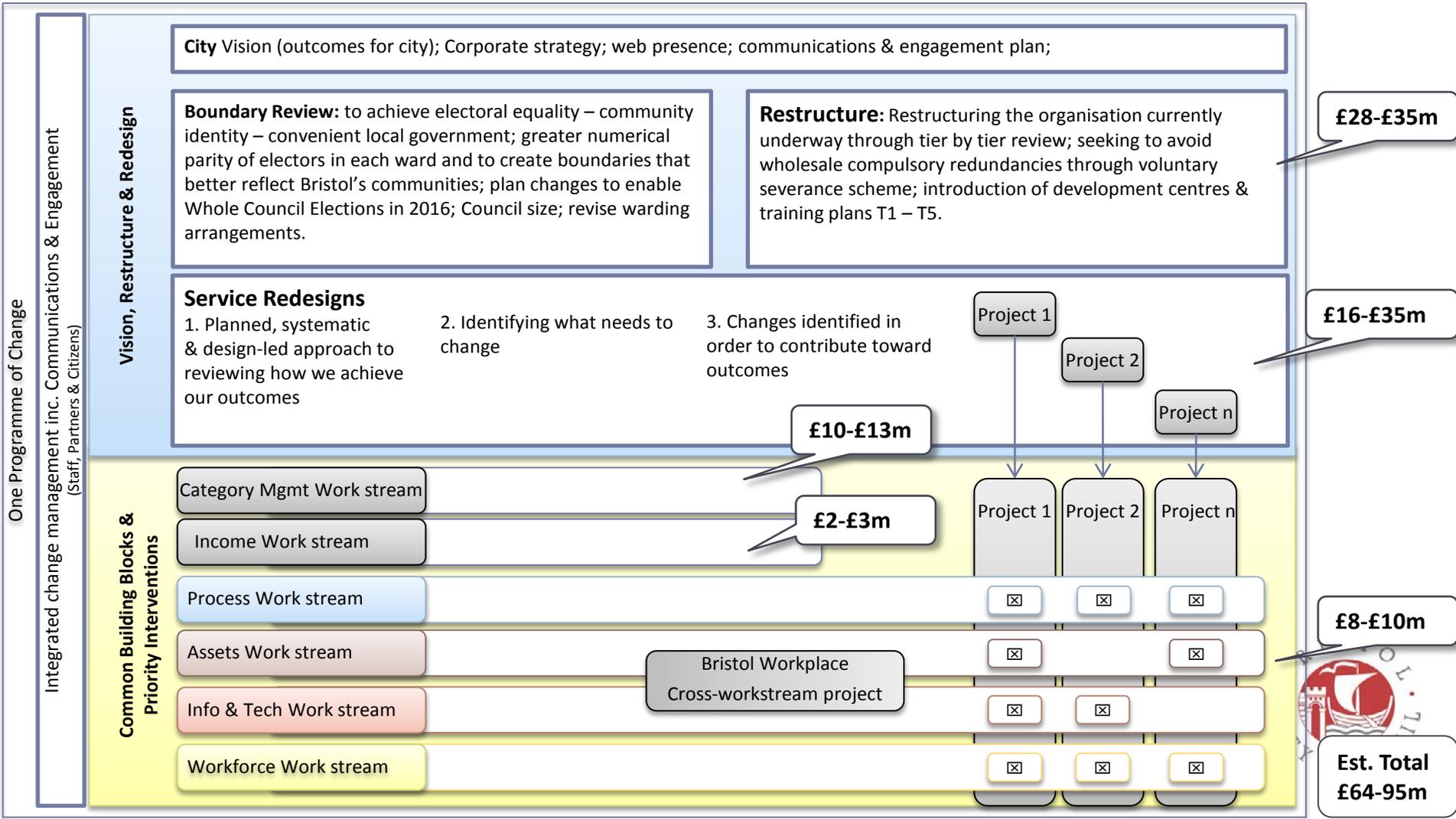
Programme on a page

- *The next slide shows the initial thinking about the kinds of projects we needed to implement and where we predicted the money would come from*
- *The slide uses some technical terms - category management is to do with the renegotiation of some of our contracts, assets relates to land and property, processes describe the number of people and tasks involved in the work we do.*



In October 2013 we provided indicative estimate benefits against each area of work within the programme based on work already undertaken to help inform the MTFP

- Indicative benefits have been added against each core element of the change programme creating an estimated **target range of £64-£95m gross benefits**
- Figures used are indicative estimates with a range of confidences; we have used the low end estimates;
- There will also be significant non-financial benefits associated with the programme



Working out where the opportunities are

- Our goal is to make savings safely without stopping valued services*
- Doing this entails trying to uncover where excess cost is 'hidden'*
- This can't be done by looking at traditional budget lines*
- The next 3 slides describe the process for identifying savings opportunities without stopping services*



How have we identified the 'opportunity areas' and potential scale of benefits ?

Gather Data on Activity and Cost

We used a **common local government 'activity analysis' model** to gather data on how much staff effort is spent across the Council against a standard set of activities/ types of work. **Note: this analysis was completed prior to the restructure**

Analyse Findings – What is the data telling us ?

Work is often fragmented: for many activities - for example providing information, processing applications, verifying eligibility, taking payments – significant levels of effort are spent doing similar types of work, dispersed across multiple teams

Work is often duplicated: for many business processes – for example process a Housing Benefit application – the 'end-to-end' process is broken up across several individual teams and locations, and often involves inefficient, non-value adding work

Compare to External Benchmarks

We compared the activity analysis for Bristol City Council against an external data set of similar 'baseline data' gathered in other local authorities using the same model; and against 'best in class' external benchmarks for particular areas of work, where these were available; to look for **disparities in terms of effort and cost**.

Identify Opportunities

This work **identified an initial list of high-level 'opportunity areas'** where there appeared to be a significant opportunity to work more efficiently and reduce costs ('do more with less'), and in some cases also potentially to deliver better outcomes

Scope & Initiate Service Redesign Projects

We **used the opportunity areas to inform decisions about scoping and prioritising service re-design projects**. Early in these projects we carry out more in-depth investigation to validate and refine the potential scale of benefits estimated from the earlier high-level 'opportunity identification'.

Example Opportunity Area - 'Strategic Core' Processes

Gather Data on Activity and Cost

Activity Analysis showed that significant effort is spent across the Council on related types of work that we labelled 'strategic core' activities

Analyse Findings – What is the data telling us ?

Approximately 300 FTE (full time equivalent posts) were involved, dispersed across the organisation, in carrying out work relating to 'Strategy & Policy', 'Research & Consultation', 'Quality Assurance, Performance Management & Improvement' and 'Business Information & Reporting'

Compare to External Benchmarks

We looked at how other Council's organise these activities, and gathered views from senior stakeholders on what we do well now, and where are our weaknesses/ the things we could do better

Identify Opportunities

This early investigation, including benchmarking against external comparators, suggested we could aim for a minimum 15% reduction in the number of staff carrying out this type of work, and still potentially achieve better performance.

Scope & Initiate Service Redesign Projects

The 'Policy Strategy and Communications' re-design project was initiated to create an integrated function responsible for these areas of work, led by a single Service Director. The initial phase of service re-design has delivered a significant reduction in the baseline number of posts, in line with the 15% savings opportunity identified earlier.

Example Opportunity Area - 'Apply for a Licence, Permit or Permission' Processes

Gather Data on Activity and Cost

Activity Analysis showed that significant effort is spent across the Council on activities involved in the end-to-end process for 'handling applications for a service'.

Analyse Findings – What is the data telling us ?

Approximately 900 FTE's are involved, dispersed across the organisation, in activities relating to 'Enquiry Handling', 'Processing Requests & Applications', 'Verifying Eligibility', 'Billing and Receiving Payments' and 'Approval of Service'. Analysis of telephone calls and face-to-face visits to Customer Services indicates that 90% of demand from people contacting the Council relates to these activities.

Compare to External Benchmarks

We know from external comparisons that we lag behind other organisations in enabling online applications and eligibility checking, and using technology to process and fulfil applications for a service.

Identify Opportunities

A significant part of this effort relates to a cluster of 'Apply for a Licence, Permit or Permission' processes in Neighbourhoods and Place, of which 'Apply for a Residents Parking Permit' is an early example.

Scope & Initiate Service Redesign Projects

The 'Apply for a Residents Parking Permit' project was initiated and has delivered a 70% reduction in the FTE effort involved in processing an application; a much more convenient experience for the person applying; and technology we can re-use in further planned redesign projects which will focus on similar 'Apply for It' processes.

Rationale for savings

- *The next slide shows some estimates of savings. The origin of these figures came from some work we did with Price Waterhouse Coopers. They counted the Council by activity, in other words how much time do our people spend doing what activity, and how does this compare with other Councils?*
- *The value of this exercise is that it reveals for example the balance between the amount of people we have managing, supporting, assessing and the numbers of people who deliver services*



Rationale for Benefits estimates

Programme area	Supporting analysis	Target Range £m	Progress £m
Restructure	Based on estimated 800 -1000 FTE leaving on voluntary severance to achieve early benefits and reduce uncertainty for staff as far as possible. (Detailed report follows)	28-35	C £22m full year effect
Redesign	End to end redesign of services , doing things once and consistently, making use of digital technology to reduce costs. Figures based on detailed analysis of activity undertaken against a standard model for local government. Benchmarked against a database of 50 other LA's . Wide range due to link to restructure i.e. depends how much cost has already been taken out.	16-35	
Category Management	Getting better value form our external contracts and other spend. Based on initial high level estimates of potential savings achieved by other LA's, validated by our category management partner Ernst and Young. Further potential to increase savings.	10-13	C£7m full year effect identified
Income	Increase charges and income – benchmark based against 2011 (RIO) estimates of income other comparable LA's are achieving . Work just starting – year 2 and 3 benefits	2-3	
Assets	Exploiting the income from our extensive asset base and reducing management costs (buildings outside of BWP)	8-10	
Bristol Work Place	Moving to a modern working environment and a lower cost estate, support flexible working practices through investment in technology. (Detailed report follows)	None in MTFP	
Low total		64	

Possible vs, required savings

- *The previous slide shows that this is not a precise science, so what are indicated are 'ranges' of savings that are possible.*
- *Until we get into doing the work we won't know whether the possibility is in the high or low end of this range. It is common therefore to 'over plan' the level of savings on the assumption that not all of the savings planned will be achieved.*
- *The next slide however shows us the minimum numbers that we have to meet, year by year, to deliver the 3 year financial plan adopted in February 2014*





Savings Change Programme included in the MTFs by Year

	2014/15 £'m	2015/16 £'m	2016/17 £'m
Workstream:			
Restructure	(22.0)	(26.0)	(28.0)
Redesign	(2.0)	(6.5)	(16.0)
Category Management	-	(5.0)	(10.0)
Income Opportunities	-	(2.0)	(2.0)
Assets	(1.3)	(3.0)	(8.0)
Savings Target	(25.3)	(42.5)	(64.0)

- The savings target of £64m was adjusted by delivery costs and a corporate contingency allowance to provide an annual net benefit target to be delivered from the programme of £49m from 2016/17.
- The Section 151 Officer has identified in the MTFP the funding required for the Change Programme, which will be supported from a combination of provisions and reserves (restructure costs), capital expenditure (Bristol Workplace), invest-to-save prudential borrowing (IT infrastructure) and HRA funding
- Current costs are under review and any changes will be reported to December Cabinet





The Programme Overall

High level progress reports

Governance

- *The Single Change Board runs the Single Change Programme and meets weekly. Each project has a 'RAG' (red, amber, green) status. The programme as a whole is monitored every month and between those times detailed work is done to progress new proposals and address work that may be behind. The current RAG status of the individual projects is given in the slides that follow...*



Project overviews

Current
status

Project name, owner & description

Red

Freedom of Information & Complaints Online

Service Director Lead: Lucy Murray-Brown

Flag: Timescale at risk; re-planning underway

Project description: Making a complaint or requesting an FoI online to improve the customer experience, provide a streamlined and transparent service and to provide better data & information to the organisation.

Red

Income Generation

Service Director Lead: Peter Gillett

Flag: Benefits profile yet to be fully clarified

Project description: Review of fees and charges to increase income and explore and exploit revenue income generation opportunities. A conservative benefits range of £2-3 over 3years has currently been attached to this work.

Red

Category Management

Service Director Lead: Nick Hooper

Flag: Potential double count of benefits

Project description: Reviewing existing contracts and saving money through renegotiation, re-procurement of services and/or improved demand management.

Amber

Asset Management

Service Director Lead: Robert Orrett

Flag: Timescale & benefit realisation to be clarified

Project description: Changing the way property is managed Council wide through implementation of an Asset Management Strategy that will enable accommodation that is fit for purpose and offers us best value for money.

Amber

Evidence Handling at Customer Service Points

Service Director Lead: Lucy Murray-Brown

Flag: Service area resource constraint

Project description: Reduce the number of citizens needing to submit evidence unless absolutely required to us to reduce FTE requirement to administer evidence submissions, improve customer experience & increase sharing of data across the organisation.

Current
status

Project name, owner & description

Amber

Integrated Education System

Service Director Lead: Paul Jacobs

Flag: Procurement issues; solution yet to be identified

Project description: *To define, evaluate, procure, implement & manage the development of an integrated solution for Children's Services, significantly reducing the number of core IT systems on the estate for the use of Children's Services.*

Amber

Organisation Restructure

Service Director Lead: Richard Billingham

Flag: Risk to realisation of full savings target

Project description: *Organisation wide restructure affecting all levels of the organisation to release £28M by 16/17, primarily through Voluntary Severance.*

Green

New Adult Care System

Service Director Lead: Mike Hennessey

Project description: *Implement a new Case Management system to support the redesigned care management pathway, organisation and staff structures, and new processes.*

Green

Admin & Business Support (ABS) Review

Service Director Lead: Di Robinson

Project description: *Redesigning the way we provide administrative and business support within the Council; building a model that meets current need but is flexible and is consistent across all services.*

Green

Bristol Workplace

Service Director Lead: Siobhan McHale

Project description: *Work isn't where we go, but what we do. This project is transforming our workplace through a reduced building stock, modernised buildings, new working practices and technologies.*

Green

Citizen Service Point (CSP) - 100 Temple Street

Service Director Lead: Lucy Murray-Brown

Project description: *To open a new Citizen Service Point in December in the ground floor at 100 Temple Street to provide a new and improved offer to our citizens accessing the associated services.*

Current
status

Project name, owner & description

Green

Improved Housing Advice & Assessment

Service Director Lead: Gillian Douglas

Project description: *Develop an effective and efficient housing advice and assessment service from the new CSP through improved self-assessment, processes, technology & critically access to the right skilled resource at the right time.*

Green

Improving Tenant Experience

Service Director Lead: Mary Ryan

Project description: *To help Housing Delivery improve the client experience, through the procurement of an updated Housing Management System, improved processes, increased self service & improved working practices.*

Green

Licencing Redesign – Online applications

Service Director Lead: Di Robinson

Project description: *Bring together simple licence application processes to make them easier to use, consistent & automated as much as possible. In scope is 22 licences affecting Licencing, Highways, and Food Safety teams.*

Green

Residents Parking Permits online

Service Director Lead: Peter Mann

Project description: *Service redesign of the Permit Apply & Renew processes to reduce administrative burden & improve customer experience. Implementing new technologies, channel shift, process re-design and new behaviours to promote, communicate & support new digital channels. .*

Green

Highways & Lighting – Issue reporting online

Service Director Lead: Peter Mann

Project description: *Redesign the way that customers report Highways & Lighting defaults. It will pilot the common process building block 'Report' and also use the common process 'Track'.*

Green

Boundary & Constitution Review Phase 1

Service Director Lead: Sanjay Prashar

Project description: *Phase 1 was to agree a new constitution & agree council size with the Boundary Commission. Phase 2 will focus on ward boundaries.*

Current
status

Project name, owner & description

Green

Common Debt (Single View of the Customer)

Service Director Lead: Steve Barratt

Project description: *To centralise debt recovery functions & identify common processes across a number of services that pursue debt from the point where formal action is needed. To maximise income, reduce recovery costs but also ensure that customers are not faced with further hardship*

Green

Concessionary Travel & Bluebadges Online

Service Director Lead: Peter Mann

Project description: *To offer customers a way to apply online, to channel shift, automate the application process as far as possible and reduce evidence that customers are required to supply.*

Green

Housing Benefits Online

Service Director Lead: Lucy Murray-Brown

Project description: *To redesign how customers access and engage Housing Benefits services to improve experience, increase self service where possible and allow services offered through the CSP to be focussed on those that need them the most.*

Green

Local Tax Online

Service Director Lead: Lucy Murray-Brown

Project description: *Project description: To reduce cost &*

time to deliver key services to the customer whilst enabling channel shift. Reduce the footfall in the CSP, releasing staff time to assist our more vulnerable customers. To improve the overall customer experience, providing a streamlined and transparent service

Green

Registering a birth/death online

Service Director Lead: Sanjay Prashar

Project description: *Digitise elements of the end to end*

process of registering a births and deaths including creating a new online channel for appointment bookings. The project will reduce call volumes into the CSC and improve customer experience.

Green

HR System Replacement

Service Director Lead: Lucy Murray-Brown

Project description: *To replace our existing HR System and introduce a new performance management system.*

Implementation: The Programme Overall

- The programme savings represent a significant element of the City Council's overall savings targets in the current approved 3 year budget framework. These savings rise from £25.3m in 2014/15 to £64m in 2016/17.
- Against those targets, 2 key workstreams are delivering savings in 2014/15 – these are Staffing Restructure and Category Management. The remainder of the workstreams are forecast to deliver savings from 2015/16 and beyond.
- The Staffing Restructure is substantially complete and is forecast to deliver £21.2m savings in a full year – this is slightly below the initial estimate of £22m – and the balance will be achieved through additional savings in service redesign. Due to the part-year impact of these changes in the current year, the saving in 2014/15 is estimated to be £12.1m.
- Very early modelling of future financial settlements indicate that a further annual £49m of savings may be required to balance the budget by 2020. The change programme provides a unique opportunity for the council to get ahead of the curve and both deliver savings and improve services through redesign, rather than being driven to only meet annual financial targets. Whilst the MTFs is based prudently on savings achievement at the lower end of estimated ranges, there is the opportunity to maximise these savings in advance of the government's comprehensive spending review settlements.



Profile of minimum target savings

Projected Savings Targets	Original MTFS Budget £'000	2014/15	15/16 £'000	16/17 £'000
		Forecast for the year £'000		
MTFS Original Target	64,000	25,300	42,500	64,000
Change Programme				
Restructure	28,000	12,100	21,200	23,200
Service Redesign / Process Review	16,000	-	10,500	20,500
Category Management	10,000	4,100	9,600	10,600
Assets	8,000	200	2,163	8,163
Income Opportunities	2,000	-	500	2,000
Totals	64,000	16,353	43,994	64,458
Forecast cumulative cashable saving from programme	-	16,353	60,347	124,805

The forecast savings above are prudently based on achieving the the bottom-end of the benefit range for each workstream. They will result in cumulative cashable savings of £124.8m by March 2017 and ongoing annual savings in excess of £64m.



'Deep dives'

- *In the next few slides we take two elements of the programme and describe them in some detail.*
- *These elements were requested by the Commission as they represent two of the largest scale and potentially most impactful parts of the Programme*





'Deep dive' 1

The Restructure Project

Restructure - what did we set out to achieve?

- Achieve annual workforce savings of £28 million by 2017
- Complete a top-to-bottom restructure within a 12 month period to ensure that savings are realised as quickly as possible
- Section 188 notice estimated reduction of 800 FTE to achieve these savings
- Commitment to use Voluntary Severance wherever possible to mitigate the need for compulsory redundancies
- Implement a new organisation structure based on a consistent set of design principles
- Complete development centres for all Service Managers to kick-start the required changes in skills and behaviours across the workforce

Restructure - Meeting the MTFS Targets

The Change Programme budget sets out the target savings for the restructure over 3 years, 2014-1017:

	2014/15 £'m	2015/16 £'m	2016/17 £'m
Restructure	(22.0)	(26.0)	(28.0)

Provision was made by Finance for redundancies arising from the restructure:

2014/15	Revenue £'m	Capital £'m	Total £'m
Funding (one-off):			
Provision for redundancies	14.7	-	14.7

This is in addition to approximately £6 million allocated in 2013/14.

Total severance costs to date are £16.5 million, which will be comfortably within the allocated budget.

Restructure - Design Principles

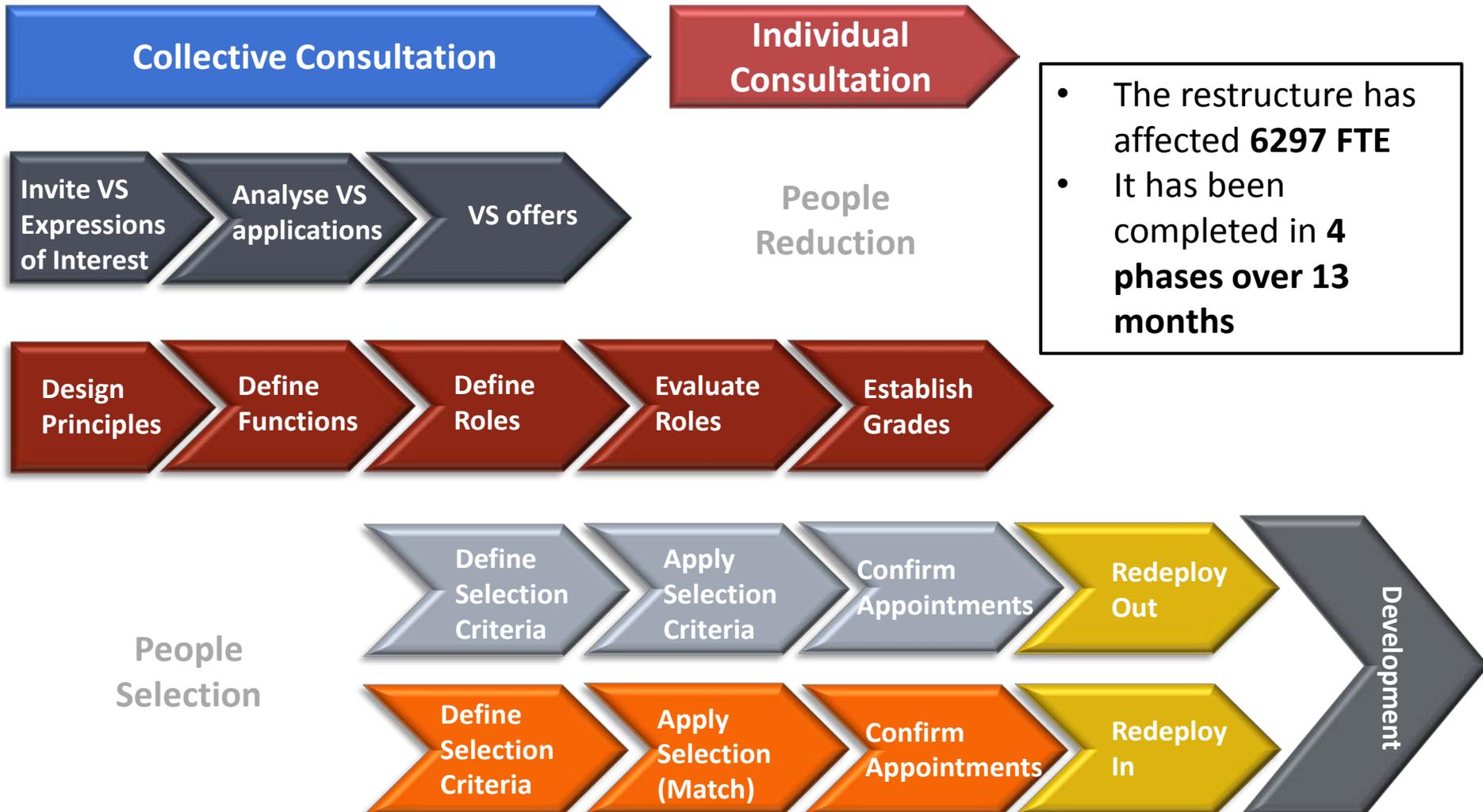
1. Sustainable, reduced cost base – specifically including reduction in management costs
2. Activities and outputs are not duplicated
3. Optimise hierarchy by ensuring it is clear how each layer adds value to the layer below it
4. Reduction in layers – between 4-5 levels is recognised good practice
5. Minimum span of control for managers 1:4
6. Clear and transparent lines of reporting
7. Manager responsibilities are well defined
8. Maximise flexibility and efficiency in the use of resources across portfolios
9. Consider opportunities to simplify, standardise and share

The aim is to take cost out quickly in a planned way that does not impact on organisational resilience.

Restructure - The Process

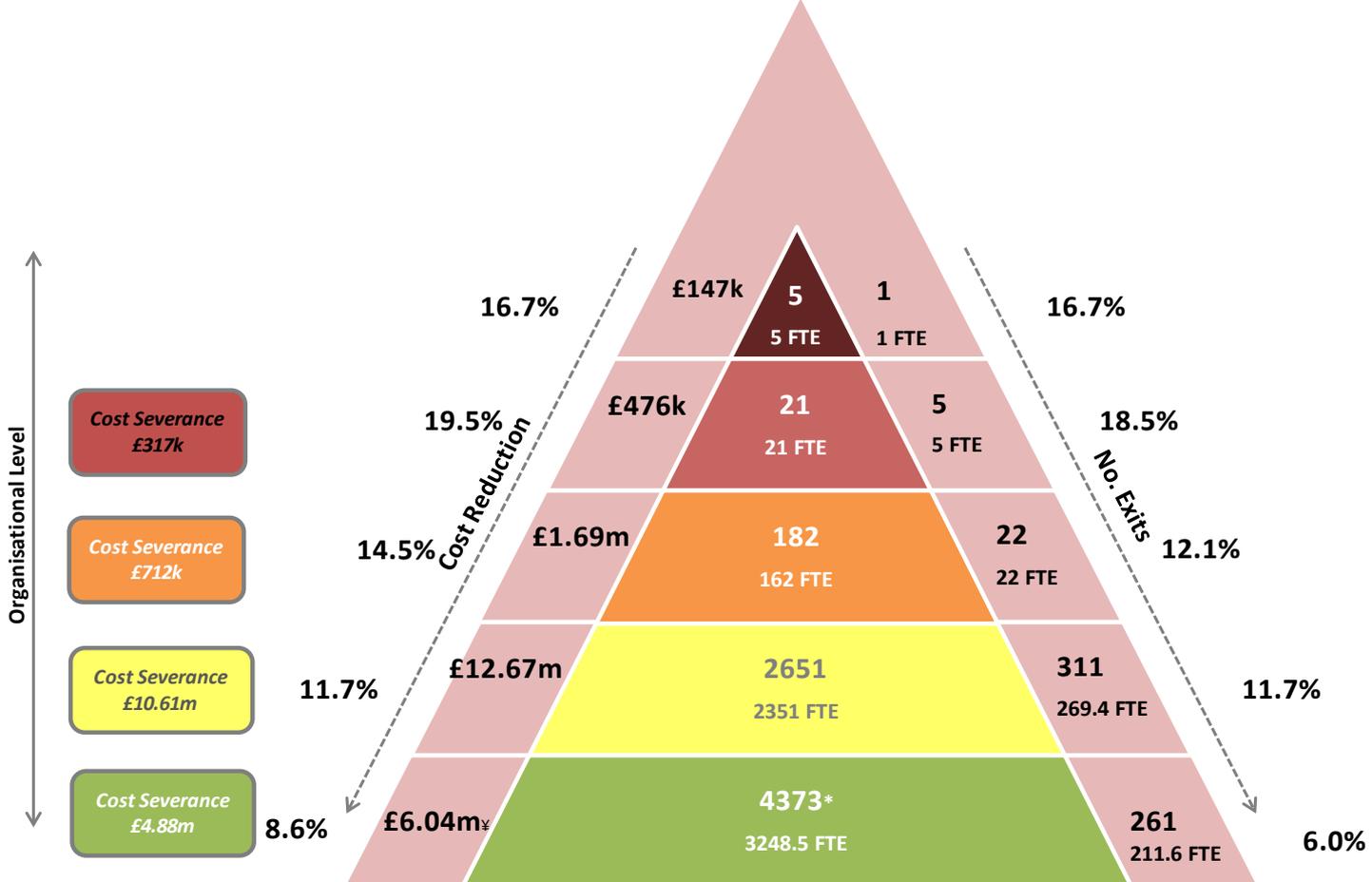
September 2013

October 2014



Restructure Savings

This diagram highlights the number of FTE and FTE reduction, cost reduction, and VS costs for each phase of the restructure.



* Values are based on 'As Is' structure ('To Be' structure to be confirmed)
 ‡ Cost reductions for <£25k show savings identified from agreed VS (further savings from 'To Be' structure to be confirmed)

- Notes
1. Cost reductions are based on the gross actual annual salary plus employer superannuation and NI contributions.
 2. Savings are inclusive of all funding sources (GF, HRA, DSG & Capital etc.).

