Scottish Borders Council

Integrated Impact Assessment (IIA)

Part 1 Scoping

1   Details of the Proposal

Title of Proposal:	Digital Strategy
What is it? Due to the drive towards connected communities for the region the digital strategy will be developed to enable council ambitions.	A new Policy/Strategy/Practice X A revised Policy/Strategy/Practice ☐
Description of the proposal: (Set out a clear understanding of the purpose of the proposal being developed or reviewed (what are the aims, objectives and intended outcomes, including the context within which it will operate).	With the vision that Scottish Borders will become the UK's first smart connected rural region, supporting better outcomes for everyone who lives and works here, the Digital Strategy has been developed to enable council ambitions. To enable improved citizen and employee experience, SBC's digital strategy sets out 12 key programmes of work, positioned across the 3 key areas of Demand Management, Response Management and Enterprise & Asset Optimisation. The digital strategy roadmap, set across a period of 3.5 years, shows an initial view of programme phasing to deliver a step change that will deliver long term benefits. Also recommended is an employee-focused enterprise change support programme to run alongside the transformation.

	Further growing capability and supporting future change will prepare SBC and its employees for the delivery and adoption of digitally-enabled citizen-centric services. Some of the initial areas of work are within Health & Social Care - CC360, Inspire Care iPads for Care Homes and workers, and Enterprise Mobility, which will:- • Deliver a platform to support health and care provision across organisational boundaries • Deliver a range of technologies in support of domiciliary and residential care provision by providing individual iPads to residents in care homes to facilitate video calling with relatives. • Deliver enterprise wide mobility, integration to line of business systems and communication platform across the Council's frontline SB Cares workforce Other areas of priority are within Education - Curricular Server & Storage Consolidation, Monitoring and Tracking, and School Website standardisation. A number of other immediate area of work include a replacement of the Council's Burials system, explore process selection for Robotics Process Automation, Smart Routing, Customer and Employee Journeys, and Digital Document Centre.
Service Area: **Department:**	All, with initial focus on Heath & Social Care
Lead Officer: (Name and job title)	Jason McDonald, Senior Manager Business Strategy & Resources, SBC
Other Officers/Partners involved: (List names, job titles and organisations)	Frances Eneide, Programme Manager, SBC Bill Edwards, Interim Programme Director, SBC

Date(s) IIA completed:	16/2/2021, 10/05/2021

2 Will there be any cumulative impacts as a result of the relationship between this proposal and other policies?

Yes

| If yes, - please state here:

The development of digital services across the Council will change the way the Council interacts and transacts with citizens, businesses and communities. The strategy will have a major impact on practices and procedures across the Council and partner organisations. |
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3 Legislative Requirements

3.1 Relevance to the Equality Duty:

Do you believe your proposal has any relevance under the Equality Act 2010? *(If you believe that your proposal may have some relevance – however small please indicate yes. If there is no effect, please enter "No" and go to Section 3.2.)* **Yes**

Equality Duty	Reasoning:
Elimination of discrimination (both direct & indirect), victimisation and harassment. *(Will the proposal discriminate? Or help eliminate discrimination?)*	The proposal will help to eliminate discrimination by ensuring that those with visual and hearing impairments and those with mobility and learning difficulties are assisted through the use of technology to engage fully with the Council. The Council intends to use digital technology to ensure that everyone can access digital services

	regardless of their material circumstances. A good example being the provision of iPads to all school age children P4 to S6 and the provision of connectivity and data packages to those who might otherwise struggle to afford this technology, thereby ensuring that all children and their families have the same access to online educational opportunities. Wider process improvement, focussing on customer intelligence and needs and enhanced community engagement will help eliminate discrimination.
Promotion of equality of opportunity? *(Will your proposal help or hinder the Council with this)*	As above
Foster good relations? *(Will your proposal help or hinder the council s relationships with those who have equality characteristics?)*	The investment being made in the provision of technology, for example by delivering a range of technologies in support of domiciliary and residential care provision, will help foster good relations between different groups. It will allow greater connection between different groups and reduce the impact of rurality on peoples' ability to access the public services they require.

3.2 Which groups of people do you think will be or potentially could be, impacted by the implementation of this proposal? (You should consider employees, clients, customers / service users, and any other relevant groups)				
Please tick below as appropriate, outlining any potential impacts on the undernoted equality groups this proposal may have and how you know this.				
	Impact			**Please explain the potential impacts and how you know this**
	No Impact	**Positive Impact**	**Negative Impact**	
Age Older or younger people or a specific age grouping		X	X	The advent of new technology will seek to add to existing methods that the Council has for engaging with its citizens. It is intended that technology will supplement not replace current engagement tools where these continue to be required. All age groups can benefit from increased digital access.

					A single SBC view will mean services are delivered consistently and more efficiently. Located in the same place, meaning less journeys are required to access services. For those unable to access digitally alternative methods will be available. Older employees may find it more difficult to adjust to a more flexible form of working and increased use of digital resources. The Council's HR policies and procedures will be used to mitigate the effects of any such impact and appropriate training will be provided.
Disability e.g. Effects on people with mental, physical, sensory impairment, learning disability, visible/invisible, progressive or recurring		X		X	Increased digital access is a potentially positive development in assisting those with visual and hearing impairments and those with communication difficulties. Physical barriers to access e.g. distance can be overcome through the use of assistive technology Disabled service users, customers and staff may find it more difficult to adjust to increased use of digital resources. For those unable to access digitally alternative methods will be available. Appropriate support and training will be provided.
Gender Reassignment Trans/Transgender Identity anybody whose gender identity or gender expression is different to the sex assigned to them at birth	X				No impact
Marriage or Civil Partnership people who are married or in a civil partnership	X				No impact
Pregnancy and Maternity (refers to the period after the birth, and is linked to **maternity** leave in the employment context. In the non-work				X	Increased digital access will be a benefit to those on maternity leave. There should be negative impacts.

context, **protection** against **maternity** discrimination is for 26 weeks after giving birth),				
Race Groups: including colour, nationality, ethnic origins, including minorities (e.g. gypsy travellers, refugees, migrants and asylum seekers)	X			No impact
Religion or Belief: different beliefs, customs (including atheists and those with no aligned belief)	X			No impact
Sex – Gender Identity women and men (girls and boys) and those who self-identify their gender	X			No impact
Sexual Orientation, e.g. Lesbian, Gay, Bisexual, Heterosexual	X			No impact

3.3   Fairer Scotland Duty

This duty places a legal responsibility on Scottish Borders Council (SBC) to actively consider (give due regard) to how we can reduce inequalities of outcome caused by socioeconomic disadvantage when making <u>strategic</u> decisions.

The duty is set at a strategic level - these are the key, high level decisions that SBC will take. This would normally include strategy documents, decisions about setting priorities, allocating resources and commissioning services.

Is the proposal strategic?

Yes

If No go to Section 3.4

If yes, please indicate any potential impact on the undernoted groups this proposal may have and how you know this:				
	Impact			**State here how you know this**
	No Impact	**Positive Impact**	**Negative Impact**	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future.		X	X	An increased use of digital resources may impact on this group. This will be taken into account in the service design. For those unable to access digitally alternative methods will be available.
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies		X	X	An increased use of digital resources may impact on this group. This will be taken into account in the service design. For those unable to access digitally alternative methods will be available.
Area Deprivation – where you live (e.g. rural areas), where you work (e.g. accessibility of transport)		X	X	An increased use of digital resources may impact on this group. This will be taken into account in the service design. For those unable to access digitally alternative methods will be available.
Socio-economic Background – social class i.e. parents' education, employment and income		X	X	An increased use of digital resources may impact on this group. This will be taken into account in the service design. For those unable to access digitally alternative methods will be available.

Looked after and accommodated children and young people	X			
Carers paid and unpaid including family members		X	X	An increased use of digital resources may impact on this group. This will be taken into account in the service design.
Homelessness	X			
Addictions and substance use	X			
Those involved within the criminal justice system	X			

Part 2 Full Integrated Impact Assessment

5 Data and Information

What evidence has been used to inform this proposal?
(Information can include, for example, surveys, databases, focus groups, in-depth interviews, pilot projects, reviews of complaints made, user feedback, academic publications and consultants' reports).

The Scottish Borders Council's Digital Strategy sets out the vision for the Borders to become the UK's first smart connected rural region, supporting better outcomes for everyone who lives and works here, the Digital Strategy has been developed to enable council ambitions.

To enable improved citizen and employee experience, SBC's digital strategy sets out 12 key programmes of work, positioned across the 3 key areas of Demand Management, Response Management and Enterprise & Asset Optimisation.

The digital strategy roadmap, set across a period of 3.5 years, shows an initial view of programme phasing to deliver a step change that will deliver long term benefits.

Also recommended is an employee-focused enterprise change support programme to run alongside the transformation.

Further growing capability and supporting future change will prepare SBC and its employees for the delivery and adoption of digitally-enabled citizen-centric services.

The Strategy was informed by an understanding of the current and future direction of digital in Scotland, officers' knowledge of the digital needs of the Council and the region, and through market trend analysis informed by the Council's IT and digital services partner CGI. The digital strategy emerged from a series of in-depth workshops held with a range of SBC officers and the experience of CGI implementing technology solutions in other organisations globally.

Describe any gaps in the available evidence, then record this within the improvement plan together with all of the actions you are taking in relation to this (e.g. new research, further analysis, and when this is planned)

As the digital landscape is a fast moving, innovating and ever changing picture, the components that deliver on the Council's strategic vision for digital will change over time. It is anticipated that the programme of work to deliver the strategic outcomes detailed will continue to be revised throughout its lifecycle to take account of these changes and new opportunities as they are identified. Material changes to impacts identified in this assessment will be recorded and mitigated within the standard project risk management processes adopted within the programme. This will, in line with the risk management processes be an ongoing and iterative process.

6 Consultation and Involvement

Which groups are involved in this process and describe their involvement

The proposals contained within this strategy have far reaching positive impacts. There may also be, for some groups, negative impacts of the increase in digital engagement. These groups include: staff, businesses, citizens, and particularly those in equalities categories including Age related and Disability related impacts. Each project will have a communications plan that feeds into the overall digital programme to ensure that these groups are consulted and involved in mitigating any risks identified. Each project will have a change management plan which will identify key stakeholders and set out how they will be engaged and consulted.

Describe any planned involvement saying when this will take place and who is responsible for managing the process

Overall responsibility for ensuring that the programme understands and meets the needs of the staff and citizens of the Borders lies with the Senior Responsible Officer. This will be managed by the Digital Programme Manager and will be governed through the Fit for 2024 Board and the Council's Corporate Management Team. Each project will have a change management plan which will identify key stakeholders and set out how they will be engaged and consulted.

Describe the results of any involvement and how you have taken this into account.

Any specific needs identified by projects through their engagement with the users of digital services will continue to be recorded and mitigated through the standard risk management process.

What have you learned from the evidence you have and the involvement undertaken? Does the initial assessment remain valid? What new (if any) impacts have become evident?

(Describe the conclusion(s) you have reached from the evidence, and state where the information can be found.)

Not applicable at this initial assessment stage.

7 Mitigating Actions and Recommendations

Consider whether:

Could you modify the proposal to eliminate discrimination or reduce any identified negative impacts?
(If necessary, consider other ways in which you could meet the aims and objectives of the proposal.)

Could you modify the proposal to increase equality and, if relevant, reduce poverty and socioeconomic disadvantage?

Describe any modifications which you can make without further delay (e.g. easy, few resource implications)

Mitigation Please summarise all mitigations for approval by the decision makers who will approve your proposal			
Equality Characteristic/Socio economic factor	**Mitigation**	**Resource Implications (financial, people, health, property etc)**	**Approved Yes/No**
Age	• **Devices and Connectivity assistance** • **Digital skills training** • **Communications** • **Alternative access routes** • **Assistive technologies (introduced XMAS 2020 to allow family communication in lockdown)**	**Aligned with the National Digital Strategy and Scottish Government direction – Financial and People impacts – may be able to leverage the Inspire Academy, third sector and, where available, Government funding to support skills training and device accessibility and connectivity challenges.**	

		The benefits of digital access are significant and not addressing the barriers to access would potentially discriminate against this group and would potentially reduce the positive impact of the wider strategy on the region	
Disability	• Devices and Connectivity assistance • Digital skills training • Communications • Alternative access • Accessibility through assistive technology	As above	
Low and/or No Wealth	• Devices and Connectivity assistance • Digital skills training • Communications • Alternative access	As above	
Material Deprivation	• Devices and Connectivity assistance • Digital skills training • Communications • Alternative access	As above	
Area Deprivation	• Connectivity assistance • Digital skills training • Communications • Alternative access	As above	
Socio-economic Background	• Devices and Connectivity assistance • Digital skills training • Communications • Alternative access	As above	
Carers	• Digital skills training • Communications	As above	

	• **Alternative access**		

8   Recommendation and Reasoning *(select which applies)*

- Implement proposal with no amendments
- Implement proposal taking account of mitigating actions (as outlined above)
- Reject proposal due to disproportionate impact on equality, poverty, health and Socio -economic disadvantage

Reason for recommendation:

Implement proposal taking account of mitigating actions (as outlined above) – the mitigations outlined above are aligned with the wider agenda of reducing the digital skills gap across the Borders and leverage existing mechanisms for supporting individuals and groups who may otherwise miss out on the benefits of being connected in a connected world. The vision of the Borders being a connected rural region relies on leveraging the widest possible benefit from all citizens being connected and the groups identified above may require support as outlined in order to be part of that connected region.

Signed by Lead Officer:	Jason McDonald
Designation:	Senior Manager Business Strategy & Resources, SBC
Date:	10/05/2021

Counter Signature (Service Director):	**David Robertson, Executive Director Finance and Regulatory Services**
Date:	**11/05/2021**