



Equality Impact Assessment (EIA)

EIA Register Reference Number:	EIA-274				
Name of activity:	Digital, Data and Technology Strategy 2026-2029				
Type of activity:	Strategy				
Directorate/department:	Business Information and Systems				
Name of department head/policy owner/project lead:	Lukasz Wrona, Head of Business Information and Systems				
Name(s) and job title of person(s) completing this assessment:	Lukasz Wrona, Head of Business Information and Systems				
Date of commencement of assessment:	05/05/2026				
Analysis Rating:	RED ☐	AMBER ☐	GREEN ☒		
Changes to activity as a result of this assessment	Yes ☒		No ☐		

Approval Log

This must be completed prior to the commencement of the activity.

Name of Senior Sign off: (or committee)	Lukasz Wrona	Date approved:	19/08/2026
EDI Lead Sign off:	Claudia Trott	Date approved:	20/08/2026

Review Log

Date of Review:	Person Completing Review:	Reason for Review:	Outcome of Review:
05/05/2026	Lukasz Wrona	Initial assessment	Click here to enter text.
19/08/2026	Lukasz Wrona	Adjustments reflecting DDaT Strategy draft review.	Action plan adjusted

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Overview

Please refer to the [EIA toolkit](#).

1. What is/are the aims, purpose and intended outcomes of the activity you are assessing?

The Digital, Data and Technology Strategy 2026-2029 sets out how Royal Berkshire Fire and Rescue Service will use digital, data and technology capabilities over the next three years. The strategy aims to improve access to information, reduce avoidable manual administration, strengthen operational and organisational resilience, improve cyber security, support better decision-making, build digital and data capability, and enable focused innovation where there is a clear practical benefit.

The intended outcomes are that colleagues have more reliable systems, clearer and more consistent information, simpler digital processes, better support to use technology confidently, and stronger assurance over cyber, information and continuity risks. The strategy also provides the basis for a rolling implementation plan, with individual projects and procurements subject to further assessment where required.

2. Who is/may be affected by the activity, and how? Consider applicants, service users, members of the public, RBFRS employees, partner organisations etc. Detail any consultation that has taken place to date.

The activity may affect all RBFRS employees, including Wholetime, On-Call, Control, Green Book colleagues, managers, staff working flexibly or remotely, volunteers and non-employee groups where they use RBFRS systems or information. It may also affect applicants indirectly where future recruitment, onboarding or learning processes are digitised.

Members of the public and local communities may be affected indirectly through improved organisational effectiveness, resilience, reporting, prevention, protection and response planning. Partner organisations may be affected where data sharing, collaboration, procurement or system integration is required.

Consultation to date has been through strategy development and internal review. Further engagement will take place through strategy consultation, implementation planning, service design, procurement, project delivery and user testing, particularly with staff groups who may experience different levels of digital access, confidence or accessibility need.

Information

3. What information is already available that tells you what impact the activity has/will have on people? Consider quantitative and qualitative data, consultation, research, complaints etc. What does this information tell you?

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The assessment has been informed by the draft Digital, Data and Technology Strategy 2026-2029, the RBFRS Equality Impact Assessment Toolkit, the Equality Act 2010 Public Sector Equality Duty, public sector digital accessibility expectations, existing organisational knowledge of RBFRS working patterns and learning from digital transformation, cyber, data and reporting activity.

The available information indicates that the strategy is likely to have a positive overall impact because it is intended to improve accessibility of information, reduce unnecessary manual effort, support role-based learning, improve resilience and provide clearer governance. The main potential equality risks relate to digital inclusion, accessibility of systems and information, different levels of digital confidence, and ensuring the benefits of digital change are experienced across all employee groups rather than mainly by office-based users.

Further evidence should be gathered during implementation through engagement, user testing, accessibility checks, adoption data, training completion data, feedback and project-level EIAs where individual changes have a more direct impact.