Restructure – Progress Towards Meeting the MTFS Targets

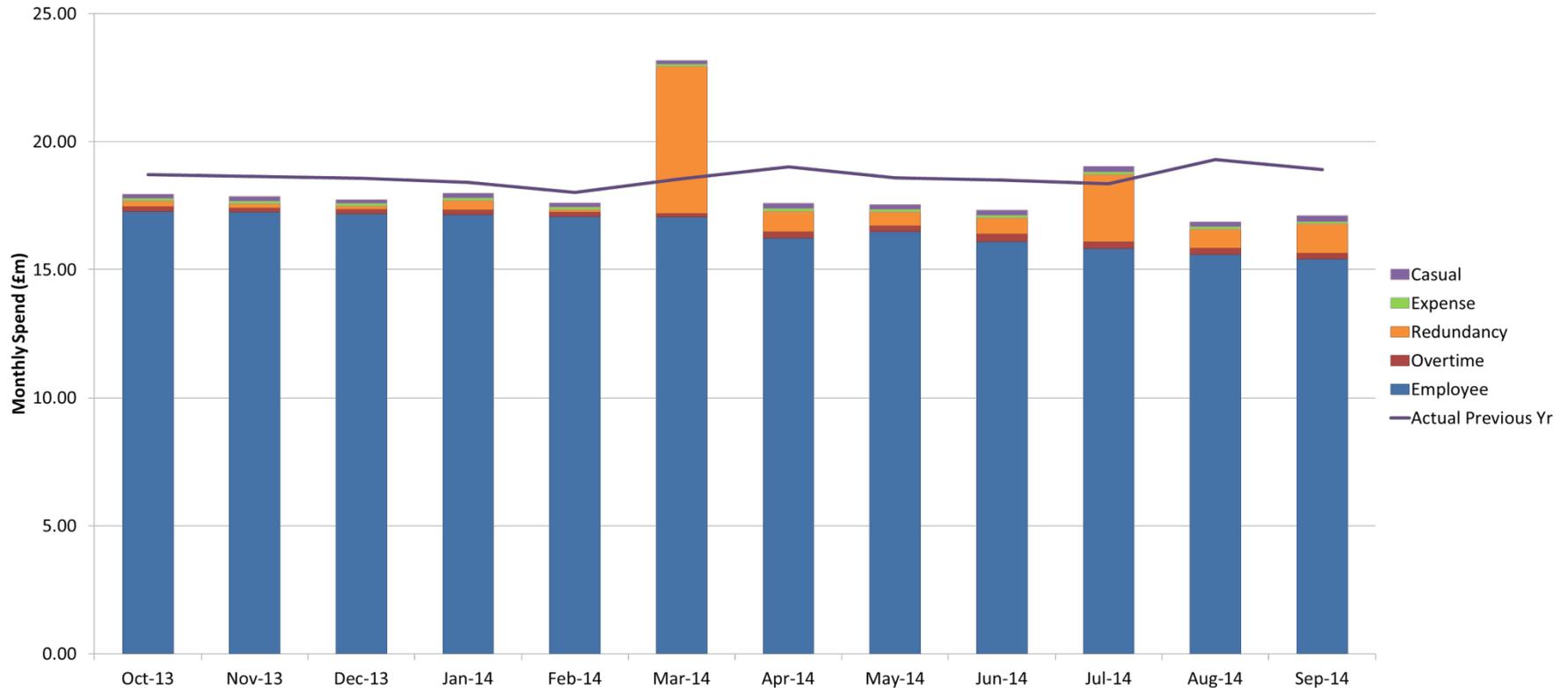
- Based on savings agreed to date, the restructure project has achieved full year savings of 96% of the targeted Year 1 savings.
- Separate analysis of the monthly payroll spend has been completed which indicates annual savings of £22.3 million – which is more than the savings to establishment budgets that have been captured to date.
- The exact details of this reduction in workforce spend are subject to further investigation, but may be attributable to:
 - Reduced recruitment (and holding vacancies) as a result of People Panel controls
 - Savings in shift allowances and overtime as a result of FTE reduction
 - Savings from other existing change projects (e.g. HSC Transformation)

	Total Full Year Effect £'000
Tiers 1-3	-2,313
BG10-15	-12,670
BG1-9	-6,040
Totals	-21,023

Restructure - Tracking Workforce Spend

This data shows the reduction in workforce spend over the last 12 months

		Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14
Employee		17.27	17.24	17.18	17.15	17.07	17.05	16.24	16.48	16.09	15.82	15.60	15.41
Overtime		0.20	0.17	0.18	0.19	0.18	0.15	0.24	0.24	0.30	0.26	0.24	0.24
Redundancy		0.21	0.15	0.13	0.35	0.10	5.73	0.78	0.53	0.63	2.64	0.73	1.14
Expense		0.11	0.11	0.10	0.11	0.10	0.09	0.12	0.10	0.11	0.10	0.11	0.09
Casual		0.17	0.18	0.15	0.18	0.17	0.14	0.20	0.18	0.19	0.21	0.18	0.22
Actual Previous Yr		18.72	18.65	18.57	18.40	18.01	18.56	19.01	18.59	18.49	18.36	19.30	18.91





Deep dive 2

Bristol Workplace Programme

Business Case 2012

When the Bristol Workplace Programme was approved by Cabinet in 2012 it laid out the following key strategic aims and indicators of success:

- To create new, modern working environments, provide new ICT technologies that facilitate dispersed working and produce new working policies that support a more diverse workforce
- Staff working more flexibly, using different locations and technologies
- People supported by new, modern technologies that will enable effective planning and collaboration
- Improved utilisation of existing freehold property and relinquishing of leasehold office property as appropriate by 2018



Business Case 2012 cont:

- Consolidation of the estate from 33 offices down to 8 to 10 offices based on a hub and spoke mix of 3-4 core office sites within the City Centre, and 5 drop-in centres in peripheral locations around the city
- Increased utilisation of office space from 11.8 sq m to 8 sq m per person (NIA)
- Reduce current backlog maintenance liabilities
- Investment in internal layout, furniture and technology to enable the estate to be used more efficiently and flexibly for the various services' operational needs
- Releasing leased property for alternative uses; and
Increased partnership working



Workplace Programme Vision (Feb 2014)

- **Focus on outcomes** – be obsessed with improving the lives of people in Bristol
- **Strive for simplicity** – less stuff, less expense, less silos, less duplication equals more time, more clarity, more innovation, more satisfaction
- **Embrace ambiguity** – get comfortable with uncomfortable-ness - challenge each other to think differently and act differently
- **Collaborate** –outcomes are not achieved on your own – the most powerful asset we have is each other, make others successful
- **Be proud** – of our city; of our services; of our achievements; of our council
- **Learn** – seek to constantly improve and redefine what is possible, that way we will be at the forefront of redesigning local government delivery for Bristol
- **Be optimistic** – believing something is possible will make it so –confidence and energy enables us to nurture and strengthen the uniqueness of Bristol
- **Have fun!** – enjoy the work you do, get excited about delivering together!



Bristol Workplace Focus

Delivering working environments, facilities and technologies that

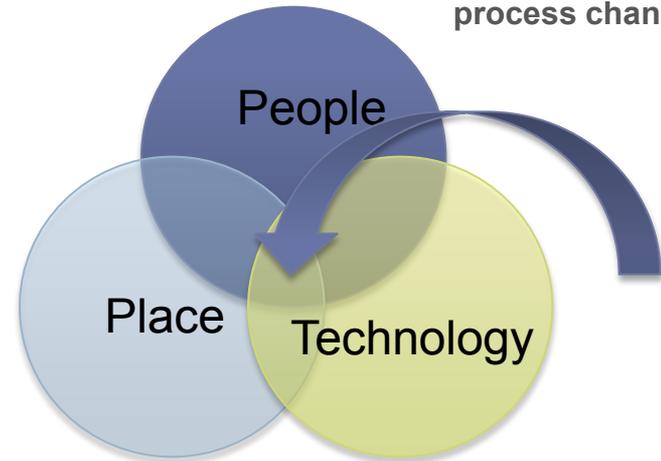
Enables **Services** to focus on delivering best quality customer services, *and*

Supports **People** to do their best work that makes a difference to people's lives

Locates our buildings in the best **Place** to ensure less travel and congestion

Driving behavioral change

Facilitating choice in working styles and process change



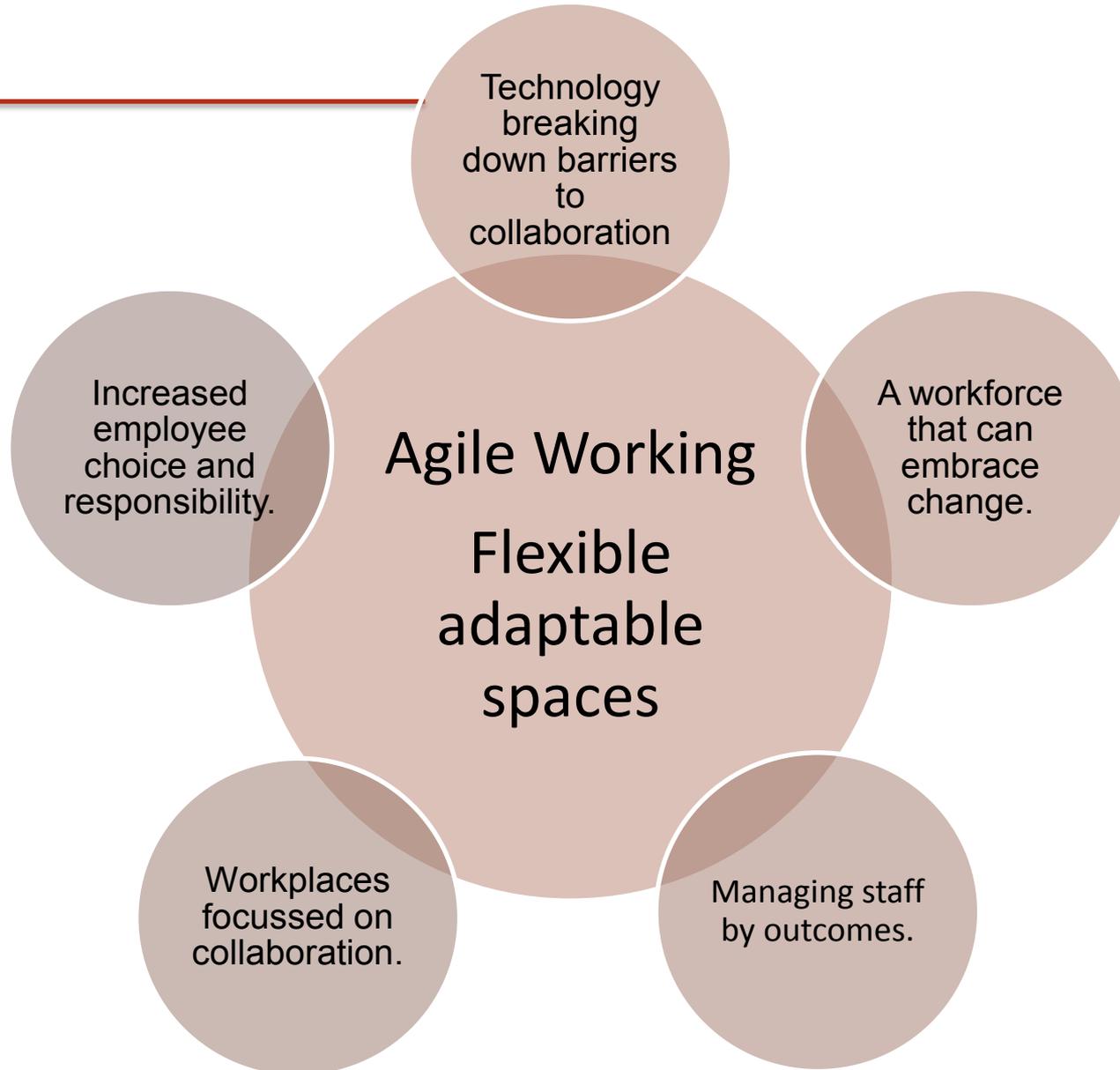
Adaptable flexible spaces

Reduced Council space footprint

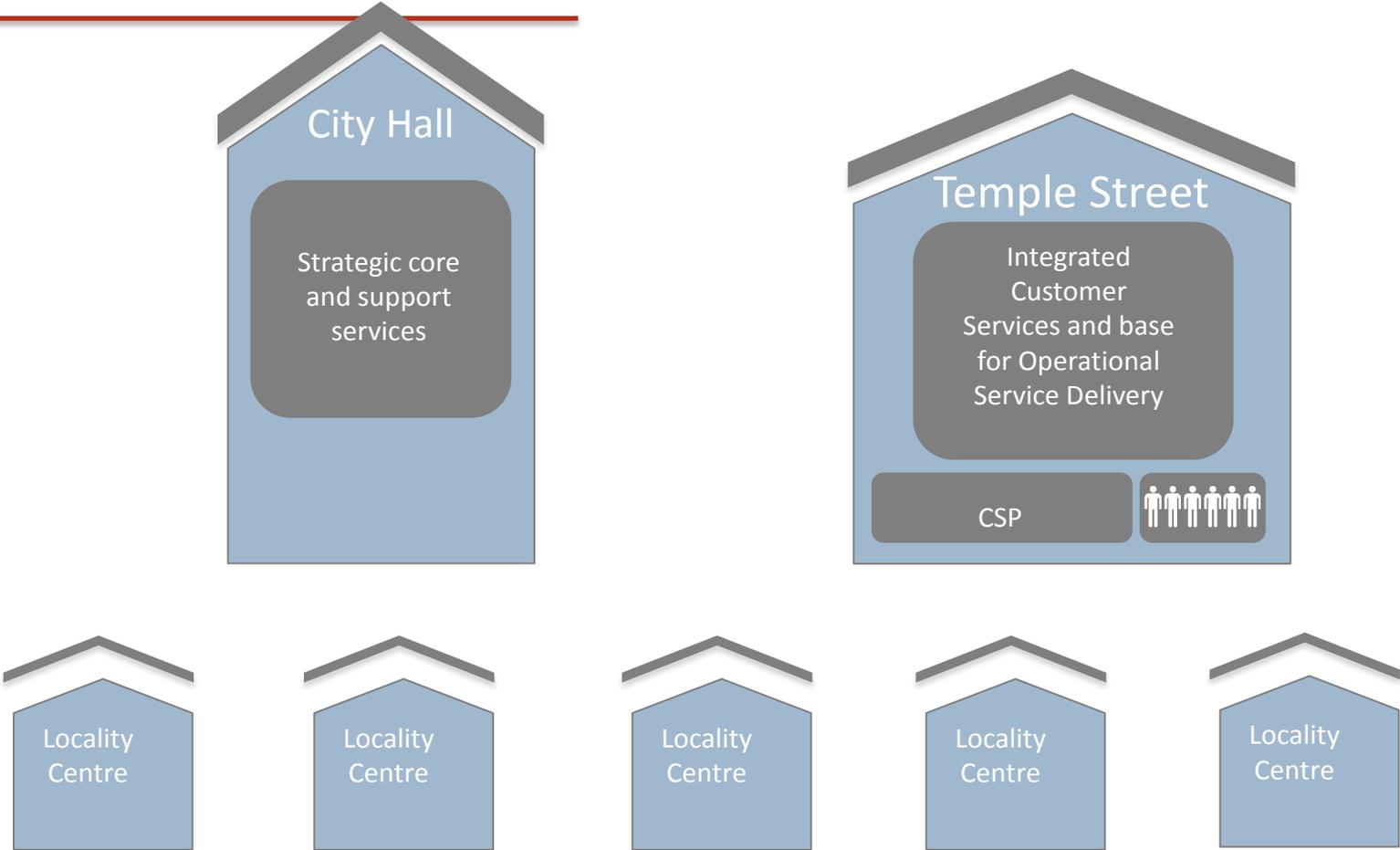
Lower desk to headcount ratio

Wireless and Mobile technology supports flexible working

What is “Agile Working”?



Our ambition: where we want to be in 2017/18





Milestone



Completed milestone



Link or
Dependency



Activity



Assumption ID



Risk ID



Flag

Text Box

2014

2015

2016

J F M A M J J A S O N D

J F M A M J J A S O N D

J F M A M J J A S O N D

04/08 100 TS
Phase 1 ready to
take staff – moves
begin

Oct – Moves
begin from City
Hall to Parkview.

Mid Nov –
Relevant staff
from City Hall
move to Brunel.

End Nov – All
moves to interim
state complete.

End Dec – 100 TS
CSP open to our
citizens.

End Dec – City
Hall empty, ready
for
refurbishment.

Mid Feb – City
Hall construction
commences?

End Mar –
Laptops deployed
to all staff in BWP
scope?

End Mar – clear
vision for
“Neighbourhood
Offer” (Locality
Hubs) confirmed.

Oct – City Hall
Construction
complete.

Dec – KPMG
space (100 TS
Phase 2) in our
possession?.

2016 – Benefits
realisation
commences.

Early 2016 moves
into City Hall
commence.

Apr – 100 TS
Phase 2 works
commence.

Mid/End 2016 – 2
core agile
workplaces fully
operational.

Sept – 100TS
Phase 2 works
complete.

End 2016 –
Neighbourhood
Offer (locality
Hubs) in place..

2017 – Capita
space in our
possession.

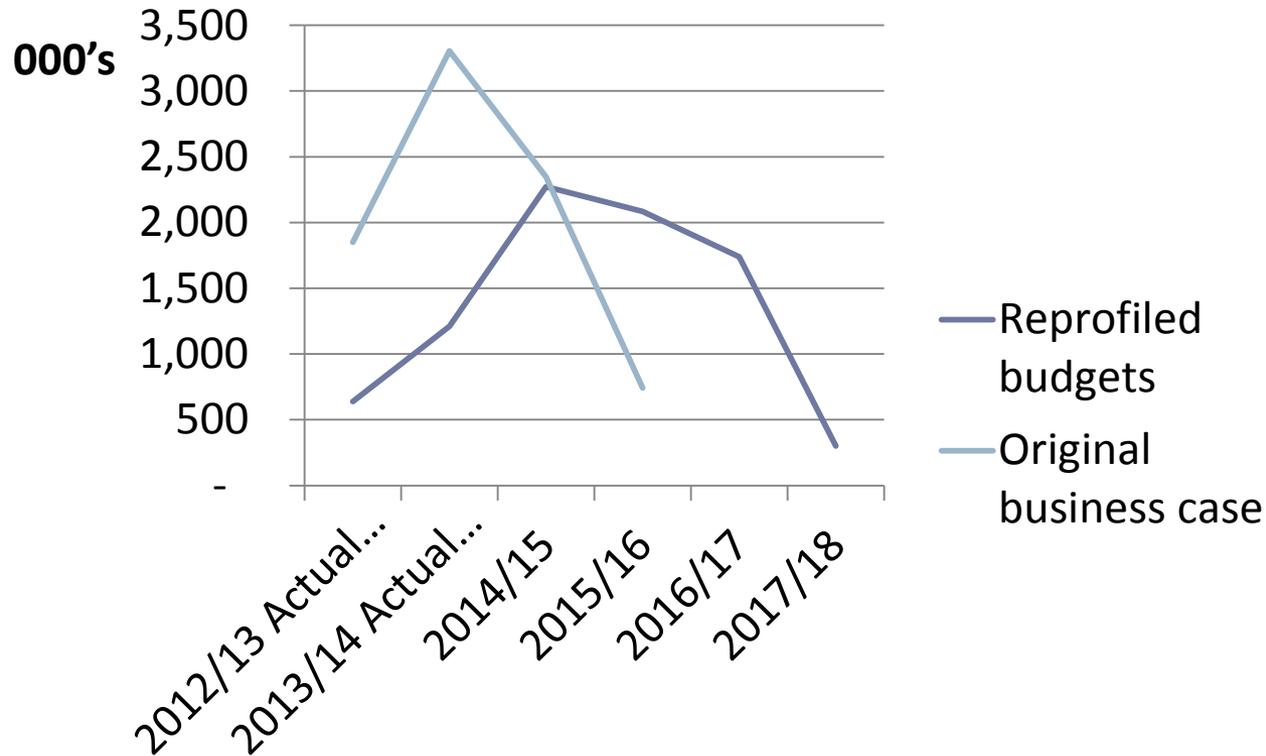
Project Financials Overview

- Project Budget = £72m (£64m Capital; £8m Revenue).
 - On track to deliver within budget.
- £125m total **net** benefits over 25 years, made up of:
 - Reduced running costs of buildings: £265.4m gross (includes inflation).
 - Capital receipts from the sale of buildings: £7.1m gross.
 - Reduced inter-office travel: £6.8m gross (£270k pa).
 - Reduced number of accommodation moves: £6.7m gross (£270k pa).
 - Reduced number of staff involved in accommodation moves: £6.2m gross (£250k pa).
 - Reduced operational consumables e.g. paper, stationary etc: £12.7m gross (£510k pa).
- Spend to date £33.6million (£31.4m –Capital; £2.2m Revenue)
- We are reviewing when benefits will be captured



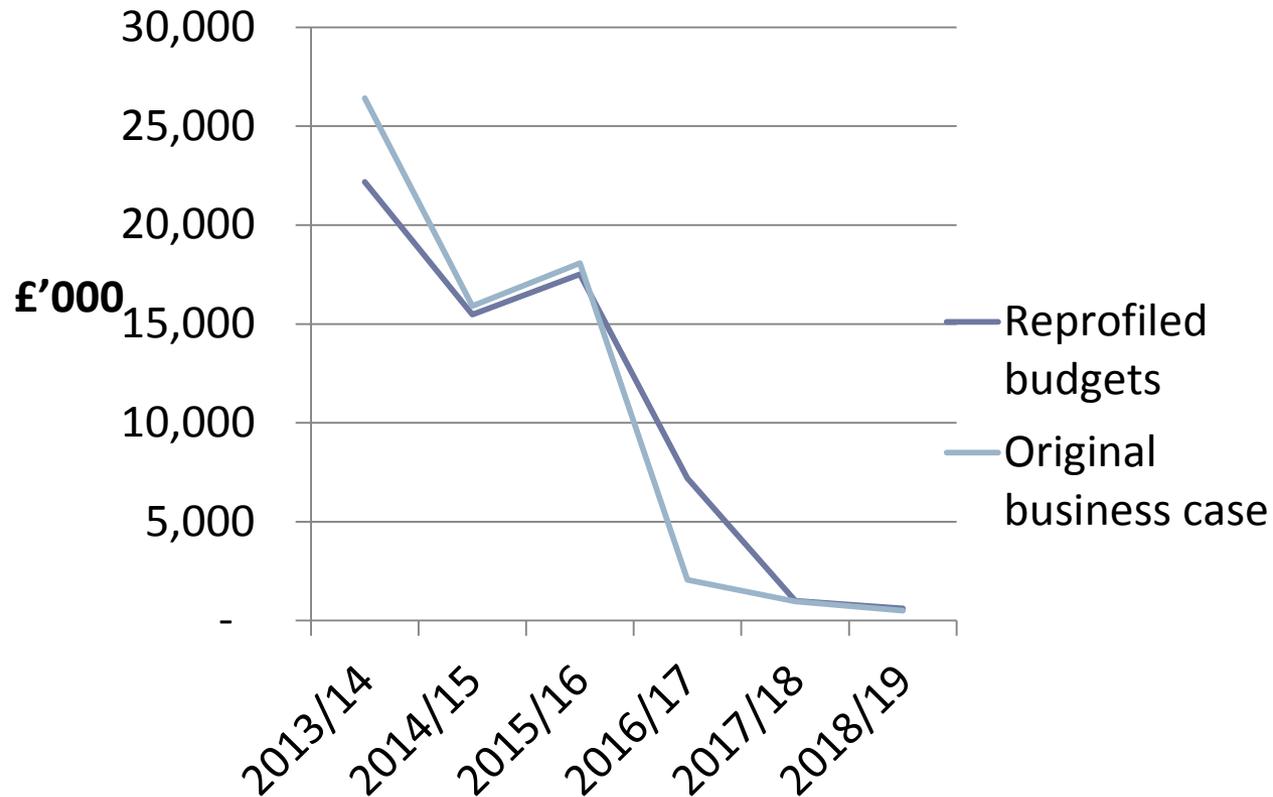
Revenue Profile Summary

Gross budget £8m



Capital Profile Summary

Gross Budget £64m



Where we are now

- We are moving towards two core corporate offices plus locality hubs
- We have delivered the first phase objectives for the physical space, that includes our first Agile workspace in 100 Temple Street
- As a result some people are able to work more flexibly in the Agile environment and we are also preparing plans to provide flexibility and access to new ways of working for non Temple St staff
- We will underpin this successful first phase delivery with a series of interventions to achieve the step change in culture, behaviours and process transforming ourselves to transform the City



Where we are now cont:

- As part of good practice programme management we are undertaking a “stage or gateway review”
- This review is focussed on:
 - What have we achieved vs business case and benefits
 - Understanding the scale and shape of future delivery
 - Further permissions required to take the programme forward
 - Lessons learned
- Post-occupancy reviews and other key metrics will inform our decision making





Impact

Assumptions that inform what we do

- *We do not think it is possible to 'take out' this amount of spend without some impact on service provision and staff morale*
 - *The Goal is to minimise impact on frontline services*
 - *To shift the balance of spend from reactive to proactive, and from support to delivery*
 - *For staff to feel that a difficult situation is being handled, rationally, fairly and efficiently*
 - *We expect that staff will experience some level of uncertainty and unhappiness, we try to minimise this but everything we know about the psychology of change tells us that this is to a degree inevitable*
- *Programme delivery is done through projects that are administered 'locally' through Service Directors, managers and subject matter experts. Change Board monitors this weekly, using the Programme Management Office to track progress and independently, and to verify or challenge information.*





Impact on staff:

Restructure – Impact on Organisation Size and Shape

September 2013



5 Directorates



5 Strategic Directors / 26 Service Directors



6297 FTE



Establishment cost = £177m

September 2014



4 Directorates



4 Strategic Directors / 21 Service Directors



5788 FTE



Establishment cost = £155m

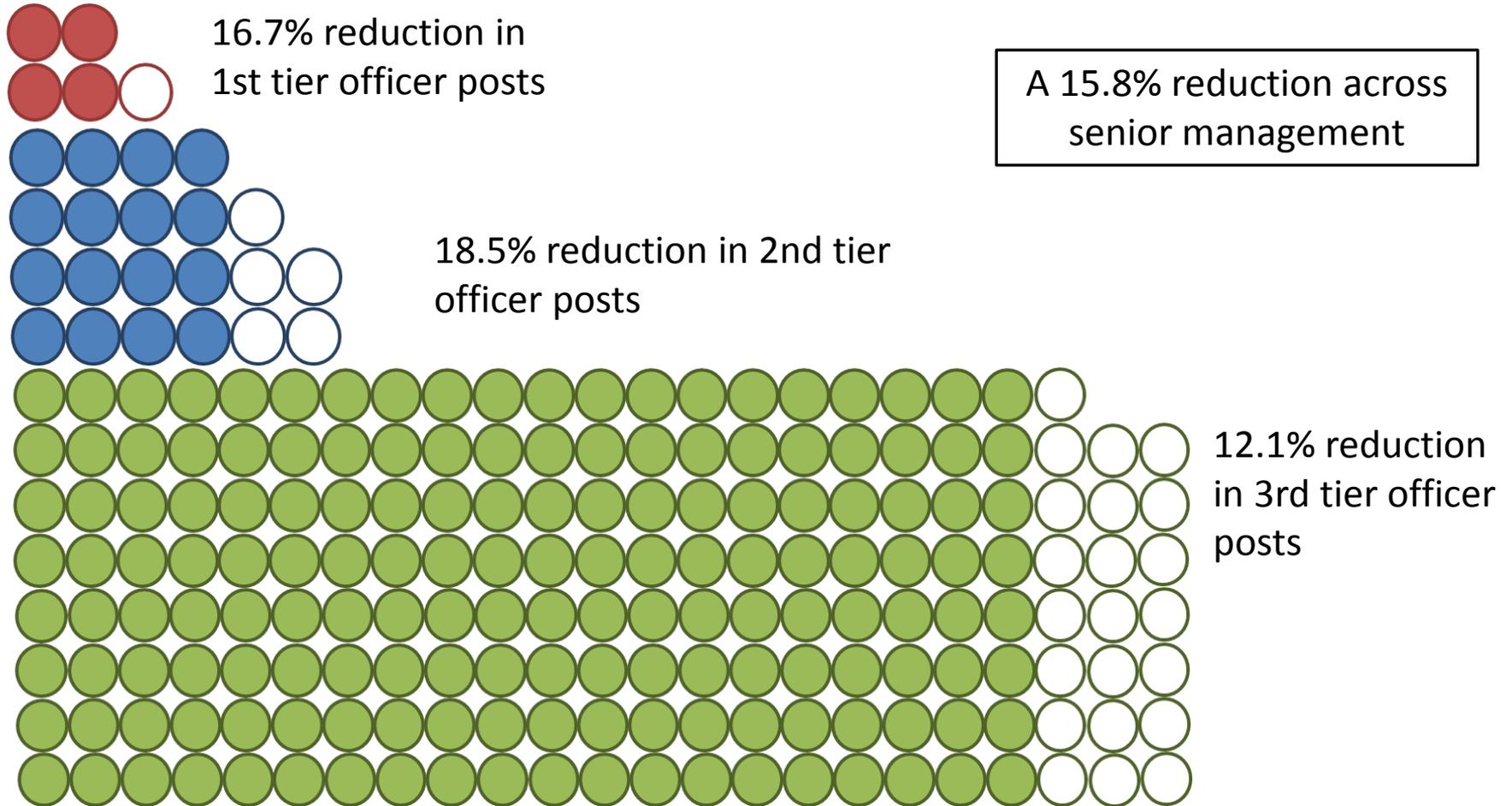
Spans and layers

- One method of considering the make up of a workforce is to look at 'spans and layers'.
- Layers is the number of tiers in a hierarchy. So from the City Director to a frontline worker, how many layers are there?
- Spans is the number of people that are managed by a manager.
- So in general you want less layers of hierarchy and greater spans of control up to a number that is recognised in the industry as an optimum amount. The following slides show how this work has been applied in Bristol

