

Report Title:	Tivoli Contract for Grounds Maintenance
Contains Confidential or Exempt Information	Main report Part I, Appendix D is Part II - Not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.
Cabinet Member:	Councillor David Coppinger, Cabinet Member for Environmental Services, Parks & Countryside & Maidenhead
Meeting and Date:	Cabinet 29 September 2022
Responsible Officer(s):	Andrew Durrant, Executive Director of Place Services Alysse Strachan, Head of Neighbourhood Services
Wards affected:	All

REPORT SUMMARY

This report provides panel members with detail of the council's current grounds maintenance contract held by Tivoli Group Ltd, it's specification and an update on the financial pressure to deliver the current performance and service delivery plans for the Tivoli Contract across the Royal Borough of Windsor and Maidenhead (RBWM).

Since September 2021, work has been ongoing between officers and Tivoli to review the current specification against service delivery and to negotiate the cost of delivering the service. This report highlights the work to date and provides recommendations for the future of the contract. Final negotiations have been concluded and show that an uplift of £200,000 per annum (for 22/23) is required to deliver the contract to its current level of service due to the increased costs of inflation, wages, fuel and materials/equipment. The report also provides a suite of initiatives and options to be considered for alternative delivery, which may mitigate some of the increased cost going forward.

It is recognised that this contract has a direct impact on the way residents view RBWM in relation to the way green spaces in the borough are maintained and managed. Last year, the council experienced significant issues with the performance of the Tivoli Contract, leading to increased enquiries and complaints from residents and Councillors.

The proposals in this report support the vision of the Corporate Plan (2021-26) and the three key objectives of:

- Thriving Communities:** Where families and individuals are empowered to achieve their ambitions and fulfil their potential.
Increase the percentage of residents who enjoy the borough's green spaces on a regular basis and feel that they are able to access quality green spaces easily.
Taking action to tackle climate change and its consequences and improving our natural environment.
- Inspiring Places:** Supporting the borough's future prosperity and sustainability.

- A Council trusted to deliver its promises.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and associated information and:

- i) **Notes the necessary contractual uplift of £200,000**
- ii) **Supports officer's ongoing investigation and dialogue with Tivoli to mitigate additional contract costs**
- iii) **Supports further exploration of initiatives outlined in Table 3 and delegates the decision for alternative solutions to the Head of Neighbourhood Services in conjunction with the Cabinet Member for Environmental Services, Parks & Countryside & Maidenhead in consultation with Ward Members where appropriate**
- iv) **Notes the initiatives in Table 2 to be explored with a different service delivery model.**

2. REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

Options

Table 1: Options arising from this report

Option	Comments
Note necessary contract changes This is the recommended option	The Contract dictates that a financial review shall be undertaken on each anniversary of the commencement date of the contract and the contract price may be subject to annual adjustment by mutual agreement based on decreased or increased costs for providing the Services.
Agree for officers to explore alternative service delivery for the initiatives detailed in Table 2 This is the recommended option	Officers to consult with Cabinet Member, Ward Members and Parishes on future options where they affect service standards in key aspects or locations of the borough. There are some changes which can be made that will not affect the level of service and these may be agreed by Officers.
Re-enter into formal dispute with Tivoli and explore procurement of alternative supplier for the delivery of Grounds Maintenance. This is not the recommended option	This option is not recommended for reasons set out in the report which can be summarised as: <ul style="list-style-type: none"> • Service delivers value for money • Performance has improved since 2021 • Complaints against the service have reduced