4. What impact may this activity have on the following groups?

	Please provide details of potential impact(s), positive and negative, including any relevant evidence from the information section above:	Is the impact disproportionate?
Sex (Men and Women)	No specific adverse impact identified. The strategy is expected to benefit all colleagues through improved access to information, simpler processes and reduced avoidable administration. Implementation should avoid assumptions about working patterns, caring responsibilities or availability.	No
Race (Includes colour, nationality and ethnic or national origins)	No specific adverse impact identified at strategy level. Positive impact may arise where information and systems become clearer and more consistent. Implementation should ensure communications use plain English and consider language, literacy and cultural communication needs where public-facing or workforce-wide materials are produced.	No
Disability (Mental, Physical, Neurodiversity)	Potential positive impact through improved accessibility, clearer information, simplified processes and better use of digital tools. Potential negative impact could occur if systems, reports, forms, training or AI tools are not designed or procured to meet accessibility standards and	No

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	Please provide details of potential impact(s), positive and negative, including any relevant evidence from the information section above:	Is the impact disproportionate?
	reasonable adjustment needs. Accessibility requirements must be built into procurement, solution design, testing and user support.	
Religion or Belief (includes lack of religion or belief)	No specific adverse impact identified. Training, engagement and consultation connected to the strategy should be scheduled and delivered in a way that remains inclusive of different religious observance, belief and non-belief.	No
Sexual Orientation (All diverse sexual orientations)	No specific adverse impact identified. The strategy should maintain inclusive language in digital content, forms, guidance and communications, avoiding assumptions about relationships or family structures.	No
Pregnancy and Maternity (Includes new mothers and those returning to the workplace)	Potential positive impact where digital processes and easier access to information support flexible working, return to work and reduced administrative burden. No adverse impact identified at strategy level. Implementation should ensure training and engagement routes are accessible to colleagues absent from work or returning from leave.	No
Marital Status (Married and Civil Partnerships)	No specific impact identified. Digital processes and systems should continue to treat married people and civil partners consistently and avoid unnecessary assumptions about household or next-of-kin arrangements.	Choose an item.
Gender Reassignment	No specific adverse impact identified at strategy level. Future systems and data processes should protect confidentiality, support accurate records where relevant, and avoid unnecessary binary or inflexible data capture. Privacy and information governance should be considered from the start of relevant projects.	Choose an item.
Age	Positive impact expected through role-based learning and support. Potential risk that colleagues of different ages may have different levels of digital confidence, expectations or preferred communication methods. This should	No

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	Please provide details of potential impact(s), positive and negative, including any relevant evidence from the information section above:	Is the impact disproportionate?
	be mitigated through accessible learning, support and alternative engagement routes where needed.	
People in different family circumstances (including those with caring responsibilities)	Potential positive impact where simpler digital processes, reduced manual work and better access to information support more flexible and efficient working. Implementation should consider timing of training, engagement and consultation so colleagues with caring responsibilities can participate.	No
People in different socio-economic circumstances	No significant adverse impact identified for employees where RBFRS provides necessary systems, devices and access. Potential risk may arise if activity assumes personal access to devices, broadband or unpaid time. Digital implementation should not create additional personal cost or disadvantage.	No
Digital Inclusion (limited access to, confidence in, or ability to use digital technology)	This is the most relevant impact area. The strategy is intended to improve digital capability and support, but there is a potential risk that colleagues with lower confidence, limited access, neurodiverse needs or accessibility requirements could experience barriers if solutions are implemented without inclusive design, training and support. The implementation plan should include role-based learning, accessible guidance, user testing and non-digital alternatives where appropriate.	No
Different employee groups (Control/Green Book/ On Call/ Wholetime, grades, contract status, non-employee groups i.e. volunteers)	Potential risk that digital improvements are designed around office-based users and therefore benefit Green Book or management roles more visibly than operational, Control, On-Call, remote or volunteer groups. Engagement, user testing and communication should include the full range of employee groups and working patterns.	No
Other –other factors as relevant to the activity such as unemployment,	Potential positive impact on wellbeing through reduced avoidable administration, clearer information and more reliable systems. Cyber	No

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	Please provide details of potential impact(s), positive and negative, including any relevant evidence from the information section above:	Is the impact disproportionate?
homelessness, health and wellbeing implications.	resilience and continuity improvements should also support operational confidence. No specific adverse impact identified at strategy level.	

5. Is further research or consultation needed to check the impact/potential impact of the activity on different groups?

Yes. Further research and consultation should take place as part of normal process, implementation planning and individual projects. This should include engagement with representative employee groups, operational staff, Control, On-Call colleagues, Green Book staff, system owners, managers, accessibility specialists where required, Information Governance, EDI Lead and users of priority systems and reports.

Additional information should be gathered through user testing, accessibility checks, training feedback, adoption monitoring, helpdesk themes, project lessons learned, staff feedback and project-level EIAs for significant procurements or system changes.

Summary of Assessment

6. Taking account of the assessment above, have any negative and/or disproportionate impacts been identified? If so, what amendments will you make to the activity?

No significant negative or disproportionate impacts have been identified at strategy level. The strategy has an overall positive equality impact because it seeks to improve access to information, simplify processes, strengthen resilience, support digital capability and provide clearer governance.

Potential risks have been identified for digital inclusion, disability, age, socio-economic circumstances and different employee groups. These risks relate to accessibility, confidence, access, working patterns and ensuring benefits are not concentrated around office-based users. The activity will be amended through the implementation plan by requiring inclusive design, accessibility requirements, user engagement, role-based learning, monitoring and project-level EIAs where required. These actions are included in the action plan below.

Ensure any actions identified are captured in the action plan below.

7. After these amendments (if any) have been made, is/will there still be a negative impact on any group? If Yes, please explain.

Yes ☐

No ☒

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No. Once the identified mitigations are embedded into the implementation plan and relevant project controls, no remaining negative or disproportionate impact is expected at strategy level. Individual projects, procurements and system changes may still require separate equality consideration as their scope becomes clearer.

8. Can commencing or continuing the activity without further amendment be justified?

Yes ☒ No ☐

The strategy can proceed because its purpose is to improve organisational effectiveness, accessibility of information, resilience, cyber security, decision-making and the working experience of colleagues. The risks identified are manageable, proportionate and capable of mitigation through inclusive implementation planning, accessibility requirements, consultation, training and monitoring.

9. Does this activity adhere to the three aims of the [General Duty](#) of the Equality Act 2010?

Yes ☒ No ☐

10. How will you monitor the impact of the activity in future and that positive impacts are maintained? Identify timelines and responsible owners, including detail of links to project/service plans if relevant.

The impact will be monitored through annual review of the DDaT Strategy and this EIA, Strategic Performance Board oversight of delivery, project governance, adoption and accessibility feedback, training participation and completion data, digital service usage, helpdesk themes, lessons learned and complaints or concerns where relevant.

The Head of Business Information and Systems will own monitoring at strategy level. Project leads will monitor equality impacts for individual projects and procurements. The EIA should be reviewed annually and at key strategy or implementation milestones, including after significant changes in scope, delivery model, technology, workforce impact or available evidence.

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Action Plan

Where this assessment has highlighted potential inequalities or barriers, mitigation is essential. Outline the actions below that will be taken to reduce negative impacts, strengthen positive outcomes and support implementation.

Action Plan Owner: Click here to enter text.		Commencement date: Click to enter a date.		Sign off date: Click to enter a date. Please ensure all actions are completed before sign-off.	
Identified Impact:	Mitigating Actions:	Responsible Lead:	Target Completion Date:	Completion Date:	
Digital exclusion or low digital confidence may affect ability to benefit from new digital tools and processes	Include role-based learning, plain English guidance, practical support and feedback routes within the implementation plan and relevant projects.	Head of Business Information and Systems / Project Leads	Before implementation plan approval and ongoing	Click to enter a date.	
Accessibility needs may not be fully met if systems, reports, forms or training materials are not designed inclusively.	Include accessibility and usability requirements in procurement, design, testing and acceptance criteria. Seek specialist advice where required.	Head of Business Information and Systems / ICT / Project Leads	For each relevant procurement or project stage	Click to enter a date.	
Operational, Control, On-Call, remote working, volunteer or non-office-based colleagues may not	Engage a representative range of employee groups during process redesign, user testing, training planning and communications.	Project Leads / Business Area Owners	During discovery and design stages of relevant projects	Click to enter a date.	

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experience benefits equally.				
Potential under-identification of equality impacts in individual projects arising from the strategy.	Complete project-level EIAs or screening for significant procurements, system changes, digital service redesigns or AI use cases.	Project Leads with EDI Lead support	Before approval or implementation of relevant projects	Click to enter a date.
Responsible AI and automation may create transparency, fairness, privacy or confidence risks.	Develop responsible AI principles, governance, privacy and information assurance requirements before wider deployment.	Head of Business Information and Systems / Information Governance Manager	During 2026-2027 foundation phase	Click to enter a date.
Positive impacts may not be maintained or evidenced over time.	Monitor adoption, feedback, accessibility issues, training uptake, helpdesk themes and benefits realisation through strategy governance.	Head of Business Information and Systems / Strategic Performance Board	Annual review and ongoing	Click to enter a date.
Colleagues absent from work, working part-time or with caring responsibilities may miss engagement or training.	Provide multiple access routes for engagement and learning, including recorded or written materials and flexible sessions where appropriate.	Project Leads / Learning and Development	During implementation of relevant activities	Click to enter a date.

Admin

Once finalised please send the first draft and any further amended versions to the EDI Lead to be held in the central register.

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