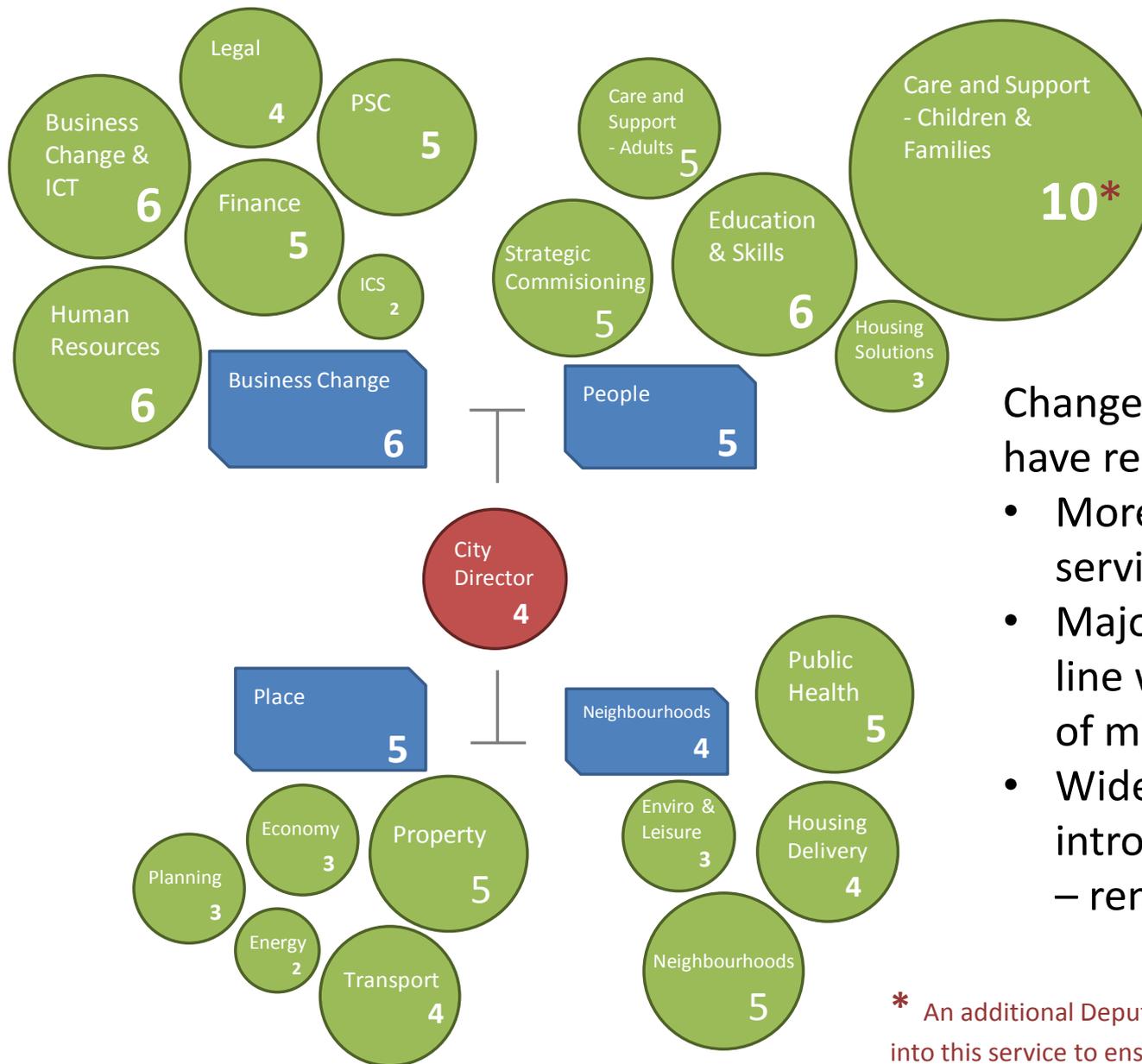


Restructure – Management Layers

The following diagram identifies the reduction in senior managers as a result of the restructure:



Restructure – Spans of Control at 2nd Tier

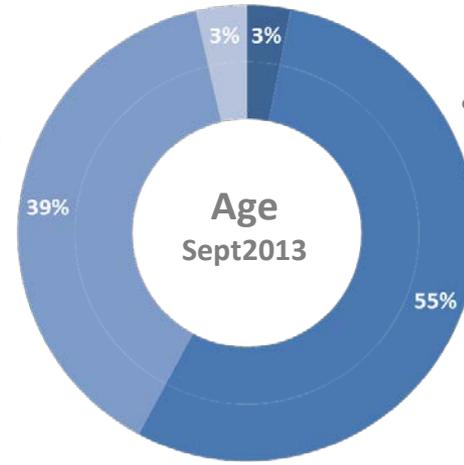
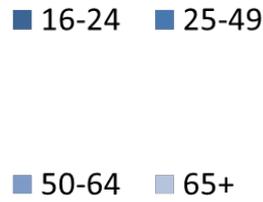
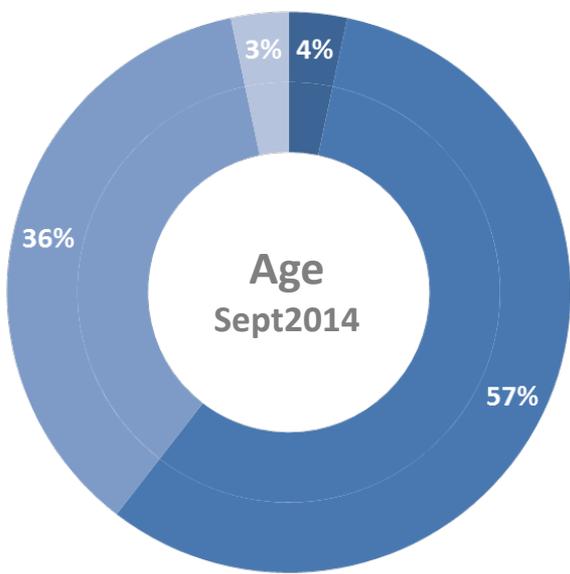


Changes to spans of control have resulted in:

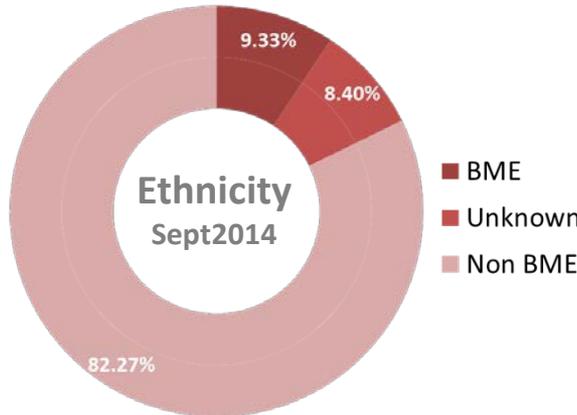
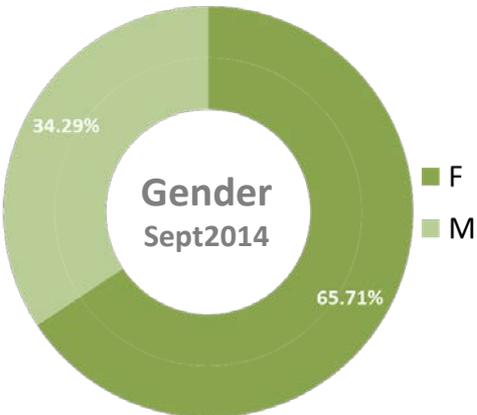
- More equity across services
- Majority of services in line with design principle of minimum 1:4 ratio
- Wider spans have been introduced at lower tiers – removal of 1:1 reporting

* An additional Deputy Service Director has been designed into this service to ensure safe management oversight

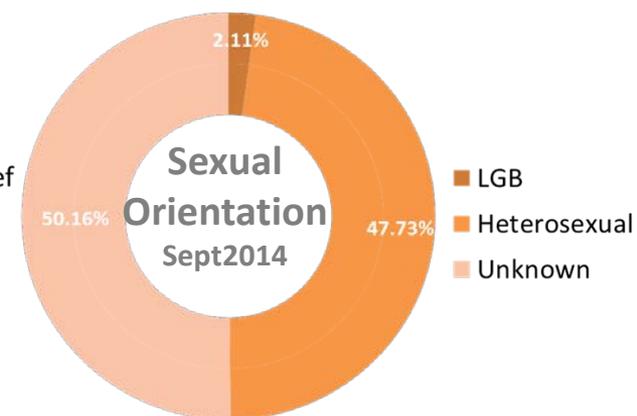
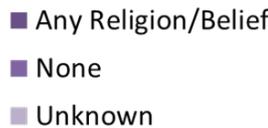
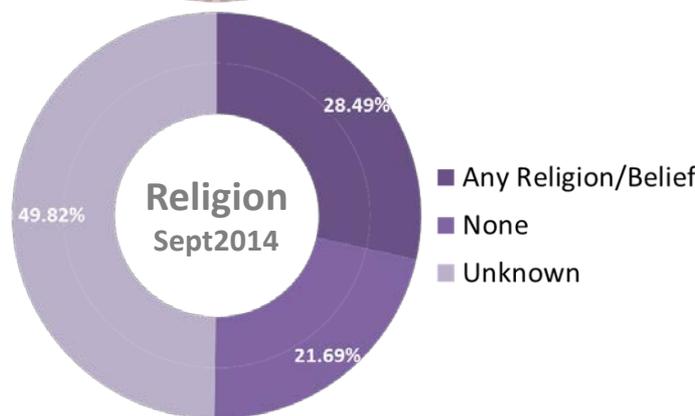
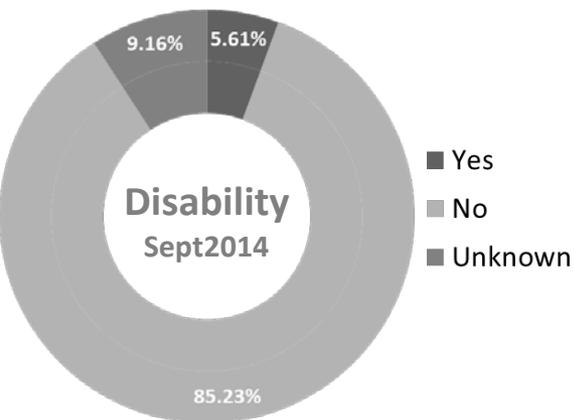
Restructure - Workforce Diversity



- Over the past 12 months we have seen an increase in staff aged 16-24 and 25-49, as largely staff aged 50-64 & 65+ have left the Council



- There has been little or no effect of note to all other areas of workforce equalities



Restructure - Additional Service Redesign

2 Service Redesign projects were completed alongside the Restructure – Policy, Strategy and Communications (PSC) and Admin and Business Support (ABS).

PSC:

Objective: To create a single, more efficient PSC service for the benefit of our customers, our staff and for the City that is driven by customer and business need.

Achievements: Implemented new Policy, Strategy and Communications service within Business Change. New structure in place that delivers FTE savings. Definition of customer needs, service offer and core processes, technology and data requirements.

ABS:

Objective: To build a flexible, multi skilled ABS service to support each directorate now and in the future, whilst generating savings.

Achievements: Contributed approximately £2 million savings by rationalising the number of ABS roles across all directorates.

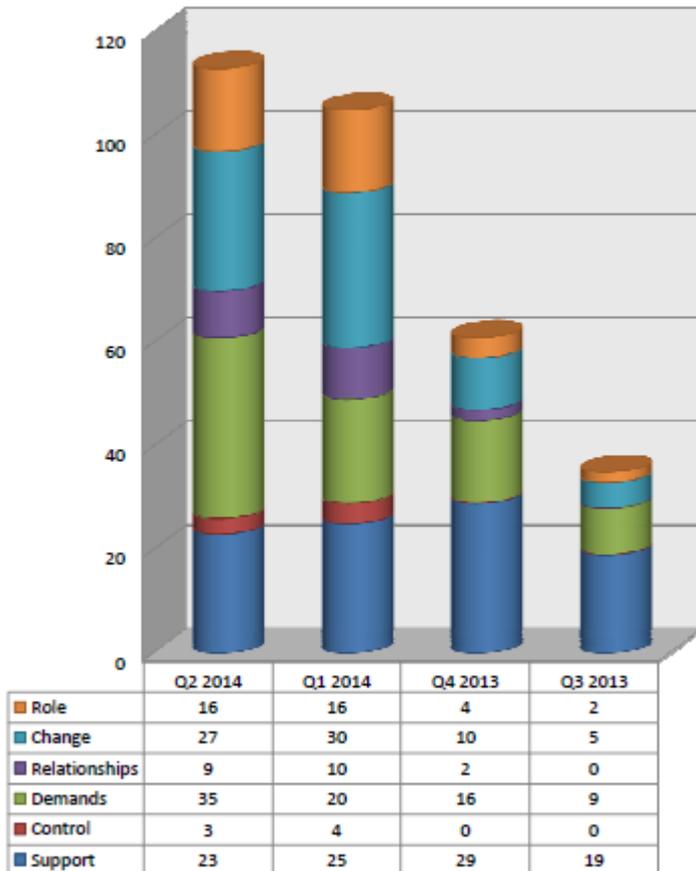
Introduction of a new framework of ABS roles with generic paperwork to allow resources to be flexibly deployed, thereby increasing service efficiency.

The benefits of these projects being aligned to the main restructure included:

- Increased pace and momentum
- Maximised project resources (e.g. HR / Project Manager) for more efficient delivery
- Adopted agreed corporate policies and processes – no need to reinvent
- Linked in to consultation process with managers and trade unions

Restructure – Monitoring Workforce Health

Work Related HSE Stress standards



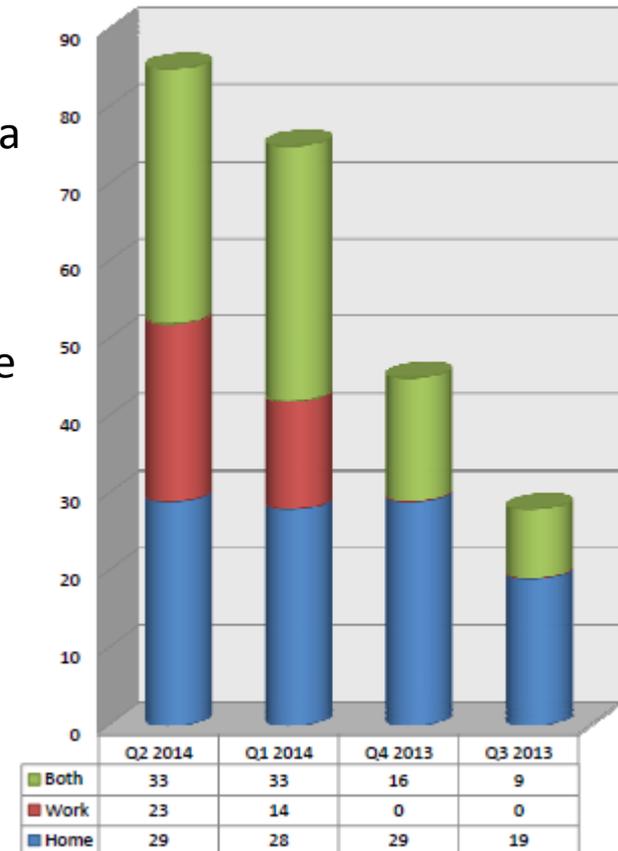
Throughout the Restructure the Employee Assistance Programme has been promoted as a key source of confidential support for employees. Access to the EAP is regularly monitored as an indicator of employee wellbeing.

Key Issues

- Overall there remains a relatively low number of employees seeking counselling support.
- Overall, issues at home is the highest reason for calls this year accounting for 45% of all calls.

- Demands at work is the highest HSE standard reason this quarter with 31% of all HSE related calls.
- Overall, Change at work is the highest HSE standard reason this year with 31% of all HSE related calls.

Problem Source





Impact on citizens and on
provision:

-
- *We monitor service performance through Performance Indicators. We are still awaiting some data in relation to this and aim to have it available for the meeting.*
 - *However the word document in the papers gives a picture of impact on service performance of the removal of some 700 posts from the Council and an equalities impact assessment is provided also*





What next?

Taking stock of where we are and
planning the next steps

What are the key learnings, surprises, challenges?

- *The organisation has responded well to the leadership driving a more corporate, less departmental approach - “from compliance to discipline”*
 - *We need to maintain a single programme of change, with a single governance structure*
- *The organisation has struggled to do some of the work needed at pace*
 - *We need to invest in our staff more, to grow their skills so that they can continue to deliver the rest of the programme*
- *People have not always grasped the opportunities that technology presents*
 - *We need to train people in redesigning services using technology as an enabler*
- *We do not know enough about staff performance. We may have let go of some very high performing members of staff*
 - *We need to develop and implement an online performance management system*



What are the key learnings, surprises, challenges?

- The Programme, developed in haste to bring order to too much unfocussed change activity, now needs to become more structured. Service Managers need to be brought into the mix in a consistent way, Service Directors need to be thinking now about the next stages of delivery. We have called these 'steps'*



Developing the programme – what next?

Step 1

“Doing things better”

- Service or process re-design
- Integrating technology
- Taking out cost
- Close relationship to customers
- Continuous improvement

Step 2

“Doing better things”

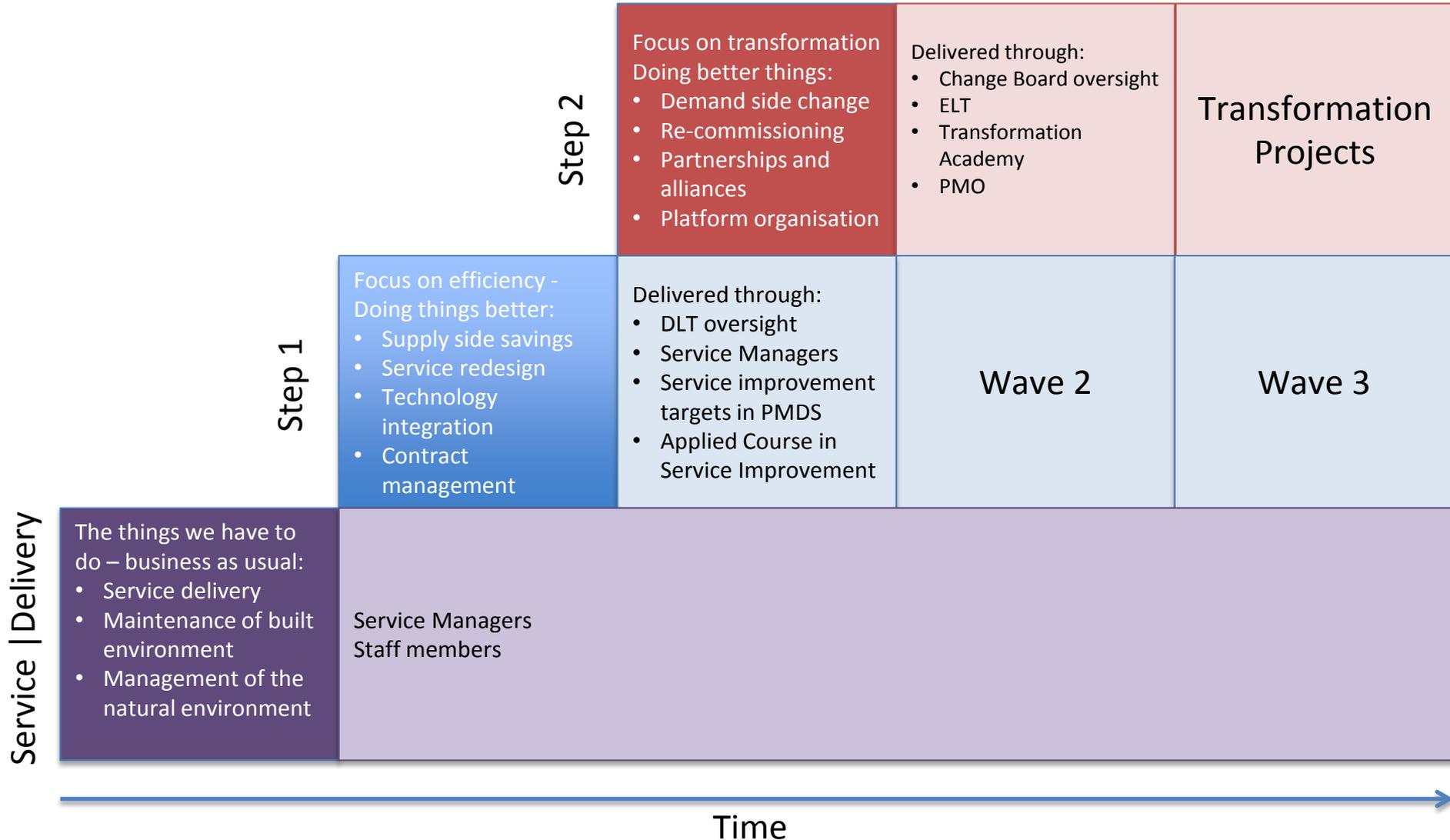
- Whole systems or network re-design
- New services enabled by technology
- Changing the nature of demand – early intervention
- Transformation – partnerships and new delivery models

Current developments

- We have to embed the capacity to deliver continuous improvement (step 1) across BCC
- We have to deliver further savings
 - ‘Redesign’ savings of £16m
 - Remaining restructure of £6m until the end of the 3 year MTFP
- We will do this by
 - Enabling Service Managers to fulfill the role set out in their role description
 - Progressing the digital agenda; ensuring all services are delivered through lean processes using digital channels, maximising self-service and channel shift
 - Freeing up Service Directors to plan and deliver fundamental (Step 2) change



Change Programme Steps Explained



Investing in capability

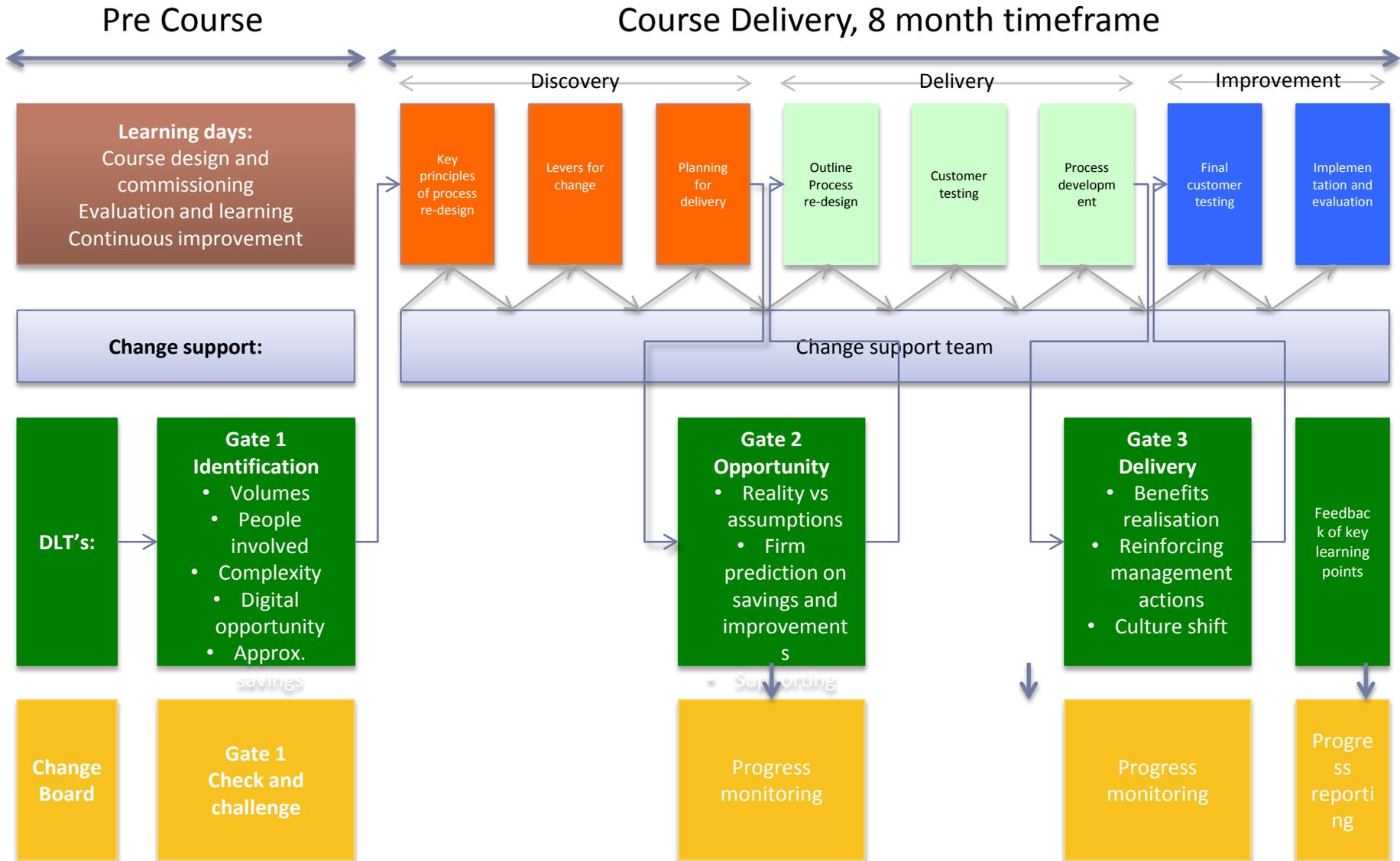
- *We are designing an applied training programme for Service managers.*
- *'Applied' means that unlike traditional training where people learn something and then is left up to them whether to apply it or not, in this course participants deliver a change project during the lifetime of the course*
- *This is described in detail on the next few slides*



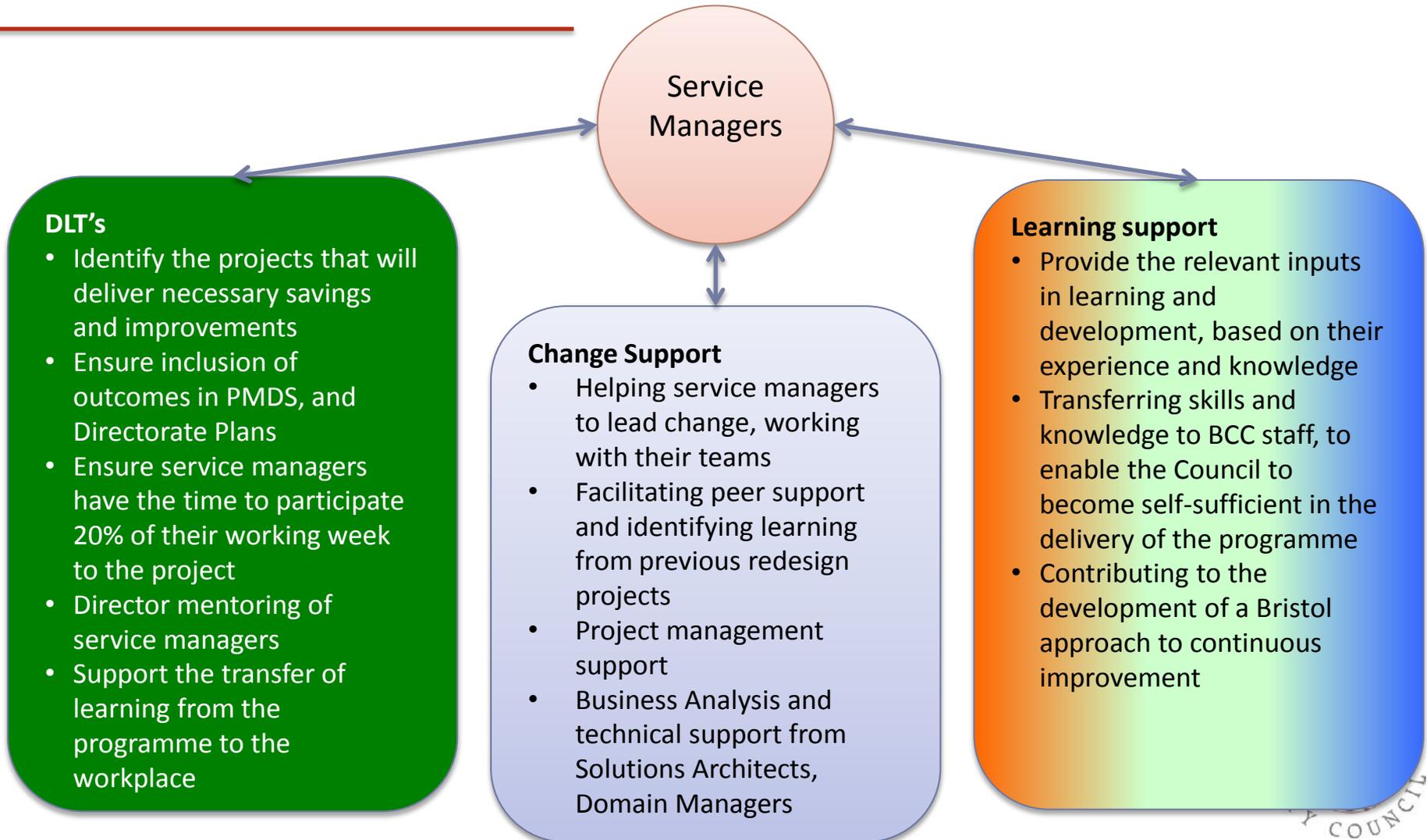
Applied Service Improvement Programme

- Projects are identified by Directorate Leadership Teams and are delivered within the lifetime of the Programme
- Projects are selected on criteria which are a mixture of savings, deliverability, and digital progression within BCC, adding up to a significant contribution to these agendas
- Mandatory - For all service managers, delivery baked into performance targets and Directorate plans
- Enabled via a combination of formal learning days and in-work support
- Delivered between now and July 2015, to ensure the success of Step 1 projects
- Delivered by a mixture of external specialists and internal change support with digital awareness and demonstrable experience across all local government sectors
- Progressive skills transfer from external specialists to internal capacity, enabling self sufficiency in delivery
- Influenced by Service Manager input and feedback (via Reference Group, and continuous feedback during programme)
- Adapted and improved based on feedback and changing needs (starting with an “Alpha” and “Beta” to test and refine)
- Learning captured to refine the approach to the next cohort and codified into a Manual to identify the Bristol way

Applied Service Improvement Programme Overview



Roles and Responsibilities



Service redesign phases

Discovery

Delivery

Continuous improvement

Phase content

- Gathering insight/data
- Learning from others
- Shaping and innovating
- Planning and refining

- Iterative planning & delivery
- Demos & testing
- Training & roll-out
- Communication

- Monitoring feedback and performance
- Dealing with issues
- Identifying & implementing opportunities for improvement

Expectations of Service Managers

- Prepare for & participate in workshops
- Check in with the project team daily to answer questions
- Participate in prioritisation exercises/ sessions

- Attend fortnightly (sprint) planning meetings & fortnightly sprint demos
- Be available to answer questions/give feedback, ideally daily via the stand up
- Stakeholder management

- Proactively monitor feedback and performance
- Deal with escalated issues
- Identify opportunities for improvements & lead implementation

Learning days

Day 1

Day 2

Day 3

Day 4

Day 5

Day 6

Day 7

Day 8

Change support

Directorate support

Progressing 'step 2'

- *With step 1 projects secured through the Applied Service Improvement Programme, we now have to the space to consider the more far reaching work we will need to do to meet future challenges and genuinely transform public services.*
- *There are a number of options and potential directions that BCC could now take. This is the focus of debate currently*



Buying and selling

Council consolidating current position through selling or buying services

Commissioning and contracting

Council redefining needs and re-commissioning services

Further cost reduction, technical, social and political changes driving new approaches

Merging and sharing

Council merging with other organisations and driving economies of scope and scale

Co-producing and Localising

Council re-designing services and distributing budgets and assets to the community

Change Programme Equalities Impact Assessment Status 20/10/14

Context

The Change Programme will deliver significant changes to:

- **Physical environment** – e.g. a new Citizen Service Point at 100 Temple Street; new/renovated offices and ways of working (Bristol Workplace) etc
- **Processes** – e.g. how we handle evidence; applying for a service (such as a parking permit); reporting an issue (such as a pothole); paying for a service (such as purchasing a birth certificate) etc and ensuring we do 'apply', 'pay', 'report' etc consistently across the organisation.
- **Technology** – e.g. the digital platform (allowing, where appropriate, for our services to go digital), new systems – Customer Relationship Management, Business Process Management Suite, Asset Management System, Education Management System etc
- **People** – e.g. new roles (through restructure and Admin & Business Support), streamlined people policies and new cultures & behaviours.

The scope and scale of these changes means that there will be an impact on citizens, staff, partner, supplier and other organisations. The scale of the impact on each group will vary project by project.

Equality Impact Assessments

Equality impact assessments (EqIA) help public authorities meet the legal requirements of the Public Sector Equality Duty under the Equality Act 2010. Carrying out an EqIA within a project involves systematically assessing the likely (or actual) effects of the changes introduced by the project on people in respect of age, disability, gender reassignment, marriage and civil partnership status, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The Equality Act refers to these as 'protected characteristics'.

From the point of initiation, the project lifecycle flags key opportunities to gather insight/data/information in relation to citizen's and staff which begins to inform the Equalities Impact Assessment. For example, most services ask for date of birth and title (so gender and age is usually collected), a significant proportion of services ask if the customer is disabled and a number gather data on ethnicity, religion, sexual orientation of the customer. At the first point of engagement with the service area, the project manager will establish what of this data is available and begin to understand what it is telling us. Projects are also encouraged to challenge assumptions and stereotypes, creating customer profiles for different geographical locations in the city and for individuals of different socio-economic backgrounds.

Before a project moves into detailed planning and sequencing, the first full draft Equalities Impact Assessment is complete and sent to the Equalities Team for assurance and sign-off. This information is then used to inform discussion and agreement of the proposed solution(s); any resultant actions are built into the action plan for the project and are managed through the Risk Log.

Current impact assessment status:

1. **At project level**, the completeness of EQIAs corresponds with the stage a project is at in the lifecycle – e.g. projects well in to design or implementing systems have greater completeness than those in discovery. Our project lifecycle documentation makes it explicit when a project should have enough information to begin an EQIA, who to involve and when/how to get it assured. Our updated project approach, whereby we are adopting a more citizen lead/ citizen centric approach with early upfront citizen engagement has significantly enriched the EQIA process. We have had good engagement with the Equalities Team in further shaping and developing EQIA’s within projects.
2. **At programme level**, we have begun conversations with the Equalities Team to establish a cumulative impact picture across the programme. The advancement of the projects means that we are beginning to get into a position whereby we can identify and manage a cumulative impact on equalities groups and address this at a programme board level.

Below lists the EQIAs complete or in progress across the programme:

Live project	Status	% Complete	Project Manager	Document
Complaints & FOI	Complete and signed-off	100%	Lynda Bird	 EqIA Complaints Project.docx

Admin & Business Support	Complete & signed-off	100%	Emily Hewitt	 EqIA-ABS_Redesign_ Project_Final.pdf
Performance Management	Relevance check complete and signed off by Equalities. Revisit for full EQIA once solution identified and design in progress.	100%	Nick Harris	 Relevance Check Performance Manage
HR Admin & Payroll	Relevance check complete and signed off by Equalities. Revisit for full EQIA once solution identified and design in progress.	100%	Robyn Jobson	 EqIA HR Information Systems Project.docx
New CSP	Drafted with EQ input. Updated version due for sign-off this week.	90%	Rob Swift	 CSP 100TS EqIA Full Form.docx
Benefits Redesign	Draft. Waiting business input before going to EQ.	50%	Lynda Bird	 EQIA Housing Benefit Project.docx
Blue Badges etc	Draft. Waiting business input before going to EQ.	50%	Kathryn Manning	 EqIA Full Form v0_5.docx
Libraries	Complete and signed off (one overall and one related to staff).	100%	Kate Mann	 Appendix 5- EqIA - Libraries for the Futur

				 Appendix 6 - EqIA Libraries for the futur
Registrations	Complete & signed-off	100%	Jess Phoursa	 EqIA Full Form_Registrations_/_/
Licensing	Draft only.	25%	Tom Trevithick	 EqIA Licensing.docx
Highways & Lighting	Draft with EQ input.	50%	Kathryn Manning	 EqIA Full Form v0_3.docx
Restructure	Completed and signed off.	100%	Emily Hewitt	 EqIA_Restructure_Draft Updated August  Appendix A.pdf  Appendix B.pdf

				 Appendix C 19.08.14.docx
Local Tax	As complete as it can be until full known end-to-end redesign proposal is known.	80%	Laura Preston	 EqIA Council Tax redesign Project v0.0
Homelessness	Early draft work underway.	0%	Lucia Dorrington	N/A
Care Act	Not started. Project just being defined.	0%	Lyndsay Winterton	N/A
Education Management System	Not started. Need to pick up once reviewed project approach is agreed	0%	Alison Houselander	N/A
Asset Management	Not started. Project just being defined.	0%	TBC	N/A

Bristol City Council Equality Impact Assessment Form

(Please refer to the Equality Impact Assessment guidance when completing this form)



Name of proposal	Complaints & Enquiries
Directorate and Service Area	Integrated Customer Services
Name of Lead Officer	Jane Whiteman

Step 1: What is the proposal?

Please explain your proposal in Plain English, avoiding acronyms and jargon. This section should explain how the proposal will impact service users, staff and/or the wider community.

1.1 What is the proposal?

Overall Aims of the Project

This project is looking at how we manage Customer Complaints and Enquiries, including Freedom of Information (FOI) requests.

It aims to introduce new process and technology to improve the overall customer experience, providing a streamlined and transparent service

We will provide the public with a simple process that does not require detailed knowledge of Council services, and with the ability to track progress of their request.

This will mean that all staff will need to follow a formal process, enabled by technology, and will be expected to take responsibility/ownership where actions are assigned to them.

Step 2: What information do we have?

Decisions must be evidence-based, and involve people with protected characteristics that could be affected. Please use this section to demonstrate understanding of who could be affected by the proposal.

2.1 What data or evidence is there which tells us who is, or could be affected?

We have gathered information about Staff involved in co-ordinating and responding to Complaints, focusing on the Corporate Team and staff currently undertaking a co-ordination activity. This shows that the equalities profile of staff involved in this is very similar to the overall corporate equalities profile.

Gender	Total	%
Female	163	63.18%
Male	95	36.82%
Grand Total	258	100.00%

Age_Band	Total	%
16-24	12	4.65%
25-49	158	61.24%
50-64	84	32.56%
65+	4	1.55%
Grand Total	258	100.00%

Ethnicity	Total	%
BME	27	10.47%
Non BME	218	84.50%
Unknown	13	5.04%
Grand Total	258	100.00%

Disabled	Total	%
Disabled	19	7.36%
Not disabled	229	88.76%
Unknown	10	3.88%
Grand Total	258	100.00%

Sexual Orientation	Total	%
Hetrosexual	157	60.85%
LGB	11	4.26%
Undeclared	90	34.88%
Grand Total	258	100.00%

Religion/Belief	Total	%
Any other	9	3.49%
Christian	87	33.72%
None	69	26.74%
Undeclared	93	36.05%
Grand Total	258	100.00%

Members of the Public

A Complaint, FOI or Data Protection request can be submitted by anyone, regardless of whether they are a resident of Bristol.

We have limited data about the current channels used to submit complaints which indicates the following:

- 50% Online (webform)
- 20% by Email
- 10% Face to Face
- 5% by Letter
- 15% Other

We have information about our wider Bristol population. Our August 2013 report "[The Population of Bristol](#)" provides information about our population, including by: Ethnic group, Country of birth, Migrants, Religion, Language, Students. [2011 Census data](#) is also available with further detail, along with [Key Equalities Information](#)

One of the key factors across all of the projects is the use of online services. The Office of National Statistics (ONS) published the following data for 2013:

- In 2013, 36 million adults (73%) in Great Britain accessed the Internet every day, 20 million more than in 2006, when directly comparable records began.
- Access to the Internet using a mobile phone more than doubled between 2010 and 2013, from 24% to 53%.
- In 2013, 72% of all adults bought goods or services online, up from 53% in 2008.
- In Great Britain, 21 million households (83%) had Internet access in 2013.

2.2 Who is missing? Are there any gaps in the data?

Members of the Public

We do collect Equalities data from Customers making complaints, but take-up of this is low and the results are not reported as part of the overall complaints reporting.

2.3 How have we involved, or will we involve, communities and groups that could be affected?

Staff

We have been working closely with Managers and Subject Matter Experts from across Customer Services to inform the analysis and design stages of the project. We have also provided a communications briefing pack for Managers to cascade. We have developed a full communications and training plan to support the next stage of the project.

Members of the Public

We are working with Digirati and CX Partners to design a new online interface – they are undertaking customer research through use of focus groups and spot-testing to ensure that the customer voice is reflected in the design.

The Shaw Trust will carry out independent testing of the new Customer interface to ensure it is compliant with accessibility standards.

Step 3: Who might the proposal impact?

Analysis of impacts on people with protected characteristics must be rigorous. Please demonstrate your analysis of any impacts in this section, referring to all of the equalities groups as defined in the Equality Act 2010.

3.1 Does the proposal have any potentially adverse impacts on people with protected characteristics?

At high level we anticipate the following impacts to the people with protected characteristics:

Use of online services

This project anticipates the use of online services wherever possible. We anticipate that ability to use online services may be more challenging according to:

Age: older customers may be reluctant to use online services

Disability: online services need to be accessible

Race: for customers where English is an additional language

3.2 Can these impacts be mitigated or justified? If so, how?

70% of our customers are already using an online channel or email and this project will represent a minimal change for them, and hopefully an improved experience

There is no change to the current arrangement for customers to raise

complaints and foi requests by letter, phone or in person should they be unable, or choose not to, use the digital service.

The new online access will be via our new Digital Service for which Accessibility Testing will be provided by the Shaw Trust.

3.3 Does the proposal create any benefits for people with protected characteristics?

- By moving Citizens who are able to do so online, we should free up time in the contact centres to support our more vulnerable customers where needed.

3.4 Can they be maximised? If so, how?

n/a

Step 4: So what?

The Equality Impact Assessment must be able to influence the proposal and decision. This section asks how your understanding of impacts on people with protected characteristics has influenced your proposal, and how the findings of your Equality Impact Assessment can be measured going forward.

4.1 How has the equality impact assessment informed or changed the proposal?

The assessment has highlighted a wider corporate requirement for capturing and reporting on equalities data to help us better understand our customers.

4.2 What actions have been identified going forward?

Following discussion with Ann James on Thursday 3rd July 2014 the following actions have been identified:

- Request that accessibility testing is also carried out on the new technology being delivered to staff. This could include using the Shaw Trust and/or inviting key staff to try the new software.
- Continue to collect equalities monitoring information as part of the online process.
- Start wider discussions with Enterprise Architecture regarding collection of this information
- Continue discussions with CRM supplier regarding capture, storage and

<p>reporting of Equalities data specifically for complaints</p> <ul style="list-style-type: none"> - Ensure that the categorisations we use enable us to identify where there has been a complaint which shows lack of compliance with the Equality Act, and the learning actions identified as a result
<p>4.3 How will the impact of your proposal and actions be measured moving forward?</p>
<p>Discussions with ICS Management Team for impact on workforce Customer feedback for impact on the public Inclusion of equalities information in reports</p>

<p>Service Director Sign-Off:</p>	<p>Equalities Officer Sign Off: Anne James</p>
<p>Date:</p>	<p>Date: 21/8/2014</p>

DRAFT

Bristol City Council Equality Impact Assessment Form

(Please refer to the Equality Impact Assessment guidance when completing this form)



Name of proposal	Admin and Business Support Redesign
Directorate and Service Area	Council Wide
Name of Lead Officer	Di Robinson
Senior Project Manager	Emily Hewitt

Step 1: What is the proposal?

Please explain your proposal in Plain English, avoiding acronyms and jargon. This section should explain how the proposal will impact service users, staff and/or the wider community.

1.1 What is the proposal?

- This is a **redesign of a council-wide 'function'**: Administration and Business Support (ABS). The ABS scope includes all admin and business activities that support the Council to deliver services and outcomes. Further details on ABS activities considered to be 'in-scope' are supplied at the end of this form.
- Change Board has agreed that **there will be a directorate based approach to the Admin and Business Support redesign**. Each directorate will have its own ABS team.
- This will include specialist/technical ABS staff.
- The aim is to co-locate ABS staff wherever possible. This will enable them to support different areas of the directorate where it is needed at different times. Decisions about the locations of staff will be made through the project, in collaboration with the Bristol Workplace Project (BWP). BWP will determine the future working locations of all staff across Bristol City Council; so we will be working closely with them to make sure that ABS staff are co-located at the most accessible site(s).
- To support staff with these new ways of working, new processes, technology and required behaviours will be designed.

DRAFT

- New generic role profiles will be developed so that all ABS staff will work from one of a small number of roles. ABS staff will receive ongoing development to build up a wide skill-base. This will enable ABS staff to work flexibly across services, for a number of different managers, where required. It will also offer greater opportunities for development and progression within Bristol City Council for these staff.
- Staff in scope of ABS were offered Voluntary Severance as part of the overall BG1-9 restructure.
- Consultation with staff and Trade Unions about the redesign of Admin & Business Support started on the 25th June and will continue for a minimum of 45 days.

Step 2: What information do we have?

Decisions must be evidence-based, and involve people with protected characteristics that could be affected. Please use this section to demonstrate understanding of who could be affected by the proposal.

2.1 What data or evidence is there which tells us who is, or could be affected?

We are using comprehensive data provided by HR and validated by the relevant business areas to compile a list of staff that are 'in scope' of the ABS Redesign Project.

Gender: 78.1% of staff in scope are female. This is a considerably higher proportion compared with the Council as a whole, where the figure is 64.9%.

Disability: 8.9% of staff in scope have declared a disability. This is higher than the proportion of staff reporting a disability across the Council as a whole (5.8%).

Sexual Orientation: 1.6% of staff in scope have declared their sexuality as Lesbian/Gay or Bisexual; marginally lower than the 2.1% across the Council as a whole.

Ethnicity: 8.3% of staff in scope have declared that they are from a BME group. This is lower than the Council as a whole, where the proportion is 9.2%.

DRAFT

Age: 9.6% of staff in scope are aged 25 or under. 3.3% of staff in scope are aged 65 or over. 40.7% of staff in scope are age 50-64.

Religion: 35.4% of staff in scope declared their religion as Christian. 3.7% declared their religion as one other than Christian.

2.2 Who is missing? Are there any gaps in the data?

To date we have not received any notification from the business that there are any gaps, however, we will continue to be vigilant and we will be carrying out further validation against financial/salary data. There is, however, evidence from the workforce data that there is significant underreporting of sexual orientation, with 38.3% of staff specifically selecting the 'rather not say' response option. Similarly with declarations of disability, 7.8% of staff in scope chose not to answer this question. 6.5% of staff in scope declined to report their ethnicity. As such, the proportions discussed are likely to be under-representative of the actual numbers of staff in-scope with protected characteristics.

2.3 How have we involved, or will we involve, communities and groups that could be affected?

- The project is led by the Service Director, Neighbourhoods and there is a steering group comprising 4 other Service Directors who are responsible for leading ABS in their directorate. The directors are leading directorate-wide briefings for all staff in scope.
- A dedicated ABS page on The Source has been set up to point all staff to a single point for information. There is also an email address that staff can use to register any feedback or comments with the project team.
- Further involvement with the new ABS teams is planned for subsequent stages of the Redesign process once the new structures are implemented (e.g. to identify better ways of working together when teams are co-located; to trial new processes or technologies).
- We will work to ensure that all equalities groups are represented in these discussions, particularly where large proportions of these groups are affected by the ABS project (e.g., female and BME staff). Consultation is also essential with disabled staff who use assistive technology to ensure any new work place or tasks are accessible. We

DRAFT

will work with the agreed staff in scope to identify any disabled staff who may have specific needs.

- We will ensure that all consultation is open and accessible to members of equalities groups. For example, extending the consultation period to allow for holiday period; ensuring that all venues are physically accessible with appropriate adjustments available (e.g., hearing loop) where required.

Step 3: Who might the proposal impact?

Analysis of impacts on people with protected characteristics must be rigorous. Please demonstrate your analysis of any impacts in this section, referring to all of the equalities groups as defined in the Equality Act 2010.

3.1 Does the proposal have any potentially adverse impacts on people with protected characteristics?

Protected Characteristic: All

As part of the wider Council restructure, staff graded BG1- BG9 have been given the opportunity to apply for Voluntary Severance (VS). The VS process is designed to give staff an option to leave the organisation should they choose to do so. Any positive and negative impacts of this process will be managed within the Restructure project. It is necessary to be mindful of the additional stress and anxiety that going through a joint voluntary severance and restructuring is likely to cause staff.

It is important to be mindful of the fact that staff in-scope of ABS Redesign at BG10-15 will have already been through a Voluntary Severance and restructure process as part of the Council-wide restructure. Being included in a second restructure is likely to cause increased anxiety, for staff with all protected characteristics.

It is important that the key messages and communications about the ABS Redesign are accessible to all staff, as any inaccessible meetings and communication could limit the ability of staff to engage with the ABS redesign process. This is particularly relevant for disabled staff.

The proposed reorganisation means ABS staff will be managed by people with higher level admin skills to increase staff's access to learning a broader range

DRAFT

of more skilled admin, technical and business functions which is an advantage. However, ABS staff will also need to be managed by staff who allocate specific pieces of work. This could create additional stress for ABS staff if lines of responsibility aren't clear.

Protected Characteristic: Gender & Age (plus care giving responsibilities & part-time/flexible workers)

- The majority of staff directly affected by the changes to ABS structures/processes will be women. This is because the majority of ABS staff are female (78.1%).
- Some terms and conditions may change for staff in this work group, which could impact on part time workers. This is open to consultation and gender impact will be considered.
- Both men and women are responsible for the care of children or elderly or disabled relatives. However, more women than men are given caring responsibilities, particularly when issues arise at short notice. Over 90% of lone parents are women who are 100% responsible for child care arrangements. Women are also more likely to be reliant on public transport than men and travel time and day to day cost can be higher for public transport. For this combination of reasons, work location can have a higher significance for women than men, so changes to hours, job roles and work locations are likely to have more impact on women than men.

Protected Characteristic: Disability

- Disabled staff are more concerned about changes to the workplace than non-disabled staff because a significant proportion of disabled staff have reasonable adjustments to enable them to fulfil their job role. Changing these arrangements or needing to renegotiate arrangements is an additional pressure which non-disabled staff don't experience.
- Disabled staff are also more concerned about role changes as there may be parts of the job description which a disabled employee cannot do which is likely to disadvantage the disabled member of staff in a competitive job interview situation.
- Co-location could be problematic if the disabled staff member has reasonable adjustments
- Some disabled employees have agreements to have their reasonable

DRAFT

adjustments met by a specific admin officer who may no longer be co-located in the same office location as the disabled employee which will be poorer quality support than prior to the ABS change . This needs to be mitigated when planning the operation of the new ABS teams.

- Increased scanning of documents as part of new ways of working will restrict staff with a visual impairments access to information and access to work assessments may need to be reviewed to purchase additional reader time.

Protected Characteristic: Sexual Orientation

- LGBT staff members needing to co-locate or move from team to team could experience more pressure than working within one team because they may experience discrimination about having to repeatedly disclose their sexual orientation in different workplaces. This is not a pressure experienced by heterosexual staff.

Protected Characteristic: Pregnancy & Maternity

- Staff on Maternity Leave or Pregnancy-related sick-leave may be missed out of the consultation process for this redesign project if they are not kept informed by their managers.
- Staff returning from maternity leave into a redesigned job will experience additional difficulties readjusting to the role.
- Staff who have been on maternity leave or those about to go on maternity leave could be disadvantaged in a competitive interview process.

Protected Characteristics: Ethnicity

- Some BME staff have concerns about relocating to Parkview as the area has a reputation for being racist. Also more BME staff live in the north than in the south of the City so BME staff are disproportionately adversely affected by additional travel time and cost of transferring to Parkview

Protected Characteristics: Religion (separate issue from ethnicity)

DRAFT

- For staff with religious beliefs or requirements for prayer or meditation during the working day, the negative impact could occur through moving office location if prayer/meditation space is absent.

3.2 Can these impacts be mitigated or justified? If so, how?

All:

- In developing the new ABS teams, ensure that a diverse range of employees, with different protected characteristics, are consulted.
- Managers will be reminded to make contact with all staff that are not currently in the office and ensure that these staff are consulted with appropriately and kept informed. This will support staff with protected characteristics such as Pregnancy & Maternity and those on long-term sick leave.
- Managers must ensure all communications are as accessible to staff with protected characteristics. This will include accessibility of venues for briefings (e.g. wheelchair access; interpreters; hearing loop facilities; etc.).
- It may be stressful for staff to be managed by different people at the same time. Clear definition of matrix management will be required to help staff understand who they report to. Team Leaders will also be asked to do stress risk assessments following implementation.
- Co-location and new ways of working will add to the options available to all staff and the ABS review will try to ensure ABS staff have as much opportunity to work flexibly as other staff whom they support wherever operational requirements allow.
- Anyone experiencing stress and anxiety as a result of workplace change, can access Employee Assistance Programme and self-organised employee groups. This will be promoted as part of any changes.
- We will monitor the number of grievances that are taken out by all staff and evaluate this by equalities groups, to identify if the ABS redesign is increasing dissatisfaction or disputes within the organisation.

Specific Adjustments & Considerations to Mitigate Impact on Disabled Staff

DRAFT

- All staff are invited to complete a Personal Support Plan prior to any changes in location to ensure the ICT arrangements and workplace is accessible for disabled staff who are moving with specific hardware, software and other equipment. Any other reasonable adjustments including how work is organised/allocated, tasking, flexible hours will be maintained unless there is a clear and legitimate justification not to do so.
- A number of in-house software programmes are incompatible with some assistive software. Disabled staff may be unable to work on as many programmes as non-disabled staff. The ABS review is committed to highlighting where software is inaccessible and to encourage future upgrades or procurement to rectify this to ensure over time disabled staff have as much opportunity as non-disabled staff to enjoy a variety of tasks.
- Reliance on specific admin staff: If there are disabled staff who are currently reliant on specific members of staff, there is no reason why the new ABS arrangements should affect that partnership; however as a responsible employer it is sensible to expect other employees to be able to provide that assistance as reliance on a one specific member of staff is not sustainable.
- Factor in reasonable adjustments to any selection process to ensure that disabled staff are not disadvantaged.

Specific Adjustments & Considerations to Mitigate Impact on LGBT Staff:

- LGBT staff: The Personal Support plan highlights confidential access to staff from the equalities team, with whom a member of staff who is LGBT could discuss any concerns around changes to job role. It is important BWP staff and equalities staff who have access to the support plan do not discuss someone who is LGBT's PSP and out them to any new colleagues without their permission.

Specific Adjustments & Considerations to Mitigate Impact on BME staff:

Co-location and new ways of working will add to the options available to all staff and the ABS review will try to ensure ABS staff have as much opportunity to work flexibly as other staff whom they support wherever operational requirements allow.

DRAFT

Specific Adjustments & Considerations to Mitigate Impact on staff with a religion or belief

Time to prayer and private space will be given full consideration at every workspace and space allocated at relevant time as needed.

3.3 Does the proposal create any benefits for people with protected characteristics?

The positive aspects of this redesign that impact on staff with any protected characteristics include:

- Better recognition of skills/expertise, career and development opportunities for ABS Staff. This is particularly important where BCC is currently underrepresented by young, female and BME staff in middle management layers. There are higher proportions of young, female and BME staff in the ABS review than in wider Council groups; therefore, potential to maximise career progression for these individuals is a great advantage of the redesign.

Other (related) specific benefits include:

- Recognised ABS profession within the Council with clear career paths.
- Planned and coordinated training and development programmes applied consistently across the ABS cohort.
- Opportunities to work in different areas of the Council.
- A flexible and coordinated resourcing model to address workload peaks and cover for holidays, sickness and other absences. Therefore, staff should not be under additional pressure because their colleagues are absent.
- Internal customers requiring admin and business support will receive a more robust and flexible service that will also continue to provide specialist and technical support where required.

3.4 Can they be maximised? If so, how?

Staff will be managed by staff with higher level admin, technical and business skills who will create an environment of continuous improvement and staff development.

Step 4: So what?

DRAFT

The Equality Impact Assessment must be able to influence the proposal and decision. This section asks how your understanding of impacts on people with protected characteristics has influenced your proposal, and how the findings of your Equality Impact Assessment can be measured going forward.

4.1 How has the equality impact assessment informed or changed the proposal and what actions have been identified going forward?

- Review of current custom and practice for ABS staff to be desk based and on set hours.
- New ABS managers to take responsibility for highlighting where inhouse software is inaccessible for ABS staff which restricts their inability to undertake all tasks. This will be not remain the responsibility of disabled staff of the disabled employees group
- All reasonable adjustments will continue into the new work arrangements unless there is a legitimate justification not to do so.
- Consideration will be given to staff with a religion and belief, BME staff and people with caring responsibilities if a proposed new work location makes travel or safety or ability to pray more difficult than the current location
- Ensure ABS staff have some concrete proposals about the additional development and upskilling they will receive. This will start with a development programme for Team Leaders.
- Understand who the in-scope ABS staff with protected characteristics are. Engage with these staff members via managers and request their input as part of the consultation period.
- Develop a communications plan to include pro-active communications which staff who are on maternity leave, about to go on maternity leave or those on long term sick leave. Ensure that any ABS briefings are arranged at accessible venues and accessible times (i.e., in term-time, with wheelchair access, hearing loops and interpreters available). When contacting staff, do so well in advance and where one part of the organisation knows a member of staff has an access need, ensure this is met.
- Encourage staff to use the Equalities Team, the Self Organised Employee Groups and the Employee Assistance Programme services as needed
- Ensure all relevant policies and procedures are followed (e.g. VS process).
- Staff will be encouraged to update their equalities profile on their personal Vision account and workforce data will be closely monitored at key stages throughout the project, and any emergent trends will be

DRAFT

escalated.

- Produce key messages around fair recruitment and selection and make these available to all managers.
- The importance of assessing the impact of service changes to citizens will be raised with Extended Leadership Team. This is outside the scope of this project.

4.2 How will the impact of your proposal and actions be measured moving forward?

- Feedback from Managers and Staff.
- Ongoing analysis of staff Workforce data.

Service Director Sign-Off: Di Robinson	Equalities Officer Sign Off: Anne James
Date: 01/08/14	Date: 28/07/2014

Bristol City Council Equality Impact Relevance Check



This tool will identify the equalities relevance of a proposal, and establish whether a full Equality Impact Assessment will be required. Please read the guidance prior to completing this relevance check.

What is the proposal?	
Name of proposal	HR Information Systems
Please outline the proposal.	Replacing PMDS with an online system.
What savings will this proposal achieve?	Savings minimal; collation of results and monitoring online will replace manually-generated spreadsheets and emails
Name of Lead Officer	Nick Harris

Could your proposal impact citizens with protected characteristics? (This includes service users and the wider community)
Please outline where there may be significant opportunities or positive impacts, and for whom.
Internal system only
Please outline where there may be significant negative impacts, and for whom.
Internal system only

Could your proposal impact staff with protected characteristics? (i.e. reduction in posts, changes to working hours or locations, changes in pay)
Please outline where there may be significant opportunities or positive impacts, and for whom.
Please outline where there may be negative impacts, and for whom.
There is a <i>potential</i> reduction in hours, but it is not considered to be one FTE

Is a full Equality Impact Assessment required?	
Does the proposal have the potential to impact on people with protected characteristics in the following ways:	
<ul style="list-style-type: none"> • access to or participation in a service, • levels of representation in our workforce, or • reducing quality of life (i.e. health, education, standard of living) ? 	
Please indicate yes or no. If the answer is yes then a full impact assessment must be carried out. If the answer is no, please provide a justification.	No; no person with protected characteristics is adversely affected. Performance Management will be online instead of paper.

Service Director sign-off and date:

Equalities Officer sign-off and date:

Bristol City Council Equality Impact Assessment Form

(Please refer to the Equality Impact Assessment guidance when completing this form)



Name of proposal	HR Information Systems
Directorate and Service Area	Business Change/HR
Name of Lead Officer	

Step 1: What is the proposal?

Please explain your proposal in Plain English, avoiding acronyms and jargon. This section should explain how the proposal will impact service users, staff and/or the wider community.

1.1 What is the proposal?
To replace current internal HR Information Systems and PMDS with a new set of internal systems. <ul style="list-style-type: none">• The HR Information Systems will integrate with the Council's ABW Finance system.• The new Performance Management System is a standalone, online system, although integration with HR is an option

Step 2: What information do we have?

Decisions must be evidence-based, and involve people with protected characteristics that could be affected. Please use this section to demonstrate understanding of who could be affected by the proposal.

2.1 What data or evidence is there which tells us who is, or could be affected?
Systems will be online via the intranet and the Source; those who may be affected are those that do not have online access. It may affect those with visual impairment, but this is not different from current systems.
2.2 Who is missing? Are there any gaps in the data?
None noted
2.3 How have we involved, or will we involve, communities and groups that could be affected?
None noted

Step 3: Who might the proposal impact?

Analysis of impacts on people with protected characteristics must be rigorous. Please demonstrate your analysis of any impacts in this section, referring to all of the equalities groups as defined in the Equality Act 2010.

3.1 Does the proposal have any potentially adverse impacts on people with protected characteristics?
There are no new impacts beyond those involved with current HR and Performance Management Systems
3.2 Can these impacts be mitigated or justified? If so, how?
3.3 Does the proposal create any benefits for people with protected characteristics?
None noted
3.4 Can they be maximised? If so, how?
Not applicable

Step 4: So what?

The Equality Impact Assessment must be able to influence the proposal and decision. This section asks how your understanding of impacts on people with protected characteristics has influenced your proposal, and how the findings of your Equality Impact Assessment can be measured going forward.

4.1 How has the equality impact assessment informed or changed the proposal?
4.2 What actions have been identified going forward?
4.3 How will the impact of your proposal and actions be measured moving forward?

Service Director Sign-Off:	Equalities Officer Sign Off:
Date:	Date:

Bristol City Council Equality Impact Assessment Form

(Please refer to the Equality Impact Assessment guidance when completing this form)



Name of proposal	Customer Service Point – 100 Temple Street.
Directorate and Service Area	Business Change
Name of Lead Officer	Robert Swift

Step 1: What is the proposal?

Please explain your proposal in Plain English, avoiding acronyms and jargon. This section should explain how the proposal will impact service users, staff and/or the wider community.

1.1 What is the proposal?

The proposal is to implement a new Customer Service Point at our new building 100 Temple Street, ideally by the end of July 2014. Currently the central Customer Service Point at Phoenix Court is struggling to cope with customer demand and as a result is creating long waiting times and queues for our Service user. Customer Service Staff are constantly struggling to cope with the high level of customer enquiries and as a result a bad experience for our customer and our staff is the result.

The new Customer Service Point, will concentrate on improving the Customer journey by looking at the process' and operations. With more space at the new 100 Temple Street Customer Service point and with a new design to aid and improve the customer journey an improved service should be the outcome of this project.

The impact on our Customer and the delivery of the new process' and the impact of these on how staff work in the new environment.

Step 2: What information do we have? `

Decisions must be evidence-based, and involve people with protected characteristics that could be affected. Please use this section to demonstrate understanding of who could be affected by the proposal.

2.1 What data or evidence is there which tells us who is, or could be affected?

- External: Customer Satisfaction survey for all Customer Service Points for 2012/2013 has been collated. This data will be analysed to find out what is working well and what is not. It includes information on all customers including people with protected characteristics.
- Internal^[AM1]: Staffing at the new Customer Service Point 100 Temple Street has not been determined. Recruitment for 14 new Customer Advisors is underway to ensure enough staff are available to staff both central Customer Service Points at Phoenix and 100 Temple Street. Staff identified to work at 100 Temple Street will be known in the coming months.

2.2 Who is missing? Are there any gaps in the data?

The gaps in the data are around the staff group. As we do not know at this moment which staff will be working from 100 Temple Street. With the new recruitment we will not have knowledge of how many staff are people with protected characteristics.

2.3 How have we involved, or will we involve, communities and groups that could be affected?

Internal staff will be involved in:

- Design workshops with Self Organised groups included.
 - Staff briefings
- External groups (customers including people with protected characteristics):
- Intend to Contact and carry out briefings with Bristol Equality Forums
 - Disability Equality Forum
 - Women's Voice & Influence
 - LGBT Bristol
 - Black & Minority Ethnic Influence & Voice
 - Multi Faith Forum
 - Bristol Older People's Forum

Step 3: Who might the proposal impact?

Analysis of impacts on people with protected characteristics must be rigorous. Please demonstrate your analysis of any impacts in this section, referring to all of the equalities groups as defined in the Equality Act 2010.

3.1 Does the proposal have any potentially adverse impacts on people with protected characteristics?
[AM2]
3.2 Can these impacts be mitigated or justified? If so, how?
3.3 Does the proposal create any benefits for people with protected characteristics?
<ul style="list-style-type: none"> • Less wait time • Closer proximity to customers more south of the city • Improved customer journey and satisfaction
3.4 Can they be maximised? If so, how?
<p>Yes.</p> <ul style="list-style-type: none"> • Take into consideration feedback from customers on what works well at our existing Customer Service points. • Include in the design and consultation discussions.

Step 4: So what?

The Equality Impact Assessment must be able to influence the proposal and decision. This section asks how your understanding of impacts on people with protected characteristics has influenced your proposal, and how the findings of your Equality Impact Assessment can be measured going forward.

4.1 How has the equality impact assessment informed or changed the proposal?
4.2 What actions have been identified going forward?
<ul style="list-style-type: none"> • A commitment for all staff to have completed their Rights and Responsibilities training. • Managers (any people managers) to have gone through the Managing Diversity for people managers.
4.3 How will the impact of your proposal and actions be measured moving forward?

Service Director Sign-Off:	Equalities Officer Sign Off:
----------------------------	------------------------------

Date:

Date:

Bristol City Council Equality Impact Assessment Form

(Please refer to the Equality Impact Assessment guidance when completing this form)



Name of proposal	Housing Benefits Project
Directorate and Service Area	Integrated Customer Services
Name of Lead Officer	Lucy Murray Brown

Step 1: What is the proposal?

Please explain your proposal in Plain English, avoiding acronyms and jargon. This section should explain how the proposal will impact service users, staff and/or the wider community.

1.1 What is the proposal?

Overall Aims of the Project

The overall aim of this project is to deliver the quickest and easiest way for citizens to be paid their housing benefit.

A full service redesign is planned for 2015 for which a separate EQIA will be prepared. In advance of this redesign a number of tactical activities have been identified that will help prepare for the opening of new Temple Street Citizen Service Point (CSP). These are summarised below.

Website

We are making changes to our website to make it easier for citizens to find out information about housing benefit. We hope this will reduce some of the calls and visits, but most importantly this gives us a firm foundation from which to promote more online services.

Online Forms – New Claims

Only about 35% of new claims are made online. The rest arrive as paper forms. We are making some improvements to our current online application form, Gandlake, which will make it quicker and easier for citizens to apply, and reduce the need to visit or post in a paper form. In addition to some general improvements we will be making two key changes:

- Evaluating the claim on line to determine if citizens actually need to bring in evidence to support their application, and if so what. This will reduce visits to the CSP.

- Building the ability to upload documents from our Document Management (DIP) system onto Gandlake. This will reduce postage costs and get information to citizens much faster. In parallel we will be asking assessors to call/text/email applicants to explain decisions.

Online Forms – Discretionary Housing Payment

We receive over 3500 applications for Discretionary Housing Payment each year, all of which are paper based. We will be replacing the pdf on the website with an interactive online form which will gather information and feed this straight into the document management system. This will provide a much improved citizen experience, and reduce some of the pressure on the indexing team.

Letters

We receive over 36 thousand phone calls and 4500 visits each year with enquiries prompted by a letter we've sent out. The key areas of query are suspension letters, overpayment letters and entitlement letters. We are already making changes that should reduce the number of letters we send, encouraging use of email, phone and uploading to Gandlake. In addition we are going to make some key changes including:

- Stopping the automatic suspension of a claim if the Department for Work and Pensions inform us of a change, and instead evaluating this immediately to ensure payments are reassessed and only stopped if necessary
- Reducing the use of blank templates to bring a more consistent structure to our communications
- Providing clear guidelines to encourage use of plain English
- Introducing new templates for entitlement letters, which are complex and currently cause a considerable number of enquiries

Evidence

We are working to reduce the amount of evidence we request from citizens applying for Housing Benefit. Currently there are over 45 thousand visits each year from citizens bringing in evidence to support housing benefit applications. We are planning to reduce this by a combination of the following:

- Use of the Risk Based Verification tool as part of the online application by citizens and by assessors in the back office
- Introduction of a new online form so citizens can provide evidence without needing to visit a CSP
- Introduction of a new self-serve scanner at the CSP

In addition we will work closely with the Temple Street CSP project to define the Housing Benefits service model that will be provided there. This will include piloting the provision of full assessment in CSPs

Step 2: What information do we have?

Decisions must be evidence-based, and involve people with protected characteristics that could be affected. Please use this section to demonstrate understanding of who could be affected by the proposal.

2.1 What data or evidence is there which tells us who is, or could be affected?

Staff

Requested 17/10/14 from Jo Vines and HR System Support. We will have this for Benefits Staff and for CSP staff, and CSC staff, who deal with HB customers.

Members of the Public who may look for information about Benefits

We have information about our wider Bristol population. Our August 2013 report "[The Population of Bristol](#)" provides information about our population, including by: Ethnic group, Country of birth, Migrants, Religion, Language, Students. [2011 Census data](#) is also available with further detail, along with [Key Equalities Information](#)

One of the key factors across all of the projects is the use of online services. The Office of National Statistics (ONS) published the following data for 2013:

- In 2013, 36 million adults (73%) in Great Britain accessed the Internet every day, 20 million more than in 2006, when directly comparable records began.
- Access to the Internet using a mobile phone more than doubled between 2010 and 2013, from 24% to 53%.
- In 2013, 72% of all adults bought goods or services online, up from 53% in 2008.
- In Great Britain, 21 million households (83%) had Internet access in 2013.

Benefits Claimants

We have information about our Benefits Claimants which is collected on the application form and recorded into the Northgate System. This provides the following information:

September 13 - August 14	No	% of Caseload
Average Caseload	40,414	
Disability		
Client or partner in receipt of disability benefit	5,464	14%
Gender		
Male	16,810	42%
Female	23,108	57%
Age		
Under 25	3,019	7%
25-34	8,654	21%
35-44	8,268	20%
45-54	7,355	18%
55-64	4,847	12%
Over 65	8,272	20%
Ethnicity		
Arab	14	0.03%
Asian or Asian or Asian British Bangladeshi	39	0.10%
Asian or Asian British Indian	36	0.09%
Asian or Asian British Pakistani	105	0.26%
Black or Black British African	362	0.90%
Black or Black British Caribbean	274	0.68%
Black or Black British Other	107	0.26%
Chinese	19	0.05%
Gypsy/Traveller	6	0.02%
Mixed any other white	386	0.96%
Mixed any Other	54	0.13%
Mixed White & Asian	29	0.07%
Mixed White & Black Asian	45	0.11%
Mixed White and Black Caribbean	170	0.42%
Other Asian Background	60	0.15%
White British	4,708	11.65%
White Irish	53	0.13%
Any Other	33,944	83.99%

CSP Benefits Visitors

We collect some data about citizens visiting CSPs to make enquiries about Benefits through a regular customer satisfaction survey. Obviously this is only

data from citizens who choose to respond to this survey, as opposed to data about all CSP Benefits visitors, so it is arguable whether this is representative. For the purposes of this EQIA we will focus on the claimant data (above) for which we can have reasonable confidence in the accuracy, and that it is representative of our benefit claimants.

2.2 Who is missing? Are there any gaps in the data?

We do not collect specific data about customers making calls to the CSP, although this is probably available if we were to interrogate the Northgate system. It is recommended this investigation is undertaken as part of the full Redesign project to gain a fuller understanding of the groups of people choosing to telephone us rather than go online. This will help to inform our wider channel shift strategy.

2.3 How have we involved, or will we involve, communities and groups that could be affected?

Staff

We have been working closely with Managers and Subject Matter Experts from across Customer Services to inform the analysis and design stages of this work. Staff will also be closely involved in testing any updated solutions. We are co-ordinating our communications and training plan with the CSP project.

Members of the Public

CX Partners have carried out a piece of targeted research to inform the CSP Temple Street Project and a number of Redesign Projects. This has taken the form of a number of interviews with Citizens who have been in receipt of specific services from the Council. The brief for this work is embedded into this document. This work will be used to inform the tactical activities and will be expanded for the full Service Redesign.



BCCDiscoveryProposal - Updated v4.key c guide - FINAL v1.pdf Group 1 discussion

Step 3: Who might the proposal impact?

Analysis of impacts on people with protected characteristics must be rigorous. Please demonstrate your analysis of any impacts in this section, referring to all of the equalities groups as defined in the Equality Act 2010.

3.1 Does the proposal have any potentially adverse impacts on people with protected characteristics?

Impact to citizens

At high level we anticipate the following impacts to citizens with protected characteristics:

Use of online services

This project anticipates the use of online services wherever possible. We anticipate that ability to use online services may be more challenging according to:

- Age: older customers may be reluctant to use online services
- Disability: online services need to be accessible
- Race: for customers where English is an additional language

Impact to staff

We do not anticipate any adverse impact to staff from these tactical improvements, which are not introducing any significantly different processes or technologies to those currently in use.

With regards to the Service to be provided through the new CSP at 100 Temple Street, and the potential impact to staff, this is covered in a separate EQIA as the impact will be across a number of Services including Benefits, Council Tax, Homelessness, Concessionary Travel and Rents.

3.2 Can these impacts be mitigated or justified? If so, how?

Changes to the Service provided through the new CSP at 100 Temple Street are covered in a separate EQIA.

There is no change to the current arrangement for customers who need to communicate by letter, phone or in person should they be unable, or choose not to, use the digital service.

We are using existing solutions and technologies but as a matter of good practice we are seeking confirmation that these do meet accessibility standards as follows:

Current Council Website	Drupal website meets accessibility standards. Confirmed with Web Editor 15/10/14. In addition we will
-------------------------	---

	be applying plain English standards to the updated content.
Current Gandlake online application and account for Housing Benefit	Waiting for confirmation from supplier
3.3 Does the proposal create any benefits for people with protected characteristics?	
<p>By moving Citizens who are able to do so online, we should free up time in the contact centres to support our more vulnerable customers where needed.</p> <p>We are creating a new Discretionary Housing Payment application form which will replace the current pdf form which does not meet accessibility requirements. This will provide an improved and accessible online experience for our citizens.</p> <p>We will be applying plain English standards to our website content and key letters which will provide an improved experience for people with protected characteristics.</p>	
3.4 Can they be maximised? If so, how?	
n/a	

Step 4: So what?

The Equality Impact Assessment must be able to influence the proposal and decision. This section asks how your understanding of impacts on people with protected characteristics has influenced your proposal, and how the findings of your Equality Impact Assessment can be measured going forward.

4.1 How has the equality impact assessment informed or changed the proposal?
4.2 What actions have been identified going forward?
Advice from Equalities Manager regarding liaison with specific groups

4.3 How will the impact of your proposal and actions be measured moving forward?

We will be monitoring the take-up and use of our updated website and online forms on a regular basis. This will not only help to measure the impact of these changes, but will also inform our approach to the wider redesign.

Service Director Sign-Off:

Equalities Officer Sign Off:

Date:

Date:

Bristol City Council Equality Impact Assessment Form

(Please refer to the Equality Impact Assessment guidance when completing this form)



Name of proposal	Blue Badges & Concessionary Travel Redesign
Directorate and Service Area	Business Change & ICT, Programme Management Office
Name of Lead Officer	Peter Mann (Service Director) Kathryn Manning (Project Manager)

Version control:

0.1 draft prepared by Project Manager (Kathryn Manning) with feedback from equalities

0.2 amended following feedback from Equalities (Jane Hamill)

0.3 amended following feedback from Equalities & Kate Mann; circulated to Jane Hamill, Kate Mann, Peter Mann, David Bunting, Ed Plowden and Sue Bird for further comment.

0.4 general updates

0.5 Feedback from Sue Bird

Step 1: What is the proposal?

Please explain your proposal in Plain English, avoiding acronyms and jargon. This section should explain how the proposal will impact service users, staff and/or the wider community.

1.1 What is the proposal?

This project has redesigned the Concessionary Travel and Blue Badges services using agile methodology. This includes basing the design on customer needs, getting customer input throughout, and releasing any digital service (e.g. online application forms) into Alpha first – where it's tested by selected customers, and then Beta – where it's released to the general public and all customers are given the opportunity to give feedback.

A key element of the project will be to introduce a fully digital way for customers to apply for Concessionary Travel cards. We are aiming to design digital services which people prefer to use in order to achieve a significant move away from paper based transactions, but not at the expense of the people who need assistance to transact with us. The project will not stop customers from applying via a paper application form where they prefer to do so.

Blue Badges

Customers can currently apply online for a Blue Badge via [direct.gov.uk](https://www.direct.gov.uk), however currently only ~5% of customer choose to do so. We will encourage and support customers to use this online channel where possible.

We will streamline the process used by the back office team so that customers receive their blue badge as quickly as possible.

Concessionary Travel

There is no online way of applying for a concessionary travel card. Customers must also submit a various original documents to provide their eligibility for a badge or a card.

We will build a new digital service to allow customers to apply, renew and replace their concessionary travel card online. We will seek to integrate and automate systems wherever possible. This means that we will try to use evidence that the council is already aware of (e.g. proof of name, address, date of birth etc.) which will reduce or eliminate the need for customers to provide us with documentary evidence.

We will streamline the process used by the back office team so that customers receive their travel card as quickly as possible.

Customers for both services

Improved information, advice & guidance on our website, and an improved application process will reduce or remove the need for customers to contact us unnecessarily (for example to find out details of the schemes, or to query the application process).

Will we aim to ensure that customers will also no longer have to provide us with information we already hold about them – e.g. submitting council tax bills to prove residency.

Where customers choose not to use our digital service, or where we need additional evidence, we will make the paper process as simple and quick as possible. For example we will no longer ask customers to provide original documents (except in exceptional circumstances), meaning that they will no longer need to visit a customer service point, as they will be able to post us photocopies (or email us scanned copies) of documents.

National and regional statistics suggest that 79% of the UK population have at least basic digital skills, 73% of Bristol citizens are confident to use digital and 66% of Bristol citizens are ready to self-serve and we have a duty to provide these citizens with a choice to interact with us digitally. We recognise that these percentages may be lower for the customers of these services. We will encourage and support our customers to use our digital services by offering them an 'assisted digital' service, and by following certain design principles:

- Digital by default means digital services so good people prefer to use them (first)
- Want to help everyone move to digital
- AND need to support the less motivated/less confident/can't use
- We are aiming to build resilience (e.g. develop skills and independence, raise

awareness)

- Link into existing opportunities e.g. citywide campaign on digital inclusion; CSP operating model; community-based support networks
- Digital assistance will support, and be dependent on, a 'one council' culture of serving customers

Our Assisted digital offer is still being finalised, however the core components will include:

- Ensuring customers have access to free PCs / tablets
- Using simple to understand / accessible content
- Content that is usable on mobile devices
- Having trained staff available at priority locations
- Identifying community representatives
- Including simple guidelines to internet security

Staff

Reducing the need to process paper forms and evidence, and streamlining the back office processes will relieve the staff of the some of the more basic administration work. This will allow staff to use their time more effectively dealing with more complex and technically demanding cases.

Examples form other authorities

We have reviewed several other authorities to see how they offer similar services. We found that most other local authorities offer customers an online application for Concessionary Travel, and most have found that a large proportion of customers have chosen to move to applying online. At least one authority has closed their paper application channel for older people. The offer for Concessionary Travel for disabled people tends to be more limited – due to the complex nature of the evidence that customers need to provide. Few other authorities have developed their own digital offering for Blue Badges, as an online form for applications and renewals is already offered via GOV.UK.

Step 2: What information do we have?

Decisions must be evidence-based, and involve people with protected characteristics that could be affected. Please use this section to demonstrate understanding of who could be affected by the proposal.

2.1 What data or evidence is there which tells us who is, or could be affected?

Customers applying for Blue Badges and/or a Disabled persons concessionary travel card are, by definition, disabled. Customers can qualify a number of different ways:

Concessionary Travel (Older)

- Resident in Bristol & of pensionable age (if female, or of the equivalent female pensionable age if they are male)

Concessionary Travel (Disabled)

- Blind or partially sighted
- Severely or profoundly deaf
- Without speech and unable to communicate orally in any language
- Do not have arms or have lost the long-term use of both arms
- Have a learning disability that started before adulthood (not a learning difficulty)
- Have a disability or injury, which seriously impairs ability to walk
- Have been, or would be, refused a driving licence due to medical fitness (other than for misuse of alcohol or drugs)

Blue Badges

- The different qualifying criteria, and the number of application during 2013/14 by each category are listed below:

	TOTAL BADGES ISSUED	6819
	Total Individual Badges Issued	6770
	Total Organisation Badges Issued	49
Individual Badges Issued By Eligibility Category		
	Armed and Reserve Forces Scheme	1
	Child under 3	10
	Disability in both arms	0
	Higher Rate Mobility Component of DLA	3072
	Moving Around PIP	48
	Severe sight impairment (blind)	139
	Walking Disability	3492
	War Pensioner's Mobility Supplement	8
Individual Badges Issued To New Applicants By Eligibility Category		
	Armed and Reserve Forces Scheme	1
	Child under 3	9
	Disability in both arms	0
	Higher Rate Mobility Component of DLA	664
	Moving Around PIP	40
	Severe sight impairment (blind)	34
	Walking Disability	1312
	War Pensioner's Mobility Supplement	2
Individual Badges Issued To Renewal Applicants By Eligibility Category		
	Armed and Reserve Forces Scheme	0
	Child under 3	1
	Disability in both arms	0
	Higher Rate Mobility Component of DLA	2408
	Moving Around PIP	8
	Severe sight impairment (blind)	105
	Walking Disability	2180
	War Pensioner's Mobility Supplement	6

We do not have up to date data about customers Concessionary Travel, however we do have data from 2/3 years ago which tells us the different types of criteria under which customers have applied.

Blind / Partially Sighted	677
Learning Disability	935
Medically Unfit to Drive - i	154
Medically Unfit to Drive - ii	477
Medically Unfit to Drive - iii	10
Medically Unfit to Drive - iv	16
Medically Unfit to Drive - v	194
Severe Walking Disability	1477
Severely / Profoundly deaf	196
Without Speech	21
Without the Use of Both Arms	15

Blue Badges captured equalities data for 2013/14 – please note this was done manually, so there are some discrepancies (e.g. different age ranges logged in some cases):

Race / Ethnicity	Grand Total
Asian or Asian British - Bangladeshi	1
Asian or Asian British - Pakistani	2
Black or Black British - Caribbean	1
Mixed - White & Asian	1
Mixed - White & Black African	1
Mixed - White & Black Caribbean	1
Not Completed	380
Other	1
Prefer not to say	19
White - British	1762
White - Irish	1
White - Other European	48
Black & Minority Ethnic Background	37

Gender	
Male	653
Female	1222
Prefer not to say	13
Not Completed	367

Transgender	
Yes	98
No	705
Prefer not to say	45
Not Completed	1407

Age	
16-24	2
25-49	8
50-64	11
65+	1288
Prefer not to say	19
Not Completed	348
Under 18	169
18-65	410

Disability	
No	140
Yes	1519
Prefer not to say	86
Not completed	526

Religion / Belief	
Christian	47
Muslim	1
None	363
Not Completed	501
Other	3
Prefer not to say	117
Yes	1218
No	3

Sexual Orientation	
Heterosexual	1404
Lesbian, Gay, Bisexual	72
Not Completed	697
Prefer not to say	80
Yes	2
Grand Total	2255

The Concessionary Travel team also records equalities data by hand, and we currently have data for approximately the last two years.

Race / Ethnicity	
Asian or Asian British - Bangladeshi	10
Asian or Asian British - Indian	60
Asian or Asian British - Pakistani	62
Black or Black British - Caribbean	149
Black or Black British – African	58
Black or Black British – AS	77
Mixed - White & Asian	20
Mixed - White & Black African	9
Mixed - White & Black Caribbean	64
Other	69
White - British	5073
White - Irish	90
White - Other European	100
Black & Minority Ethnic Background	
CH	14
SEA	2
Irish Traveller	0
Roma Gypsy / Traveller	3

Gender	
Male	2906
Female	2830
Prefer not to say	
Not Completed	

Age	
16-24	337
25-49	1268
50-64	3221
65+	871

Disability	
No	2117
Yes	2301

Religion / Belief	
Christian	3392
Muslim	190
None	1157
Hindu	23

Sikh	27
Jewish	10
Other	204
Not specified	21
Sexual Orientation	
Heterosexual	4057
Lesbian, Gay, Bisexual	124
Disabled	
Yes	20
No	2758
2.2 Who is missing? Are there any gaps in the data?	
Due to the way that customer data is currently recorded, although we have some equalities data, we know we have gaps as many customers do not complete the equalities questions, and the method of recording this data manually increases the possibility of manual errors occurring.	
2.3 How have we involved, or will we involve, communities and groups that could be affected?	
<p>When the new digital service is being developed we will involve a User Experience service who specialise in working with customers to understand their needs, this includes focus group work and customer testing. This will ensure that when the online service is developed, it is built in the most user-focused way possible.</p> <p>The new reporting functionality will be launched into Beta initially, which we will then gather feedback on to further develop the form before launching the digital offering into live for all customers.</p> <p>Web pages in the digital platform will meet the Double-A of the Web Content Accessibility Guidelines 2.0. And the Shaw Trust have been commissioned to audit the site, test it with users who use assistive technology and check that it meets the eligibility criteria for the Double-A rating.</p> <p>We will endeavour to design in such a way as to be suitable for customers with dyslexia, learning difficulties and a range of other impairments.</p> <p>Content will be written in plain English to make the site as accessible as possible to users in general.</p>	

Step 3: Who might the proposal impact?

Analysis of impacts on people with protected characteristics must be rigorous. Please demonstrate your analysis of any impacts in this section, referring to all of the equalities groups as defined in the Equality Act 2010.

3.1 Does the proposal have any potentially adverse impacts on people with protected characteristics?

This pilot will offer an improved digital channel for customers to use. The existing way of applying by paper form will not be removed at first, so no adverse impacts should be experienced by any customer group.

Further research is needed before a decision is reached about whether to close the paper application channel at any time. It is unlikely that we will completely close the paper channel for disabled customers, due to the difficulties that some customers may have with self-serve, or accessing other locations to be able to receive assistance with their digital application (Assisted Digital).

3.2 Can these impacts be mitigated or justified? If so, how?

We can ensure that customers are informed of where they can access the internet for free e.g. libraries.

Where customers have access to the internet but are not confident in how to use the online service, we can offer support via the telephone.

Where customers do not have access to the internet, or the ability to self-serve they can still apply via paper applications.

In addition, we will make use of existing council information to verify identity/documentation so that the customer does not have to submit the same documentation multiple times to the council for different services.

3.3 Does the proposal create any benefits for people with protected characteristics?

Better Information, Advice & Guidance will be provided, meaning that eligible customers will find it easier to understand if they are eligible and easier to apply.

Most customers will find the new digital offering easier, simpler and quicker to use than the existing paper based channel.

Disabled customers may find that applying online, possibly using adaptive technology, is easier than using paper based forms.

Customers who currently have to travel to a CSP to submit original documents will benefit

from being able to stop submitting evidence, or being able to submit scanned or photocopied documents.

Wherever possible we will automatically verify customer information – reducing the amount of evidence that they need to submit to us. Where this is not possible we will seek to reduce the amount of evidence and the frequency with which customers have to submit this. We will investigate the possibility of linking to other government databases, such as DWP, to increase the amount of information about customers we can automatically verify.

As this project is an ‘end-to-end redesign’ project – meaning that we are looking at every part of the service - we will look at the back office processes, including the assessment and printing of badges/cards, with the aim of providing customers with their badge/card more quickly.

3.4 Can they be maximised? If so, how?

By ensuring that we use customer experience and feedback to inform how we build the digital application process to make it as user friendly as possible.

By using the Shaw trust to ensure that the digital offering is fully compliant with accessibility standards.

By ensuring that our digital offer follows our design principles, which will ensure that it is fully accessible to the majority of customers. One of these design principles is to ensure that any web pages are compatible with free translation tools e.g. Google Translate.

Step 4: So what?

The Equality Impact Assessment must be able to influence the proposal and decision. This section asks how your understanding of impacts on people with protected characteristics has influenced your proposal, and how the findings of your Equality Impact Assessment can be measured going forward.

4.1 How has the equality impact assessment informed or changed the proposal?

We will investigate design decisions such as using a larger font to ensure that the design is suitable for older and disabled users.

We will follow the corporate guidelines to ensure that we design a digital service that is suitable for the majority of our customers. This will include elements such as testing the web pages to ensure they are compatible with free translation software.

We will include equalities questions in the online application form so that consistent equalities data can be captured about Concessionary travel card customers. However the online application for Blue Badges does not contain equalities questions, and as this is not administered by Bristol City Council, we are unable to ensure that we gather the equalities data for any Blue Badge customers applying online.

4.2 What actions have been identified going forward?

To involve customers in the re-design of the service. Customer Experience research is currently taking place (results expected back mid-October) which will help inform our design and ensure we understand our customers' needs and expectations. We will carry out user experience research and testing during the design and build of the digital service to ensure that any digital service is suitable for our customers.

To ensure that the Shaw trust audits the new site and confirms it is compliant with accessibility standards.

To develop and build an online application form for Older People Concessionary Travel, and to launch this in early December 2014. This launch will be 'beta' meaning that it will be available to all customers to use, and we will seek feedback from any customer who chooses to use this new channel to ensure we can deliver continuous improvement to the site. The exact method and timescales for gathering this feedback, and how it will be utilised have not yet been decided.

To change the process for Concessionary Travel applications, so that customers no longer need to provide original copies of evidence (except in exceptional circumstances), thereby removing the need for customers to either visit a CSP, or send valuable documents via the post to us.

To simplify the Renewal form for Blue Badges customers, which will make the process much simpler and quicker for customers and back office staff. We are hoping to introduce this form by November 2014.

Following these changes, we will then develop an online offering for customers to renew and replace Older Peoples Concessionary Travel cards, and then develop a similar offering for Disabled Concessionary Travel cards.

To introduce changes in the service which bring the Concessionary Travel and Blue Badges in-line with each other, ensuring a more consistent service for customers, and a reduced administration workload for the back office team.

To promote and improve the existing digital offering for Blue Badge customers.

4.3 How will the impact of your proposal and actions be measured moving forward?

When we launch the new digital service we will monitor the number of customers who use the existing channels (online and telephone) vs the new digital channel. We will gather feedback from customers on their experience of the new digital channel, and also carefully monitor and request feedback from the customer contact centre and back office staff.

The launch will be a 'soft' launch, meaning that we will offer the new digital service to any customer who chooses to use it, but we will not require customers to use this channel. This will give us the opportunity to learn more about the customers who choose this channel, to help us improve it in the future.

The strategy for how we implement continuous improvement following the launch of a Beta service is still being finalised, however it is expected that managers of the service will identify areas for improvement following launch, and then request any additional changes and improvements required.

Service Director Sign-Off:	Equalities Officer Sign Off:
Date:	Date:

Bristol City Council Equality Impact Assessment Form

(Please refer to the Equality Impact Assessment guidance when completing this form)



Name of proposal	February 2014 – Budget Proposal EQIA – updated Libraries for the Future - Service
Directorate and Service Area	Neighbourhoods
Name of Lead Officer	Kate Murray

Step 1: What is the proposal?

Please explain your proposal in Plain English, avoiding acronyms and jargon. This section should explain how the proposal will impact service users, staff and/or the wider community.

1.1 What is the proposal?

Full Council approved a budget in February 2014 which included a £1.1 million reduction from the library service revenue budget through redesign of library services. At this point the expectation is that £1.1 million saving will come from the library revenue budget. However depending on how we move forward after the consultation, the implementation of the future shape of the service may result in this saving being realised across several council departments.

We currently have 28 libraries. It is possible that this saving may impact on the on the number of libraries, number of staff, available stock and services. There may be changed access geographically across the city. There is no existing plan as we would want this work to be co-designed with library users and the wider communities of Bristol, bearing in mind the level of sensitivity associated with any changes to Library Services.

We propose an initial 12 week consultation period to ask all residents and users of Bristol Libraries about their use, needs and expectations of the service. The results of the consultation will also help us with individual EQIAs for each library (28).

This EQIA concerns the customer/service impact.

Step 2: What information do we have?

Decisions must be evidence-based, and involve people with protected characteristics that could be affected. Please use this section to demonstrate understanding of who could be affected by the proposal.

2.1 What data or evidence is there which tells us who is, or could be affected?

We collect data on our customers through the membership form which is not compulsory. The information collected is only for new members and not retrospective. Also it is a snapshot of customers, as we cannot delete data as people move away.

Equally the library service is available to all who might want to use it – not just our current customers. We also serve a wider area than Bristol through our consortium with LibrariesWest (our surrounding 4 authorities).

Our current active members (those who have used their card or a computer in the last year) number 66,418.

We run a three yearly cycle of surveys for Adult and Children customers and this PLUS survey data will also inform decisions on each local branch.

Overall – Library customers

59% are female

41% are male

35% of female customers are over 60

38% of male customers are over 60

95% do not declare any disability

64% White British

4.5% Asian – Chinese, Indian or Pakistani

23% declined to say

4.5% Black - African, Caribbean or mixed ethnic groups

34.6% Christian

55% decline to say or have no religion

5% Muslim

1.4% Buddhist

We also hold data on specific disabilities

2.2 Who is missing? Are there any gaps in the data?

We do not hold data on marriage/civil partnership, limited data on transgender, and sexual orientation.

2.3 How have we involved, or will we involve, communities and groups that could be affected?

We have not yet involved our customers or any interested groups. We anticipate an in-depth public consultation about the impact of the change and how we will redesign the service, lasting for three months from November 2014 to February 2015. This will be followed in 2015 with another period of

consultation.

The consultation will also involve a needs assessment where we will actively seek the views of library users and non-users. This will identify any gaps between what the library service currently provides and what Bristol residents want from a library service in future. Identifying the needs of Bristol's communities will ensure that library resources are directed in the most effective way.

Step 3: Who might the proposal impact?

Analysis of impacts on people with protected characteristics must be rigorous. Please demonstrate your analysis of any impacts in this section, referring to all of the equalities groups as defined in the Equality Act 2010.

3.1 Does the proposal have any potentially adverse impacts on people with protected characteristics?

The consultation and possible change will affect the entire library service in some way and possibly all our customers, so it is fair to assume that some of our customers with protected characteristics will be affected. However, at this point, before we have asked Bristol residents for their views on the library service we cannot make any assumptions of what might change, so we cannot anticipate the impacts on customers.

Different options for changing the library service will affect equalities communities in different ways. These impacts will be explored in individual EqIAS for each library as options are refined throughout the consultation.

We will also undertake a cumulative impact assessment of changes to the library service as a whole when the final proposals are developed, taking into account that customers may be affected by multiple changes to council services and also the impact of welfare reform.

3.2 Can these impacts be mitigated or justified? If so, how?

We will work with our customers and partners to plan mitigation. This may be through collocation of services, working with external partners to staff or looking at how local community services can be offered together. Also our online 24 hour library is accessible through the website. This enables all library customers to access material online without travelling to the Central Library

and also books can be reserved and renewed online. However, as we do not know what the proposals for change will be we cannot yet plan for mitigation.

The Local Authority is bound by its statutory duty to maintain a library service that is “efficient and comprehensive” under the 1964 Public Libraries and Museums Act.

3.3 Does the proposal create any benefits for people with protected characteristics?

We hope that by consulting with Bristol residents and conducting a needs assessment we will be able to deliver a comprehensive and efficient library service that meets the needs of our existing customers and improves the offer to current non-users. Once proposals have been developed we will be in a better position to anticipate both negative and positive impacts.

A more effective joint delivery of services through libraries could benefit more residents as they could access multiple services at one location. Co locations of new services could be beneficial as we consider how some sites could specialise in areas of stock such as family learning support. We currently offer a universal service where all libraries hold all material. This might be tailored more to community needs in the future.

3.4 Can they be maximised? If so, how?

Not yet known

Step 4: So what?

The Equality Impact Assessment must be able to influence the proposal and decision. This section asks how your understanding of impacts on people with protected characteristics has influenced your proposal, and how the findings of your Equality Impact Assessment can be measured going forward.

4.1 How has the equality impact assessment informed or changed the proposal?

As this point there are no proposals on how £1.1 million will be saved, as the proposals will be designed in conjunction with Bristol residents. The consultation and needs assessment will inform both the proposals and the equality impact assessments. At this point we cannot make any assumptions of what might change.

In the budget consultation we collected responses against the library saving proposal. The comments received during this previous consultation will also be used to inform our consultation and decision making.

How have these comments influenced the original proposal?

Different opinions can affect different communities differently. As options are refined we will take care to note the impacts on different communities.

The redesign of library services will be the subject of a large public consultation and needs assessment which will take place from November 2014 to February 2015. The comments received as part of the budget consultation will be incorporated into the service redesign. We will take on board some of the comments about digital exclusion and ensure library consultation has opportunities for people to comment in person or submit a written response. We will be careful about providing a variety of ways for our customers and residents to comment.

We will be mindful of our Equality duties when planning the consultation to ensure that all resident and library users have the maximum opportunity to comment.

4.2 What actions have been identified going forward?

We are planning a Needs Assessment during the consultation period which will describe the current service reach and impact and the service setting in each Neighbourhood and also uncover the gaps and needs of customers, non-users and community groups.

We will develop a consultation and communication plan and are committed to providing accessible ways for all interested people to comment. We will seek views through paper-based and online surveys and face to face meetings and focus groups with a wide range of both library users and non-users.

4.3 How will the impact of your proposal and actions be measured moving forward?

This EqIA will be updated regularly to reflect the planning process. It will also be complemented by 28 individual EQIAs for each library which will be updated throughout the process. When proposals emerge from the consultation, we will commit to informing our residents and users and will ensure that we capture the impact of them on any equality groups.

Service Director Sign-Off:	Equalities Officer Sign Off:
Date:	Date: 29 th September 2014

Bristol City Council Equality Impact Assessment Form

(Please refer to the Equality Impact Assessment guidance when completing this form)



Name of proposal	February 2014 – Budget Proposal EQIA – updated Libraries for the Future - Staff
Directorate and Service Area	Neighbourhoods
Name of Lead Officer	Kate Murray

Step 1: What is the proposal?

Please explain your proposal in Plain English, avoiding acronyms and jargon. This section should explain how the proposal will impact service users, staff and/or the wider community.

1.1 What is the proposal?

Full Council approved a budget in February 2014 which included a £1.1 million reduction from the library service revenue budget through redesign of library services. At this point the expectation is that £1.1 million will come from the library revenue budget. However depending on how we move forward after the consultation, the implementation of the future shape of the service may result in this saving being realised across several council departments.

We currently have 28 libraries. It is possible that this saving may impact on the on the number of libraries, number of staff, available stock and services. There may be changed access geographically across the city. There is no existing plan as we would want this work to be co-designed with library users and the wider communities of Bristol, bearing in mind the level of sensitivity associated with any changes to Library Services.

We propose an initial 12 week consultation period to ask all residents and users of Bristol Libraries about their use, needs and expectations of the service. The results of the consultation will also help us with individual EQIAs for each library (28).

We propose an extended consultation with staff at all levels to help inform our public consultation.

This EQIA concerns the staff impact.

Step 2: What information do we have?

Decisions must be evidence-based, and involve people with protected characteristics that could be affected. Please use this section to demonstrate understanding of who could be affected by the proposal.

2.1 What data or evidence is there which tells us who is, or could be affected?

The entire staff group in the library service would be affected by the consultation and any changes as a result.

As the library service is changed, all staff may be affected including frontline staff, managers through the hierarchy of management and professional staff as of September 2014, the entire staff group includes approximately 250 staff which is 119 FTE.

Many staff with work part time shifts, due to the nature of the opening hour's patterns in libraries.

The service was reviewed in 2010 and 2012, with the frontline staff reduced (19 FTE in 2012) and the introduction of self service in 18 libraries. All staff were reviewed in 2014 as part of the corporate restructure and reduced by a further 15%.

From our diversity survey (194 respondents) we know –

94% are White British

6% other ethnic origin

81% are female

18% are male

94% are heterosexual

3% are lesbian

1% are transgender

50% are aged 50-64

42% are aged 25-49

5% are aged 65-74

1% are aged 75 and over

93% are not disabled

6% are disabled

49% are Christian

40% have no religion

1.5% Buddhist

1% Muslim

1% Sikh

2.2 Who is missing? Are there any gaps in the data?

We have a HR report on our staff and also conducted an equality survey in 2012/13, which is more up to date and had approx. 190 respondents.

2.3 How have we involved, or will we involve, communities and groups that could be affected?

We will have a parallel staff consultation as part of the public consultation and ensure that all have the opportunity to participate and comment and help shape the public consultation.

Following three reviews in recent years, staff will feel uncertain and upset by further wide scale changes.

Step 3: Who might the proposal impact?

Analysis of impacts on people with protected characteristics must be rigorous. Please demonstrate your analysis of any impacts in this section, referring to all of the equalities groups as defined in the Equality Act 2010.

3.1 Does the proposal have any potentially adverse impacts on people with protected characteristics?

This is not yet known as there are no proposals.

Over 80% of the workforce are women and 50% are over 50 years of age, therefore the two equalities communities who are disproportionately affected are women and older staff.

The libraries service has 4% LGBT staff which is higher than the council average, and the libraries service has proactive involvement in LGBT History month therefore any changes in staffing could reduce the % of LGBT staff or reduce staff's capacity to engage in promoting equal opportunities.

Only 6% of libraries staff are non-White British, which is much lower than the council average and much lower than the city wide average. If the new service model prioritises creating learning environments for school age children, such proposals should also include plans for improving the representativeness of the workforce. A third of school pupils in Bristol are non-White British and it is important that changes to the libraries service encourage greater employment of staff with BME and White-Other backgrounds.

6% of staff are disabled, which is similar to the % of disabled staff in the council as a whole. Disabled staff may have higher anxiety levels around Managing

Change if there is a perception staff will need to be more 'flexible' or 'agile', therefore management messages should explicitly state that disabled staff will not be discriminated against throughout the process and disabled staff's needs, both individually and as a group, will be discussed as part of the managing change process. Any new model for libraries will increase access for disabled customers and should also include improving access for disabled staff.

3.2 Can these impacts be mitigated or justified? If so, how?

The impacts are not yet known as the consultation has not yet started and there are no current proposals.

3.3 Does the proposal create any benefits for people with protected characteristics?

It is likely that the new model for libraries will include greater understanding of community needs and interests which could promote equality of opportunity and strengthen the service's commitment to have a representative workforce.

3.4 Can they be maximised? If so, how?

Not yet known

Step 4: So what?

The Equality Impact Assessment must be able to influence the proposal and decision. This section asks how your understanding of impacts on people with protected characteristics has influenced your proposal, and how the findings of your Equality Impact Assessment can be measured going forward.

4.1 How has the equality impact assessment informed or changed the proposal?

No changes have been identified yet as there are no proposals for change.

4.2 What actions have been identified going forward?

We will ensure that we talk to staff before the consultation is made public. We will ensure they are supported through this time of change.

4.3 How will the impact of your proposal and actions be measured moving forward?

We will be able to monitor the number of staff redeployed within the library service. And assess how this affects diversity within service areas.

Service Director Sign-Off:	Equalities Officer Sign Off:
Date:	Date: 29.9.14

Bristol City Council Equality Impact Assessment Form



Name of proposal	Registrations Redesign Project
Directorate and Service Area	Legal & Democratic Services
Name of Lead Officer	Jessica Phoursa (Project Manager – Business Change)

Step 1: What is the proposal?

1.1 What is the proposal?

The registrations redesign project will ‘digitise’ elements of the end to end process of registering a birth or a death. The option to book an appointment to see a registrar to legally register a birth or a death is currently not available through an online channel in Bristol. Currently customers book via phone (94%) to the council’s Customer Service Centre (CSC) or in person (6%) at either of the register offices in the city (Corn Street and Southmead Hospital).

The project will enable the capability for customers to book and manage their appointments online through the council’s website. We need to make it clear that the project’s aim is to design services which people prefer to use in order to achieve a significant channel shift, but not at the expense of the people who need assistance to transact with us. The project will not be closing or altering either of the current channels of phone or face-to-face.

National and regional statistics suggest that 79% of the UK population have at least basic digital skills, 73% of Bristol citizens are confident to use digital and 66% of Bristol citizens are ready to self-serve and we have a duty to provide these citizens with a choice to interact with us digitally.

The creation of a digital offer for the registrations service will reduce demand on the Customer Service Centre (CSC) by reducing inbound calls from citizens wanting to book an appointment. For birth and death appointments overall we anticipate inbound calls to reduce by approximately 50% through the provision of the online channel and improving the information, advice and Guidance (IAG) that we provide on our webpages.

Overall, the project anticipates that the changes it will implement will have a positive impact on the majority of citizens, staff and the wider community as it will provide customers of the registrations service an enhanced channel range with which to interact and transact with the council.

Step 2: What information do we have?

2.1 What data or evidence is there which tells us who is, or could be affected?

Citizens: As detailed in section 1.1, the project will provide citizens with a greater choice of ways to interact with council services. Through the customer experience research we have undertaken as part of the project, the provision of an online offer will be welcomed by the majority of digitally capable customers who currently use online channels in many other aspects of their lives such as online shopping, reserving tickets for social events, paying

household bills etc. It is believed that the project impact on citizens is positive overall as it will provide increased choice for those who wish to digitally transact with the council.

Demographically, through the research we have conducted and by talking to several other local authorities who have already digitised their registrations service offer, we anticipate that the **‘birth’ customers have a higher propensity to channel shift at approximately 70%, with ‘death’ customers significantly lower in the range of 35%.**

Our customer for these services is the ‘universal customer’, and will be representative of the diversity of the population of Bristol - potentially with the exception of young people under the age of 15. Therefore, it is considered that customers who have protected characteristics will be proportionately impacted by the changes. This impact will be minimised by retaining both phone and face-to-face channels for any customers who need or prefer to use them, therefore the impact on customers who are unable to use the online channel (either through access to technology, physical impairment or language barrier) will be neutral for this reason.

The project is also working hard to understand and define its ‘assisted digital’ offer and how this offer will open up the online channel for citizens who need support to channel shift. For example, BCC staff in customer facing buildings (e.g. libraries, Customer Service Points etc.) will be available to support citizens to self-serve using available PC terminals.

Statistics suggest that assisted digital could apply to approximately 15% of the UK population, ranging from ‘was online, but no longer’ to ‘task specific’ online capabilities (Appendix 1: Digital inclusion scale).

Staff: Members of staff in the registrations service will also be impacted by the changes brought about by the project; we anticipate these impacts to be positive overall. Staff will be provided with new and improved technology to replace current manual processes, which in turn will reduce demand on staff time to enable them to focus on important customer-facing activities that the service provides - by up to 15 hours per week. **Staff working hours and location of work will not be affected by the project.**

Other relevant statistics:

Nationally (in the UK)	In Bristol
The internet has approximately 38.8 million users and 70% of households are online.	66% of citizens are ready to self-serve and 73% are happy and confident to use digital (14% assisted digital)
77 % of adults use the internet on a daily basis, however many have never had any online interaction with government.	50% of birth appointments are booked by men, 50% by women in Bristol
28% of disabled people are not online (rarely access/have never used the internet) and older people are more likely to be offline than other age groups.	There are 7.7% of residents whose main language is not English. 1.3% cannot speak English very well 0.3 % cannot speak English at all
However, 59% of people aged over 65 are on-line.	14% are BME 4.8% are Muslim

18% of unmarried fathers do not sign the birth certificate in the UK (which is 7% of all fathers). This means just fewer than 50,000 children each year in the UK having no registered father at birth.

30.3% of citizens are economically inactive, including the retired (13.8%) and those long-term/permanently sick and disabled (4.2%).

4.4% of citizens are unemployed.

Sources:

UK Online Measurement Company
ONS Survey 2009
2011 Census

2.2 Who is missing? Are there any gaps in the data?

Through Bristol City Council's access to customer insight statistics we have a wealth of birth data including home locations, children born by mother's age, births by household income, births by child's ethnicity and births by household propensity to self-serve which has been informative for the project. Unfortunately, we do not have equivalent data for deaths, such as age of the deceased, data on age groups of death 'informants' (those who register the death), deaths by household propensity to self-serve etc. This is a gap in our data.

We have substituted this with anecdotal evidence from registrars and customer call handlers which suggests that the death registration customer is 'universal'. E.g. if the deceased was an older person, it is often the case that the spouse or sibling registering the death is accompanied by a younger member of the family or community network (son/daughter/grandchild etc.)

2.3 How have we involved, or will we involve, communities and groups that could be affected?

The project has benefitted from a Customer Experience work-package from a contracted company, CX Partners. The project tasked the assigned Consultant to identify a range of registration customers to interview and involve in our future design. A cross section of customers of birth and death (including neo-natal death) registrations have provided their views on their own experiences and their thoughts on the council's intentions around the provision of an online channel in the future as well as feedback on other authorities' online offers to inform our design.

The consultant also spoke with bereavement counsellors at Southmead hospital, funeral directors, doctors, community midwives and health visitors to understand their views on the project's intentions around the digital offer. The project continues to work with these groups to ensure that they remain involved, engaged and positive advocates of the changes. We have been able to better understand and appreciate their individual roles in the 'hand-off' of customers to the council for registration services.

The report compiled by CX Partners can be found at the following link or attached to the accompanying email:

<https://edm.bcc.lan/share/page/site/simple-apply-report-process/document-details?nodeRef=workspace://SpacesStore/d5df6666-9a39-4bf5-b330-6a2c0702846f>

Through the engagement of the Voice & Influence Groups, we seek to further identify challenges presented by this change to individuals or groups with protected characteristics. The ability for some groups to make this change maybe challenging (as outlined in this document), but BCC will seek to identify difficulties through this engagement to aid solutions

not already considered and to build this into the future design for the Registrations Service where possible.

Step 3: Who might the proposal impact?

3.1 Does the proposal have any potentially adverse impacts on people with protected characteristics?

There is an impact with regards to online communication challenges between Bristol City Council and people of different races whose first language is not English and older people or disabled people, particularly those with learning difficulties or who do not own or have personal access to digital equipment. These may also be the groups with protected characteristics who may not have the skills, confidence or physical ability to engage with the council digitally.

English not first language: Bristol City Council has made a decision to not embed translation services or language options within its website, however, this doesn't prevent citizens from using external translation tools such as Google Translate to access the online content (information, advice & guidance). For telephone contact with citizens whose first language is not English, the customer service centre have a Service Level Agreement with a translation service called the Big Word, who can be called upon to hold a 3-way conversation to address the customer's needs.

Older people: The national statistics tell us that 59% of people aged over 65 are on-line. If older people do not wish to use the online channel or do not have access to technology to get them online, the telephone and face-to-face channels are still available. Alternatively, older people who fall into the categories of 'was online but no longer', 'willing and unable', 'reluctantly online' and 'learning the ropes' (Appendix 1: Digital inclusion scale) could benefit from the council's 'assisted digital' offer, where staff in public facing building (where appropriate) could provide levels of support to citizens wishing to go digital.

Disabled groups: For disabled customers or customers who have learning disabilities, the potential for 'assisted digital' (see section 2.1) is important here, as the online channel offers the opportunity for family, carers or others to support the customer in the digital process or to complete on their behalf. Alternatively, the telephone and face-to-face channels will still be available.

Faith groups: The proposal has a neutral impact on faith or religious groups (independent of those identities already outlined in this section), however there are circumstances when both Jewish and Islamic faith groups may need to hold a funeral within a short time frame, as dictated by their belief. The provision of an online booking capability will be a positive step in addressing these required timescales, as citizens will be able to have access to appointments 24/7 and will be able to view and select the next available appointment to suit their needs. In the case of an extended bank holiday period that this is insufficient, citizens may call the contact centre and be redirected to the Emergency Control Centre for out of hours support (which is currently available outside of office hours).

3.2 Can these impacts be mitigated or justified? If so, how?

Particularly for those citizens described above, it is critical that through our engagement with other professionals such as midwives, bereavement councillors etc. that we ensure that information on how to contact the council via telephone or face-to-face continues to be provided alongside the online channel promotion so as not to adversely impact or

disadvantage citizens who fall into these groups. It is also crucial that through the design for the new Registrations Service webpages, citizens have good access to/sight of other contact channels and/or are directed to other contact channels when appropriate.

Through the engagement of the Voice & Influence Groups, Bristol City Council will seek to further identify challenges presented by this change to individuals or groups with protected characteristics. The ability for some groups to make this change maybe challenging (as outlined in this document), but BCC will seek to identify difficulties through this engagement to aid solutions not already considered and to build this into the future design for the Registrations Service where possible.

The council will still offer telephone and walk-in channels to citizens wishing to book an appointment to meet with a registrar. The Emergency Control Centre will still deal with emergency/priority contact from citizens outside of office working hours.

3.3 Does the proposal create any benefits for people with protected characteristics?

The creation of the online channel for council services (overall, but in relation to Registration here specifically), enables all citizens with an alternative way of interacting and transacting with council services. Online appointment booking in this case allows people to check availability and book more quickly, without the need to call and speak to a member of staff, 24 hours a day. Our aim is to create a digital service so good that customers prefer to use it over more traditional methods of interaction (phone and face-to-face contact).

Opening up the online channel will present benefits for all citizens who wish to use digital services, regardless of age, race, gender, faith, ability or sexuality.

Appendix 1

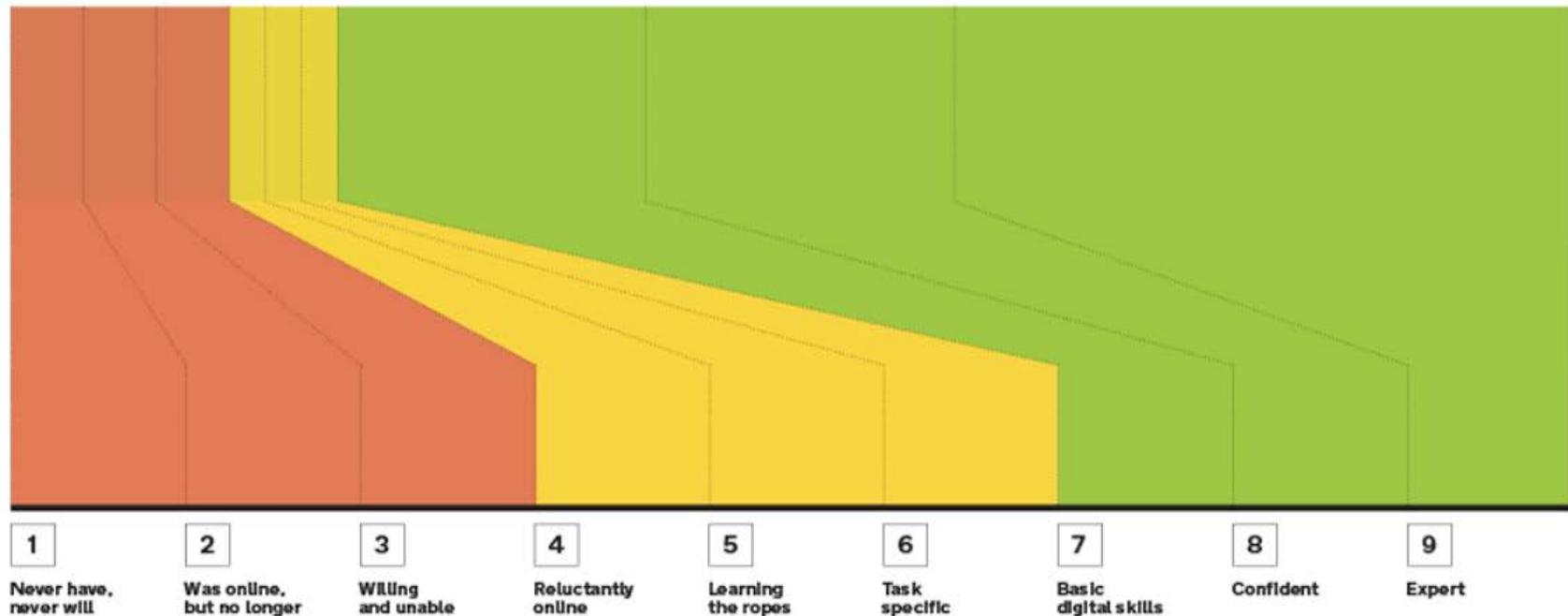
UK population

Recent BBC/Go On UK Survey

14%

7%

79%



Digital inclusion scale

Bristol City Council Equality Impact Assessment Form

(Please refer to the Equality Impact Assessment guidance when completing this form)



Name of proposal	Redesign Licensing Processes
Directorate and Service Area	Neighbourhoods and Communities, Travel and Transport
Name of Lead Officer	Gillian Douglas, Tom Trevithick

Step 1: What is the proposal?

Please explain your proposal in Plain English, avoiding acronyms and jargon. This section should explain how the proposal will impact service users, staff and/or the wider community.

1.1 What is the proposal?

- The Licensing project is part of the Redesign Workstream. The Redesign Workstream aims to simplify and standardise the Council's processes and provide standard technologies, to allow customers to self-serve wherever possible. This will mean council staff will be freed up to concentrate on more complex work where they can add value to the process.
- The aim of the Redesign Licensing Processes project is to use the common processes and technologies to create simpler, largely digital, application processes. The project will provide the workstream with lessons learned to guide future projects. The simpler, automated processes will free up capacity in the teams in scope, and help them to recover from staff shortages that have come about as a result of the Council's restructure.
- The licenses we are looking at are in three teams – Licensing, who deal with premises, alcohol, and taxi licences among others, Public Protection, who deal with Food Business Registrations, and Highways, who deal with skip permits.
- The licence application processes for the above teams will move online, making use of online webforms and other enabling technologies to change paper based processes to digital, automated processes wherever possible.
- The customer experience will become standardised, so that customers follow the same process when applying for different licences.

- Customers will need to make fewer transactions with us, and there will be less waiting time.
- Teams who perform similar functions and/or teams who form part of the same end to end process may be co-located, so that work can be shared and best practice can be applied across teams.
- There will be less duplication of work and less need for staff to type information from application forms into their computer systems, as this will be done automatically online.

Step 2: What information do we have?

Decisions must be evidence-based, and involve people with protected characteristics that could be affected. Please use this section to demonstrate understanding of who could be affected by the proposal.

2.1 What data or evidence is there which tells us who is, or could be affected?

We have equalities data for existing taxi licence holders, who will be customers of renewal processes, and have been customers of the application processes for taxi licences.

There are currently (as of 19/03/2014) 987 licensed private hire drivers and 878 hackney carriage drivers. We currently hold equalities data for a very small sample of this group, c.14% of drivers. Some of the drivers may be included in the stats twice as they may hold both a private hire and hackney carriage licence. We have different amounts of information about different equalities groups. **Compare to Bristol population (which Annabel will send), and say if each protected characteristic is over or under-represented.**

- Gender - 356 male drivers (98%) and 6 female drivers (2%)
- Disability - When asked if drivers considered themselves to have a disability 253 drivers said no (98%), 4 said yes (2%) – 1 identified this as physical impairment and the remainder preferred not to respond.
- Age – 6 drivers aged 18-24 (2%), 144 drivers aged 25-45 (54%), 88 drivers 46-59 (33%) and 29 drivers aged 60 or over (11%).
- Sexuality – 198 drivers identified themselves as heterosexual (73%), 2 bisexual (0.7%) and 71 drivers prefer not to say (26%)
- Ethnicity - A large proportion (**say how many**) of taxi licence holders are from BME groups. Of the licence holders we have data about, the top 5 groups are Pakistani (39%), White British (20%), Black or Black British Somali African (12%), Indian (9%), and Black or Black British African (4%). Check if this is
- **Add Religion and Beliefs – this is not in the data that Emma sent us**

previously, so we need to ask if we've got it.

2.2 Who is missing? Are there any gaps in the data?

There is no data available specifically in respect of the demography of Licensing Act licence holders in Bristol. This is primarily because the application forms are prescribed and currently do not request equalities information.

Furthermore licence holders are often businesses. Many licences are held by business organisations, particularly large entertainment venues (cinemas, night clubs etc). The largely anecdotal information and observation from officers indicates that holders of licences for premises such as off licences, restaurants and takeaways are mainly from the BME community.

We do not hold equalities information for applicants of any licence granted by the Highways team. This is because they are usually held by a business rather than an individual.

We only have equalities information for a small sample of people who hold existing taxi licences, who will be customers of our renewal processes.

2.3 How have we involved, or will we involve, communities and groups that could be affected?

As part of the Agile working methodology that we will use to roll out our technology, we will carry out testing with users.

We will also talk to or survey taxi drivers as they come into reception to get their views about how we can make the application process easier for them. As part of this we can ask how much they currently use the internet, and draw conclusions about how readily they might adapt to online application processes.

Analysis of impacts on people with protected characteristics must be rigorous. Please demonstrate your analysis of any impacts in this section, referring to all of the equalities groups as defined in the Equality Act 2010.

3.1 Does the proposal have any potentially adverse impacts on people with protected characteristics?

Ethnicity

There is a proportionately high representation of BME groups who hold taxi licences. We know that of Somali new migrants, taxi driving is a popular vocation, as they place a high value on being self-employed. This may mean that for our Black British Somali African taxi drivers (12%), English may not be their first language. However, taxi drivers are required to meet a certain standard of spoken English in order to be licensed. They may not have a high standard of written English. So, the proposal to reduce face to face visits and

replace with online written application processes could adversely affect these people. We need to be aware of this and make all written communication as simple and clear as possible.

Gender

There is a significantly low representation of women among taxi drivers, only 2% of taxi drivers in Bristol are women. There should be no adverse impacts on people of either gender as a result of this proposal.

Age

There is a perception that older people may be less IT literate and therefore less prone to self-serve than younger people. 54% of taxi drivers are aged 25-45, 33% are aged 46-59, and 11% are over 60. So, the proposal to reduce face to face visits and replace with online application processes could adversely affect these people.

Sexual Orientation

There is no known impact (positive or negative) for people of any particular sexual orientation as a result of this proposal.

Disability

The proportion of taxi drivers who identify as disabled is small (2%), and, due to the nature of the work (driving), they are unlikely to have mobility issues, or to be visually impaired. Therefore any implications around accessibility issues for automated services are unlikely to disadvantage disabled people.

There is no known negative impact on transgender people, people of any particular religion or belief, pregnant women, or people who are married or in a civil partnership as a result of this proposal.

3.2 Can these impacts be mitigated or justified? If so, how?

We can mitigate the impact of changes on taxi drivers by consulting with them early about the changes, and showing them how to use the new application and renewal processes. To mitigate the impact on our Somali licence holders who may not speak English as their first language, we could reach them via the Somali Community Forum (**check the name of this with Annabelle**)

We can mitigate the impacts on older people (or anyone who is concerned about using IT for self-service) by holding sessions where we demonstrate how to use the online application processes. Are there any events aimed at helping people start businesses where we can explain and demonstrate the new processes eg Outset Bristol? Are these events well attended by the groups of

people we are concerned about? We need to consider providing community-based support rather than central.

We can mitigate the impact on disabled people by using our digital platform, which is being developed to AA accessibility standards. **Check this with Kathryn's.**

Some licence applications are made only once, and others need to be renewed annually or less. For those people who do not have internet access at home, it would not be unreasonable for them to travel to a library or other council office once a year or less to submit their application.

3.3 Does the proposal create any benefits for people with protected characteristics?

This project will provide simpler processes, with information, advice and guidance provided in Plain English, and using web technology with a high standard of accessibility (AA web accessibility standard). This should benefit all licence applicants, and will therefore make the opportunities to apply more equal for all.

Making application processes available online will mean that it is possible to submit a licence application at any time of the day or night. This means that all applicants, whatever their commitments (caring responsibilities, prayer or religious activity, any other personal or social responsibility or lifestyle) can choose to engage with the licence application process at a time and day that is convenient for them.

3.4 Can they be maximised? If so, how?

We need to promote the 24/7 elements of the process when communicating changes, as this will likely be a benefit to all of our customers who are busy running their businesses and will have varied lifestyles and commitments.

Step 4: So what?

The Equality Impact Assessment must be able to influence the proposal and decision. This section asks how your understanding of impacts on people with protected characteristics has influenced your proposal, and how the findings of your Equality Impact Assessment can be measured going forward.

4.1 How has the equality impact assessment informed or changed the proposal?

We will not be significantly changing the proposal as a result of our equalities impact assessment, however we will certainly be mindful of how we engage

with our customers in order to support them to use the new processes, and to get their input into testing and building our IT solutions.
 We will consider how to assist people to migrate online, and how to change their perceptions so that they find it easier to go online rather than visit the office.

4.2 What actions have been identified going forward?

We need to build into the project plan a strong focus on communications and engagement within the communities that we know are over-represented in the customer group.

In order to do this we need to find out:

- If there is a way we can survey or talk to existing licence holders in order to find out what they see as the problems with the current processes, and test some of our ideas on them.
- If there are any events we can hook into that are aimed at people starting their own businesses, so we can demonstrate how we would prefer these customers to engage with us when they need to apply for and renew licenses, and show them how easy and quick our online processes are.
- How and if we are going to offer any kind of training or sign-posting to help people become confident with our online processes, in order to shift them online.

4.3 How will the impact of your proposal and actions be measured moving forward?

Number of face to face and telephone contacts should reduce as people start to use the online solutions.

Rate of channel shift should be similar across all types of customers.

Repeat survey to see if the customers view the changes as improvements compared with what they had before.

Service Director Sign-Off:	Equalities Officer Sign Off:
Date:	Date:

Bristol City Council Equality Impact Assessment Form

(Please refer to the Equality Impact Assessment guidance when completing this form)



Name of proposal	Highways & Lighting Redesign
Directorate and Service Area	Business Change & ICT, Programme Management Office
Name of Lead Officer	Kathryn Manning (Project Manager) Peter Mann (Service Director)

Version control: 1.0 – draft prepared by Project Manager (Kathryn Manning)

1.1 - feedback from Equalities team (Jane Hamill)

Step 1: What is the proposal?

Please explain your proposal in Plain English, avoiding acronyms and jargon. This section should explain how the proposal will impact service users, staff and/or the wider community.

1.1 What is the proposal?

To pilot a fully digital way for customers to highways and lighting defects to us by using the digital platform and other relevant software.

Customers can currently report defects to us by phoning the customer contact centre, by completing a webform, by email to Customer Services, by email direct to the service, or via a variety of third party apps.

There are different levels of response, dependent on the type of defect reported, and highways and lighting officers reply on customers submitting detailed and accurate information in order to locate and correctly rectify any defaults.

Some reports are related to a change of service, or requesting a new service; such as a street light that may be glaring into a bedroom.

The ambition is to provide customers with an interactive map which they will

be able to access via computers or smart phones. This tool will enable the customer to see if a defect has already been reported, and the status of the expected repair. It will also be able to provide customers with information about upcoming scheduled repair works, and the type of response a customer report could expect.

The customer will then be able to choose whether to report a new defect, or possibly update an existing report. Using the interactive map and a webform in our new digital service, the customer will provide information about the defect, and will be given the option to track the requested repair.

Depending on the type of defect , the customer may be given information about what sort of repair service to expect e.g. some defects will be repaired immediately, others may have a wait time of several weeks.

The project also aims to integrate the back office IT systems as far as possible, providing a seamless and swift way for reports to be passed to the Highways & Lighting teams.

The project will cover the main types of highways defects – drains and manhole covers, road obstructions, road maintenance (e.g. potholes), and street nameplate repairs. It will also cover Street Lights, including lights which might be perceived by customers to be Street Lights, but are in fact lights managed and maintained by other BCC services (such as Estate Management, Parks or Docks).

Customers

This new process will make reporting defects quicker and easier for customers. It will provide them with the opportunity to understand any ongoing works and repairs, and expected levels of service, which should help to reduce frustration and misunderstanding about repairs that have not yet been carried out. Customers will also not have to understand the different council departments in order to report a defect.

Currently 13% of reports are not attended to due to lack of sufficient information, the new process will ensure more reports are attended to.

Staff

Improving the digital offering should decrease the number of calls and emails (including those generated by 3rd party sites) to the customer contact centre, both for new reports and to chase and track existing reports. This will lead to a reduction in the volume of work for CSC officers, and lead to more consistent back office processes.

Improving the quality of data provided by customers, and automating and integrating systems where possible should result in less time being spent re-contacting customers for additional information, and dealing with basic administration work.

A better digital offering should result in fewer members of the public choosing to use 3rd party sites, leading to a more consistent back office process.

Step 2: What information do we have?

Decisions must be evidence-based, and involve people with protected characteristics that could be affected. Please use this section to demonstrate understanding of who could be affected by the proposal.

2.1 What data or evidence is there which tells us who is, or could be affected?

Anyone who lives in or around, or travels through Bristol could be affected by this project. It's therefore not possible to accurately say exactly how many individuals will be affected by this proposal, or exactly who they are. Customer insight from the 2011 census will be used as the baseline for understanding who our customers are.

2.2 Who is missing? Are there any gaps in the data?

See 2.1

2.3 How have we involved, or will we involve, communities and groups that could be affected?

When the new digital service is being developed we will involve a User Experience service who specialise in working with customers to understand their needs, this includes focus group work and customer testing. This will ensure that when the online service is developed, it is built in the most user-focused way possible.

The new reporting functionality will be launched into Beta initially, which we will then gather feedback on to further develop the form before launching the digital offering into live for all customers.

Web pages in the digital platform will meet the Double-A of the Web Content Accessibility Guidelines 2.0. And the Shaw Trust have been commissioned to audit the site, test it with users who use assistive technology and check that it meets the eligibility criteria for the Double-A rating.

Content will be written in plain English to make the site as accessible as possible to users in general.

Step 3: Who might the proposal impact?

Analysis of impacts on people with protected characteristics must be rigorous. Please demonstrate your analysis of any impacts in this section, referring to all of the equalities groups as defined in the Equality Act 2010.

3.1 Does the proposal have any potentially adverse impacts on people with protected characteristics?

Initially the existing way of reporting online or by telephone will not be removed, so no adverse impacts are expected for any customer group.

Some customers may find it more difficult to use the map-based reporting tool, we will explore whether this tool is compatible with assistive technology during development.

Following the beta phase (where the new digital channel is offered for use by customers, and improvements are made based on customer feedback) the existing online and email channels will be closed. We are currently exploring how accessible the telephone channel for non-emergency issues will be.

We acknowledge that certain equalities groups may have specific concerns regarding highways & lighting defects: Deaf people and people with visual impairments have specific concerns around low lighting / broken lighting. Women, BME, LGBT have safety concerns in badly lit areas. Poorly maintained lighting can have an additional impact on people from equalities communities.

Trip hazards can have specific additional risks for older people, disabled people and very young children, such as additional injury due to frailty. However this project is focusing on updating and improving the way that all customers report defects to us. This project will not change the type of defect that can be reported, or how we respond to them.

3.2 Can these impacts be mitigated or justified? If so, how?

We can ensure that customers are informed of where they can access the internet for free e.g. libraries.

Where customers have access to the internet but are not confident in how to use the online service, we can offer support via the telephone.

Where customers do not have access to the internet, or the ability to self-serve they can still report faults via the customer contact centre.

Where customers cannot, or chose not to use the map to report an issue, there will be a non-map based option for those customers to use.

3.3 Does the proposal create any benefits for people with protected characteristics?

Most customers will find the new digital offering easier, simpler and quicker to use than the existing online channel.

3.4 Can they be maximised? If so, how?

By ensuring that we use customer experience and feedback to inform how we build the digital application process to make it as user friendly as possible.
By using the Shaw trust to ensure that the digital offering is fully compliant with accessibility standards.

Step 4: So what?

The Equality Impact Assessment must be able to influence the proposal and decision. This section asks how your understanding of impacts on people with protected characteristics has influenced your proposal, and how the findings of your Equality Impact Assessment can be measured going forward.

4.1 How has the equality impact assessment informed or changed the proposal?

4.2 What actions have been identified going forward?
--

To involve customers in the design of the application To ensure that the Shaw trust audits the new site and confirms it is complaint with accessibility standards.

4.3 How will the impact of your proposal and actions be measured moving forward?
--

During the pilot we will be able to monitor the number of customers who use the existing channels (online and telephone) vs the new digital channel. We will be able to gather feedback from customers on their experience of the new digital channel, and also carefully monitor and request feedback from the customer contact centre and back office staff.
--

Service Director Sign-Off:	Equalities Officer Sign Off:
Date:	Date:

Bristol City Council Equality Impact Assessment Form

(Please refer to the Equality Impact Assessment guidance when completing this form)



Name of proposal	Organisational Redesign
Directorate and Service Area	Business Change HR
Name of Lead Officer	Emily Hewitt (Previously Rachel Falla)

Step 1: What is the proposal?

Please explain your proposal in Plain English, avoiding acronyms and jargon. This section should explain how the proposal will impact service users, staff and/or the wider community.

1.1 What is the proposal?

The Council is currently undertaking a redesign of the organisation.

There are a number of phases to this change including:

- * A restructure of staff earning over £45k (BG 16+)
- * A restructure of staff earning £25k - £45k (Tranche 1: BG 10-15)
- * A restructure of staff earning under £25k (Tranche 2: BG 9 and below)

The restructure has two main elements, (1) the offer of Voluntary Severance (VS) to all staff and (2) changes to staffing structures within services to achieve reductions.

The proposals are based upon the following design principles:

- * Drive accountability down through the organisation.
- * Optimise hierarchy by ensuring it is clear how each layer adds value to the layer below it
- * Align portfolios of services and functions with a focus on delivering Outcomes
- * Ensure clear levels of leadership and transparent levels of authority
- * Maximise flexibility and efficiency in the use of resources across directorates
- * Strengthen relationships with partners across the city
- * Focus on longer term goals of building a resilient and sustainable systems as well as meeting short term goals

The restructure has also seen four new groupings of services: People, Place,

Neighbourhoods and Business Change.

Step 2: What information do we have?

Decisions must be evidence-based, and involve people with protected characteristics that could be affected. Please use this section to demonstrate understanding of who could be affected by the proposal.

2.1 What data or evidence is there which tells us who is, or could be affected?

VS/Restructure Took place under the following timescales:

Tranche 1: BG10 – 15

Consultation ran from 24th January 2014 – End of March 2014.

VS ran from 13th January until 7th February 2014, with main bulk of staff leaving on the 31st March 2014. Some later leavers agreed.

Tranche 2: BG 1 – 9

Consultation ran from 25th June until 11th August.

VS ran from 28th April until 23rd May, with bulk of staff leaving on the 31st July 2014, some later leavers agreed.

Data as of April 2014

Please see Appendix 1 which gives equalities data for staff employed by the council prior to VS and restructure.

Age -This shows that younger staff are significantly under-represented within our workforce, and the council has a much older age profile compared to population. This trend appear both at the £45 - £25K level as well as the below £25K level.

Disability -this shows that we have an underrepresentation of disabled staff compared to the population of Bristol, which is 17% (although this figure will be lower for the working-age population). As some disabled staff become disabled during the course of their employment, and we recognise the concerns of many staff declaring their disabilities, we consider this figure to be a significant underestimation of disabled staff.

Ethnicity - This shows that we have an underrepresentation of BME staff within

the organisation, compared to the BME population of Bristol which is 16%. There is a higher representation of BME staff in lower pay-brackets within the council.

Gender - Women are over-represented as staff, compared to the population of 51%. Women are also over-represented in lower pay-brackets.

Religion/Belief and LGB - Both religion and belief and sexual orientation data shows we have significantly low declaration rates and therefore this data is not very accurate.

It is the intention to have a snapshot of data before and after each phase of the restructure, so that analysis can be done on the impact of the restructure on workforce representation across all of the protected characteristics.

Data as of 25.07.15

Please see Appendix B for equalities data of those remaining in organisation.

Age – the largest age group to leave the council was the 50-64 age bracket – this was for both Tranche 1 and Tranche 2. This may be because these staff can access their pension.

Although the numbers of 16-24 year olds are low in both tranches, no members of these groups chose to take VS. This could be due to a variety of factors such as low/very little VS pay out in cash terms and high unemployment in the external job market amongst this group or job satisfaction.

Disability - 14% of the disabled work group left in Tranche 1 – compared to 10% of the non-disabled work group. Whilst the number is marginally higher in the disabled group, it is not statistically significant. A similar trend can be seen in Tranche 2 where 8% of the disabled work group chose VS, compared to 5% of the non-disabled work group.

Ethnicity - 10% of BME workgroup left org in Tranche 1, compared to 11% of non-BME employees. As these figures are very similar they are not statistically significant.

In Tranche 2 the figures for both groups remained low: BME 3% and Non-BME 6%

Gender - In Tranche 1, in percentage terms the percentage number of females and males was broadly comparable, with 9% and 13% leaving respectively. However, in actual number terms, 512 more females left than males.

A similar trend can be seen in Tranche 2 where 5% of females and 6% of males left, meaning in actual number terms twice as many females left as males. As a result, more than double the number of women remain in lower graded posts.

Religion/Belief – In Tranches 1 and 2 the percentage figures are very similar, and, therefore, not statistically significant.

Sexual Orientation – In Tranche 1, the numbers of those choosing VS are identical i.e. 10%; in Tranche 2 in number terms the number of LGB choosing VS is double i.e. 4 to that of the heterosexual work group i.e. 8, although in percentage terms this remains low. In both tranches a significant number of staff have not declared their status. This indicates there could be some work to be done to identify the reasons behind this and address any potential areas of concern.

For a full overview of data, please see Appendix C

2.2 Who is missing? Are there any gaps in the data?

2.2 Who is missing? Are there any gaps in the data?

The quality of staff data around disability, religion or belief and sexual orientation is questionable due to low declaration rates for these protected characteristics. We have not reported on gender reassignment as this would not be appropriate due to the low number of declaring staff and the protections that need to be in place around this information.

It is not possible at this stage to clearly identify which of our outward-facing services could be impacted by the restructure, and therefore not possible at this stage to identify which equalities groups may be impacted within our communities.

2.3 How have we involved, or will we involve, communities and groups that could be affected?

Staff have been engaged through consultation exercises at each phase of the

restructure. For Tranche 1:BG10-15 restructure initial briefings on the VS process at City Hall were held for all staff, followed by consultation on structures at a local level led by Service Managers and Service Directors.

There was a briefing held for Self Organised Groups (SOGs) by HR during the budget consultation in December. As a follow-up, the SOGs wrote a collective response with some concerns and recommendations for the period of the restructure.

April 2014

It is proposed that HR will carry out a follow-up session with SOGs to do an update and get their views on the BG9 and under restructure.

The voluntary severance window for BG9 and below has just opened (w/c 28th April). Due to the dispersed nature of these workgroups briefings will be held primarily by Service Managers. Follow up 'drop in' sessions will be held at a variety of venues that any member of staff can attend. Consultation on structures will not commence until these are released, which is due to be in May/June.

Summer 2014 and Beyond

The SOGs will continue to be consulted each time this Equalities Impact Assessment is up-dated/reviewed and will play a key role in contributing to this assessment.

Step 3: Who might the proposal impact?

Analysis of impacts on people with protected characteristics must be rigorous. Please demonstrate your analysis of any impacts in this section, referring to all of the equalities groups as defined in the Equality Act 2010.

3.1 Does the proposal have any potentially adverse impacts on people with protected characteristics?

The VS process is designed to give staff an option to leave the organisation

should they choose to do so – as it is a choice, there should be no adverse impact on those with protected characteristics, providing the VS criteria are applied objectively and consistently for all staff. However, there is a risk a disproportionate number of staff from equalities groups choose to leave, and adversely impact levels of representation within the council.

* As restructuring, methods of appointment and any competitive processes are managed at a local level, there is a risk of inconsistency between the application of principles and practice of fair recruitment. This might mean that some groups who are disadvantaged by poor recruitment practices may be more at risk, for example, disabled staff who would need adjustments to participate in some aptitude tests.

* We know that some equalities groups, such as women, are overrepresented within our lower pay brackets. This means they could be disproportionately impacted in the BG9 and under restructure (although this will depend on which staff are interested in applying for VS).

* Reductions in workforce representation at senior levels could have an adverse impact on staff at lower grades who do not see themselves reflected within management structures. A less representative workforce in senior levels could potentially take some time to restore, particularly in a climate with limited external recruitment.

* It is important that the key messages and communications about the restructure are accessible to all staff, as any inaccessible meetings and communication could limit the ability of staff to engage with the restructure process. This is particularly relevant for disabled staff, and will become increasingly important in the BG9 and under restructure where communications are further localised. There are some equalities groups who may experience adverse impacts which are specifically related to some protected characteristics. These are detailed below:

Age

* Older staff nearer to pensionable age might have VS declined on the basis that they are too 'expensive' or that they have knowledge and skills that cannot be replaced

* Younger staff are likely to have shorter service, and therefore may be less likely to take VS, or be more concerned about compulsory redundancies

Disability

* Some disabled staff might be anxious about restructuring of posts, or competitive processes, particularly where these processes could potentially

amend a job role

- * Some disabled staff may also be at a disadvantage within the redeployment pool, due to restrictions around working locations or particular activities
- * Staff with some learning disabilities or mental health issues may experience more difficulties adapting to change.

Caring responsibilities

- * Changes to job roles, working locations or shift patterns may mean that staff with caring responsibilities find it more difficult to achieve the balance between work and providing care.
- * Women and older people are more likely to have caring responsibilities, and therefore these changes may be more likely to affect these groups.

Pregnancy and Maternity -Staff on maternity have the right to be appointed to a suitable alternative post where one exists. However there may be challenges with regards to ensuring staff on maternity leave feel included in the process and are adequately consulted with regarding any proposed changes which affect their service area/post.

Citizen impacts -There is a risk as some services are restructured, there will be an impact on service delivery, and therefore citizens from equalities groups. SOGs specifically pointed out 'specialist' roles working directly with communities, and communities of interest, may be more likely to be performed by equalities groups and may be more likely to be affected in changes to structure where roles are increasingly generalised.

3.2 Can these impacts be mitigated or justified? If so, how?

Workforce data will be regularly checked and analysed, and any emergent trends will be escalated at the first opportunity to ensure that we can put in place any relevant positive action mechanisms. This should include information about employees in post by protected characteristic, but also information on redeployment uptake and success and information on leavers.

There are limited mitigating activities related to the VS element of this project, due to the voluntary nature of the activity. It would be neither appropriate nor desirable to decline VS applications on the basis of protected characteristics. In relation to potential changes in representation at senior management levels, there are opportunities to enhance workforce diversity through vacancies that are arising through the restructure. Specifically, the BME Talent Programme may identify potential candidates for any vacant posts being advertised.

Supporting Managers -We will ensure that we make managers aware of the fair recruitment and selection aspects of the Equalities Policy. When undergoing competitive interview processes, recruitment managers should adhere to our fair recruitment and selection guidelines in order to minimise the risk of any adverse impacts. Additional training sessions on fair recruitment and selection have been put in place for managers that need a refresher in this area.

Information on fair recruitment and selection is easily available on the Source, and important messages relating to fair recruitment and selection practices will be re-iterated at Management Brief to ensure that all managers are aware of their responsibilities.

Managers should try where possible to ensure:

- They do not introduce exclusive aptitude tests, and ensure that disabled staffs have the relevant adjustments in place for the process.
- Recruitment panels are diverse, utilising Diverse Recruiters wherever this is possible
- Where appropriate, managers should consider whether they can use the “tie-breaker” provision within the Equality Act to appoint a member of staff from an under-represented group.

Supporting staff - Redeployment support, such as interview training, will be clearly advertised and promoted — to ensure maximum take-up of training by equality groups.

As members of equalities groups might be experiencing stress and anxiety as a result of workplace change, we will also ensure that we re-advertise the use of Employee Assistance Programme.

We will ask the SOGs to promote both of these measures.

We will monitor the number of grievances that are taken out by equalities group, to identify if organisational restructure is driving dissatisfaction or disputes within the organisation.

3.3 Does the proposal create any benefits for people with protected characteristics?

It is not possible at this stage to identify any potential benefits for staff from equalities groups, although it is possible that restructuring could create progression opportunities for some members of staff.

3.4 Can they be maximised? If so, how?

It is not possible to comment on this at this stage; however, we would welcome any feedback from SOGs in relation to this and will monitor workforce equalities data.

Step 4: So what?

The Equality Impact Assessment must be able to influence the proposal and decision. This section asks how your understanding of impacts on people with protected characteristics has influenced your proposal, and how the findings of your Equality Impact Assessment can be measured going forward.

4.1 How has the equality impact assessment informed or changed the proposal?

- * Lessons learnt in the BG10-15 restructure will need to be applied in the BG9 and under restructure
- * Identified the need for closer engagement with staff from equalities groups

4.2 What actions have been identified going forward?

- Workforce data will be closely monitored at key stages throughout the project, and any emergent trends will be escalated.
- * The importance of assessing the impact of service changes to citizens will be raised with Extended Leadership Team, this is outside the scope of this project

- * Produce key messages around fair recruitment and selection and make these available to all managers
- * Encourage the SOGs to promote redeployment support and EAP services to staff from equalities groups.

4.3 How will the impact of your proposal and actions be measured moving forward?

Workforce representation

Service Director Sign-Off: Richard Billingham, Service Director HR	Equalities Officer Sign Off:
Date: August 2014	Date:

Restructure - Equalities Impact Assessment Data

Employees Salary £25k-£45k

Age		
Row Labels	Headcount	%
16-24	8	0.29%
25-49	1669	61.11%
50-64	1014	37.13%
65+	40	1.46%
Grand Total	2731	100.00%

Disabled

Row Labels	Headcount	%
Yes	163	5.97%
No	2357	86.31%
Unknown	211	7.73%
Grand Total	2731	100.00%

Ethnicity

Row Labels	Headcount	%
BME	216	7.91%
Unknown	184	6.74%
Non BME	2331	85.35%
Grand Total	2731	100.00%

Gender

Row Labels	Headcount	%
F	1620	59.32%
M	1111	40.68%
Grand Total	2731	100.00%

Religion/Belief

Row Labels	Headcount	%
Any Religion/Belief	807	29.55%
None	716	26.22%
Unknown	1208	44.23%
Grand Total	2731	100.00%

Sexual Orientation

Row Labels	Headcount	%
LGB	81	2.97%
Heterosexual	1476	54.05%
Unknown	1174	42.99%
Grand Total	2731	100.00%

Employees Salary <£25k

Age		
Row Labels	Headcount	%
16-24	197	4.98%
25-49	1992	50.38%
50-64	1566	39.61%
65+	199	5.03%
Grand Total	3954	100.00%

Disabled

Row Labels	Headcount	%
Yes	228	5.77%
No	3340	84.47%
Unknown	386	9.76%
Grand Total	3954	100.00%

Ethnicity

Row Labels	Headcount	%
BME	396	10.02%
Unknown	344	8.70%
Non BME	3214	81.28%
Grand Total	3954	100.00%

Gender

Row Labels	Headcount	%
F	2719	68.77%
M	1235	31.23%
Grand Total	3954	100.00%

Religion/Belief

Row Labels	Headcount	%
Any Religion/Belief	1128	28.53%
None	705	17.83%
Unknown	2121	53.64%
Grand Total	3954	100.00%

Sexual Orientation

Row Labels	Headcount	%
LGB	61	1.54%
Heterosexual	1723	43.58%
Unknown	2170	54.88%
Grand Total	3954	100.00%

Employees Salary £25k - £45k

Age		
Row Labels	Headcount	%
16-24	8	0.33%
25-49	1595	65.05%
50-64	828	33.77%
65+	21	0.86%
Grand Total	2452	100.00%

Disabled		
Row Labels	Headcount	%
Yes	139	5.67%
No	2117	86.34%
Unknown	196	7.99%
Grand Total	2452	100.00%

Ethnicity		
Row Labels	Headcount	%
BME	194	7.91%
Unknown	178	7.26%
Non BME	2080	84.83%
Grand Total	2452	100.00%

Gender		
Row Labels	Headcount	%
F	1482	60.44%
M	970	39.56%
Grand Total	2452	100.00%

Religion/Belief		
Row Labels	Headcount	%
Any Religion/Belief	711	29.00%
None	659	26.88%
Unknown	1082	44.13%
Grand Total	2452	100.00%

Sexual Orientation		
Row Labels	Headcount	%
LGB	73	2.98%
Heterosexual	1325	54.04%
Unknown	1054	42.99%
Grand Total	2452	100.00%

Employees Salary <£25k

Age		
Row Labels	Headcount	%
16-24	197	5.24%
25-49	1943	51.73%
50-64	1429	38.05%
65+	187	4.98%
Grand Total	3756	100.00%

Disabled		
Row Labels	Headcount	%
Yes	210	5.59%
No	3176	84.56%
Unknown	370	9.85%
Grand Total	3756	100.00%

Ethnicity		
Row Labels	Headcount	%
BME	385	10.25%
Unknown	340	9.05%
Non BME	3031	80.70%
Grand Total	3756	100.00%

Gender		
Row Labels	Headcount	%
F	2589	68.93%
M	1167	31.07%
Grand Total	3756	100.00%

Religion/Belief		
Row Labels	Headcount	%
Any Religion/Belief	1062	28.27%
None	680	18.10%
Unknown	2014	53.62%
Grand Total	3756	100.00%

Sexual Orientation		
Row Labels	Headcount	%
LGB	57	1.52%
Heterosexual	1634	43.50%
Unknown	2065	54.98%
Grand Total	3756	100.00%

EqIA Stats Notes – Analysis of those left in BCC under Voluntary Severance (VS) as of 25.07.14

	In org	Left		Remaining		In org	Left		Remaining	
Remaining in org	£25K-£45K					Less than £25K				
	Figs	Comment				Figs	Comment			
Age										
16-24	8	0		8	No change	197	0		197	
25-49	1669	74		1595	Largest age group remaining	1992	49		1943	Largest group remaining
50-64	1014	186	Largest group to leave. Pension?	828		1566	137	Largest group to leave. Pension?	1429	
65+	40	19		21		199	12		187	
Total	2731	279		2452		3954	198		3756	
Disabled										
Yes	163	24	14% of D left. Reasons for this not clear	139		228	18	8% left. Reasons for this not clear	210	
No	2357	240	10%	2117		3340	164	5% left	3176	
Unknown	211	15		196		386	16		370	
Total	2731	279		2452		3954	198		3756	
Ethnicity										
BME	216	22	10% left. Figs same as non-BME so	194		396	11	3%. Figs less than non BME so not significant	385	

			not significant							
Unknown	184	6		178		344	4		340	
Non-BME	2331	251	11% left	2080		3214	183	6%	3031	
Total	2731	279		2452		3954	198		3756	
Gender										
Female	1620	138	9%	1482		2719	130. Twice as many F as M left. 5%		2589	More than double number of women in these lower graded posts
Male	1111	141	Roughly same numbers actually left, but higher in % terms M @ 13%	970		1235	68. 6%		1167	
Total	2731	279		2452		3954	198		3756	
Religion/Belief										
Any R/B	807	96	12% All groups quite similar so not significant	711		1128	66	6%. All groups quite similar so not significant	1062	
None	716	57	8%	659		705	25	4%	680	
Unknown	1208	126.	10%	1082		2121	107	5%	2014	
Total	2731	279		2452		3954	198		3756	
Sexual Orientation										
LGB	81	8	10%. Identical – no issues	73		61	4	6%. Very similar – no issues	57	

Heterosexual	1476	151	10%	1325		1723	8	0.5%	1634	
Unknown	1174	120	10%	1054		2170	105	5%	2065	
Total	2731	279		2452		3954	198		3756	

25-45K

279 left org – leaving 2452

Comments

Distribution across all protected characteristics roughly remained the same in percentage terms, and no significant trend could be identified from this. For example, in terms of 'Age' the 16-24 age group did not change, remaining stable at 8 people; and 'BME' remained the same in pure percentage terms i.e. 7.91% (even though members of this group have taken VS).

In order to make a clear, meaningful comparison, the focus is on numeric terms

Bristol City Council Equality Impact Assessment Form

(Please refer to the Equality Impact Assessment guidance when completing this form)



Name of proposal	Council Tax Redesign Project
Directorate and Service Area	Integrated Customer Services
Name of Lead Officer	Lucy Murray Brown

Step 1: What is the proposal?

Please explain your proposal in Plain English, avoiding acronyms and jargon. This section should explain how the proposal will impact service users, staff and/or the wider community.

1.1 What is the proposal?

The aim of this project is to :

- significantly streamline the current processes for Council Tax, removing duplication between front and back office, reducing the time taken to process new claims and changes in circumstances and updates
- develop and promote new on-line offerings for customers to improve their overall experience whilst reducing face to face contact at the CSP and reducing calls into the CSC.

Customers will be able to notify us of changes and apply for discounts and exemptions and set up Direct Debits on-line.

We will have clear and unambiguous information, advice and guidance that will be easy to find on our website

Step 2: What information do we have?

Decisions must be evidence-based, and involve people with protected characteristics that could be affected. Please use this section to demonstrate understanding of who could be affected by the proposal.

2.1 What data or evidence is there which tells us who is, or could be affected?

Staff

Council Tax staff who will be impacted by these changes are as follows:

- Local Tax Management Team and Team Leaders – 4
 - Billing and Collection Enforcement – 27
 - Support Team – 10
- Total - 41*

- (CSC) Customer Service Centre – 16
 - Customer Service Points (CSP) – 8
- Total - 24

Members of the Public

The recipients of Council Tax services which covers every household in Bristol can be broadly summarised as follows:

Gender	Total	%
Female	29	52.73%
Male	26	47.27%
Grand Total	55	100.00%

Age_Band	Total	%
16-24	1	1.82%
25-49	36	65.45%
50-64	16	29.09%
65+	2	3.64%
Grand Total	55	100.00%

Ethnicity	Total	%
BME	4	7.27%
Non BME	50	90.91%
Unknown	1	1.82%
Grand Total	55	100.00%

Disabled	Total	%
Disabled	2	3.64%
Not disabled	52	94.55%
Unknown	1	1.82%
Grand Total	55	100.00%

Sexual Orientation	Total	%
Hetrosexual	34	61.82%
LGB	1	1.82%
Undeclared	20	36.36%
Grand Total	55	100.00%

Religion/Belief	Total	%
Any other	3	5.45%
Christian	21	38.18%
None	10	18.18%
Undeclared	21	38.18%
Grand Total	55	100.00%

We have information about our wider Bristol population. Our August 2013 report "[The Population of Bristol](#)" provides information about our population, including by: Ethnic group, Country of birth, Migrants, Religion, Language, Students. [2011 Census data](#) is also available with further detail, along with [Key Equalities Information](#)

One of the key factors for this project is the use of online services. The Office of National Statistics (ONS) published the following data for 2013:

- In 2013, 36 million adults (73%) in Great Britain accessed the Internet every day, 20 million more than in 2006, when directly comparable records began.
- Access to the Internet using a mobile phone more than doubled between 2010 and 2013, from 24% to 53%.
- In 2013, 72% of all adults bought goods or services online, up from 53% in 2008.
- In Great Britain, 21 million households (83%) had Internet access in 2013.

2.2 Who is missing? Are there any gaps in the data?

Staff Information

We will need to review the changes to staff information resulting from implementation of the new Customer Service Point at Temple St

Once we have this information we will look at the HR/Equalities data to understand the number of staff in protected groups.

Members of the Public

We need to investigate whether we collect equalities data when Customers register for Council Tax.

CX Partners reports on customer research will help redesign our services to ensure business changes are in line with our customers' needs.

We need to investigate whether we have Bristol specific data about access to and use of online services.

2.3 How have we involved, or will we involve, communities and groups that could be affected?

Staff

We have been working closely with Managers and Subject Matter Experts from across Council Tax to inform the analysis and design stages of the project. We have also provided a communications briefing pack and Project Summary updates for Managers to cascade.

Members of the Public

Once we have defined the future services and the changes that we will introduce, we will explore the impact of these onto the public and identify how best to consult with any groups who may be impacted.

Step 3: Who might the proposal impact?

Analysis of impacts on people with protected characteristics must be rigorous. Please demonstrate your analysis of any impacts in this section, referring to all of the equalities groups as defined in the Equality Act 2010.

3.1 Does the proposal have any potentially adverse impacts on people with protected characteristics?

Until we have completed the full service redesign we are not able to provide any detail of the impact onto people with protected characteristics. However, at high level we anticipate the following impacts to the public:

Use of online services

All the projects anticipate the use of online services wherever possible. We

anticipate that ability to use online services may be more challenging according to Age, Disability and Race (English not first language)

3.2 Can these impacts be mitigated or justified? If so, how?

As we refine the project proposals and plan we can explore whether there are opportunities to support particular groups who may be impacted by the changes.

3.3 Does the proposal create any benefits for people with protected characteristics?

- By moving Citizens who are able to do so online, we should free up time in the contact centres to support our more vulnerable customers where needed.

3.4 Can they be maximised? If so, how?

We will explore this as part of our service redesign

Step 4: So what?

The Equality Impact Assessment must be able to influence the proposal and decision. This section asks how your understanding of impacts on people with protected characteristics has influenced your proposal, and how the findings of your Equality Impact Assessment can be measured going forward.

4.1 How has the equality impact assessment informed or changed the proposal?

The development of the final proposal will be informed by the equality impact assessment.

4.2 What actions have been identified going forward?

Further data is required.

4.3 How will the impact of your proposal and actions be measured moving forward?

Discussions with Local Tax Managers and ICS Management Team for impact on workforce

Customer feedback for impact on the public

Service Director Sign-Off:	Equalities Officer Sign Off:
Date:	Date:

**INFORMATION ITEM FOR
BUSINESS CHANGE & SCRUTINY COMMISSION
17 NOVEMBER 2014**

AGENDA ITEM 8 (ii)

**BRISTOL CITY COUNCIL
CABINET
7 October 2014**

REPORT TITLE: Single Change Programme – monitoring update

Ward(s) affected by this report: All

Strategic Director: Max Wide, Strategic Director, Business Change

Report author: Max Wide, Strategic Director, Business Change
Paul Arrigoni, Service Director, Business Change & ICT
Richard Billingham, Service Director, HR
Peter Gillett, Service Director, Finance, S151 Officer

Contact telephone no. & e-mail address: 0117 35 74133
max.wide@bristol.gov.uk

Purpose of the report:

The purpose of this report is to update members on the progress of the Single Change Programme and to seek approval on plans for further development.

RECOMMENDATION for the Mayor's approval:

1. To note the progress to date with the Single Change Programme against original timescales, savings and improvement targets.
2. To approve plans for the further development of the Programme.

Key background / detail:

1. The Single Change Programme was adopted by the Council in September 2013. The Programme set out a number of projects with target timescales for the delivery of savings and improvements that were considered necessary to comply with the Medium Term Financial Plan (MTFP) and the Corporate Plan. These targets were medium level estimates of what could be achieved, based on appraisals of potential savings in Bristol and on comparisons with similar projects elsewhere.
2. In the Cabinet report in July, we promised an update on progress that would show how the Programme is progressing, which projects are on track and which, if any, are either falling short or exceeding original estimates. This report therefore gives an overview of the progress of the projects and the Programme as a whole.
3. As we deliver the current Programme, it is necessary to consider the future needs of the Council, given the likelihood of further austerity measures in the next

Comprehensive Spending Review (CSR), and the demographic pressures that may translate into increased demand for services. Taking a long term view, it is clear that broader more ambitious projects will be needed to deal with this situation and it is important that work begins now to scope and resource these projects - collectively we are calling this 'Step 2' of the Change Programme – and this will be the subject of future cabinet reports.

Aims of the Programme:

4. The Change Programme has three broad aims:
 - a) **Reduce costs:** The Programme sets out to contribute £49m of the £98m savings required by the Medium Term Financial Plan over 3 years.
 - b) **Preserve and improve services:** The Programme sets out to minimise service cessation and reduction.
 - c) **Develop a culture that enables us to face the future:** The Programme seeks to develop a united, disciplined organisation with common aims and processes.

Progress to date: Financials

Revenue

5. Total budget savings included in the Medium Term Financial Plan (MTFP) rise from £16m in 2014/15 to £98m in 2016/17. The Change Programme is a major contributor to these targets, projected to deliver a minimum net saving of £49m as shown in the table below:

Change Programme Savings	2014/15 £m	2015/16 £m	2016/17 £m
Workstream			
Restructure	-22	-26	-28
Redesign	-	-4	-8
Category Management	-	-6.5	-10
Income Opportunities	-	-0.5	-2
Process Review	-2	-2.5	-8
Assets	-1.3	-3	-8
Total Savings Target for programme	-25.3	-42.5	-64
Less Investment/Risk	30	15	15
Net Saving	4.7	-27.5	-49

6. The Programme as a whole is on track to deliver on its targets. Progress is monitored weekly and where issues occur, action taken to rectify any delays and to correct or absorb any variation from original targets and timescales.
7. Significant savings which will be delivered this year include:
 - The Restructure workstream: which is forecast to achieve in-year savings of £12.1m, rising in a full year to £21.2m;

- The Category Management workstream - which is forecast to deliver £4.1m by 31st March 2015, ahead of schedule.
8. Total one-off revenue funding of £62.1m is in place to fund delivery of the Council's change programmes. This includes severance costs arising from the restructure, as well as investment in new processes and technology including the People Directorate Health and Social Care Transformation projects.
 9. Cumulative gross savings arising from the Change Programme of £124.8m are forecast over the MTFP period, and the benefits of investments made will continue to produce ongoing annual savings beyond the 3 years of the current MTFP.
 10. It should be noted that all expenditure and income projections are based on prudent assumptions of both costs incurred and savings to be achieved.
 11. Looking beyond the existing MTFP, the next spending review period will require further significant savings from the Council from 2017/18 and beyond. Early indications are that additional budget savings of £49m would be required by 2019/20.

Capital

12. The Capital Programme includes provision for the Bristol Workplace of £40.5m and a small allocation of £1.6m for the Health and Social Care Transformation project. Bristol Workplace is a long-term project with benefits to be achieved over a 25-year period for which benefits, both financial and non-financial, are already being delivered.

Single Change Programme – brief description and current status

Adult Care System Service Director Lead: Mike Hennessey	Implement a new Case Management system to simplify and improve care management procedures, allowing re-organisation and reduction in staff numbers whilst maintaining care standards. This work is progressing well and delivering the predicted savings and improvements.
Admin & Business Support (ABS) Review Service Director Lead: Di Robinson	Redesign the way we provide generalist, specialist and technical administration and business support functions within the Council. This allows us to reduce the numbers of staff and costs associated with administration whilst delivering better services as well as better role definitions and clearer career progression opportunities for staff. The review is now almost complete with new structures about to go live.
Bristol Workplace Service Director Lead: Siobhan McHale	To transform our workplace so that we can make better use of the building space we have and to modernise our working practices. This allows us to consolidate our property estate, establishing three main buildings and enabling us to stop leasing or to dispose of other properties. The project is on track with the temporary closure of City Hall imminent and our new building at 100 Temple Street now ready to absorb staff.
Citizen Service Point (CSP) - 100 Temple Street Service Director Lead: Lucy Murray-Brown	To open a new Citizen Service Point in December in the ground floor at 100 Temple Street to provide a new and improved offer to our citizens accessing the associated services. This will provide a much better environment for staff and visitors alike. Current paper-based processes for accessing services and carrying out transactions will be automated for the vast majority of citizens with staff on hand to assist people who need help to access these new procedures. Automation will allow us to reduce the number of staff needed to process transactions. This will in time apply to all the transactions that citizens use. The projects underway target the high volume transactions as priority. These are: <ul style="list-style-type: none"> • Evidence Handling / Verification • Housing benefit applications • Council tax collection

	<ul style="list-style-type: none"> • Concessionary Travel & Bluebadges • Housing Advice & Assessment
Tenant Experience Service Director Lead: Mary Ryan	To help Housing Delivery improve the client experience. We have procured an updated Housing Management System, which allows us to reduce errors and track cases accurately leading to improved processes and increased self-service. This allows us to provide a better experience whilst reducing staff numbers.
Redesign Projects	We are redesigning a number of services to make them easier for citizens to access online, providing clear simple ways of applying, reporting, paying and tracking the progress of requests using modern digital methods on the web, smartphones and tablets, in order to speed up the time it takes to apply and receive the service, and reduce the need for people to call or visit the council to chase progress. This approach removes manual paper-based work from Council officers saving time and money, and allowing them to focus on the people who need us most due to their complex needs. Redesigned services also pay attention to those people who don't currently use digital services but could, assisting them to go online and do it themselves for the first time. This redesign process applies to: <ul style="list-style-type: none"> • Licencing – Di Robinson • Residents Parking Permits Online _Peter Mann • Highways & Lighting – Reporting – Peter Mann • Single View of the Customer – Steve Barrett • Registrations Redesign – Sanjay Prashar All of these projects are on track and will enable us to safely reduce staffing numbers
HR System Replacement Service Director Lead: Richard Billingham	To replace our existing HR System and introduce a new performance management system.
Freedom of Information & Complaints Service Director Lead: Lucy Murray-Brown	Full end-to-end redesign of the Complaints and Enquiries process to improve the customer experience, provide a stream-lined and transparent service and to provide better data & information to the organisation. This project has completed its design phase and is now being embedded in the organisation
Income Generation Service Director Lead: Peter Gillett	To review all fees and charges to increase income and explore and exploit revenue income generation opportunities. A conservative benefits range of £2-3 million over 3 years has currently been attached to this work. This project is slightly delayed from its original timescale awaiting the appointment of a permanent finance Director. This appointment has been made and work is now underway to get the project back on track.
Category Management Service Director Lead: Nick Hooper	Identifying categories of similar spend & seek ways to improve management of spending money with 3rd parties. Savings realised through a range of approaches, including negotiation of existing contracts, re-procurement of services and improved demand management.
Asset Management Service Director Lead: Robert Orrett	To achieve a step change in the way property is managed Council-wide. To implement an Asset Management Strategy that will enable accommodation that is fit for purpose and offers us best value for money. To understand the scale and condition of our property estate so that positive choices can be made about its future use. This project is slightly delayed due to lack of capacity through the restructure project, this has now been remedied.
Integrated Education System Service Director Lead: Paul Jacobs	To define, evaluate, procure, implement & manage the development of an integrated solution for Children's Services, significantly reducing the number of core IT systems on the estate for the use of Children's Services. There is a delay in the implementation of this project owing to market failure in delivering the product we need. We are working with other councils to persuade other suppliers to enter the marketplace with an offer that meets our needs.
Organisation Restructure Service Director	Organisation-wide restructure affecting all levels of the organisation to release approximately 700 staff and to realise savings in the region of £22m in 2014/15. The project is very close to achieving its original target, delivering 98% of the predicted

Lead: Richard Billingham	savings to date. The full year impact of savings to date is £21.2m. This has been achieved primarily through Voluntary Severance.
--------------------------	---

Next steps in the programme:

13. The Programme is on track to deliver the savings and improvements required. The horizon beyond 2016/17 now comes into view as we look toward the next Comprehensive Spending Review. Inevitably there will come a time when efficiency programmes run out of track, where it will no longer be possible to reduce costs by reducing the cost of supply. In this case, we will need to look more ambitiously at the benefits to be gained through working more closely with our partners, sharing services and trying to find ways to reduce demand. In the July report to Cabinet we characterised these different approaches as 'steps'. Step 1 is about 'doing (existing) things better', Step 2 is about doing better (or new) things.
14. The Change Programme should utilise all those people who can contribute to change, those people who have not played a role need to do so rapidly, in particular, Service Managers need to be brought into the Change Programme to deliver Step 1 change in the near future. The ability to deliver efficiency; to re-design process and to integrate technology needs to become a standard expectation of people who hold the role. This means that Service Directors could then be freed up to lead the more complex, 'future proofing' change required by Step 2.
15. To facilitate this we are planning to deliver a step change in the training and development of staff. For Service Managers a dedicated modular course is being developed to help them design, develop and implement Step 1 change projects. We are currently identifying the projects that would need to be completed and then, through an Applied Course in Service Improvement, Service Managers will be supported throughout the process, with inputs on digital integration, service redesign, process redesign and other improvement techniques.
16. The projects will be clustered into cohorts of 6-8 on the basis of similarity, and those cohorts will then proceed through a 6 month long, modular course similar to that being piloted through the Cabinet Office and Government Digital Service at present. The Course would encapsulate an approach to change that would develop through implementation and review. It would be an expectation that each Service Manager would attend within a 1 year period and that objectives would be included in their Performance Management & Development Scheme (PMDS).

Consultation and scrutiny input:

- a. **Internal consultation:**
Strategic Leadership Team
Assistant Mayor
Deputy Mayor
- b. **External consultation:**
Not applicable
- c. **Business Change Scrutiny Commission**
The Business Change Scrutiny Commission will regularly review progress of the Single Change Programme as part of its 2014/15 work plan.

Risk management / assessment:

FIGURE 1							
The risks associated with the implementation of the (subject) decision :							
No.	RISK Threat to achievement of the key objectives of the report	INHERENT RISK (Before controls)		RISK CONTROL MEASURES Mitigation (ie controls) and Evaluation (ie effectiveness of mitigation).	CURRENT RISK (After controls)		RISK OWNER
		Impact	Probability		Impact	Probability	
1	The Programme may not deliver the required benefits and hence leave a gap in the MTFP which would have to be funded by unscheduled budget reductions	High	Medium	Weekly monitoring by Change Board ensures that project slippages are identified and acted on early.	Medium	Low	Strategic Director of Business Change
2	The Programme may overspend on the agreed investments	High	Low	Control over spending profiles and any variance from them is reported at Change Board.	Low	Low	Strategic Director of Business Change
3	Service Managers do not have the capacity to deliver change projects through the Applied Course	High	High	Ensure that Directorate Leadership Teams have control over the planning of projects and the staff nominated for inclusion in the course. Ensure that support is available between modules to carry out the necessary work	Medium	Medium	Richard Billingham

FIGURE 2							
The risks associated with <u>not</u> implementing the (subject) decision:							
No.	RISK Threat to achievement of the key objectives of the report	INHERENT RISK (Before controls)		RISK CONTROL MEASURES Mitigation (ie controls) and Evaluation (ie effectiveness of mitigation).	CURRENT RISK (After controls)		RISK OWNER
		Impact	Probability		Impact	Probability	
1	We fail to deliver the £49m required for a balanced budget as approved by Council on 18 February 2014	High	High	Implement the change programme as described in the business case	High	Low	Max Wide
2	We will not be able to support the necessary levels of service redesign to deliver a flexible and efficient council required by the City Vision.	High	High	Implement the service redesign projects within the change programme, enabled by the core building blocks	High	Medium	Max Wide

Public sector equality duties:

The Single Change Programme itself has the potential for a number of impacts on both staff and service users. Full Equality Impact Assessments (EqIAs) have been undertaken for previously agreed change programmes, such as the Bristol Workplace Programme, Admin and Business Support Review and Organisational Redesign. These EqIAs have identified a number of impacts and proposed mitigation measures. This monitoring report does not impact further on staff or service users.

Individual projects which result from the Single Change Programme will continue to require full EqIAs to identify potential impacts on staff and customers. EqIAs will also need to be carried out on any further services that change for customers as a result of internal restructuring.

Monitoring, on an on-going basis, any positive or negative impacts resulting from the Single Change Programme and taking action to mitigate against negative impacts will be key in ensuring the council continues to meet its Public Sector Equality Duties.

Anneke Van-Eijkern, Equalities Officer, 29 May 2014

Eco impact assessment

This monitoring report does not in itself have significant impacts. Pre-existing programmes within the proposal that received prior Cabinet approval (for example the Bristol Workplace Programme: https://www.bristol.gov.uk/committee/2012/ua/ua000/0704_11.pdf) have already been subject to eco impact assessment, for which agreed mitigation measures still apply.

Overall, the Programme is likely to result in highly significant environmental impacts, primarily through changes to buildings, staffing and technology. The net balance of these impacts is likely to be positive, but will depend on the design and mitigation measures incorporated into each primary element.

Steve Ransom, Environmental Programme Manager, Energy Service, 27 May 2014

Resource and legal implications:

Finance

a. Financial (revenue) implications:

These are set out above in the main body of the report. Savings associated with the change programme are a key element within the Medium Term Financial Plan totalling £64m gross savings by 2016/17. Ongoing monitoring of the achievement of these savings will be essential.

Advice given by Peter Gillett, Director of Finance
Date 22/09/2014

b. Financial (capital) implications:

Advice given by Peter Gillett, Director of Finance
Date 22/09/2014

As covered in the report, the Capital Programme includes provision for the Bristol Workplace of £40.5m and a small allocation of £1.6m for the Health and Social Care Transformation project. Bristol Workplace is a long-term project with benefits to be achieved over a 25-year period.

Comments from the Corporate Capital Programme Board:

Not applicable

c. Legal implications:

There are no specific legal implications arising from this report.

Advice given by: Sanjay Prashar, Interim Service Director, Legal Services
Date: 23/09/14

d. Land / property implications:

Not applicable

e. Human resources implications:

The impact of the restructuring has been minimised by the service re-design guidance given to Service Directors.

Advice given by: Richard Billingham Service Director Human Resources

Date: 19/09/2014