Appendix Three
Equality, Diversity, Cohesion and Integration (EDCI) impact assessment

As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration. In all appropriate instances we will need to carry out an equality, diversity, cohesion and integration impact assessment.

This form:
- can be used to prompt discussion when carrying out your impact assessment
- should be completed either during the assessment process or following completion of the assessment
- should include a brief explanation where a section is not applicable

Directorate: Resources	**Service area: Core Business Transformation**
Lead person: Dave Clay	**Contact number:**
Date of the equality, diversity, cohesion and integration impact assessment: Version 5 : November 2022	

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1. Title: Core Business Transformation Programme

Is this a:

	Strategy / Policy	**X**	Service / Function		Other

If other, please specify

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2. Members of the assessment team:

Name	Organisation	Role on assessment team For example, service user, manager of service, specialist
Dave Clay	LCC	Programme manager
Helen Fallows	LCC	Business Change Lead -people
Emma Browes	LCC	Business Change Lead -people
Suzanne Hopes	LCC	Head of Transformation payroll and P2P lead
Dylan Owen	LCC	Head of digital Transformation
Naz Aziz	LCC	CBT team – finance lead
Jill Stuart	LCC	CBT team – finance lead
Mark Barrett	LCC	Head of finance/ business change
Manjit Ahiar	LCC	Project officer

Richard Charnley	LCC	Solution architect
Louise Booth	LCC	Head of Internal audit
Coral Main	LCC	Head of business planning and risk
Shaun Fogarty	LCC	Business Partner Manager
John McPherson	LCC	CBT team – communications lead
Andy Keightley	LCC	Senior business partner
Anna Walton	LCC	Business Change Partner - people

3. Summary of strategy, policy, service or function that was assessed:

CBT is a programme to transform the way the council delivers its core People and Finance functions of Human Resources, Payroll, Finance and Procure to Pay (how we select, buy and pay for goods and services), both within the authority and to external partners and organisations as part of its traded service. It will therefore impact on every single employee as well as wider traded services customers and partners.

4. Scope of the equality, diversity, cohesion and integration impact assessment
(complete - 4a. if you are assessing a strategy, policy or plan and 4b. if you are assessing a service, function or event)

4a. Strategy, policy or plan
(please tick the appropriate box below)

The vision and themes, objectives or outcomes	☐
The vision and themes, objectives or outcomes and the supporting guidance	☐
A specific section within the strategy, policy or plan	☐

Please provide detail:

4b. Service, function, event
please tick the appropriate box below

The whole service (including service provision and employment)	**X**
A specific part of the service (including service provision or employment or a specific section of the service)	☐
	X

Procuring of a service (by contract or grant)	

Please provide detail:
The programme is first and foremost a business change programme which supports the Best Council vision (an efficient, enterprising and healthy organisation) and key strategic aims around people, money, digital capability, evidence and insights. The programme will drive continuous improvement and efficiency, increase workforce knowledge and skills and provide an excellent user experience for all staff/ traded customers/suppliers/partners.

A key enabler of the programme will be new technology to support the transformation. This will be modern, integrated and cloud based to replace the council's out-dated and fragmented software systems for People and Finance functions

What is achieved by 2024/25 will make the council more resilient and ready to navigate a period of unprecedented and uncertain change that extends well beyond the life of this programme.

5. Fact finding – what do we already know
Make a note here of all information you will be using to carry out this assessment. This could include: previous consultation, involvement, research, results from perception surveys, equality monitoring and customer/ staff feedback.

(priority should be given to equality, diversity, cohesion and integration related information)

Protected characteristics for overall workforce – dashboards updated every month.

Wellbeing surveys – in 2021 the least happy employees were disabled colleagues and working carers.

We know we have a range of suppliers and that not all are geared up for e-invoicing.

Employment policies (attendance, disciplinary, grievance, probationary and improving performance) are analysed annually by protected characteristics.

Results from engagement with front line colleagues, mainly in CEL through the "attitude to digital" survey. Update March 2022: More info from other frontline service areas is needed and therefore the survey has been widened to other non LCC IT enabled staff groups with the survey extended to end March 2022. Update May 2022 : 460 responses were received. Findings reported to CLT via a B paper and shared with key stakeholders including the TUs.

We have mapped out the current two tier workforce with digital inequality and also mapped out the future context with a one tier workforce with reduced inequalities.

We know about and understand our legal responsibilities regarding accessibility in technology. This is built and will continue to be built into procurement specifications. We have the DAWN staff network who are keen to work with us. We will hold "user story"

workshops with DAWN members. Update September 2022 : workshops held and user stories will inform communication and engagement plans.

We have records of those employees who use assistive technology and the type of technology they use.