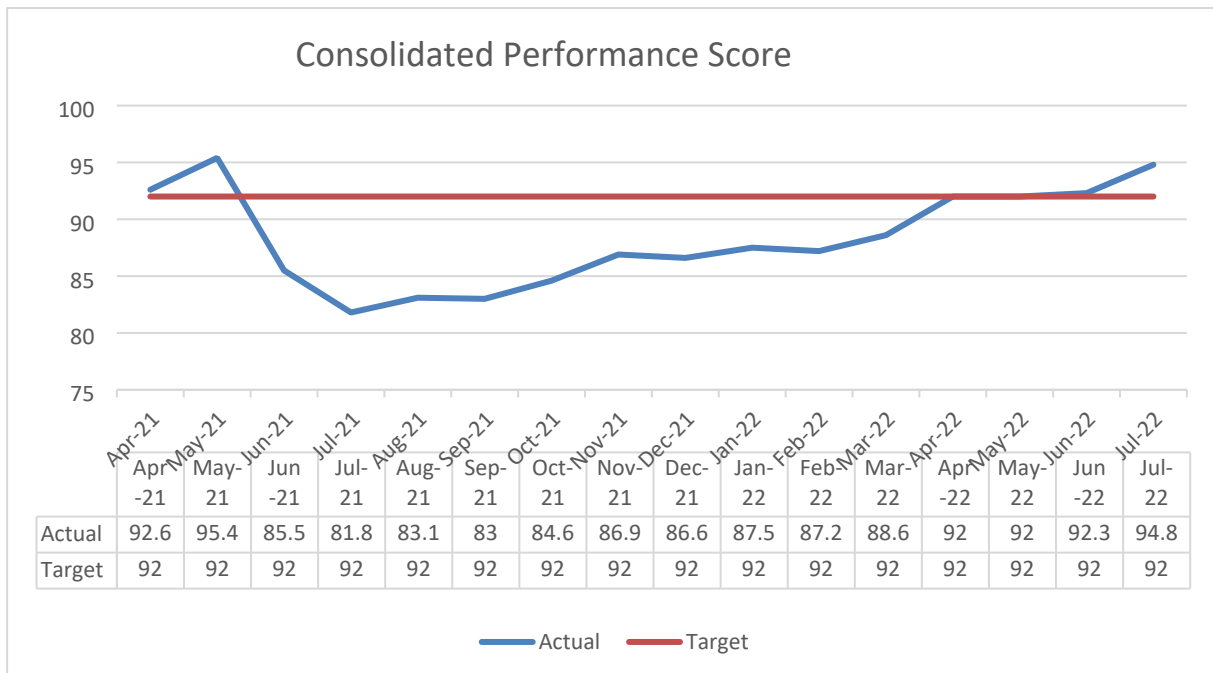
Option	Comments
	<ul style="list-style-type: none"> • New KPIs will be agreed for more robust monitoring along with improved mapping of areas to be maintained • Sourcing a different service provider is not recommended as this can be costly and may affect the interim performance levels

- 2.1 The Royal Borough's Grounds Maintenance service is one of the most visible services provided within the council. Its reliability is key to success; specifically, that grass is cut regularly, hedges and shrubs are maintained, Cemeteries are maintained, and burials undertaken, litter bins and dog waste bins are emptied regularly, play parks, open spaces and sports pitches are maintained to the required standards, aviaries are maintained and where required standards are not met, this is rectified quickly.
- 2.2 Any shortfalls in these aspects have an impact on how residents and visitors perceive the service and often the Royal Borough will encounter reputational damage which is hard to recover from and does not give residents the confidence that we are delivering quality services.

3. Background and Current Performance

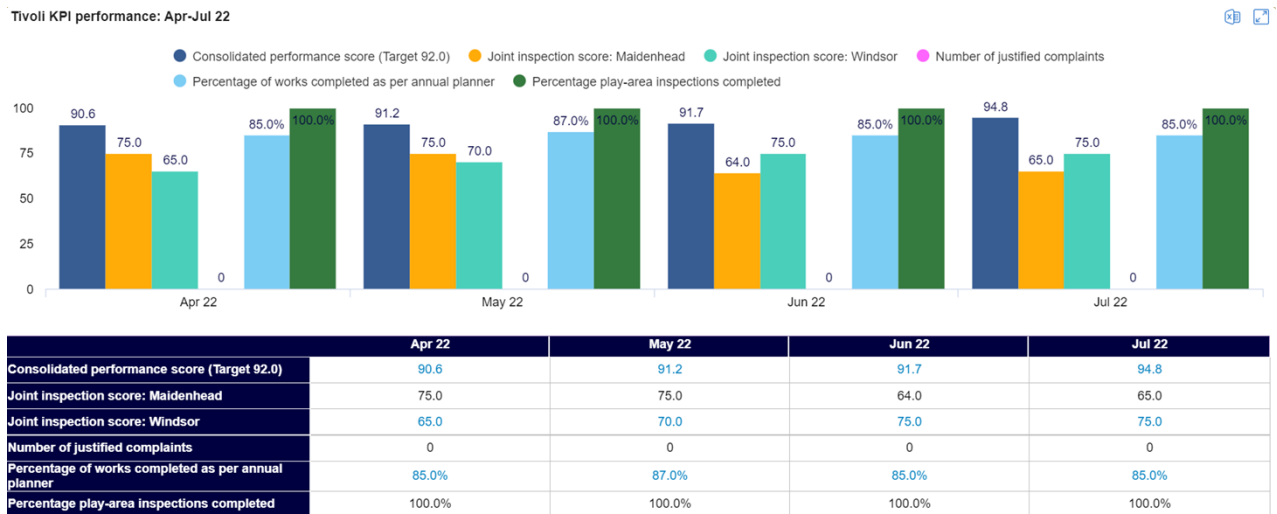
- 3.1 Since June 2021, when initial concerns were raised about the contract performance, service delivery has improved considerably.
- 3.2 There are currently 6 KPIs by which to measure the service provider's performance and to measure the way in which the outcomes are being delivered. Figure 1 below shows the KPI performance for April 21 to July 22. KPIs focus on the scores from joint inspections of parks and cemeteries, which are carried out on a selection of representative sites monthly by RBWM officers and Tivoli staff.
- 3.3 The KPI measures are the percentage of play area inspections completed, the percentage of the work programme completed in year to date and the number of justified complaints about the contract performance, which result in a consolidated performance score.
- 3.4 The target for the consolidated performance score is 92 as shown in Figure 1. The scores this year have been as follows:

