COMBINED EQUALITY ANALYSIS TEMPLATE AND GUIDANCE

Overview

This document contains both the Equality Analysis Template (section A) and accompanying Equality Analysis Guidance (section B).

All of our work decisions, policies and service delivery should be informed by Equality Analysis (EA) in order to comply with the Equality Act 2010 and Public Sector Equality Duty. Begin this during the early stages of your work to allow considerations to inform the work, revise options and ensure decisions are taken with the full understanding of the potential impacts.

Use the EA to think about how your work can be used to reduce discrimination, promote equal opportunities, and foster good relations across all sections of the city's communities. The circumstances may be challenging, but your EA won't stop your work. It can however minimise negative impacts and maximise positive impacts.

The quality of the data and intelligence informing your work is crucial to being able to produce a robust EA. This information should show how people will be affected by your work and, wherever possible, be broken down according to the nine protected characteristics. Where you don't have any or much intelligence and data, part of the EA process is to gather it.

Although the EA template focuses on the protected characteristics, you also need to think about other groups that could be affected, for instance people in deprived neighbourhoods, people that are socially isolated etc.

Equality Analysis Template

Part 1: Explain the decision, policy or change to service you are making, as well as what prompted it, who'll be affected by it etc. List the data and intelligence you're using to inform your decision and, importantly, explain how this information influenced your decision making. Essentially you're setting out what you're going to do, any changes, the rational for it and supporting evidence.

Part 2: Summarise your analysis and interpretation of the data and intelligence according to the protected characteristics. What will the impact be on the people of Sunderland based on their, disability, gender etc.? Will there be a positive or negative impact or perhaps a neutral impact with no apparent harmful or less favourable effects. You must explain in each box the impact and what has caused it.

Part 3: Describe your next steps. Are you going to proceed with your intended course of action? You have four options:
1) Proceed with no major changes, with any small changes explained in the action plan at the end of the template
2) Continue despite negative implications - because these are proportionate and cannot be avoided or mitigated, with the overall outcome important and overwhelmingly positive
3) Adjust the proposal – there are some negative outcomes, but you've identified actions to mitigate these - explain these in the action plan; or
4) Do not proceed – you've identified major problems with serious impacts that cannot be avoided.

Finally, prepare your action plan outlining any changes and mitigating actions you're taking to ensure maximum positive equality impact and minimum negative impact. You may need to review the impact of any changes in the future. If you're preparing a first draft of your EA you can use this section to list what needs to be done to take the EA forward e.g., gather further data, undertake consultations etc.

Section A - EQUALITY ANALYSIS TEMPLATE

You must complete this in conjunction with reading Equality Analysis Guidance

Name of Policy/Decision/Project/Activity:

Thinking Operating Model Programme: Corporate Support Work Stream

Date: 17th January 2022

Version Number: 2 *(incorporates comments from v1)*

Equality Analysis completed by:

Name: Nicola Topping

Job title: Senior Transformation Programme Manager

Responsible Officer or Group:

Name: Project Sponsor: Jon Ritchie

Is the Activity:

New/Proposed (x)   *Changing/Being Reviewed   ()*   *Other   ( )*

Part 1. Purpose and Scope

Purpose

In this section outline briefly:

- what the policy, decision or activity is and what the intended outcomes/benefits are (linked to the Corporate Outcomes Framework)
- over what period of time the outcomes will be achieved
- why it needs to be implemented or revised
- what populations are affected by the proposal
- who is expected to benefit and how, i.e., young people, older people, carers, BME groups, ward areas/communities, etc?
- whether there are any overlaps with regional, sub-regional, national priorities.

Further Guidance

Introduction/Background

The Thinking Operating Model (TOM) Programme has been co designed with staff of all levels across the organisation, complemented with insight and intelligence that was undertaken over an initial in depth12 month period with internal and external customers, coupled with analysis from best practice organisations. This has since formed part of the framework for the programme.

A wider reaching of insights has taken place and have been far reaching using a range of qualitative and quantitative techniques to encourage open participation to inform design. Insight to date has not highlighted where more than one area is impacted compared to another although this will be continually monitored and the EIA updated as appropriate.