Are there any gaps in equality and diversity information
Please provide detail:
Protected characteristics for employees who contact the ICT helpdesk.

Protected characteristics for employees who do not have LCC digital access.

Some characteristics have lower levels of declarations in SAP eg: sexuality and religion and faith.

Do we hold protected characteristic info relating to our customers/ debtors?

We do not have information about employees who adjust the way they use technology on an ad hoc individual basis.

Update Nov 22 : as we move into procurement phase for finance implementation partner we do not currently know the protected characteristic make up of FMS users. Future Dynamics users may include people who don't use FMS now, they have not yet been identified.
We do not yet know whether other councils who are implementing Dynamics have experienced issues with implementation for those using assistive technology.
The CCS frameworks are not as robust on EDI as we expected.

Action required:

Support "bring your whole self to work" initiative and other work to increase staff self declarations regarding their protected characteristics.

Investigate whether we can cross reference a report from the ICT helpdesk with SAP info to understand which groups of staff use the ICT helpdesk the most.

Find out what info we have about customers/ debtors. Update March 2022: It has been confirmed that we do not hold this information.

Nov 22 – cross reference the list of FMS users with protected characteristic info in SAP.

Build into procurement the requirement for supplier to ensure new technology either works with current assistive technology or is superseded by new features.
Feedback to CCS regarding the weakness of EDI info within the standard framework info.
Ask Harrow whether during implementation there have been any lessons learnt in relation to compatibility with assistive technology.

6. Wider involvement – have you involved groups of people who are most likely to be affected or interested

X		

Yes   No

Please provide detail:

Comms and engagement plan in place. Initial stakeholder mapping exercise was updated April 2022.

Extended BCLT held end of November 2021. Next session to be held in November 2022.

TU updates given at quarterly CJCC meetings on an ongoing basis.

Directorate equality boards and staff networks engagement began February 2022 and agreement in place for regular communication and engagement.

HR team engagement sessions held January 2022 and feedback shared with HR leadership team and CBT team.

Analysis of attitudes to digital frontline staff survey complete and has been presented to CBT board May 2022.

BSC employment services engagement session held Sept 2022.

Governance structure in place with monthly board meetings.

Focus groups of managers, online staff, offline staff, CBT professionals and senior managers held in summer 2022 to inform persona work.

Action required:

Engagement session for finance teams. Update September 2022: session held in August 2022 focussed on future technology option.

CBT info needs to be made available to wider workforce either via Teams/ Insite/ Sharepoint. Update September 2022 - CBT Insite page is live.

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7. Who may be affected by this activity?
please tick all relevant and significant equality characteristics, stakeholders and barriers that apply to your strategy, policy, service or function

Equality characteristics

[X] Age	[ ] Carers	[X] Disability
[X] Gender reassignment	[ ] Race	[ ] Religion or Belief

| ☐ | **Sex (male or female)** | ☐ | **Sexual orientation** |

| ☐ | **Other** |

(Other can include – marriage and civil partnership, pregnancy and maternity, and those areas that impact on or relate to equality: tackling poverty and improving health and well-being)
Please specify:

Stakeholders

| X | **Services users** | X | **Employees** | X | **Trade Unions** |

| X | **Partners incl NHS & schools** | X | **Members** | X | **Suppliers** |

| X | **Other please specify : other people who are end users eg: external job applicants.** |

Potential barriers

| ☐ | **Built environment services** | ☐ | **Location of premises and** |

| X | **Information and communication** | X | **Customer care** |

| X | **Timing** | X | **Stereotypes and assumptions** |

| X | **Cost** | X | **Consultation and involvement** |

| X | **Financial exclusion** | X | **Employment and training** |

| X | **specific barriers to the strategy, policy, services or function** |

Please specify : TBC

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8. Positive and negative impact

Think about what you are assessing (scope), the fact finding information, the potential positive and negative impact on equality characteristics, stakeholders and the effect of the barriers

8a. Positive impact:

For all employees : "Access to information whenever, wherever I want on a device that I can use."
More equal access to information for all - not reliant on those in the know or the contacts people have.
Could better enable future transformational activity (i.e. skills baseline increased)
Technology can be standardised and positively impact those using core systems and needing reasonable adjustment.
Enabling people to independently look after themselves and improve their lives (whilst at work or in their community) - Digital self serve.
Inclusion of wider community (suppliers and citizens). Making access easy, open and equitable for all using our services.

Action required:

Ensure the benefits of standardisation are communicated and understood.
For reasonable adjustments : ensure non-functional requirements align with web accessible technology.
Recognising we are not the most diverse project group involve Trade Unions & staff networks sooner rather than later.

