

## Equality Impact Assessment (EIA) Form

The **purpose** of an EIA is to give **as much information as possible** about potential equality impacts, to demonstrate we meet our **legal duties** under the Equality Act 2010.

### 1. What is the name of the policy, project, decision or activity?

***Replacement of the mobilising solution, including ICCS, station end equipment, and Control Room hardware (e.g. terminals, screens).***

*Overall Equality Impact of this policy, project, decision or activity:*

High		Medium		Low	X
------	--	--------	--	-----	---

### 2. Contact details

Name of EIA author	Julian Martin
Department and Team	ICT
Date of EIA	25/10/21

### 3. Aim and Purpose

What is the aim and purpose of the policy, project, decision or activity?	<p>The current mobilising system (Vision) was supplied by Capita and went live in November 2015. The contract is for the provision of mobilising and related services, including an ICCS and station-end equipment (which delivers mobilising messages) and interface to LFB systems. The solution will also potentially introduce new hardware (e.g. terminals, screens, keyboards) into the Control Room. Previous procurements suggest that the specification, procurement, testing and implementation can take up to four years, so the objective is to replace the current system no later than July 2024.</p> <p>The intention is the purchase an off-the-shelf solution and minimise software customisation, which will require adjustments to the way mobilising is undertaken and the need to 'bend the business' to the new solution.</p> <p><b>This initial EIA must be regarded as provisional and will need to be adjusted in the light of, and in advance of, a decision on the solution to be procured.</b></p>
Who is affected by this work (all staff, specific department, wider communities?)	<p>Control staff operating at the London Operations Centre (LOC) at Merton, ICT Bridge engineers.</p> <p>Fire station watch-based staff (for station-end equipment)</p>

	Wider communities - Depending on the solution procured, it could provide different ways for the public to report emergencies including via social media.
--	--

**4. Equality considerations:** the EIA must be based on evidence and information.

What consultation has taken place to support you to predict the equality impacts of this work?	<ul style="list-style-type: none"> <li>• <i>Trade Unions</i></li> <li>• <i>Inclusion Team</i></li> <li>• <i>Disability Support Group</i></li> <li>• <i>Control Room Officers, Assistant Operations Managers and Operations Managers</i></li> </ul> <p>Control staff are represented on the project so that they are able to provide direct input into the Statement of Requirements for the replacement solution.</p> <p>Consultation will take place with staff in Control and with their union representatives when a solution has been identified following the tendering exercise.</p>
--	--

## **5. Assessing Equality Impacts**

Protected Characteristic	Impact: positive, neutral or adverse	Reason for the impact	What information have you used to come to this conclusion?
-----------------------------	--	-----------------------	---

<b>Age</b> (younger, older or particular age group)	Positive	<p>All Control staff, irrespective of age, will be impacted by any new solution introduced following the procurement of a replacement solution.</p> <p>The aim to buy an 'off-the-shelf' product and adapt LFC Control working practices to fit the new solution, will impact on all staff. And, it is not just new software that staff will need to learn, but potentially new working procedures, as well. A new solution that is significantly different from the current solution, would require re-training of staff before go-live.</p> <p>Training will be key to support staff learn to use the new solution. We have specified that any training for the new system have a range of learning styles to meet the needs of different staff.</p> <p>All station-based staff will be potentially impacted by any change to station-end equipment although it is not possible, in advance of a solution being selected to assess any impacts.</p> <p>This project will also impact the people of London who call 999 for the fire and rescue service in an emergency. With technology constantly evolving, we have specified the new system to accept emergencies from social media and e-mail. We will continue to accept emergencies via telephone (landline and mobile). Either method of reporting an emergency will hold equal weight and will have a neutral impact on older people who may not have access to a mobile phone and/or social media. Conversely, it will have a positive impact on younger people who may prefer to use social media as a method of communication, as we will now be able to accept emergencies and communicate with them through those means.</p>	<p>At end September 2021, 11 percent of Control staff were over 60, and a further 15 percent are aged between 55-59 (26 percent 55 and over). 36 percent of staff are under the age of 40.</p> <p>In discussion with senior Control management, there is no viable alternative available other than to re-train Control staff to use a replacement solution, and in any new working practices (where required).</p> <p>There is no definitive evidence that older staff find it more difficult to learn new software, and there is some evidence to suggest that the willingness to learn and change, and the quality of the training input are more significant.</p> <p>From previous mobilising system replacement projects, there is a perception that some Control staff, irrespective of age, are not good at adapting to new ways of working and change generally (e.g. evidenced by preferring the old solution). It will be important to help staff on this journey and ensure that they are able to embrace and use the new technology with confidence.</p> <p>Including Control staff representatives within the project team will go some way to ensuring that the needs of the main users of the solution are taken into account.</p>
--	----------	--	---

Protected Characteristic	Impact: positive, neutral or adverse	Reason for the impact	What information have you used to come to this conclusion?
		We have specified the new system to include the ability to change the background and text colour, and increase/decrease the size of the font. This may have a positive impact on older Brigade Control staff who may find it easier to read text if the background colour and text size can be changed.	

<b>Disability</b> (Physical, sensory, mental health, learning disability, long term illness, hidden)	Positive	<p>All Control staff, including those with a disability, will be impacted by any new solution introduced following the procurement of a replacement solution.</p> <p>The aim to buy an ‘off-the-shelf’ product and adapt LFC Control working practices to fit the new solution, will impact on all staff. And, it is not just new software that staff will need to learn, but potentially new working procedures, as well. A new solution that is significantly different from the current solution, would require re-training of staff before go-live.</p> <p>Training – reflecting a range of learning styles - will be key to support staff learn to use the new solution.</p> <p>For members of the public, the new solution will offer normal ways to contact the Brigade (via 999) but also, potentially new ways, like social media. It may be the case that older members of the public will stay with the traditional and well known 999 access to emergency services, but younger people may be keen to use social media.</p> <p>As with previous implementations of replacement system, there will be an ergonomic study undertaken to ensure that the set-up of hardware and software meets the need of all staff including those with a disability.</p> <p>We have specified the new system to include the ability to change the background and text colour, and increase/decrease the size of the font. This will have a positive impact on Brigade Control staff who may find it harder to read text, such as visual impairments or dyslexia. Software such as Claro ScreenRuler will also be available.</p> <p>In addition...</p>	<p>At end September 2021, some 11 percent of Control staff had said that had a disability of some kind.</p>
---	----------	---	---

Protected Characteristic	Impact: positive, neutral or adverse	Reason for the impact	What information have you used to come to this conclusion?
		<ul style="list-style-type: none"> <li>the set-up of Control workstations needs to be considered and impact on staff who may need to turn their heads frequently to see different information (e.g. single screen as now, or two screens (previously)).</li> <li>screen layout is also important to minimise neck movements by staff.</li> </ul> <p>For Control staff who are hard of hearing, we have specified the system to accept emergencies via social media, e-mail and SMS. This does not negate the current requirement of staff to be able to receive and make calls, therefore the impact will be neutral. For the people of London who are hard of hearing, they will be able to report emergencies using social media, e-mail and SMS if they would prefer to do so instead of a telephone call or text-to-speech service.</p>	



Protected Characteristic	Impact: positive, neutral or adverse	Reason for the impact	What information have you used to come to this conclusion?
<b>Gender reassignment</b> (Someone proposing to/undergoing/ undergone a transition from one gender to another)	<b>Neutral</b>	<p>All Control staff, including any staff proposing, undergoing or complete a transition from one gender to another, will be impacted by any new solution introduced following the procurement of a replacement solution.</p> <p>The aim to buy an 'off-the-shelf' product and adapt LFC Control working practices to fit the new solution, will impact on all staff. And, it is not just new software that staff will need to learn, but potentially new working procedures, as well. A new solution that is significantly different from the current solution, would require re-training of staff before go-live.</p> <p>Training – reflecting a range of learning styles - will be key to support staff learn to use the new solution.</p> <p>We have specified the new system to be gender neutral wherever gender is concerned, for example, not requiring the use of titles and/or the gender of a caller. Although not standard practice, this will prevent Brigade Control recording the gender of callers unnecessarily.</p>	<p>There is no readily available data on gender reassignment amongst Control staff.</p>

Protected Characteristic	Impact: positive, neutral or adverse	Reason for the impact	What information have you used to come to this conclusion?
<b>Marriage / Civil Partnership</b> (Married as well as same-sex couples)	<i>Neutral</i>	<p>All Control staff will be impacted by any new solution introduced following the procurement of a replacement solution.</p> <p>The aim to buy an 'off-the-shelf' product and adapt LFC Control working practices to fit the new solution, will impact on all staff. And, it is not just new software that staff will need to learn, but potentially new working procedures, as well. A new solution that is significantly different from the current solution, would require re-training of staff before go-live.</p> <p>Training – reflecting a range of learning styles - will be key to support staff learn to use the new solution.</p> <p>There is no reason to believe that married staff or couples in a civil partnership will be more adversely affected by the introduction of a replacement mobilising solution and new working practices, than any other Control staff.</p>	There is no readily available data on marriage and civil partnership status amongst Control staff.

Protected Characteristic	Impact: positive, neutral or adverse	Reason for the impact	What information have you used to come to this conclusion?
Pregnancy and Maternity	<i>Neutral</i>	<p>All Control staff will be impacted by any new solution introduced following the procurement of a replacement mobilising solution.</p> <p>The aim to buy an 'off-the-shelf' product and adapt LFC Control working practices to fit the new solution, will impact on all staff. And, it is not just new software that staff will need to learn, but potentially new working procedures, as well. A new solution that is significantly different from the current solution, would require re-training of staff before go-live.</p> <p>Training – reflecting a range of learning styles - will be key to support staff learn to use the new solution.</p> <p>There will be a need to ensure that any Control staff who are pregnant or on maternity leave during the change-over to the replacement solution, receive adequate training when they return to work so that they are not disadvantaged.</p>	There is no readily available data on pregnancy and maternity amongst Control staff.

Protected Characteristic	Impact: positive, neutral or adverse	Reason for the impact	What information have you used to come to this conclusion?
<b>Race</b> (including nationality, colour, national and/or ethnic origins)	<b>Neutral</b>	<p>All Control staff will be impacted by any new solution introduced following the procurement of a replacement solution.</p> <p>The aim to buy an ‘off-the-shelf’ product and adapt LFC Control working practices to fit the new solution, will impact on all staff. And, it is not just new software that staff will need to learn, but potentially new working procedures, as well. A new solution that is significantly different from the current solution, would require re-training of staff before go-live.</p> <p>Training – reflecting a range of learning styles - will be key to support staff learn to use the new solution.</p> <p>This project should have a positive impact on the people of London for whom English is not their first language. We have specified the new system includes a translation service that is easy for Control Staff to access when required, reducing barriers to reporting an emergency or asking for the Fire Brigade’s help.</p> <p>There is no reason to believe that BAME staff will be more adversely affected by the introduction of a replacement mobilising solution and new working practices, than any other Control staff.</p>	<p>At end September 2021, 86 percent of Control staff identify as White, with 13 percent identifying as BAME. The largest proportion (7 percent) of BAME staff identify as of “Mixed Ethnic Origin”.</p>

Protected Characteristic	Impact: positive, neutral or adverse	Reason for the impact	What information have you used to come to this conclusion?
<b>Religion or Belief</b> (people of any religion, or no religion, or people who follow a particular belief (not political))	<b>Neutral</b>	<p>All Control staff will be impacted by any new solution introduced following the procurement of a replacement solution.</p> <p>The aim to buy an 'off-the-shelf' product and adapt LFC Control working practices to fit the new solution, will impact on all staff. And, it is not just new software that staff will need to learn, but potentially new working procedures, as well. A new solution that is significantly different from the current solution, would require re-training of staff before go-live.</p> <p>Training will be key to support staff learn to use the new solution.</p> <p>There is no reason to believe that staff of different beliefs or religions will be more adversely affected by the introduction of a replacement mobilising solution and new working practices, than any other Control staff.</p>	<p>There is no readily available data on religion or belief.</p>

Protected Characteristic	Impact: positive, neutral or adverse	Reason for the impact	What information have you used to come to this conclusion?
<b>Sex</b> (men and women)	<b>Neutral</b>	<p>All Control staff, regardless of sex, will be impacted by any new solution introduced following the procurement of a replacement solution. Given the higher proportion of women who are Control officers, then women staff will be more impacted than men.</p> <p>The aim to buy an 'off-the-shelf' product and adapt LFC Control working practices to fit the new solution, will impact on all staff. And, it is not just new software that staff will need to learn, but potentially new working procedures, as well. A new solution that is significantly different from the current solution, would require re-training of staff before go-live.</p> <p>Training will be key to support staff learn to use the new solution.</p> <p>There is no reason to believe that staff of either sex will be more adversely affected by the introduction of a replacement mobilising solution and new working practices, than any other Control staff.</p>	<p>At end September 2021, 76 percent of Control staff identified as female, with 24 percent identifying as male.</p>

Protected Characteristic	Impact: positive, neutral or adverse	Reason for the impact	What information have you used to come to this conclusion?
<b>Sexual Orientation</b> (straight, bi, gay and lesbian people)	<b>Neutral</b>	<p>All Control staff, including those with a disability, will be impacted by any new solution introduced following the procurement of a replacement solution.</p> <p>The aim to buy an 'off-the-shelf' product and adapt LFC Control working practices to fit the new solution, will impact on all staff. And, it is not just new software that staff will need to learn, but potentially new working procedures, as well. A new solution that is significantly different from the current solution, would require re-training of staff before go-live.</p> <p>Training will be key to support staff learn to use the new solution.</p> <p>There is no reason to believe that staff of different sexual orientations will be more adversely affected by the introduction of a replacement mobilising solution and new working practices, than any other Control staff.</p>	<p>At end September 2021, 71 percent of Control staff identified as 'heterosexual/straight', with five percent identifying as lesbian, gay or bisexual (LGB). [Note: 23 percent of staff did not provide information on sexual orientation.]</p>

6. Impacts outside the Equality Act 2010
What other groups might be affected by this policy, project, decision or activity?
Consider the impact on: carers, non-binary people, people with learning difficulties, neurodiverse people, people with dyslexia, autism, care leavers, ex-offenders, people living in areas of disadvantage, homeless people, people on low income / in poverty.
The current system (Vision) does not provide any support for neurodiverse staff, relying on keyboard and mouse actions. Part of the Statement of Requirements will be understand how a new solution can support the needs of neurodiverse staff.

7. Legal duties under the Public Sector Equality Duty (s149 Equality Act 2010)	
How does this work help LFB to:	
<b>Eliminate discrimination?</b>	The opportunity to procure a replacement mobilising system will allow the Brigade to specifically address any issues identified as part of this EIA, and their inclusion in the Statement of Requirements for the replacement solution.
<b>Advance equality of opportunity between different groups?</b>	Mitigation or removal of any issues identified in this EIA, will support the advancement of equality of opportunity so far as Control staff and (to a more limited extent) members of the public are concerned.
<b>Foster good relations between different groups?</b>	As above.

8. Mitigating and justifying impacts		
Where an <b>adverse</b> impact has been identified, what steps are being taken to <b>mitigate</b> it? If you're unable to mitigate it, is it <b>justified</b> ?		
Characteristic with potential adverse impact (e.g. age, disability)	Action being taken to mitigate or justify	Lead person responsible for action
None identified at this stage. This EIA will be refreshed when a solution has been identified after tendering and in advance of a decision.		



## Now complete the RAG rating at the top of page 1:

**High:** as a result of this EIA there is evidence of significant adverse impact. This activity should be stopped until further work is done to mitigate the impact.

**Medium:** as a result of this EIA there is potential adverse impact against one or more groups. The risk of impact may be removed or reduced by implementing the actions identified in box 8 above.

**Low:** as a result of this EIA there are no adverse impacts predicted. No further actions are recommended at this stage.