Consultation took place with internal council departments and external customers to understand what is termed as 'pain points' that impact a positive customer journey experience. These pain points covered in the following categories, of which the programme aims to address:

| Customers	Organisation & people	Resources
• Our customers perceive we cause delays and blockages • Customer experience of our journeys and processes isn't always good - it can be hard to navigate the hub, we don't have all the right support and guidance to enable a good self serve experience and not all processes are easy to follow and streamlined • Our customers don't always agree with and/ or understand governance rules • It can be hard for customers to access up to date and reliable information - it can be in different places • We don't always engage proactively or early enough with our customers, limiting the positive impact we can have • We're not sure we are encouraging Members to modernise as much or as fast as we should • Seeking and responding to customer feedback isn't embedded in the way we work	• We are sometimes seen as a safety net – and this avoids others taking responsibility for their role • Respective roles and responsibilities between corporate support and other services aren't clear to everyone and this creates frustration and delays • At times we have a silo mentality and approach rather than working in integrated or collaborative ways • Staff are not as empowered to make decisions as they could be	• There is a high level of uncertainty about the level of financial challenge we face • Not everyone has the right technology to work in a flexible and efficient way • We feel resource constrained making it hard to maximise our contribution to transformation - which is frustrating as transformation could help release resource

The TOM is driven to improve the overall customer journey; whether than be internal or external customers of how they transact with Sunderland City Council. Illustrated below is a summary model of how as an organisation we aim to channel shift (where appropriate) to digital self-serve – using digitisation of processes for seamless automation with wrap around Information Advice and Guidance (IAG). Where it is appropriate to do so; the customer will be triaged through to the relevant channel
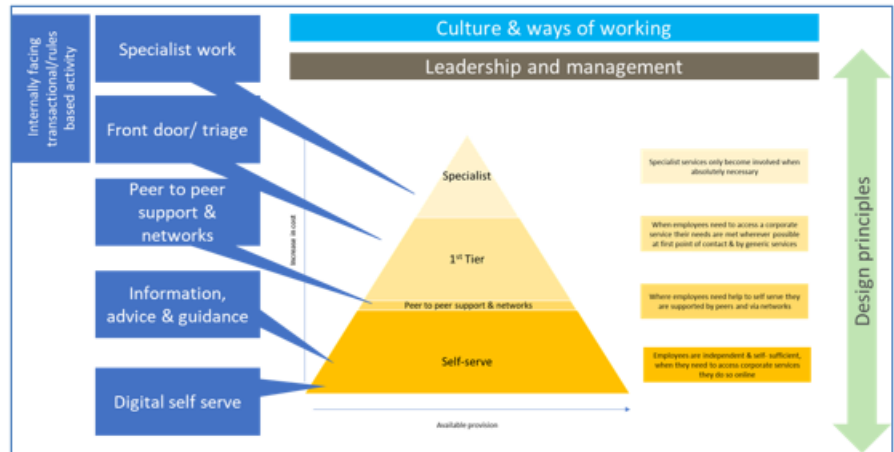
The Thinking Operating Model (TOM) programme is taking a mixed approach to delivery – both working on 'bottom-up' improvements as well as implementing a 'top-down' operating model.

The programme is split in to several key workstreams covering:
1. **Corporate Support** (primarily, internal services processes that are delivered within Sunderland Council e.g., ICT, People Management etc.
2. **External Facing / Customer Front Door** (primarily, external service processes that are provided to our customers e.g., Residents, Business, those we trade with, Visitors etc.)
3. **Organisational Redesign** (to ensure consistency is applied to tiers of control, roles, and responsibilities in line with redesigned services)
4. **Culture Change** (ensuring to build effective business relationships between our customers and services, adapting to new ways of working that are brought about by redesigned processes and working together and collaborated effectively to take a 'customer focused' approach)
5. **Digital Interface Programme** (investment in the digital technologies to redesign business processes for improved customer journeys)
6. **Benefits and Investm**ents (capturing both soft and hard benefits and their realisation to help inform decisions within the programme and as an indicator for measuring both outputs and outcomes).

The first main workstream that commenced in February 2021 with phased approached to delivery is internal facing customer activities referred to as 'Corporate Support'. This first workstreams aims to resolve the problems evidenced through the review, improve customer/staff experience and service performance, and realise savings. The main shifts are:

- A significant shift to self-serve supported by improved IAG
- Streamlined and digital customer journeys and processes
- A new organisational model that separately defines and organises triage/customer support, transactional activity, and specialist work
- Combining internal triage and transactional work with customer facing activity
- Creating a highly customer focused culture and ways of working
- Achieving an estimated financial saving ranging from £1.8-2.3M on staff costs.

Digital channels can suit many individuals who may wish or need to work in a different way or at different times when traditional channels may not be available. What is being put in place is a Corporate Customer Management Function that will act as a front door for people who cannot use online services where they can be supported over the telephone or where necessary, in person.

The signingicant shift to self serve and streamlined digital customer journey processes have been championed and signed off by our COG and members and is a consistent message that is communicated through comms.
Corporate Support is a workstream – the projects that fall under this – such as in People Management we have projects in processes that have been digtisied and are done so following the GDS Accessibility standards[1] (as referenced in Part 2 of this document).

Redesign work is aligned to Government Digital Service[1] (GDS) and the transformation this brings – that stems from the early evolution of eGovernment Interoperabiity Framework (e-GIF) from 2000 through to most recent GDS principles and standards that are being adopted through central and local government.

Over what period of time the outcomes will be achieved

The Corporate Support workstream is split into four phases – running from February 2021 to April 2022 to achieve key deliverables; but with a view to continue through the life of the programme to refine and improve business processes in these areas as more insight and work is undertaken in the External Facing/Customer Front Door workstream.

The four phases and the in-scope services are listed below:

Phase 1 Commence Feb 21	Phase 2 Commence May 21	Phase 3 Commence Oct 21	Phase 4 Commence Jan 22
• People Management • ICT	• Procurement • Business Support *(internal customer journeys only in this phase)* • Finance	• Property Services • Data Protection • Governance, Scrutiny, Mayoral and Member Support • Legal	• Transformation • Communication • Health & Safety • Risk and Assurance • Insurance/Claims Handling

Processes that fall within scope of these areas were chosen in part where the customer journey cuts across processes, may be of high volumes, and areas that cause particular issues (that links back to the pain points listed previously).

Why it needs to be implemented

How we deliver services is one of the key priorities endorsed by the Chief Officer Group and Members. This is in response to the insight and intelligence gathered.

The TOM programme aims to:
- Drive change whilst ensuring 9 Design Principles (that are set out in the figure below) are met

Customer voice is heard	Right service and staff in the right place at the right time	Intelligence, insight and evidence led
Enable people to be independent and resilient	The council doesn't always have to be in the middle of everything	Grow community resources and enable people to use them
Make best use of technology	Innovative and bold	Work together as one organisation

- Be organisation-wide with an initial focus on delivering the enabling digital platform, Corporate Support, and several bottom-up journeys.
- Be driven and led by the Council wrapped with effective and timely communications and employee and customer engagement by being as open and as far reaching as possible and where any potential changes may impact protected characteristics, by being tailored appropriately
- Lead to a significantly improved way of working, and a more efficient and effective way of doing business.
- Deliver improved processes, customer and user experiences and new digital tools.
- Realise savings

Whilst releasing savings is not the main driver of the programme, there is a modelling assumption that the Corporate Support work stream will achieve an estimated financial saving ranging from £1.8-2.3M on staff costs.

What populations are affected by the proposal

Potentially everyone working within Sunderland City Council along with anyone who transacts with the Council

Who is expected to benefit and how?

The TOM programme has a benefits roadmap which all workstreams and projects link back to – this benefits roadmap outlines the benefits that are expected to be delivered by the programme, the various activities that we will take and what we aim these end benefits to achieve. This is further illustrated in the figure below:

Programme Benefits Roadmap

These are the benefits we are expecting the programme to deliver. We will quantify the level of benefits we want to achieve.

These are the things we'll do (summarised) that will lead to benefit realisation.

These are the things we will measure and track.

Capability Benefits	(Leading to) Intermediate Benefits	(Resulting in) End Benefits
Benefits		
1. Improved Information, Advice and Guidance (IAG)	7. Increased willingness, confidence and use of self-service	18. Improved user experience (all users)
	8. Reduced amount of Corporate Services staff time required in E2E process	
2. Improved customer self-service offer, available 24/7	9. Increased amount of right information collected once	
	10. Reduction in avoidable contact	19. Improved efficiency / reduced cost / increased commercial income
3. Improved end-to-end (E2E) processes	11. Reduced number of hand-offs in the process	
	12. Increased speed and ease of E2E process	
4. Internal roles / structures reviewed, reorganised, optimised.	13. Increased number of electronic processes	
	14. Reduced layers of authorisation	
5. Culture & Ways of Working developed & optimised	15. New teams mobilised & working in new roles with new WoW	20. Improved end-to-end performance
	16. Increased clarity on roles & responsibilities	
6. Stopping activity that is not a strategic or operational priority	17. Non strategic or operational priority activities stopped/reduced	
Initiatives		
1. Delivery of IAG/Dig/CJ projects 2. Delivery of a new operating model 3. Delivery of culture and change management plan 4. Support for people transitioning to a different way of working (WoW)	5. Training, communications & support for new WoW 6. Ensuring people are following new WoW, and addressing where they aren't 7. Continuous review and improvement (including identifying and quickly addressing any problems with new WoW)	8. Capture financial benefits 9. Reduce budgets and realign to new structure 10. Agree approach to ensuring ongoing performance monitoring and improvement
Measures		
1. Number of IAG/Dig/CJ projects delivered 2. New operating model in place (Corporate Support first followed by other areas of the Council) 3. Successful delivery of tasks in culture and change management plan 4. People using new ways of working see an improvement and are confident in their use	5. User surveys – measuring user experience before and after 6. Measuring process improvements (i.e. reduction in hand-offs, reduction in avoidable contact, increased speed of process, increased number of electronic processes, reduction of non-staff costs etc)	7. Financial benefits realised 8. User experience improvements 9. Performance improvements

Whilst the above lists the TOM programme benefits – each project in the programme has a separate benefits tracker which is managed by a Project Manager, working with the respective service area, which is more granular – highlighting both soft and hard benefits of what are to be realised to help make informed decisions in redesigned activities.

Whether there are any overlaps with regional, sub-regional, national priorities.

The TOM Programme is cross-cutting and to ensure that the themes in the City Plan are achieved, they are done so, built through improving our business processes and ways of working, focused on improving customer journey, which is at the heart of the TOM programme.

The TOM Programme also links closely with best practice guidance led by the Government Digital Service[1] that builds platforms products and services that help create a simple, joined up and personalised experience of government services; as well as linking with local authorities across England to share best practice.

Intelligence and Analysis
Please describe:
- What sources of information have been used to inform this assessment/analysis (this should include but is not limited to consultations, resident/service user feedback and statistical data and intelligence)
- **What the information is telling you** – this should be broken down by each of the protected characteristics or other identified groups which could be disadvantaged. Each of the aims of the equality act should be considered in relation to each of the protected characteristics.

Further Guidance

A significant investment in intelligence and information has been obtained to inform the design of the programme. This work continues to form part of the framework for the programme and is one of the nine key design principles that guides the work.

Each specific programme of work will contain very detailed analysis and consultation as appropriate to that initiative and programme delivery.

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[1] Government Digital Services: https://www.gov.uk/government/organisations/government-digital-service

Gaps in intelligence and information

Having analysed the information available to you:

- are there any gaps in intelligence or areas where understanding needs to be improved? Please describe what these are and what actions you intend to take to obtain/improve the information. These actions should be covered in the action plan.
- are there any groups who should be expected to benefit who do not? Please describe why not and whether you will amend the decision to change this outcome. This should also be covered in the action plan.

Further Guidance

N/A

Additional Impacts

The policy or action may also have an impact on other groups or individuals which are not covered by statutory requirements. Please outline any additional individuals or groups which have not already been covered. This could include socio-economic groups, voluntary and community sector, carers or specific communities which face additional challenges (such as former coal mining areas or areas of high deprivation)

Further Guidance

N/A

Part 2. Analysis of Impact on People

In this section you must **review the intelligence described above and summarise the intended and potential impact of the policy, decision, or activity** on the people of Sunderland. This includes specific consideration of the impact on individuals, groups with protected characteristics and communities of interest within the city. Please briefly outline any positive, neutral, or negative impacts on the specific groups below. Please note that any negative impacts should have a corresponding action in the action plan in the page below.

In this assessment it is important to remember the **Council is required to give due regard to:**
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.
Each of these aims must be summarised in turn in relation to the groups outlined below.

Further Guidance

Characteristic	List of Impacts		
	Positive	**Neutral**	**Negative**
Age	Much enhanced and improved digital connectivity guided by digital inclusion[2] when redesigning customer journey business processes.	No impacts identified	No impacts identified
Disability	In the design of digital solutions, accessibility requirements for public bodies[3] are adhered to and ensure form part of the design of digital facing solutions.	No impacts identified	No impacts identified
Sex/Gender	No impacts identified	No impacts identified	No impacts identified
Marriage & Civil Partnership	No impacts identified	No impacts identified	No impacts identified
Pregnancy and maternity	No impacts identified	No impacts identified	No impacts identified
Race/Ethnicity	No impacts identified	No impacts identified	No impacts identified

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[2] Digital Inclusion https://digitalinclusionkit.org/
[3] Government Data Standards (GDS) Accessibility Requirements for Public Bodies: https://www.gov.uk/guidance/accessibility-requirements-for-public-sector-websites-and-apps

Religion/belief	No impacts identified	No impacts identified	No impacts identified
Sexual Orientation	No impacts identified	No impacts identified	No impacts identified
Gender identity	No impacts identified	No impacts identified	No impacts identified

Please add any additional groups mentioned in the "additional impacts" section above.

Part 3. Response to Analysis, Action Plan and Monitoring

In this section, please outline what actions you propose to take to minimise the negative, and maximise the positive, impacts that have been identified through the analysis. By considering and implementing these actions the policy or action can be refined to make sure that the greatest benefits are achieved for the people of Sunderland. The performance monitoring process should also be set out to explain how ongoing progress is going to be followed to make sure that the aims are met.

From the analysis four broad approaches can be taken, (No major change; continue with the policy/action despite negative implications; adjust the policy/decision/action; or stop the policy/action). Please indicate, using the list below, which is proposed.
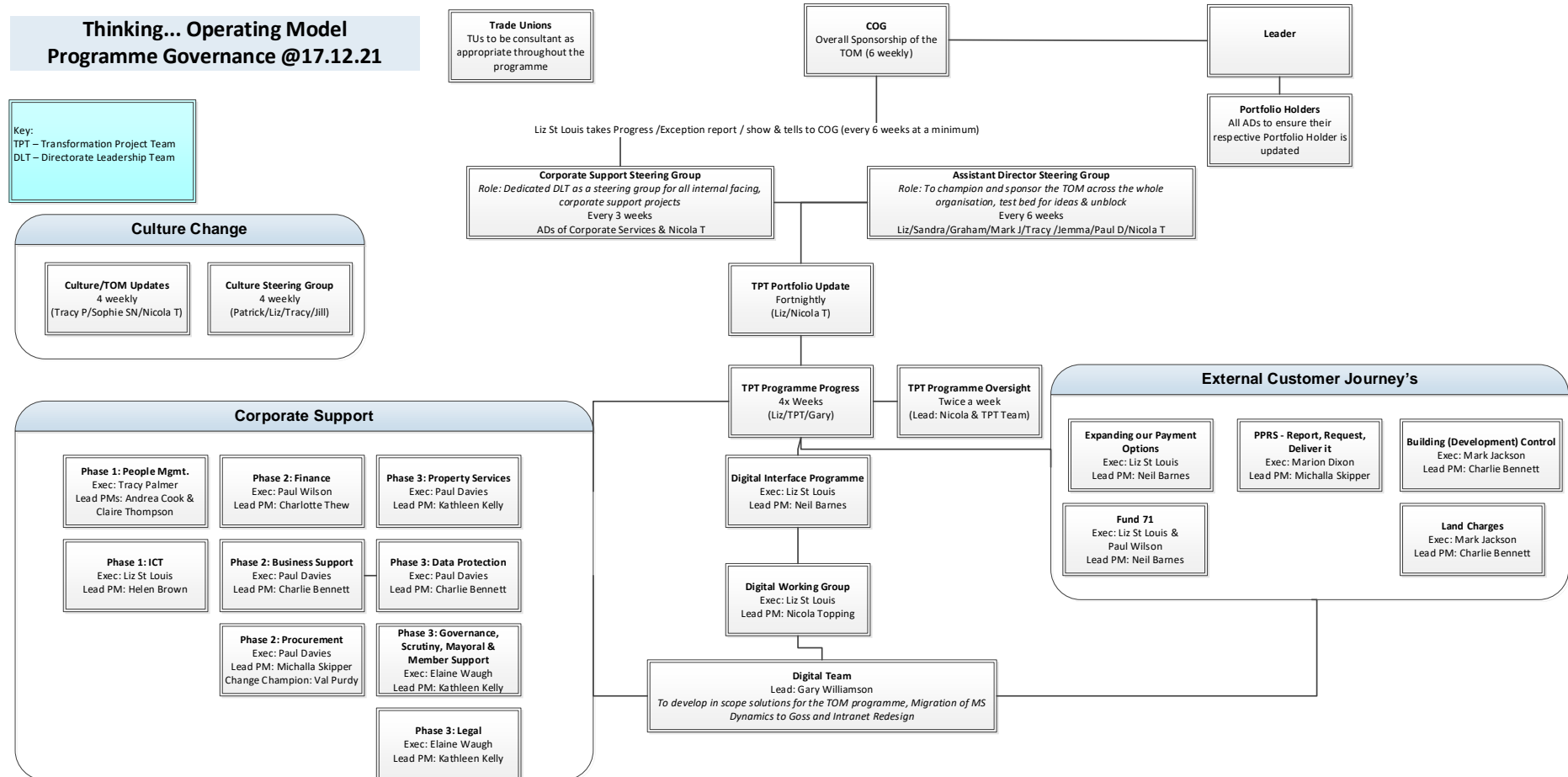
No Major Change   **(x)**

Continue Despite Negative Implications   (   )

Adjust the Policy/Decision/Project/Activity   (   )

Stop   (   )

Action Plan

A comprehensive programme plan is in place and is coordinated by the Transformation Project Team within Sunderland City Council.

The governance arrangements are set out below and are routinely reviewed for ensuring continued and rigours equality analysis and monitoring:

Thinking... Operating Model
Programme Governance @17.12.21

Key:
TPT – Transformation Project Team
DLT – Directorate Leadership Team

Trade Unions
TUs to be consultant as appropriate throughout the programme

COG
Overall Sponsorship of the TOM (6 weekly)

Leader

Portfolio Holders
All ADs to ensure their respective Portfolio Holder is updated

Liz St Louis takes Progress /Exception report / show & tells to COG (every 6 weeks at a minimum)

Corporate Support Steering Group
Role: Dedicated DLT as a steering group for all internal facing, corporate support projects
Every 3 weeks
ADs of Corporate Services & Nicola T

Assistant Director Steering Group
Role: To champion and sponsor the TOM across the whole organisation, test bed for ideas & unblock
Every 6 weeks
Liz/Sandra/Graham/Mark J/Tracy /Jemma/Paul D/Nicola T

Culture Change

Culture/TOM Updates
4 weekly
(Tracy P/Sophie SN/Nicola T)

Culture Steering Group
4 weekly
(Patrick/Liz/Tracy/Jill)

TPT Portfolio Update
Fortnightly
(Liz/Nicola T)

Corporate Support

Phase 1: People Mgmt.
Exec: Tracy Palmer
Lead PMs: Andrea Cook & Claire Thompson

Phase 2: Finance
Exec: Paul Wilson
Lead PM: Charlotte Thew

Phase 3: Property Services
Exec: Paul Davies
Lead PM: Kathleen Kelly

Phase 1: ICT
Exec: Liz St Louis
Lead PM: Helen Brown

Phase 2: Business Support
Exec: Paul Davies
Lead PM: Charlie Bennett

Phase 3: Data Protection
Exec: Paul Davies
Lead PM: Charlie Bennett

Phase 2: Procurement
Exec: Paul Davies
Lead PM: Michalla Skipper
Change Champion: Val Purdy

Phase 3: Governance, Scrutiny, Mayoral & Member Support
Exec: Elaine Waugh
Lead PM: Kathleen Kelly

Phase 3: Legal
Exec: Elaine Waugh
Lead PM: Kathleen Kelly

TPT Programme Progress
4x Weeks
(Liz/TPT/Gary)

TPT Programme Oversight
Twice a week
(Lead: Nicola & TPT Team)

Digital Interface Programme
Exec: Liz St Louis
Lead PM: Neil Barnes

Digital Working Group
Exec: Liz St Louis
Lead PM: Nicola Topping

Digital Team
Lead: Gary Williamson
To develop in scope solutions for the TOM programme, Migration of MS Dynamics to Goss and Intranet Redesign

External Customer Journey's

Expanding our Payment Options
Exec: Liz St Louis
Lead PM: Neil Barnes

PPRS - Report, Request, Deliver it
Exec: Marion Dixon
Lead PM: Michalla Skipper

Building (Development) Control
Exec: Mark Jackson
Lead PM: Charlie Bennett

Fund 71
Exec: Liz St Louis & Paul Wilson
Lead PM: Neil Barnes

Land Charges
Exec: Mark Jackson
Lead PM: Charlie Bennett

PLEASE ENSURE THAT THIS TEMPLATE IS PRESENTED AT ANY DECISION POINT AND PUBLISHED WITH CABINET PAPERS.