8b. Negative impact:

Accessibility software / tools might not work / might work differently.
'Learning curve' will be greater (and possibly too great) for some groups which could lead to retention issues.
Failure to digitise will make access to services difficult for people (specifically young people) joining the organisation/ affect our employer brand and make it more difficult to recruit the best talent.
Could generate a greater divide between digitally confident and non-digitally confident.
Nature of cloud based technology means there are regular updates which can be harder for some people to easily adjust to.

Action required:

Investment in change management / change agents in teams etc
Review lessons learnt from other digital and change projects completed recently.
Include affected people in User Acceptance Testing.
Rapid action / priority to resolve accessibility issues and prior testing where possible.

Update Nov 22: Ensure mechanism/ team/ support in place to ensure accessibility software continues to work with every update.
Users need to know what user configurability features are available.
Do not lock down features unnecessarily.

9. Will this activity promote strong and positive relationships between the groups/communities identified?

x	Yes			No

Please provide detail:

More equal access to employment related information for all staff. This will enable employees to be aware of and source support they need earlier.

Action required:

Ensure that when the implementation phase work is being planned that the full range of real work situations is recognised.

Review the outcome of the internal audit into "culture" to identify if this indicates whether some services will be harder to reach and therefore require more resource to engage than others.

10. Does this activity bring groups/communities into increased contact with each other? (for example, in schools, neighbourhood, workplace)

x	Yes			No

Please provide detail:

It is expected that the new solution will include opportunities for two way employee engagement. The growth of the staff Facebook page during covid demonstrated that employees welcomed the chance to communicate across different services.

Action required:

Ensure acceptable use messages are built into all solutions.

11. Could this activity be perceived as benefiting one group at the expense of another? (for example where your activity or decision is aimed at adults could it have an impact on children and young people)

x	Yes			No

Please provide detail:

It is intended that the new technology will be easy to use but it will still mean employees and suppliers will have to have the access and ability to use it.

Action required:

Ensure design is user friendly and accessible to all.
Hold workshop to capture user stories from DAWN members. Update September 2022: workshops held.
Ensure the needs of assistive technology users is understood and addressed through procurement/ implementation and BAU.

12. Equality, diversity, cohesion and integration action plan

(insert all your actions from your assessment here, set timescales, measures and identify a lead person for each action). *Once an action is complete/ embedded into BAU it will be shaded as grey.*

Action	Timescale	Measure	Lead person
Support "bring your whole self to work" initiative and other work to increase staff self declarations regarding their protected characteristics.	October 2021 onwards	Increase in % of employees recording their protected characteristics on SAP. Ease of self reporting in new system especially for frontline staff.	Helen Fallows (Confirmed with OD team that the bring your whole self to work continues.) Core and lead assessors within procurement exercise.
Investigate whether we can cross reference a report from the ICT helpdesk with SAP info to understand which groups of staff use the ICT helpdesk the most.	Prior to drafting staff engagement plan for first round of technology roll out.	Information on users of the helpdesk can be analysed by protected characteristics.	Helen Fallows and Shaun Fogarty.
Further engagement with front line colleagues, through the "attitude to digital" survey.	October – March 2022	Survey carried out and results analysed and presented to CBT board – intelligence gained used to inform transformation activities.	Dylan Owen and Emma Browes
Find out what info we have about customers/ debtors.	October 2021	Info either is or isn't available.	Suzanne Hopes – confirmed protected characteristics info is not collected for debtors or suppliers.

Action	Timescale	Measure	Lead person
Involvement of staff networks Helen & Emma attended leads meeting 14th Feb – agreement for ongoing engagement. Helen attended DAWN 23rd Feb – agreement for ongoing engagement. Helen, Shaun and Dylan attended 18th May, began user story work. Helen attended DAWN 2nd Nov 22 with overall update. Helen attended DAWN 14th Dec with update.	From February 2022.	Positive stakeholder support.	Helen Fallows – different team members to take lead depending on topic.
Brief directorate equality boards. Attended: City Dev - 24th January 2022, 14th Dec 2022 CH&E 1st - March 2022 A&H 24th - February 2022 Resources – 16th February Agreement for ongoing engagement.	From February 2022	Positive stakeholder support.	Helen Fallows. – different team members to take lead depending on topic.
Brief functional service areas.	From January 2022	Positive stakeholder support.	Change Leads for the functional areas.

