



## Equality Impact Assessment (EqIA)

### Initial information

1. Name of the policy, project, strategy, project or service being assessed:

### Data and Business Intelligence (BI) Strategy

2. Is this a (please delete those not required):

### New strategy

3. Is this (please delete those not required):

### Both internal and external

4. Please provide a brief overview of its aims and objectives:

We want Dorset Council to become a data led organisation with consistent evidence-based decision making. Where our employees and customers understand the benefits of having the right data available, at the right time.

The strategy will enable Dorset Council to achieve better outcomes for Dorset's people by using our data and insights to drive improvement to our services. We have agreed in principle the vision for the Data and BI Strategy which is:

- by using and sharing our data and insight to drive decision making, Dorset Council will be an exemplar of best practice in the use of data in local government. We will have evidence-led targeted and timely delivery of our services and improve the outcomes for people in Dorset.
- we will work closely with our partners to overcome barriers to join up and improve the quality of our data.
- we will see a change in our understanding of data, bringing to life its importance and how the sharing of data improves the way we deliver our services to the benefit of the organisation and more importantly our customers.

5. Please provide the background to this proposal?

Dorset Council is a relatively new council, formed in April 2019, when a local government reorganisation created a new council area. As an organisation we collect large volumes of data on a day-to-day basis across all areas of the business including social care for vulnerable children, waste collection, and planning applications. It is not, however, the amount of data that is important. It is what we as a council with the data that matters.

Data and BI was identified as a key enabler within Dorset Council's Plan for delivering improved impact and good value. Our Digital Vision further emphasised our ambition to be "a council that uses data and intelligence to drive informed, transparent, decision-making, moving away from retrospective performance reporting".

The development of a Data and BI Strategy for Dorset Council will:

- help us to develop a clear understanding of what we currently have at Dorset Council in relation to data and BI, and where the gaps currently are.
- create a clearer understanding of the skills we already have within our workforce.
- help us make our services more effective and efficient, enabling resources to be placed where there is the most need.
- set out the roadmap to deliver our strategy.

Evidence gathering and engagement

6. What sources of data, evidence or research has been used for this assessment? (e.g national statistics, employee data):

- Internal and external data sets
- Existing external Data and BI (and related) strategies
- Staff data maturity survey
- Workshop with the BI and Performance team
- Workshops looking at the following themes: Culture and Mindset, Skills and Learning, Technical, Data Governance, Data Security, Data Ethics, and Data Quality
- Ongoing conversations with relevant work areas

7. What did this tell you?

Across Dorset Council there are pockets of good practice when it comes to Data and BI and how it is collected, stored, and used but our research has identified that this is not currently consistent. Issues with data such as quality and access can reduce efficiency, reduce trust in the data we have and impact on the decisions which we make. We have the opportunity through the development of the strategy to improve current practices and approaches to better service our employees and customers.

8. Who have you engaged and consulted with as part of this assessment?

- BI and Performance team
- Wider Dorset Council staff
- Public Health
- Microsoft
- Wokingham Council

## 9. Is further information needed to help inform decision making?

We do not currently have a clear understanding on the impact this strategy may have on gender reassignment and gender identity, marriage or civil partnership, sexual orientation, and armed forces communities. This is because the data we hold for these areas is more limited and so further research will be required.

Is an EQIA required?

Not every proposal will need an EqIA. The data and research should inform your decision whether to continue with this EqIA. If you decide that your proposal does not need an EqIA, please answer the following question:

This policy, strategy, project or service does not require an EqIA because (provide details):

Assessing the impact on different groups of people

For each of the protected characteristics groups below, please explain whether your proposal could have a positive, negative, unclear or no impact. Where an impact has been identified, please explain what it is and if unclear or negative please explain what mitigating actions will be taken.

- use the evidence you have gathered to inform your decision making.
- consider impacts on residents, service users and employees separately.
- if your strategy, policy, project or service contains options you may wish to consider providing an assessment for each option.
- see guidance for more information about the different [protected characteristics](#).

Key to impacts

Positive Impact	<ul style="list-style-type: none"><li>• the proposal eliminates discrimination, advances equality of opportunity and/or fosters good relations with protected groups.</li></ul>
Negative Impact	<ul style="list-style-type: none"><li>• protected characteristic group(s) could be disadvantaged or discriminated against</li></ul>
Neutral Impact	<ul style="list-style-type: none"><li>• no change/ no assessed significant impact of protected characteristic groups</li></ul>
Unclear	<ul style="list-style-type: none"><li>• not enough data/evidence has been collected to make an informed decision.</li></ul>

Impacts on who or what?	Choose impact	How
Age	<p>The purpose of this project is to deliver the strategy rather than the change itself and so the direct impact of this project is expected to be <b>neutral</b>.</p> <p>We, do however, recognise that this project will be an enabler for future change which will result in a greater impact, and so have considered what this impact will be. The wider/indirect impact of the strategy is expected to be <b>positive</b>.</p>	<p>We will continue to meet our Public Sector Equality Duty and other legislative requirements. Data will also be looked at as part of the Council's EDI action plan.</p> <p><b>External</b></p> <p>We will understand, analyse, and map the data of the age demographics across Dorset Council areas. This information can then be used to:</p> <ul style="list-style-type: none"> <li>- help us better engage with our customers</li> <li>- help us make informed decisions enabling us to better target the services delivered</li> <li>- ensuring they are offered in an accessible way based on the needs of the community</li> </ul> <p><b>Internal</b></p> <p>We will have a greater understanding of the age demographics of our employees and be in a better position to utilise this data. This data can then be used to help with aspects such as:</p> <ul style="list-style-type: none"> <li>- workforce planning</li> <li>- identifying opportunities to provide additional support e.g. preparing for retirement</li> <li>- targeted recruitment campaigns</li> </ul>
Disability	<p>The purpose of this project is to deliver the strategy rather than the change itself and so the direct impact of this project is expected to be <b>neutral</b>.</p> <p>We, do however, recognise that this project will be an enabler for future change which will result in a greater impact, and so have</p>	<p>We will continue to meet our Public Sector Equality Duty and other legislative requirements. Data will also be looked at as part of the Council's EDI action plan.</p> <p><b>External</b></p> <p>We will have a greater understanding of the differing requirements and level of needs across Dorset Council areas. This information can then be used to:</p> <ul style="list-style-type: none"> <li>- help us better engage with our customers</li> </ul>

Impacts on who or what?	Choose impact	How
	<p>considered what this impact will be. The wider/indirect impact of the strategy is expected to be <b>positive</b>.</p>	<ul style="list-style-type: none"> <li>- help us make informed decision enabling us to better target the services delivered</li> <li>- ensuring they are offered in an accessible way based on the needs of the community</li> </ul> <p><b>Internal</b></p> <p>We will have a greater understanding of the differing requirements and level of needs of our employees. This information can then be used to help:</p> <ul style="list-style-type: none"> <li>- ensure support is available when required</li> <li>- greater understanding of the accessibility of our workplaces e.g. do we have enough accessible parking spaces</li> <li>- pay gap</li> </ul>
<p>Gender reassignment and Gender Identity</p>	<p>The purpose of this project is to deliver the strategy rather than the change itself and so the direct impact of this project is expected to be <b>neutral</b>.</p> <p>We, do however, recognise that this project will be an enabler for future change which will result in a greater impact, and so have considered what this impact will be. The wider/indirect impact of the strategy is currently <b>positive/neutral</b>.</p>	<p>We will continue to meet our Public Sector Equality Duty and other legislative requirements. Data will also be looked at as part of the Council's EDI action plan.</p> <p><b>External</b></p> <p>Gender identity data will be available through the census if this is required in the future.</p> <p><b>Internal</b></p> <p>We are not currently collecting this data. We need to understand internally and externally if there is a requirement to collect this data, the justification for it and how it would be used. If a decision is made to collect this data, we expect the impact of the strategy to be <b>positive</b>. If we continue to not collect this data, we expect the impact to be <b>neutral</b>.</p>

Impacts on who or what?	Choose impact	How
<p>Marriage or civil partnership</p>	<p>The purpose of this project is to deliver the strategy rather than the change itself and so the direct impact of this project is expected to be <b>neutral</b>.</p> <p>We, do however, recognise that this project will be an enabler for future change which will result in a greater impact, and so have considered what this impact will be. The wider/indirect impact of the strategy is currently <b>positive/neutral</b></p>	<p>We will continue to meet our Public Sector Equality Duty and other legislative requirements. Data will also be looked at as part of the Council's EDI action plan.</p>
<p>Pregnancy and maternity</p>	<p>The purpose of this project is to deliver the strategy rather than the change itself and so the direct impact of this project is expected to be <b>neutral</b>.</p> <p>We, do however, recognise that this project will be an enabler for future change which will result in a greater impact, and so have considered what this impact will be. The wider/indirect impact of this strategy is expected to be <b>positive/neutral</b>.</p>	<p>We will continue to meet our Public Sector Equality Duty and other legislative requirements. Data will also be looked at as part of the Council's EDI action plan.</p> <p><b>External</b></p> <p>We expect there to be a <b>positive</b> impact. This should help us to better plan and design services to best meet the needs of our customers across different council areas including:</p> <ul style="list-style-type: none"> <li>- help ensure pregnancy, maternity and other related services are designed and located to best meet the needs of our customers</li> <li>- help us better engage with our customers</li> </ul> <p><b>Internal</b></p>

Impacts on who or what?	Choose impact	How
		<p>We anticipate that the impact will be <b>neutral</b> as we do not foresee there being any changes as a result of the strategy.</p>
Race and Ethnicity	<p>The purpose of this project is to deliver the strategy rather than the change itself and so the direct impact of this project is expected to be <b>neutral</b>.</p> <p>We, do however, recognise that this project will be an enabler for future change which will result in a greater impact, and so have considered what this impact will be. The wider/indirect impact of the strategy is expected to be <b>positive</b>.</p>	<p>We will continue to meet our Public Sector Equality Duty and other legislative requirements. Data will also be looked at as part of the Council's EDI action plan.</p> <p><b>External</b></p> <p>We will understand, analyse, and map the demographics across Dorset Council areas. This information can then be used to:</p> <ul style="list-style-type: none"> <li>- help us better engage with our customers and understand where there are gaps e.g. consultations</li> <li>- understand where additional support may be required</li> <li>- help us make informed decisions enabling us to better target the services delivered</li> </ul> <p><b>Internal</b></p> <p>We will have a greater understanding of the demographics of our employees, this information can then be used to help in understanding:</p> <ul style="list-style-type: none"> <li>- potential 'pay gaps'</li> <li>- targeted recruitment campaigns</li> <li>- establishing employee networks</li> </ul>
Religion and belief	<p>The purpose of this project is to deliver the strategy rather than the change itself and so the direct impact of this project is expected to be <b>neutral</b>.</p>	<p>We will continue to meet our Public Sector Equality Duty and other legislative requirements. Data will also be looked at as part of the Council's EDI action plan.</p>

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	<p>We, do however, recognise that this project will be an enabler for future change which will result in a greater impact, and so have considered what this impact will be. The wider/indirect impact of the strategy is expected to be <b>positive</b>.</p>	<p><b>External</b></p> <p>We will understand, analyse, and map the demographics across Dorset Council areas. This information can then be used to:</p> <ul style="list-style-type: none"> <li>- help us better engage with our customers and understand where there are gaps e.g. consultations</li> <li>- help us make informed decisions enabling us to better target the services delivered</li> </ul> <p><b>Internal</b></p> <p>We will have a greater understanding of the demographics of our employees, this information can then be used to help in understanding:</p> <ul style="list-style-type: none"> <li>- targeted recruitment campaigns</li> <li>- establishing employee networks</li> </ul>
<p>Sex (consider men and women)</p>	<p>The purpose of this project is to deliver the strategy rather than the change itself and so the direct impact of this project is expected to be <b>neutral</b>.</p> <p>We, do however, recognise that this project will be an enabler for future change which will result in a greater impact, and so have considered what this impact will be. The wider/indirect impact of the strategy is expected to be <b>positive</b>.</p>	<p>We will continue to meet our Public Sector Equality Duty and other legislative requirements. Data will also be looked at as part of the Council's EDI action plan.</p> <p><b>External</b></p> <p>We will understand, analyse, and map the demographics across Dorset Council areas. This information can then be used to:</p> <ul style="list-style-type: none"> <li>- help us better engage with our customers and understand where there are gaps e.g. consultations</li> <li>- help us make informed decisions enabling us to better target the services delivered</li> </ul> <p><b>Internal</b></p> <p>We will have a greater understanding of the demographics of our employees,</p>

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		<p>this information can then be used to help in understanding:</p> <ul style="list-style-type: none"> <li>- potential 'pay gaps'</li> <li>- targeted recruitment campaigns</li> </ul>
<p>Sexual orientation</p>	<p>The purpose of this project is to deliver the strategy rather than the change itself and so the direct impact of this project is expected to be <b>neutral</b>.</p> <p>We, do however, recognise that this project will be an enabler for future change which will result in a greater impact, and so have considered what this impact will be. The wider/indirect impact of the strategy is currently <b>positive/neutral</b>.</p>	<p>We will continue to meet our Public Sector Equality Duty and other legislative requirements. Data will also be looked at as part of the Council's EDI action plan.</p>
<p>People with caring responsibilities</p>	<p>The purpose of this project is to deliver the strategy rather than the change itself and so the direct impact of this project is expected to be <b>neutral</b>.</p> <p>We, do however, recognise that this project will be an enabler for future change which will result in a greater impact, and so have considered what this impact will be. The wider/indirect impact of the strategy is expected to be <b>positive</b>.</p>	<p>We will continue to meet our Public Sector Equality Duty and other legislative requirements. Data will also be looked at as part of the Council's EDI action plan.</p> <p><b>External</b></p> <p>Improved data on people with caring with responsibilities will enable us as an organisation to better support them. It will help enable more informed decisions enabling us to better target the services delivered</p> <p><b>Internal</b></p> <p>We do not currently collect this data on our employees. If we choose to collect this data in the future, we will have a</p>

Impacts on who or what?	Choose impact	How
		greater understanding of where employees have additional caring responsibilities, enabling us to provide additional support where required
Rural isolation	<p>The purpose of this project is to deliver the strategy rather than the change itself and so the direct impact of this project is expected to be <b>neutral</b>.</p> <p>We, do however, recognise that this project will be an enabler for future change which will result in a greater impact, and so have considered what this impact will be. The wider/indirect impact of this strategy is expected to be <b>positive/unclear</b>.</p>	<p>We will continue to meet our Public Sector Equality Duty and other legislative requirements. Data will also be looked at as part of the Council's EDI action plan.</p> <p><b>External</b></p> <p>We expect there to be a <b>positive</b> impact. We will better understand where there is rural isolation and the impact of this. This information can then be used to:</p> <ul style="list-style-type: none"> <li>- help us better engage with our customers and understand where there are gaps e.g. consultations</li> <li>- help us make informed decisions enabling us to better target the services delivered</li> </ul> <p><b>Internal</b></p> <p>We do not currently collect this data. We need to consider if there is a requirement to collect data on where employees face rural isolation and the impact of this.</p> <p>We are not currently collecting this data. We need to understand internally and externally if there is a requirement to collect this data, the justification for it and how it would be used. If a decision is made to collect this data, we expect the impact of the strategy to be <b>positive</b>. If we continue to not collect this data, we expect the impact to be <b>neutral</b>.</p>
Socio-economic deprivation	The purpose of this project is to deliver the strategy rather than	We will continue to meet our Public Sector Equality Duty and other legislative requirements. Data will also

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	<p>the change itself and so the direct impact of this project is expected to be <b>neutral</b>.</p> <p>We, do however, recognise that this project will be an enabler for future change which will result in a greater impact, and so have considered what this impact will be. The wider/indirect impact of this strategy is expected to be <b>positive/neutral</b>.</p>	<p>be looked at as part of the Council's EDI action plan.</p> <p><b>External</b></p> <p>We expect there to be a <b>positive</b> impact. We will better understand where there is socio-economic deprivation and the impact of this. This information can then be used to:</p> <ul style="list-style-type: none"> <li>- help us better engage with our customers and understand where there are gaps e.g. consultations</li> <li>- help us make informed decisions enabling us to better target the services delivered</li> </ul> <p><b>Internal</b></p> <p>We do not currently collect this data. We need to consider if there is a requirement/reason to collect data on where face socio-economic deprivation and the impact of this.</p> <p>We are not currently collecting this data. We need to understand internally and externally if there is a requirement to collect this data, the justification for it and how it would be used. If a decision is made to collect this data, we expect the impact of the strategy to be <b>positive</b>. If we continue to not collect this data, we expect the impact the be <b>neutral</b>.</p>
Armed forces communities	<p>The purpose of this project is to deliver the strategy rather than the change itself and so the direct impact of this project is expected to be <b>neutral</b>.</p> <p>We, do however, recognise that this</p>	<p>We will continue to meet our Public Sector Equality Duty and other legislative requirements. Data will also be looked at as part of the Council's EDI action plan.</p> <p>We are not currently collecting this data. We need to understand internally and externally if there is a requirement to collect this data, the justification for</p>

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	<p>project will be an enabler for future change which will result in a greater impact, and so have considered what this impact will be. The wider/indirect impact of the strategy is expected to be <b>positive/neutral</b>.</p>	<p>it and how it would be used. If a decision is made to collect this data, we expect the impact of the strategy to be <b>positive</b>. If we continue to not collect this data, we expect the impact to be <b>neutral</b>.</p>

Please provide a summary of the impacts:

For the development of the strategy, we expect the impact on all protected characteristic groups to be neutral, we are aware that as part of the implementation of the strategy that there will be an impact on these groups. We do not believe that there will be any negative impact but will continue to assess this as the project progresses.

## Action Plan

Summarise any actions required as a result of this EqIA.

Issue	Action to be taken	Person(s) responsible	Date to be completed by
We do not currently have full understanding of the potential impact of the individual actions within the action plan	As part of the programme of work to deliver the aspirations laid out within the strategy, separate EQIAs will be completed as part of the delivery of the actions outlined in the action plan.	Corporate Services (TBC) / David Bonner	September 2023 – built into programme governance
Unclear on the impact on gender reassignment and gender identity, marriage or civil partnership, sexual orientation, and armed forces communities	Further research to be undertaken	David Bonner	<b>March 2023 - Completed</b>
Further engagement required with internal stakeholders to best understand the impact internally	Continued engagement across the organisation including workshops	David Bonner	<b>December 2022 - Completed</b>

