

Appendix E - Equality Impact Assessment [version 2.9]



Title: Management of change – Culture & Creative Industries	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input type="checkbox"/> Service <input checked="" type="checkbox"/> Other workforce change	<input type="checkbox"/> New <input checked="" type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: Growth & Regeneration	Lead Officer name: Jon Finch
Service Area: Culture & Creative Industries	Lead Officer role: Head of Service – Culture & Creative Industries

Step 1: What do we want to do?

The purpose of an Equality Impact Assessment is to assist decision makers in understanding the impact of proposals as part of their duties under the Equality Act 2010. Detailed guidance to support completion can be found here [Equality Impact Assessments \(EqIA\) \(sharepoint.com\)](https://sharepoint.com).

This assessment should be started at the beginning of the process by someone with a good knowledge of the proposal and service area, and sufficient influence over the proposal. It is good practice to take a team approach to completing the equality impact assessment. Please contact the [Equality and Inclusion Team](#) early for advice and feedback.

1.1 What are the aims and objectives/purpose of this proposal?

Briefly explain the purpose of the proposal and why it is needed. Describe who it is aimed at and the intended aims / outcomes. Where known also summarise the key actions you plan to undertake. Please use plain English, avoiding jargon and acronyms. Equality Impact Assessments are viewed by a wide range of people including decision-makers and the wider public.

This Equality Impact Assessment (EqIA) is for the transformation change to the Culture & Creative Industries service (CCI) as a result of internal and external drivers for change. Improvements are required so that benefits for Bristol and its communities is enhanced as well as made more congruent to their historical and current heritage. These drivers include:

1. CCI commissioned Service Scoping Review
2. CCI commissioned Commercial Recovery Review
3. Arts Council’s 10 Year Strategy
4. Mayor’s focus on Equality and Inclusion and telling the Bristol story
5. Decolonisation agenda

To achieve this it is proposed that a change programme should be undertaken and to lead this there should be recruitment of a new senior management team for the Culture & Creative Industries service.

Thus, the EqIA is part of a wider change in the service and as such this EqIA sets out the wider change programme with a focus on workforce changes.

Current service:

The Culture & Creative Industries service currently delivers a diverse range of functions from large public facing museum teams to small specialist teams providing advice and support to Bristol’s large arts and cultural sector through to more commercial ventures, including a council owned film and TV studio facility. CCI have circa 200 staff across 21 teams. The services includes:

Public facing services –

The majority of these functions are delivered through the Museums and the Archives. The service’s museums are recognised as an Arts Council England (ACE) National Portfolio organisation (NPO) and currently receive £1.35m revenue funding support a year (until 22/23). The delivery of the public facing functions are underpinned by a range of support services/teams that include exhibitions, events, outreach offer, digital offer, collections, schools learning, wellbeing and environmental data. The service also manages and delivers some of the key events in the city, specifically the Harbour Festival (£157k) and race events (10km and half

marathon).

Asset management –

The service is responsible for the Council's museum & archive collections insured for £250m, these are kept in the museum sites and three stores across the city. The service is also responsible for a number of sites and historic buildings. This care of the city's collections and historic buildings contributes to the City's sense of place and reflects the historical and current heritage of our diverse population (although there is more to do to be a truly inclusive service). Key assets include:

- 5 Bristol Museums (and collections) with average of 1m+ visitors per year (<https://www.bristolmuseums.org.uk/>) – Bristol Museum & Art Gallery, M-Shed, Blaise Museum, The Georgian House Museum, the Red Lodge Museum
- Bristol Archives service (<https://www.bristolmuseums.org.uk/bristol-archives/>) - archives of the city of Bristol and surrounding areas. The archives service also makes available the collection previously held by the former “British Empire & Commonwealth Museum” (<https://www.bristolmuseums.org.uk/bristol-archives/whats-at/british-empire-commonwealth-collection/>). These collections help people and communities worldwide to explore difficult, forgotten or hidden histories from their own perspectives
- Bristol Regional Environmental Records Centre (<https://www.brerc.org.uk/>) – collects, manages and distributes environmental records for the West of England
- The Create Centre (<https://www.createbristol.org/>) – environment centre, workspace and conference venue

Income generation –

The scope and scale of the income generating capacity of the service has grown in recent years to bolster the core service budget. The service generates up to £4 million a year through 30 income streams ranging from food and drink, to site permissions. The key profitable streams are conferencing, retail, modern records and the Bottle Yard Studios. NB: food and drink provision is under review to ensure that it reflects the diversity of the population.

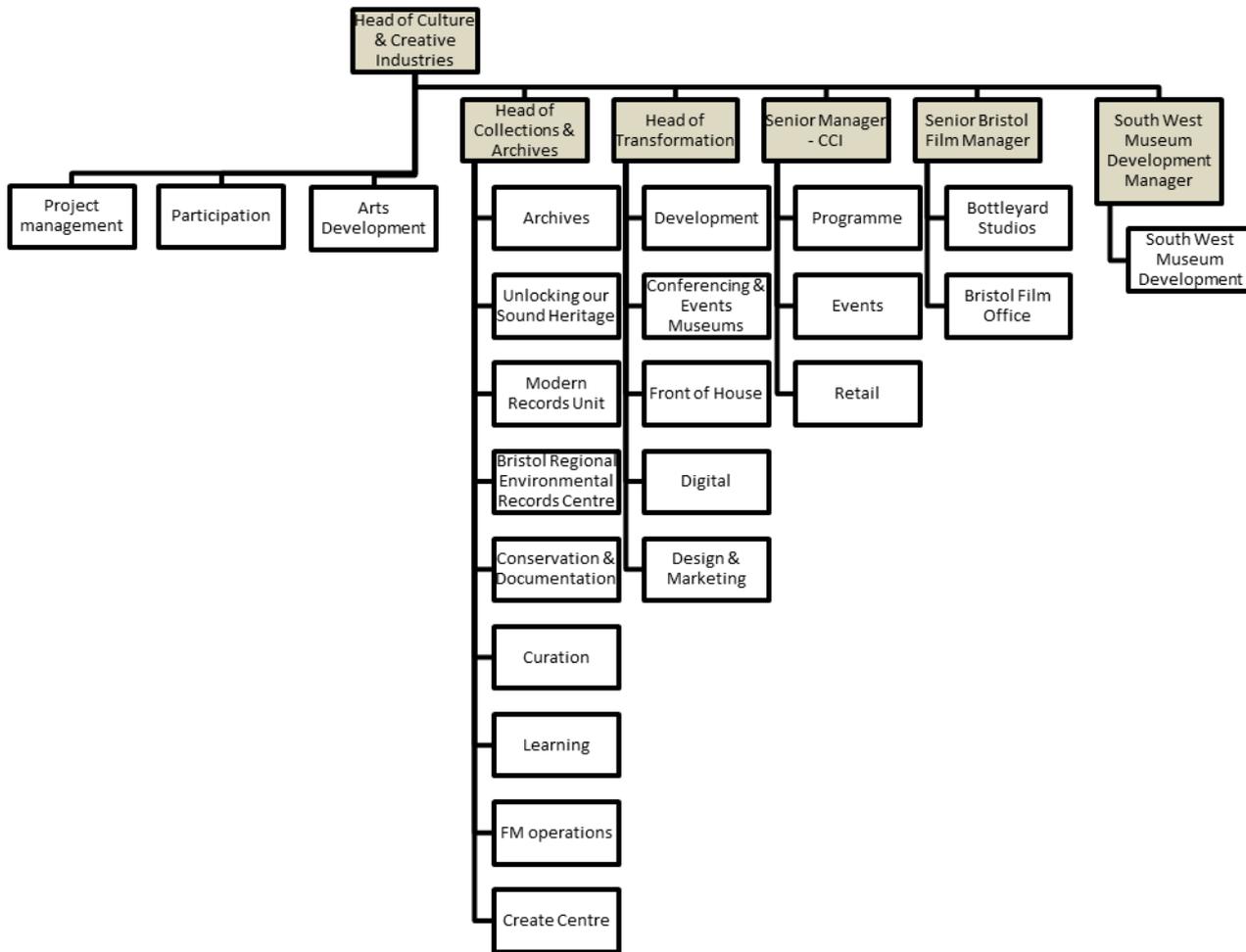
Sector development and support –

The service provides leadership and support for the wider cultural and creative sector in the city, and this has been particularly illustrated during the pandemic. The arts development team deliver a grants programme for the sector (£675k in 21/22). This programme has been assessed to ensure equitable and fair distribution of grants across community and voluntary sectors that champion the needs of diverse communities. The Equalities Impact Assessment for this grants programme can be viewed here -

<https://democracy.bristol.gov.uk/documents/s61471/Appendix%20E%20-%20EqIA%20Full%20Form%20CIP%20Extension%20v.1%20OPA%20signed.pdf>

The Events and Film Office teams also work closely with their respective sectors and provide a permissions service. The service supports key cultural projects and initiatives across the Council and the City, such as the One City Culture Board, the History Commission, Channel 4 relocation and Ecological Emergency Action Plan. The service also hosts the regional development provider, South West Museum Development (<https://southwestmuseums.org.uk/>) - fully funded externally by Arts Council and other external income - which provides sector support services to over 200 heritage organisations across the region.

The below organisational chart shows CCI current structure chart:



Current CCI service structure chart

Key: Senior Leadership Team
 Culture Management Team

Rationale for change:

- Inclusiveness and meeting user/city needs and expectations
 - The quality of life survey shows a continued reduction to engagement and satisfaction with CCI services from Bristol citizens – particularly from our priority groups. Only 33% of Bristol residents participate in cultural activities at least once a month, down from 43% in the previous year (QoL 2020).

Culture & Leisure	2018	2019	2020	Change last yr
% satisfied with the range and quality of outdoor events	77%	74%	57%	-17
% who participate in cultural activities at least once a month	46%	43%	33%	-10

[Quality of life 20/21 Priority Indicators: City Wide Summary](#)(pg2)

Culture & Leisure	2019	2020 (citywide)	2020 Deprived	2020 gap	Change in deprived
% satisfied with the range and quality of outdoor events	67%	57%	40%	-17	-27
% who participate in cultural activities at least once a month	32%	33%	18%	-15	-14

[Quality of life 20/21 Priority Indicators: Deprivation Summary](#)(pg 3)

- Bristol’s communities are thinking about both their history and their future. The current service does not sufficiently reflect the needs of Bristol citizens and the culture sector, further emphasised by the Black Lives Matter protests and toppling of Colston statue in 2020
- A new 10 year strategy from one of our key funders, the Arts Council England, has a focus on a more inclusive approach to arts and culture and we need to further adapt our services to retain our National Portfolio organisation status and funding
- Flexibility to respond to changing environment
 - Recent events have highlighted the need for the service to be more resilient and flexible i.e. have the capacity to recover from difficulties and respond to changing demands on the service
 - Rapid growth of service in recent years through new services being added to CCI has put pressure on staff and management in terms of time and ability to support staff to deliver service objectives.
 - Ability to continue the safe storage of Museum and Archive collections compromised as storage full and not suitable i.e. not in a good state – also limits ability to add relevant items to collections
 - The buildings the CCI is responsible for are in need of significant maintenance and repair e.g. Bristol Museum & Art Gallery. As the service repairs these there is a want to improve the buildings carbon efficiency i.e. consume less energy
 - Temporary senior leadership team currently in place and needs to be resolved
- Viability of commercial operations/ financial sustainability
 - Financial baseline has seen increased dependency on Council funding over the last three years

Baseline £000	2018/19 act	2019/20 act	2020/21 act
Net trading income	272	351	81
Other Commercial income	2,098	1,816	450
Other income	2,135	2,742	2,124
Staffing Expenditure	-4,836	-5,273	-5,101
Other Expenditure	-2,929	-3,264	-1,603
Deficit	-3,260	-3,628	-4,049

Deficit (accountancy term)= Bristol City Council investment to service

- The Covid-19 pandemic has had a significant impact on the ability of CCI to generate commercial income since March 2020 and is likely to have a knock-on effect for the foreseeable future

Future service:

CCI must have greater alignment with Council objectives and do so in a way that has positive social, economic and environmental impact as well as make improvements so that the benefits to the Bristol population by protected groups is enhanced as well as made more congruent to their historical and current heritage.

The Mayor and Council have an emphasis on:

- Inclusion (and dealing with inequality)
- Economic recovery (in the context of sustainable development)– e.g. protecting and enhancing the viability of high streets and local centres
- Health & Wellbeing
- Environmental sustainability

In response, the future CCI service will:

- Use Bristol's global history to position the city as the global centre for post-colonial possibilities – significantly contributing to the city's agenda on inclusion (by removing the barriers that the City's colonial heritage presents, recognise the trauma and suffering caused by colonial herniate and represent, celebrate and co-produce with people of colour and other diaspora communities) so that the benefits to the Bristol population by protected groups is enhanced as well as made more congruent to their historical and current heritage.
- Provide welcoming and inclusive museums for Bristol citizens and visitors to the City from all diverse backgrounds
- Use our collections to contribute to the City's response to the climate emergency and enhance it's environmental sustainability
- Be more proactive in promoting the enormous benefits of culture of diverse communities to communities of all diverse backgrounds
- Support the arts and cultural sector to survive and thrive following the pandemic
- Put culture at the heart of Bristol's regeneration to contribute to the City's economic recovery
- As a service, be more flexible and able to respond to changing priorities within the City by:
 - building a workforce that reflects the communities we serve (better engagement and patronage by diverse communities is likely to result in more applications for jobs being received from diverse communities) and co-produce services with diverse communities to ensure all voices are heard (so we appeal to more diverse audiences)
 - having a more agile approach to delivering the service (by changing the way we work and our organisational structures)
 - maximising commercial opportunities (more patronage by diverse communities of Bristol means greater commercial opportunities i.e. wedding hires, café use)
 - improve buildings and ways of working to increase environmental sustainability of the service

Obstacles to improving CCI service provision:

The service has been working towards the 'future service' state for a number of years but has not made the progress it would like. There are a number of reasons for this:

- the service doesn't have the right model in place to be able to respond to the changing needs of the service, council and Bristol community
- the service is delivering a very diverse/large portfolio leading to staff being spread too thinly and not able to focus on the change needed
- Size of estate and portfolio incurs significant costs to maintain and improve
- There is not enough capacity to protect existing commercial income and seek new revenue streams from estate currently

Likely interventions & timescales:

It is recommended that CCI deliver a transformation programme over 18-24 months with a focus on:

- workforce (July – March 2022)
 - with a focus on leadership – 1) Senior Leadership Team, followed by 2) Culture

Management Team (responsibilities and line management)

- a new service offer(September – March 2022)
 - CCI vision and strategy
- delivery & recovery (from September 2021)
 - services and asset review with a focus on historic houses, bottleyard studios, cultural sector development, collections centre and commercial opportunities of M-Shed

The planning for this programme is currently in development over Summer/Autumn.

To be able to move the wider transformation forward CCI need to bring in a permanent, sustainable fit-for-purpose senior leadership team (SLT) that can deliver improvements so that the benefits to the Bristol population by protected groups is enhanced as well as made more congruent to their historical and current heritage.

Changes to the management tier below (responsibilities and line management) – known as the Culture Management Team – will be important in achieving the goals of this change. This will be aligned to the new SLT. Engagement with staff from the Culture Management Team will be very important as we move forward.

Senior Leadership Team changes:

Current temporary structure:

- Head of Service – C&CI (HoS)
- Head of Collections & Archives (BG15)
- Head of Transformation (BG15) – fixed term
- Senior Manager – C&CI (BG14) – fixed term secondment
- The South West Museum Development Manager (BG15)
- Senior Film Manager (BG15)

Proposed structure for consultation:

- Head of Service – C&CI (unchanged)
- Head of Museums & Archives (new)
- Head of Business Development (new)
- Head of Inclusion (new)
- SWMD Manager (unchanged)
- Senior Film Manager (unchanged)

1.2 Who will the proposal have the potential to affect?

<input checked="" type="checkbox"/> Bristol City Council workforce	<input checked="" type="checkbox"/> Service users	<input checked="" type="checkbox"/> The wider community
<input type="checkbox"/> Commissioned services	<input checked="" type="checkbox"/> City partners / Stakeholder organisations	

Additional comments:

- Senior Leadership Team
- Culture Management Team
- Partners - e.g. Bristol universities, arts organisations, holders of heritage collections such as the SS Great Britain
- Diverse Communities

1.3 Will the proposal have an equality impact?

Could the proposal affect access levels of representation or participation in a service, or does it have the potential to change e.g. quality of life: health, education, or standard of living etc.?

If 'No' explain why you are sure there will be no equality impact, then skip steps 2-4 and request review by Equality and Inclusion Team.

If 'Yes' complete the rest of this assessment, or if you plan to complete the assessment at a later stage please state this clearly here and request review by the Equality and Inclusion Team.

Bristol Key Facts 2021, March 2021 Update

who don't current access them) using Acorn methodology. Tells us our priority audiences align with protected characteristics (striving families, young hardship, struggling estates). See information below. Shows us diversity, age and deprivation information for Bristol communities.

Partners

We have a range of partners with whom we collaborate in order to deliver the C&CI Services. Examples include Bristol universities, arts organisations, holders of heritage collections such as the SS Great Britain

We know that changes to our service will impact the partners we work with. It will be important to keep them up to date with developments and changes to staffing / ways of working.

Additional comments:

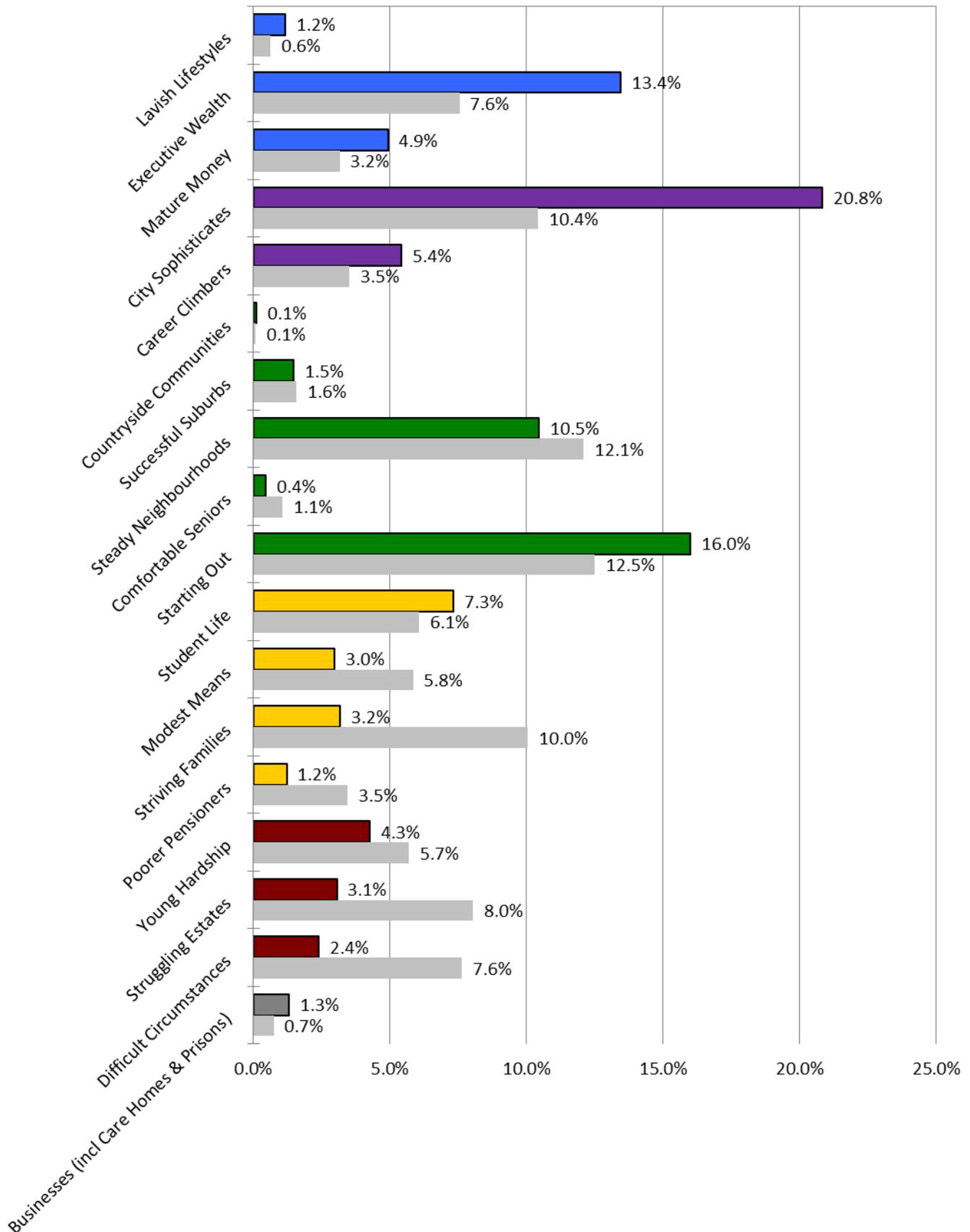
CCI work force:

Characteristic	Workforce diversity headcount					BCC headcount
	Transformation	Culture & Archives	Engagement	SWMD	Economically Active	
Age 16-24	7.1%	0%	1.4%	0%	14%	3.5%
Disability	7.1%	8.9%	10.8%	0%	7%	8.9%
Ethnicity – black and ethnic minority	7.2%	6.6%	12.2%	0%	13%	11.5%
Gender – female	52.4%	68.9%	73%	90%	47%	60%
LGB	9.5%	11.1%	12.2%	10%		5%

Figure 1: HR Analytics: Power BI Reports – workforce diversity headcount

CCI audiences (continues on next page):

Pre-Covid (2018-2019) combined museum audiences compared to Bristol population at segment Group level (Acorn model)



Bristol citizens:

Bristol Key Facts 2021, March 2021 Update tells us that:

- The population of Bristol has become increasingly diverse and some local communities have

changed significantly There are now at least 45 religions, at least 187 countries of birth and at least 91 main languages spoken.

- The proportion of the population who are not ‘White British’ increased from 12% (2001) to 22% (2011), with 6% White Minority Ethnic, 6% Black, 6% Asian, 4% Mixed and 1% Other (all rounded to nearest 1%).
- More recent data on school pupils shows that the % of pupils who are not ‘White British’ has increased from 31% in 2011 to 38% in 2020.
- Bristol has a relatively young age profile with more children aged 0-15 than people aged 65 and over. The median age of people living in Bristol is 32.4 years compared to 40.2 years in England and Wales.
- Bristol has 41 areas in the most deprived 10% in England, including 3 in the most deprived 1%. The greatest levels of deprivation are in Hartcliffe & Withywood, Filwood and Lawrence Hill.
- In Bristol 15% of residents - 70,700 people - live in the 10% most deprived areas in England, including 19,000 children and 7,800 older people.
- Bristol’s healthy life expectancy²⁹ (years living in good health) is 61.1 years for women and 60.8 years for men (significantly worse than the national average of 63.9 and 63.4 years respectively).

What does this mean for CCI?

- We know in our service we are under-represented by young people, disabled people and black and ethnic minority communities – especially African and African-Caribbean people in our workforce and our audiences.
- We have an audience development plan in place to understand and improve relationships with our priority audiences:
 - Striving Families (Group M, Bristol population = 10% / museums population = 3.2%)
 - Young Hardship (Group O, Bristol population = 5.7% / museums population = 4.2%)
 - Struggling Estates (Group P, Bristol population = 8% / museums population = 3.1%)
- We have a number of steering groups to support us to make our service more welcoming to our priority audiences – the Black History steering group, the Young Collective, decolonisation working group (supported by Black South West Network), Bristol Disability Equality Forum on Museums for Everyone
- We support the Council’s Legacy Steering Group and the We Are Bristol History Commission
- We are working to increase representation of Black History through our programme and collections
- We are committed to Inclusion and Diversity with a priority on recruitment, transparency and commissioning as outlined in our Equality Action Plan
- The future service delivered via the proposed transformation programme and senior leadership team will support and build on this work

2.2 Do you currently monitor relevant activity by the following protected characteristics?

Note: Below refers to the C&CI Staff

- | | | |
|---|--|--|
| <input checked="" type="checkbox"/> Age | <input checked="" type="checkbox"/> Disability | <input type="checkbox"/> Gender Reassignment |
| <input type="checkbox"/> Marriage and Civil Partnership | <input type="checkbox"/> Pregnancy/Maternity | <input checked="" type="checkbox"/> Race |
| <input type="checkbox"/> Religion or Belief | <input checked="" type="checkbox"/> Sex | <input checked="" type="checkbox"/> Sexual Orientation |

2.3 Are there any gaps in the evidence base?

Where there are gaps in the evidence, or you don’t have enough information about some equality groups, include an equality action to find out in section 4.2 below. This doesn’t mean that you can’t complete the assessment without the information, but you need to follow up the action and if necessary, review the assessment later. If you are unable to fill in the gaps, then state this clearly with a justification.

For workforce related proposals all relevant characteristics may not be included in HR diversity reporting (e.g. pregnancy/maternity). For smaller teams diversity data may be redacted. A high proportion of not known/not disclosed may require an action to address under-reporting.

Data that has been self-reported by staff and audiences will inevitably have gaps or omissions where data has not been provided. It is not currently possible to view demographic data by management level (SLT, CMT). SLT data is reported on what is known. HR Analytics: Power BI Reports does not report on religion, trans, marriage/civil partnerships, maternity/ pregnancy, or has a detailed breakdown by ethnicity. It is assumed this information would be available on request when needed.

Staff will have the opportunity to have a 121 to discuss any undeclared information as part of the consultation and feedback will be used to inform any reasonable adjustments or changes.

Bristol population data in the Bristol Key Facts document is primarily based on 2011 census data, although the census was run again in 2021 this data is not yet available for analysis.

2.4 How have you involved communities and groups that could be affected?

You will nearly always need to involve and consult with internal and external stakeholders during your assessment. The extent of the engagement will depend on the nature of the proposal or change. This should usually include individuals and groups representing different relevant protected characteristics. Please include details of any completed engagement and consultation and how representative this had been of Bristol's diverse communities. See <https://www.bristol.gov.uk/people-communities/equalities-groups>.

Include the main findings of any engagement and consultation in Section 2.1 above.

If you are managing a workforce change process or restructure please refer to [Managing change or restructure \(sharepoint.com\)](#) for advice on consulting with employees etc. Relevant stakeholders for engagement about workforce changes may include e.g. staff-led groups and trades unions as well as affected staff.

CCI transformation programme:

The wider transformation programme will involve external and internal consultation and will be developed via a programme board and staff forum. The governance structure will be designed to ensure communication channels with staff are used to be open and transparent about the change process and will be based on Bristol City Council values. Staff will be a key part of the governance structure. We will work with other teams across the council (such as Learning & Development, Organisational Development, Business Change, Community Development and Consultation) and external partners to ensure broad and meaningful engagement.

Wider engagement with the service/stakeholders is required to develop this and the EQiA will be updated to include at the appropriate time.

Senior Leadership Team changes:

The current senior leadership team have been engaged in the development of the new roles and have contributed to the proposed structure and roles. A schedule of workshops with the Culture Management team (i.e. direct reports of SLT) will explore the rationale for change and consult them on the proposed SLT structure. A wider team meeting will outline the proposals. All staff will have two weeks to feedback any comments.

The unions and staff led groups will be engaged in the SLT change as well as the wider change work.

Meaningful consultation will take place with directly affected employee (x1).

2.5 How will engagement with stakeholders continue?

Explain how you will continue to engage with stakeholders throughout the course of planning and delivery. Please describe where more engagement and consultation is required and set out how you intend to undertake it. Include any targeted work to seek the views of under-represented groups. If you do not intend to undertake it, please set out your justification. You can ask the Equality and Inclusion Team for help in targeting particular groups.

- Continue consultation with affected employee
- Keep SLT, culture management team and trade unions updated

- Ensure have external stakeholders and diverse recruiters on interview panels
 - Engage staff led groups and E&D lead on seeking views of under-represented groups in service
- See action plan for further detail.

Step 3: Who might the proposal impact?

Analysis of impacts must be rigorous. Please demonstrate your analysis of any impacts of the proposal in this section, referring to evidence you have gathered above and the characteristics protected by the Equality Act 2010. Also include details of existing issues for particular groups that you are aware of and are seeking to address or mitigate through this proposal. See detailed guidance documents for advice on identifying potential impacts etc. [Equality Impact Assessments \(EqIA\) \(sharepoint.com\)](#)

3.1 Does the proposal have any potentially adverse impacts on people based on their protected or other relevant characteristics?

Consider sub-categories (different kinds of disability, ethnic background etc.) and how people with combined characteristics (e.g. young women) might have particular needs or experience particular kinds of disadvantage.

Where mitigations indicate a follow-on action, include this in the 'Action Plan' Section 4.2 below.

GENERAL COMMENTS (highlight any potential issues that might impact all or many groups)

SLT changes:

The proposal has a potential negative impact on 1 employee whose role has been significantly changed and as a result the method of appointment is selection interview. The individual has no declared protected characteristics.

Senior Leadership roles are key roles within the service and need to ensure recruitment practices result in appointment of individuals who are aligned to direction of travel for the service re. equalities action plan, decolonisation, Mayor's focus on E&I and the city telling its story. Consider recruitment methods will be considered to ensure no barriers to applying for people based on their protected characteristics.

Note: Below is about the CCI Service staff. There is likely to be adverse impact on staff from all protected groups. For example, change of this scale is likely to be disruptive as there may be fears about it as well as disruption of established routines. There is unlikely to be disproportionate adverse impact on one protected group compared to the others. However, the implementation team will monitor for this and take appropriate measure to countermand it.

In addition, the CCI Change Management Implementation Plan in section 4.2 has numerous safeguards in place to countermand any disproportionate adverse impact.

PROTECTED CHARACTERISTICS

Age: Young People	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
Age: Older People	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
Disability	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
Sex	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
Sexual orientation	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
Pregnancy / Maternity	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
Gender reassignment	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

Potential impacts:	
Mitigations:	
Race	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
Religion or Belief	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
Marriage & civil partnership	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
OTHER RELEVANT CHARACTERISTICS	
Socio-Economic (deprivation)	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
Carers	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
Other groups [Please add additional rows below to detail the impact for other relevant groups as appropriate e.g. Asylums and Refugees; Looked after Children / Care Leavers; Homelessness]	
Potential impacts:	
Mitigations:	

3.2 Does the proposal create any benefits for people based on their protected or other relevant characteristics?

Outline any potential benefits of the proposal and how they can be maximised. Identify how the proposal will support our Public Sector Equality Duty to:

- ✓ Eliminate unlawful discrimination for a protected group
- ✓ Advance equality of opportunity between people who share a protected characteristic and those who don't
- ✓ Foster good relations between people who share a protected characteristic and those who don't

The project will support our **Public Sector Equality Duty** as follows

Eliminate unlawful discrimination for a protected group

The project has the potential to eliminate unlawful discrimination for all groups, as the change management follows closely guidance within the Management of Change Policy, to ensure that people from all groups benefit by being treated equitably and fairly. In addition, the main aim of transformational change is to make positive improvements for the groups affected (SLT+CMT staff, Partners and Bristol communities)

Advance equality of opportunity between people who share a protected characteristic and those who don't

The project has the potential to advance equality of opportunity for all groups, as the change management follows closely guidance within the Management of Change Policy, to ensure that people from all groups benefit by being treated equitably and fairly. In addition, the main aim of the transformational change is to ensure that CCI Service enhance the reflection of everyone's historical and current heritage (SLT+CMT staff, Partners and Bristol communities). By doing this, there will be advancement of opportunity for all.

The project has the potential to advance equality of opportunity for all groups, as the change management follows closely guidance within the Management of Change Policy, to ensure that people

from all groups benefit by being treated equitably and fairly. In addition, the main aim of the transformational change is to ensure that CCI Service enhance the reflection of everyone's historical and current heritage (SLT+CMT staff, Partners and Bristol communities). By doing this, there will be advancement of opportunity for all.

Foster good relations between people who share a protected characteristic and those who don't

The project has the potential to foster good relations, as the change management follows closely guidance within the Management of Change Policy, to ensure that people from all groups benefit by being treated equitably and fairly. In addition, people from all protected groups are given opportunities, at various stages, of the process to collectively learn about and influence the project. Seeing the process being carried out in a plain and transparent manner will foster good relations.

In addition, the main aim of the transformational change is to ensure that CCI Service enhance the reflection of everyone's historical and current heritage (SLT+CMT staff, Partners and Bristol communities). This is a powerful way to foster good relations between different protected groups.

Step 4: Impact

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

What are the main conclusions of this assessment? Use this section to provide an overview of your findings. This summary can be included in decision pathway reports etc.

If you have identified any significant negative impacts which cannot be mitigated, provide a justification showing how the proposal is proportionate, necessary, and appropriate despite this.

Summary of significant negative impacts and how they can be mitigated or justified:

The EQiA has provided a structured methodology for carefully considering the risks and ensuring mitigations where required, in respect of groups likely to be adversely affected (SLT+CMT staff, Partners and Bristol communities).

The actions teased out, as a result of undertaking the EqIA, are being incorporated into the C&CI Change Management Implementation Plan. Hence, the EqIA undertaking has been a powerful way to ensure equity and fairness in respect of this complex transformational change programme.

Summary of positive impacts / opportunities to promote the Public Sector Equality Duty:

The review and recruitment of a new senior leadership structure for CCI provides an opportunity to affect access levels of representation in the service and to deliver against its equalities action plan. Recruitment to these leadership roles will also have the potential to change broader representation and participation in the service and help drive the service's agenda around decolonisation, equality and diversity, community engagement and co-creation via the Culture Transformation Programme. We envisage positive benefits all around. However, we will be vigilant in our transformational change journey to ensure that this is the case.

4.2 Action Plan

Use this section to set out any actions you have identified to improve data, mitigate issues, or maximise opportunities etc. If an action is to meet the needs of a particular protected group please specify this.

Improvement / action required	Responsible Officer	Timescale
Incorporate actions shown below into C&CI Change Management Implementation Plan	HS	July 2021
Ensure people on maternity leave are identified to ensure that they are not excluded from the process or disadvantaged in any selection process for jobs	HR	July 2021

Inform BCC Team responsible for the Quality of Life Survey about the usefulness of capturing and analysing views of Bristol citizens by protected groups and to let the C&CI Change Management Team know about the current status and any future actions – these can be incorporated into the C&CI Change	HS	Aug 2021
Remind HR about, and ask for progress on, the need to disaggregate Diversity Dashboard, beyond what is currently available, so that future EqIAs can check any adverse effects on non-available protected groups and sub-groups. These include: gender reassignment, marriage and civil partnership, pregnancy and maternity, race sub-groups, disability sub-groups, religion and belief sub-groups and sexual orientation sub-groups).	HS	Aug 2021
Work with other teams across the council (such as Learning & Development, Organisational Development, Business Change, Community Development and Consultation) and external partners to ensure broad and meaningful engagement	HS	July 21 onwards
C&CI Service's relationship with diverse communities of Bristol is important, as we serve them. There is a need to work toward greater engagement, working together and as well as ensuring that the C&CI Service better reflect their historical and current heritage. We will make these enhancements by improving our demographic capture, analysis and taking actions on (by different protected groups and other relevant groups), at two levels: <ol style="list-style-type: none"> 1. Citizens who have used our services 2. Citizens who are currently not using our services but are our priority audiences 	SLT	On-going
Revisit and adjust the C&CI Change Management Implementation Plan by scrutinising the Bristol Population demographics captured by the 2011 census and 2021 census when available	HS/JF	Aug 21 onwards
Engage and capture view of SLT and incorporate salient points from them into C&CI Change Management Implementation Plan	HS	Aug 21
Engage and capture view of CMT Staff and incorporate salient points into them into C&CI Change Management Implementation Plan	HS/JF	Aug 21
Ensure staff affected are part of the governance structure	HS	Aug 21
Engage and consult with key partners and incorporate relevant findings into C&CI Change Management Implementation Plan	HS	May – July 21 and ongoing
Engage and consult with Unions and Staff Led Groups and incorporate relevant findings into C&CI Change Management Implementation Plan	JF	Aug 21
Consider best practice when developing job descriptions – keep PS criteria to a minimum and shortlist using 1-5 scoring criteria e.g. have a criteria around decolonisation and score applicants 1-5 on their depth of understanding and experience of decolonisation. <ul style="list-style-type: none"> - Exclude specific qualifications - Keep broad and welcome applications from broader culture/ creative sector - Use inclusive language 	JF/HR	July 21
Pay to advertise roles widely Ensure adverts focus on key service priorities and use inclusive language	JF/HR	As required
Use practical assessments that are evenly weighted to interview questions	JF	As required
Ensure recruitment panel diverse and include external partners	JF	As required
C&CI Service's relationship with diverse communities of Bristol is important, as we serve them. There is a need to work toward greater engagement, working together and as well as ensuring that the C&CI Service better reflect their historical and current heritage. We will make these enhancements by improving our demographic capture, analysis and taking actions on (by different protected groups and other relevant groups), at two levels: <ol style="list-style-type: none"> 3. Citizens who have used our services 4. Citizens who are currently not using our services but are our priority audiences 	SLT	On-going
Monitor impact of change programme on commercial operations/ financial	HS	On-going

Improvement / action required	Responsible Officer	Timescale
Incorporate actions shown below into C&CI Change Management Implementation Plan	HS	July 2021
Ensure people on maternity leave are identified to ensure that they are not excluded from the process or disadvantaged in any selection process for jobs	HR	July 2021
Inform BCC Team responsible for the Quality of Life Survey about the usefulness of capturing and analysing views of Bristol citizens by protected groups and to let the C&CI Change Management Team know about the current status and any future actions – these can be incorporated into the C&CI Change	HS	Aug 2021
Remind HR about, and ask for progress on, the need to disaggregate Diversity Dashboard, beyond what is currently available, so that future EqIAs can check any adverse effects on non-available protected groups and sub-groups. These include: gender reassignment, marriage and civil partnership, pregnancy and maternity, race sub-groups, disability sub-groups, religion and belief sub-groups and sexual orientation sub-groups).	HS	Aug 2021
Work with other teams across the council (such as Learning & Development, Organisational Development, Business Change, Community Development and Consultation) and external partners to ensure broad and meaningful engagement	HS	July 21 onwards
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Engage and consult with Unions and Staff Led Groups and incorporate relevant findings into C&CI Change Management Implementation Plan	JF	Aug 21
sustainability for 2021 – 2023 to demonstrate improvement on previous years (see section 1.1).		
Evaluate effectiveness of the change process at completion and feedback any lessons learnt to the service, directorate and council (to include gauging satisfaction of people about the management of change process as well as outcome)	SLT	3 months after change has been completed

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

How will you know if you have been successful? Once the activity has been implemented this equality impact assessment should be periodically reviewed to make sure your changes have been effective your approach is still appropriate.

Below are a few examples. The action plan above has important indicators that we will use to measure success.

- Recruitment of diverse senior leadership team
- Have a senior leadership team focused on equalities action plan and serving underrepresented communities
- Longitudinal measurement of service stress risk assessments and staff satisfaction survey
- Staff satisfaction re change management via staff survey

Most importantly, we will design, implement and analyse surveys across all stakeholders regarding whether the change process has resulted in benefits to them. In addition, whether we have achieved our main goal of enhancing the representation of historical and current heritage of the Bristol population. We will ensure that the surveys are disaggregated by different protected groups and other relevant groups.

Step 5: Review

The Equality and Inclusion Team need at least five working days to comment and feedback on your EqIA. EqIAs should only be marked as reviewed when they provide sufficient information for decision-makers on the equalities impact of the proposal. Please seek feedback and review from the [Equality and Inclusion Team](#) before requesting sign off from your Director¹.

Equality and Inclusion Team Review: Equality and Inclusion Team	Director Sign-Off: John Smith: Director – Economy of Place
Date: 22 December 2021	Date:

¹ Review by the Equality and Inclusion Team confirms there is sufficient analysis for decision makers to consider the likely equality impacts at this stage. This is not an endorsement or approval of the proposal.