Action	Timescale	Measure	Lead person
Two engagement sessions held with the HR team in January 2022. Engagement session held with finance team focussed on future technology choice, August 2022. Engagement session held with BSC employment services team September 2022. Whole HR team shout out update 16th Nov 22.			
Ensure the benefits of standardisation are communicated and understood.	Incorporate into staff engagement plan for first round of technology roll out.	Teams don't seek to create "work arounds". Efficiencies are realised.	John McPherson and whole team.
For reasonable adjustments : ensure non-functional requirements align with web accessible technology.	From initial spec into procurement packages.	New systems are accessible to all. Users who have reasonable adjustments report a positive experience.	Richard Charnley plus core and key assessor procurement team.
Involvement of Trade Unions	Started Autumn 2021 and ongoing through quarterly CJCC.	Positive engagement throughout the project.	Helen Fallows/ Emma Browes
Investment in change management / change agents in teams etc	Summer 2022 onwards – links to work with transformation partner.	Objectives of programme are met.	Transformation leads
Review lessons learnt from other digital and change	Autumn 2021 then ongoing	Lessons learnt are made available, are discussed and	Live doc created on Teams site to pull out equality lessons

Action	Timescale	Measure	Lead person
projects completed recently - Equality related lessons learnt are picked out and kept as separate document.		our project planning is amended as appropriate.	learnt from the larger written docs.
Ensure that when the implementation phase work is being planned that the full range of real work situations (with particular attention to diversity) is recognised.	Autumn 2022 onwards	Objectives of programme are met.	Transformation leads
Ensure acceptable use messages are built into all solutions.	Incorporate into technology implementation plans.	Users are aware of acceptable use messages when using new technology.	IDS lead
Ensure design is user friendly and accessible to all.	Autumn 2021 then ongoing.	Built into specification from the beginning, tested through implementation and beyond into continuous improvement.	Core and key assessor procurement team.
Ensure info on the CBT programme is available to the wider workforce.	March 2022 and then ongoing	Awareness of the programme is increased. Employees have access to consistent info.	John McPherson
Hold User Story workshop with DAWN members.	Summer 2022	Positive stakeholder engagement.	Helen Fallows
Embed EDI within all procurement packages including scoring mechanisms.	1st package for transformation partner April 2022. 2nd package finance implementation Jan 2023	Assessed criteria for EDI (for TP proved decisive for one bidder who failed to meet the quality pass mark)	Procurement lead for each package.
Ensure selected TP is held to actions on EDI as detailed in their bid.	June 2022 – October 2022	Through contract management.	Dylan Owen

Action	Timescale	Measure	Lead person
Engage with Business Disability Forum – join their procurement network.	May 2022 onwards	Share best practice and lessons learnt.	Helen Fallows
Cross reference FMS users with protected characteristic info held in SAP	By January 2023	Report available to feed into comms and engagement plan for finance tech implementation.	Jill Stuart & Anna Walton
Ask Harrow for lessons learnt from Dynamics implementation and assistive technology.	November 2022	Add to our EDI lessons learnt log and use to inform implementation plan.	Mark Barrett
Feedback to CCS on the limitations of EDI info in current frameworks	November 2022	Feedback will hopefully be incorporated into later framework versions.	Helen Fallows
Include lead DAWN member in Core HR/ payroll supplier engagement sessions.	January 2023	Positive engagement and chance to see how suppliers approach accessibility in practice.	Emma Browes
Assistive Technology colleagues to attend CBT team meeting.	January 2023	CBT team members aware of the role of the AT team and the key AT which is used by LCC employees.	Helen Fallows
Identify EDI SMEs/ advisors to provide feedback on EDI sections of procurement.	December – January 2023	High quality evaluation of EDI sections of procurement packages.	All
Review the culture audit report	As soon as report is shared.	Greater understanding of areas that may require more support.	Helen Fallows

13. Governance, ownership and approval
State here who has approved the actions and outcomes from the equality, diversity, cohesion and integration impact assessment

Name	Job title	Date
Dave Clay	Programme Manager	15.12.2022
Date impact assessment completed		**Ongoing, live assessment throughout programme**

14. Monitoring progress for equality, diversity, cohesion and integration actions (please tick)

☐ As part of Service Planning performance monitoring

☒ **X** As part of Project monitoring

☐ Update report will be agreed and provided to the appropriate board Please specify which board

☐ Other (please specify)

15. Publishing

Though **all** key decisions are required to give due regard to equality the council **only** publishes those related to **Executive Board**, **Full Council, Key Delegated Decisions** or a **Significant Operational Decision.**

A copy of this equality impact assessment should be attached as an appendix to the decision making report:
- Governance Services will publish those relating to Executive Board and Full Council.
- The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions.
- A copy of all other equality impact assessments that are not to be published should be sent to equalityteam@leeds.gov.uk for record.

Complete the appropriate section below with the date the report and attached assessment was sent:

For Executive Board or Full Council – sent to **Governance Services**	Date sent:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate **Directorate**	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent: