



Equality Impact Assessment [version 2.9]

Title: Digital Transformation Programme (DTP)	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input checked="" type="checkbox"/> Function <input checked="" type="checkbox"/> Service <input type="checkbox"/> Other [please state]	<input checked="" type="checkbox"/> New <input type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: Resources	Lead Officer name: Tim Borrett
Service Area: Digital (ICT)	Lead Officer role: Director: Policy, Strategy, and Digital

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 \(EqIA\) \(sharepoint.com\)](#).

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.

Context and Background

In April 2022 Cabinet were alerted to the emerging digital transformation narrative and the plans for further digital transformation. Since then, the Digital Strategy 2022-27 has now been refreshed and approved by Cabinet in June 2022 (*see background info*) which outlines four core ambitions of:

- **Easy, engaging, and inclusive.**
- **Simple, stable, and secure.**
- **Well-used and used well.**
- **Ready to partner, willing to share, and able to innovate.**

Although there are several projects already underway which directly contribute to the strategy, including those approved by Cabinet in Sep 2021, there is a need for further investment to tidy up the IT estate and transition previous investment into embedded BAU with legacy estate decommissioned. This has been developed into a Digital Transformation Programme proposal.

Digital Transformation Programme (DTP) - Business Case & Governance

Since Jan 2022 work has been underway to shape the programme, supported by an external supplier to help build confidence in solutions and approaches. The programme has been structured to focus on delivery of two core elements:

- **'Invest to save'** work - with these projects having a target net saving of **£1.3m** recurring from FY 25/26 (primarily reducing/mitigating budget pressures). There are anticipated to be five new projects, all of which deliver or enable financial benefits, alongside supporting/enabling workstreams (programme resources, and adoption & change management comms):
 - Cloud Optimisation: End User Compute
 - Cloud Optimisation: Estate to Cloud Migration
 - 3rd Party Savings

- Citizen Services and Channel Shift
- eDiscovery for Subject Access Requests (SAR)
- **'Must do'** - In addition, redesign and placement of the corporate network is required to replace the old and obsolete traditional network with a new more current design and additional security features.

In addition to the new work above, it is proposed that the Digital projects (known as DTP1) previously agreed by Cabinet in Sep 2021 will also be combined into the programme.

A tender for a Digital Strategic Partner (agreed in April 2022 Cabinet) is now underway and expectation is a partner will be in place during 2022/23 and available to support delivery of the programme. Other temporary external support is expected to be secured in the interim to maximise release of savings at earliest opportunities.

City Benefits

- As the leading Smart City in the UK Bristol citizens and users of our services rightly expect a digital experience comparable to other areas of their lives. Excellence in digital service delivery frees up staff to be able to spend more time answering phones and conducting face to face meetings in order to support people more effectively.
- As described in our Corporate Strategy the way in which the council will interact with its citizens will need to change, delivering quicker and better outcomes, helping the council to be more efficient whilst making things easier for citizens.
- Our digital ambitions have a critical part to play in achieving the future vision of a council that encourages inclusion, independence and enablement of all its citizens.
- Our digital implementation plans are being designed to achieve the right balance of minimising operations cost whilst maximising the quality and effectiveness of our services.

The Business Case of which this Equalities Impact Assessment relates to is intended to for Cabinet approval on 12 July 2022.

Taken from the Business Case, here is a non-exhaustive list of the projects included within the Programme. DTP1 projects are underway, with DTP2 to get formal approval from Cabinet in July'22.

Theme	Project	Description	Origin
Essential Renewal	Replace the existing telephony/contact centre solution	Replace the existing telephony system and contact centre management system linked to it. Ensures the system is fully supported and cloud based. Improves the integration between the Microsoft 365 (M365) platform and telephony.	DTP1
	Website replatform	Migrate the Council website to secure and resilient cloud-based service that can respond to the needs of the council and citizens.	DTP1
	Networks Replacement	Upgrade and replace network equipment and re-architect network to be a software defined network with increased security and management capabilities.	DTP2

Contract Saving	Cloud Optimisation Project Further enhancement of the M365 platform to implement further security features, complete email migration to allow on prem exchange decommissioning and upgrade to modern management of devices using Intune. Termination of contracts replaced by Microsoft 365 subscriptions	DTP2	
3 rd Party Savings	To deliver specific contract savings through negotiation, re-procurement or rescoping of existing contracts	DTP2	
Engagement of a Strategic Partner	Specify, procure, select and award a contract for a Strategic Partner who can provide expertise in local authority Digital Transformation and who are able to mobilise the skills and resources to support multiple aspects of BCC's digital programme(s)	DTP1 and DTP2	
Adoption and Change Management	continue to provide change and adoption support, communications and training in the use of the new technologies deployed as part of IT Transformation Programme and DTP.	DTP1 and DTP2	
WIN10 (Windows 10) Rollout	Complete the replacement of end user devices and migrate onto Microsoft 365	DTP1	
S: & G drive migration	Migration of business data from on premise drives to SharePoint. Removes storage dependency and improves utilisation of the Microsoft 365 subscription	DTP1	
Citizen Services and Channel Shift	Build on the CRM system delivered under ITTP to provide improved online and Citizen services supported citizen engagement for council services and a streamlined contact centre service	DTP2	
Subject Access requests and eDiscovery	To configure and train the Subject Access Request (SAR) team in use of eDiscovery tools. Includes ensuring the information SAR teams need are visible and accessible in the eDiscovery tool improving the efficiency of responding to requests	DTP2	
Portfolio Management Solution (Project tooling)	Evaluate and implement a portfolio, programme, project management tool for more effective management of the Councils projects and change portfolio. Will help to streamline project administration and provide improved management information.	DTP1	

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 type="checkbox"/> The wider community
<input type="checkbox"/> Commissioned services	<input type="checkbox"/> City partners / Stakeholder organisations	
Additional comments:		

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.

<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	[please select]
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Step 2: What information do we have?

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

Please use this section to demonstrate an understanding of who could be affected by the proposal. Include general population data where appropriate, and information about people who will be affected with particular reference to protected and other relevant characteristics: <https://www.bristol.gov.uk/people-communities/measuring-equalities-success>.

Use one row for each evidence source and say which characteristic(s) it relates to. You can include a mix of qualitative and quantitative data e.g. from national or local research, available data or previous consultations and engagement activities.

Outline whether there is any over or under representation of equality groups within relevant services - don't forget to benchmark to the local population where appropriate. Links to available data and reports are here [Data, statistics and intelligence \(sharepoint.com\)](#). See also: [Bristol Open Data \(Quality of Life, Census etc.\)](#); [Joint Strategic Needs Assessment \(JSNA\)](#); [Ward Statistical Profiles](#).

For workforce / management of change proposals you will need to look at the diversity of the affected teams using available evidence such as [HR Analytics: Power BI Reports \(sharepoint.com\)](#) which shows the diversity profile of council teams and service areas. Identify any over or under-representation compared with Bristol economically active citizens for different characteristics. Additional sources of useful workforce evidence include the [Employee Staff Survey Report](#) and [Stress Risk Assessment Form](#)

Data / Evidence Source [Include a reference where known]	Summary of what this tells us
HR Analytics from the Staffing Diversity Dashboard (available upon request). This provides evidence of diversity and protected	The Workforce Diversity Report shows Bristol City Council Workforce Diversity statistics for Headcount, Sickness, Starters and Leavers data. The report is updated once a month with data as at the end of the previous month. It excludes data for Locally Managed Schools/Nurseries,

<p>characteristics across all the teams directly impacted and can also be broken down by individual teams.</p> <p>HR Analytics: Power BI reports (sharepoint.com) [internal link only]</p> <p>Equality and Inclusion Annual Progress Report 2020-21 (pdf, 982KB) Appendix – Workforce Diversity Data – summary analysis</p>	<p>Councillors, Casual, Seasonal and External Agency employees. The report is based on the sensitive information that staff add to Employee Self Service on iTrent (ESS).</p> <p>The staffing diversity dashboard shows how many colleagues have declared that they consider themselves to be disabled. Whilst the insight from this about the specific nature of any barriers to accessibility is limited, it shows that pro-active consideration of accessibility and how this is embedded in our digital tools and systems is likely to be significant. It also suggests that there will be an ongoing need to consider requests for specific reasonable adjustments where issues remain, and that we should be well-developed in our understanding of needs, our ability to design inclusive and accessible systems, and our ability to provide assistive technology where this is required.</p> <table border="1" data-bbox="573 646 1124 878"> <thead> <tr> <th>Sensitive Information Value</th><th>Headcount</th><th>Headcount %</th></tr> </thead> <tbody> <tr> <td>Disabled</td><td>581</td><td>9.1% </td></tr> <tr> <td>Not Disabled</td><td>4609</td><td>72.5%</td></tr> <tr> <td>Prefer not to state Disability</td><td>189</td><td>3.0%</td></tr> <tr> <td>Unknown Disability</td><td>978</td><td>15.4%</td></tr> <tr> <td>Total</td><td>6357</td><td>100.0%</td></tr> </tbody> </table> <p>We also need to take into consideration that a number of staff may have an undisclosed impairment, underlining the importance of our core digital offering being accessible by design.</p>	Sensitive Information Value	Headcount	Headcount %	Disabled	581	9.1% 	Not Disabled	4609	72.5%	Prefer not to state Disability	189	3.0%	Unknown Disability	978	15.4%	Total	6357	100.0%
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<p>Workforce and Citizens Change Portfolio 2022-23</p>	<p>The BCC Change Portfolio outlines all the projects of which are likely to be performed and managed through the central Change Services offering. These projects will likely be affected in the way that each project takes shape, and its effect on the BCC workforce and Bristol Citizen, directly by the strategy.</p> <p>Items included within the DTP would likely be those with elements of technology change. These are being included in the table above, and can be seen within the Digital Strategy Appendix A, the Roadmap (available post-approval from Cabinet June'22).</p> <p>(Each project would have its own EqIA).</p>																		
<p>Workforce Employee Staff Survey Report / Pulse Surveys</p>	<p>The surveys have informed corporate leadership about the ways in which staff wish to work flexibly. The programme will take this into consideration as to how/what new technology is used, as is detailed as part of the Digital Strategy; “well used, and used well”. It also provides the base IT platforms and security that enable remote and agile working. (Available post-approval from Cabinet June 2022).</p>																		
<p>Quality of Life Survey 2021</p>	<p>Digital Services</p> <p>The Quality of Life Survey results suggest that those living in areas of socio-economic deprivation are less likely to be comfortable using digital services, with 71.3% of respondents from deprived areas reporting feeling comfortable with this, compared to a Bristol average of 81.6%.</p> <p>The survey also suggests a statistically significant gap in this comfort level related to race, with Black / Black British respondents at 72.6% compared to a city-wide average of 81.6%. Conversely, Asian/Asian British, Mixed Ethnicity and White Minority Ethnic responses range from 88-89%, statistically significantly higher than the city average. Whilst the survey</p>																		

seeks to present a representative view of demographics in the city, some caution should be applied to interpreting these results due to relatively small sample sizes. Intersections between race and deprivation rooted in structural inequality should also be considered, meaning that race is not likely to be a cause, so much as Black/Black British communities in the city are more likely to live in areas of deprivation and digital exclusion.

Digital Exclusion

The survey helps show which geographic areas and demographic groups report issues with not having enough digital devices, mobile data or home broadband; along with those reporting that the performance of their internet connection reduces or prevents them from accessing services.

Only around 1-2% report not having enough devices or data; but those who cannot afford home broadband or equipment rises from 1.6% city-wide to 4.5% in the city's 10% most deprived communities. Internet speed and reliability preventing access is reportedly a more prevalent issue, at 19.9% city-wide average and 21.5% in the city's 10% most deprived communities.

Because of this, and also other research suggesting age and disability as limiting factors in digital engagement, it is important that the projects within the programme (such as the Citizen Services and Channel Shift) both accounts for those who cannot access digital services now, and considers how to tackling digital equity as a systemic city issue.

Quality of Life Indicator	% comfortable using digital services	% who don't have any or enough digital devices
Bristol Average	82	1.3
Most Deprived 10%	75.4	2.4
16 to 24 years	91.2	0.4
50 years and older	58.6	2.1
65 years and older	44.4	2.4
Female	80.8	1.4
Male	83	1.1
Disabled	61.5	4
Black, Asian and minority ethnic	84.9	0.6
Asian/Asian British	85.5	0
Black/Black British	78.7	2.8
Mixed/Multiple ethnic groups	89.4	0
White	81.7	1.3
White Minority Ethnic	93.7	0.4
White British	79.8	1.4
Christian	68.8	1.6
Other religion	77.4	1.7
No religion or faith	90.1	1
Single parent	81.4	4.1
Two parent	93.6	1.3

	No qualifications	31.7	4.2
	Owner Occupier	81.7	1
	Rented from housing association	66.7	3.5
	Rented from the council	57.9	5.1
	Rented from private landlord	90.8	0.7
	Non degree qualifications	74.4	2
	Degree qualifications	91.2	0.6
	Part-time carer	78.1	1.8
	Full-time carer	67.2	5
	Carer (All)	75.5	2.5
	Parents (All)	92.1	1.6
	Lesbian, Gay or Bisexual	92.4	1.2
<u>SOCITM post-Covid Digital Exclusion report</u>	This report notes that (based on Lloyds Bank UK Consumer Digital Index 2020) that digital exclusion disproportionately affects older people, with 77% of those over 70 reporting very low digital engagement and only 7% having the capability to shop and manage money online.		
<u>Census 2011 and Census 2021</u> <u>2011 Census Key Statistics About Equalities Communities</u>	The Census details the demographic profile of Bristol. The first results of the 2021 census will not be available until Spring 2022, so demographic data is still informed by 2011 census and other population related documents.		
<u>Citizens' Assembly</u>	The Citizens' Assembly was composed of 60 randomly selected participants. The group reflects as far as possible the diversity of the population in terms of age, sex, ethnicity, disability, employment status, and geographical location. Bristol Citizens' Assembly was part of a process created by the city of Bristol to gather public input to inform its COVID-19 recovery plan.		
<u>Designing a new social reality - Research on the impact of Covid-19 on Bristol's VCSE sector and what the future should be – Black South West Network 2020</u>	<p>Local research has highlighted how long-term underinvestment and lack of equity in funding and procurement has eroded the local Voluntary and community sector – in particular for Black and minority ethnic led organisations. 30% of the organisations surveyed stated to operate on an annual budget below £5,000, and an additional 18% operated on below £25,000. 42% of the organisations sampled had no paid staff at all and fully relied on volunteers to deliver their activities and services.</p> <p>The programme is guided by the Digital Strategy 2022-27 which calls for greater partnering, particularly on the issue of digital inclusion. We should therefore be mindful of the capacity of the VCSE to engage in this; which will vary from one organisation to another. Many VCSE organisations offer strong community connection and in-reach, and already do strong work tackling digital exclusion and promoting/supporting accessibility, and we should be mindful of this expertise and including relevant organisations in future co-design and engagement activities relating to digital initiatives.</p>		
Additional comments:			

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

Age

Disability

Gender Reassignment

Marriage and Civil Partnership
 Religion or Belief

Pregnancy/Maternity
 Sex

Race
 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.

Information on staff with reasonable adjustments, work-life balance requests and caring responsibilities will be known on at team level, but this may not be collated across the organisation. Staff Surveys and pulse surveys will be used to help guide elements within the Digital Transformation Programme and provide input to the annual reviews of the digital strategy. At the time of this assessment the results of the council's 2022 Staff Survey were not yet available.

Evidence relating to city-wide levels of digital access and ability is limited to surveys of a statistically sound and representative portion of the population, so provide strong indicative information on trends, but not actual household or ward-level detail to confirm this. However, to gain this level of detailed insight would be disproportionate to the aims of this overarching programme (though may be suitable for the individual projects), and it operates on the basis of maximising accessibility and retaining offline access to services for those who require it (as is expected of the Channel Shift project).

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.

Digital Strategy 2022-27

As previously stated, the programme will be guided by and must align to the new Digital Strategy:

The Digital Strategy provides a five-year roadmap for the council's ongoing journey of improvement in providing good, digitally enabled services and supporting access to, and use of, digital tools by colleagues and citizens.

Whilst it acknowledges that the way it does this may change over time, it commits to delivering digital access to good services that people need and expect. It makes commitments to creating a more secure, resilient and inclusive IT environment; and to do more to co-design services with users and to seek and respond to feedback.

It aims to help the council increase productivity, build digital capabilities and deliver projects that move Bristol to a new level of digital maturity and practice, setting our four strategic ambitions for our digital transformation work.

In the strategy development, representatives from all internal council directorates have been engaged in

workshops and had access to the strategy during its drafting. There was also engagement with the Chairs of the council's Staff Led Groups, representing colleagues from the Disabled Colleague's Network, 9mbrace, LGBT+ Group and Young Professionals Network.

DTP1 Projects

Projects already underway (approved in Sept'21) will have performed their own EqIAs and performed the necessary engagement to undertake their projects to achieve the level of benefits required.

DTP2 Projects

EqIAs have been started for the project mandates, however they are not seen as complete and are live documents that will evolve throughout the business case development. Certain projects such as 'Citizen Services and Channel Shift' will need to outline a more detailed agenda to fulfil the digital inclusion needs as it will provide services that will be used by citizens (online web forms). Items will include testing for accessibility (to WCAG2.1AA standards) and user-experience testing may be suggested; testing forms with the public prior to their release (testing wire-frame versions). It is further expected that projects such as this perform their own deeper engagements with members from Staff Led Groups.

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.

In line with the aims of the Digital Strategy, we intend to increase citizen engagement in future co-design of services and pro-actively seek (and act upon) feedback. (In addition, the strategy itself intends to have an openly available form for internal staff to provide feedback and log suggestions which may be used as part of the annual review).

Individual projects within the programme are required to have their own EqIAs and provide engagement. This is required to ensure that the benefits are maximised of projects in which are 'touched' by citizens, such as telephony and citizen services. Engagement may also be built within the Test Plans of projects with members of staff led groups, and with citizens directly.

The programme has a project/workstream called 'Adoption and Change Management'. Adoption and Change Management (ACM) and communications are an enabler for the Digital transformation vision 'to develop an innovation culture using modern technology and approaches to solve traditional problems and deliver a digital experience to citizens comparable to the other areas of their lives. We want to empower council staff to make the best use of new digital technology and systems so that we improve the efficiency and flexibility of current working practices, increase collaboration, and ensure projects provide digital inclusion. This will help the organisation deliver services in more effective ways and maximise the return on investment for its digital transformation programme. This will be delivered through a programme of ACM and communications which includes direct engagement and learning activities such as workshops; a pool of digital champions to help their colleagues; demonstrations; training sessions; a self-serve portal; regular updates through communication channels; celebrating of success to share stories. ACM will be a supporting workstream to all projects within DTP.

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)	
The setup of the programme itself is not expected to have an adverse impact on people, however it will govern in-flight and upcoming projects within its scope which could have an impact. These projects have their own business cases and accompanying Equalities Impact Assessments.	
Where we make more use of data and insights to improve the effectiveness and efficiency of our work, this will be done in an ethical and person-centred way. Any use of digital assessment tools to assess team or individual productivity should also include an opportunity for feedback and conversation, so that employees who face additional barriers because of their protected characteristics and circumstances (such as unmet reasonable adjustments or resourcing issues) can contribute to a culture of continual improvement by communicating what those barriers are so they can be removed.	
PROTECTED CHARACTERISTICS	
Age: Young People	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
Age: Older People	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	<i>Specifically related though not limited to the Citizen Services and Channel Shift project:</i> Evidence suggests lower levels of access and comfort with digital services for older people, and so a move to a greater level of digital services could present risks to inclusion if alternative contact channels are not available or not promoted. The strategy is cognisant of this risk and underlines the potential to enhance offline contact channels (by taking more people online and thereby freeing up capacity to help those who need offline channels), it will be important to see this through and to clearly communicate how to access services.
Mitigations:	<ul style="list-style-type: none">• Citizen co-design and consultation on the proposed Channel Strategy.• Developing plans around digital inclusion.
Disability	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	<p>There should be positive impacts from commitments to increase accessibility and develop more expertise in the use of assistive technology.</p> <p>However, we know from experience that when modernising our technology, it is possible some features that help remove barriers for disabled people may be affected; for example, if a third-party supplier's software does not work on a new platform. This can limit accessibility and/or result in disabled colleagues using older or different tools or platforms to their peers.</p> <p>It is also possible that disabled people may in some cases be less readily able to access online services. Whilst the strategy is cognisant of this risk and underlines the potential to enhance offline contact channels (by taking more people online and thereby freeing up capacity to help those who need offline channels), it will be important to see this through and to clearly communicate how to access services.</p> <p>It is clear that technology has the ability to both remove and create barriers to inclusion for disabled colleagues and citizens, making ongoing training for staff an important feature of the projects.</p>

Mitigations:	<ul style="list-style-type: none"> • Pro-active engagement with relevant suppliers and requesting updates to any affected software • Training of staff, including strategy aim to build expert resource on accessibility and assistive technology • Embedding accessibility compliance as a ‘Mandatory Requirement’ for future system procurements • Further engagement with disabled colleagues and the Mayoral Disability Commission • Developing plans around digital inclusion
Sex	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	None identified.
Mitigations:	N/A
Sexual orientation	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	None identified.
Mitigations:	N/A
Pregnancy / Maternity	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	None identified.
Mitigations:	N/A
Gender reassignment	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	None identified.
Mitigations:	N/A
Race	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	<p><i>Specifically related, though not limited to, the Citizen Services and Channel Shift project:</i></p> <p>Based on Quality of Life data, Black/Black British citizens are less likely to be comfortable using digital services and more likely than the city-wide average to face digital exclusion by merit of being unable to afford home broadband or being restricted by the speed or quality of their broadband. It is possible that this intersects with the over-representation of Black/Black British citizens in the city's 10% most deprived communities.</p> <p>A move to a greater level of digital services could present risks to inclusion if alternative contact channels are not available or not promoted. Whilst the project and the digital strategy is cognisant of this risk and underlines its potential to enhance offline contact channels (by taking more people online and thereby freeing up capacity to help those who need offline channels), it will be important to see this through and to clearly communicate how to access services.</p>
Mitigations:	<ul style="list-style-type: none"> • Citizen co-design and consultation on the proposed Channel Strategy. • Developing plans around digital inclusion.
Religion or Belief	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	None identified.
Mitigations:	N/A
Marriage & civil partnership	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	None identified.
Mitigations:	N/A
OTHER RELEVANT CHARACTERISTICS	
Socio-Economic (deprivation)	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	A move to a greater level of digital services could present risks to inclusion if alternative contact channels are not available or not promoted, as citizens in our 10% most deprived wards report higher levels of digital exclusion and less comfort in using digital services. Whilst the project and the strategy is cognisant of this risk and underlines its potential to

	enhance offline contact channels (by taking more people online and thereby freeing up capacity to help those who need offline channels), it will be important to see this through and to clearly communicate how to access services.
Mitigations:	<ul style="list-style-type: none"> • Citizen co-design and consultation on the proposed Channel Strategy. • Developing plans around digital inclusion.
Carers	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	<p><i>Specifically related though not limited to the Citizen Services and Channel Shift project:</i></p> <p>Studies show around 65% of adults have provided unpaid care for a loved one, and women have a 50% likelihood of being an unpaid carer by the age of 46 (by age 57 for men). Overall the projects and that of the Digital Strategy aims to increase the availability and accessibility of services, which should provide increased flexibility for carers. However carers (in particular full-time carers) are less likely to be comfortable using digital services and more likely to say they don't have any or enough digital devices.</p>
Mitigations:	<ul style="list-style-type: none"> • Citizen co-design and consultation on the proposed Channel Strategy. • Developing plans around digital inclusion.
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:	Issues identified above for Socio-Economic (deprivation) may also apply to asylum seekers and refugees; and those experiencing homelessness.
Mitigations:	<ul style="list-style-type: none"> • Citizen co-design and consultation on the proposed Channel Strategy. • Developing plans around digital inclusion. • Housing IT transformation programme (as outlined in the Digital Strategy 2022-27 – link to be provided when is approved by Cabinet in June'22).

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

Subject Access Requests

- Introducing new software that aims to improve the output and increase the speed of which Subject Access Requests can be provided may be relevant in cases that relate to areas of protected characteristics, especially in regard to Children and Families Services and Adult Social Care are where this service is heavily used to meet statutory requirements and also to best serve the needs of the citizens / recipients of care.

Disability

- Some projects within the programme provide opportunity to embed accessibility by design and reduce the need for reasonable adjustment requests; and to meet any required requests in a timelier way due to the flexibility of new offerings and commitment to developing in-house expertise.
- New systems that are online for both citizens and staff must be compliant to WCAG2.1AA standards (Web Content Accessibility Guidelines). The *Citizen Services and Channel Shift* will deliver this directly (though may not be limited to solely this project).

Socio-Economic (deprivation)

- The Programme will utilise the use of a digital strategic partner. This partner will be a part of the *Citizen Services and Channel Shift* project. The project will deliver a platform to engage digitally for more services. Both the partner and platform selected to build these services upon may also be used for the Housing IT Transformation programme which should improve access to service for citizens who are more likely to be experiencing socio-economic deprivation.

Race

Based on evidence in the Quality of Life Survey, work to promote digital equity may benefit Black/Black British citizens by helping close self-reported gaps in digital inclusion and comfort using digital services.

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:

This assessment underlines risk factors and supports the case for actions already considered during development of the programme digital strategy and FBC which, if applied correctly, should not directly create any negative impacts.

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

Particularly Ambition 1 and 3 from the overall digital strategy ambitions shown in section 1.1 and the actions/project from within the programme in line with these items will give a positive impact.

- Easy, engaging, and inclusive.** Provide easier digital access to council services and encourage people to use it. Take a human-centred approach to design and maximise accessibility. Take action to improve digital inclusion.
- Well-used and used well.** Support colleagues to make the best, fullest use of the tools and technologies available to them, developing high levels of digitally skilled collaboration. Provide robust data and insights to ethically improve effectiveness and efficiency.

In relation to the specific projects that could provide the most positive impact:

Theme	Project	Description	Origin
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Essential Renewal	<p>Replace the existing telephony/contact centre solution</p>	<p>Replace the existing telephony system and contact centre management system linked to it. Ensures the system is fully supported and cloud based. Improves the integration between the Microsoft 365 (M365) platform and telephony.</p> <p><i>This aims to improve the experience received by citizens when contacting Citizen Services, including</i></p> <ul style="list-style-type: none"> • <i>reduce operational risk around stability and reliability</i> • <i>improve the Council's position for transformation through increased automation and system integrations</i> • <i>introduce new channels and capabilities to modernise citizen contact handling</i> <p><i>As our Digital Strategy states, citizens and users of our services rightly expect a user experience from their council that is comparable to that which they experience in other parts of their lives. They need ways of getting things done 24/7 in ways that suit them. They need it to be as simple, intuitive, and quick as possible. At the moment, our telephony platform lets citizens down. It causes many dropped calls, doesn't enable customer advisors to work efficiently in one system to resolve problems, and has technical problems that waste time – with advisors being unexpectedly logged out and needing to log back in multiple times every day. It also restricts our ability to use new digital channels for transactions.</i></p> <p><i>It is an essential enabler of the council using more modern digital channels of communication to support citizens with enquiries.</i></p>	<p>DTP1</p>	
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	Website replatform	<p>Migrate the Council website to secure and resilient cloud-based service that can respond to the needs of the council and citizens.</p> <p><i>There is a high likelihood that the CMS platform change will enable the web content team to improve accessibility of the site, fulfilling BCCs legal obligations under the 2010 Equality and Diversity act and BCCs commitments to the recent Cabinet Office audit.</i></p>	DTP1	
	Citizen Services and Channel Shift	<p>Build on the CRM system delivered under ITTP to provide improved online and Citizen services supported citizen engagement for council services and a streamlined contact centre service.</p> <p><i>This project will:</i></p> <ul style="list-style-type: none"> • <i>Increase Citizens ability to engage with Bristol Council services online</i> • <i>Faster contact resolution times</i> 	DTP2	

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
User co-design and engagement in developing a Channel Strategy, including representation from key equality groups and networks.	Rizwan Tariq	July - September 2022
Individual project that have yet to produce their own EqIAs to do so, and those that have to remain as live document and be built upon and provide a steer to the project.	Project Managers	Duration of programme / individual projects.

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.

- Milestone completion of EQIA action plan, above
- Monitoring of key Quality of Life indicators cited in this assessment
- Compliance with identified requirements around accessibility when procuring and implementing IT systems

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: <i>Reviewed by Equality and Inclusion Team</i>	Director Sign-Off: Tim Borrett, Director: Policy, Strategy and Digital
Date: 8/6/2022	Date: 16/6/2022

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.