Figure 1: Consolidated Performance Score



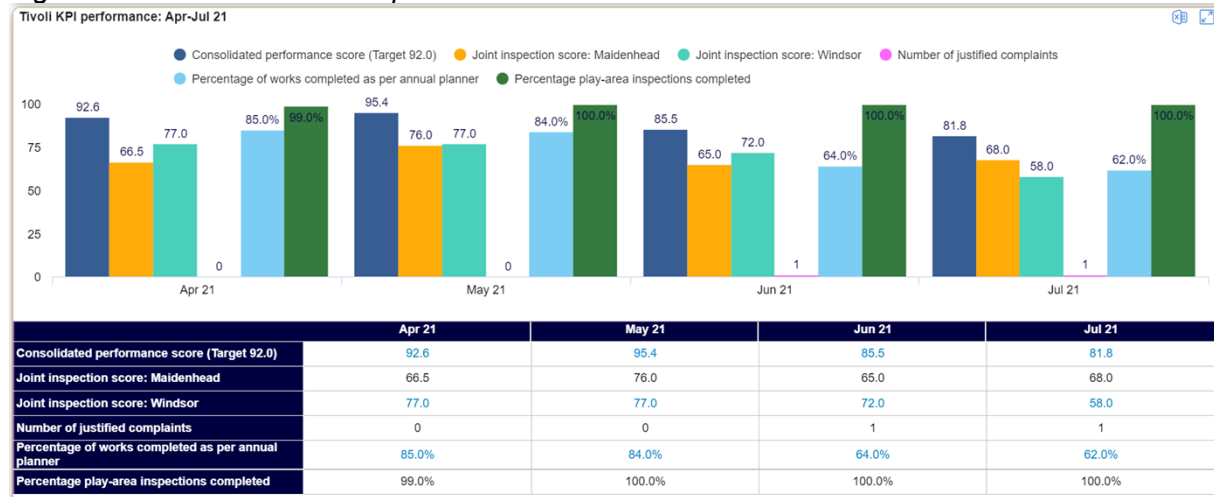
3.5 The consolidated performance score has improved this year and is now at or above the target of 92. In general the contract is running well this year with key tasks being completed in all areas of the contract and Tivoli reacting quickly to resolve any minor areas of concern. Figure 2 and Figure 3 below show the KPI performance for April-Jul 22 and April-Jul 21 respectively.

Figure 2: KPI Performance April -Jul 22



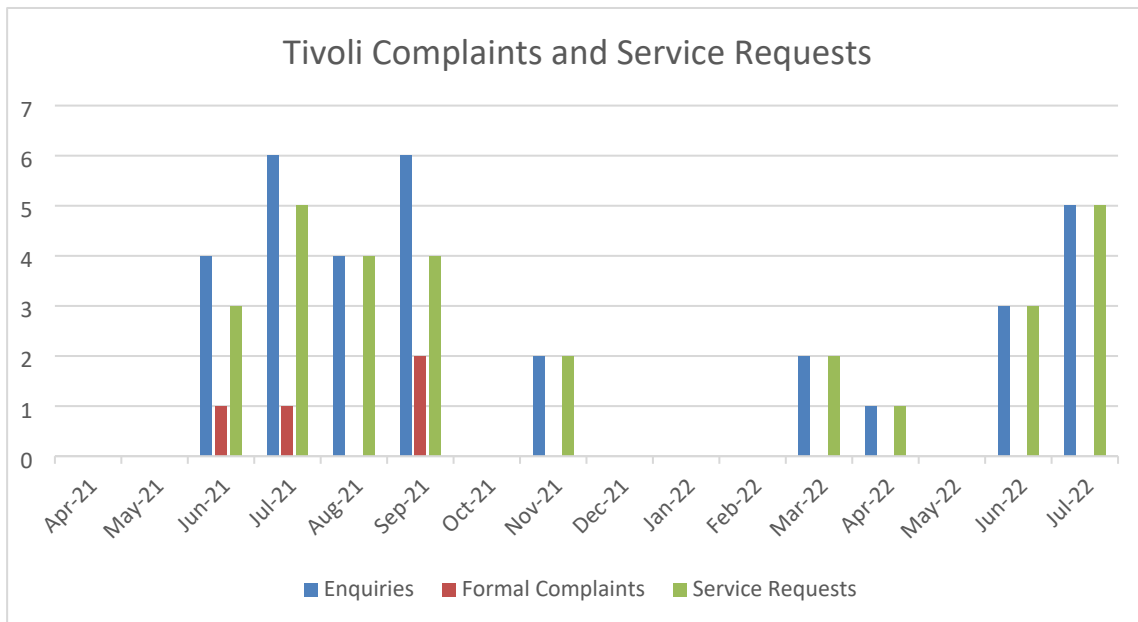
This compares favourably with the same period last year:

Figure 3: KPI Performance April-Jul 21



- 3.6 The joint inspections have broadly shown the areas surveyed to be in a generally good state with some minor issues, such as weeds in shrub beds, or small areas of grass not cut to the required standard. None of the inspections have resulted in a poor score of an individual site, and generally, the actions noted by the inspections as requiring improvement, have been actioned within a reasonable timescale.
- 3.7 In this financial year there have been no formal complaints related to the contract to the end of July and all playground inspections have been completed as scheduled.
- 3.8 There has been a reduced need for grass cutting this summer due to the weather conditions, with higher than usual temperatures and very low rainfall, which means grass growth has been significantly reduced. This has allowed work on other areas, such as increased litter picking requirements in parks and open spaces which have been enjoyed more in the prolonged good weather.
- 3.9 When assessing the performance of the council's contracts it is also important to look at the number of complaints and service requests received through the formal complaints route about the services being provided and the overall number of contacts received about the services. For the services provided by Tivoli the number of formal complaints and service requests through the complaints team is very low as shown in Figure 4.

Figure 4: Tivoli Complaints and Service Requests Apr 21 to Jul 22

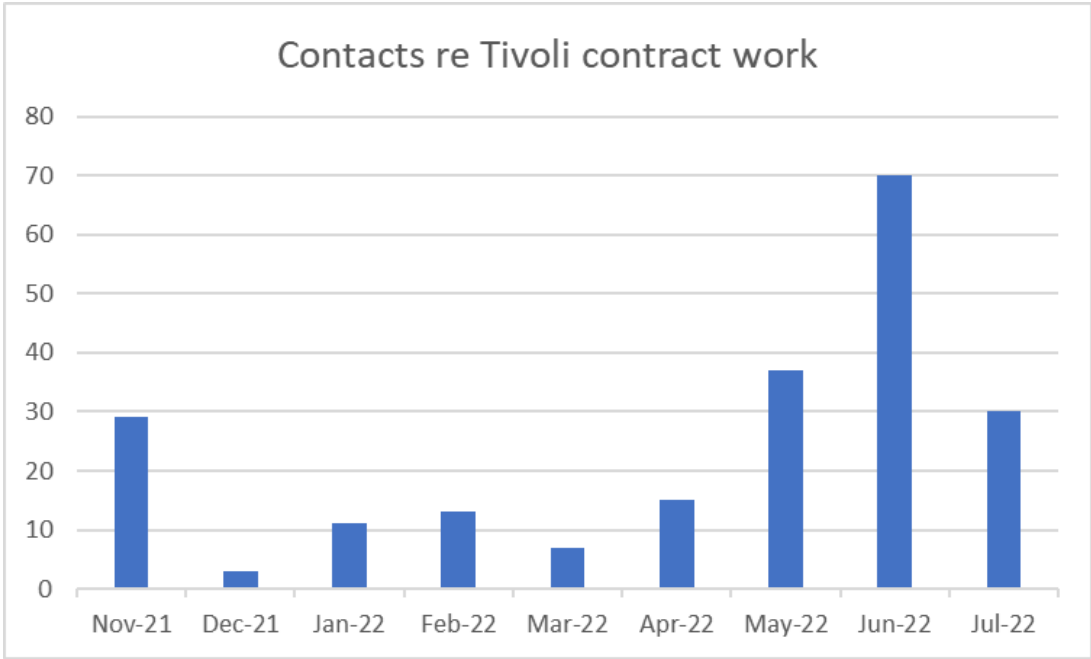


3.10 The number of contacts received to the council resulting in a request to Tivoli is shown in Figure 5 and Figure 6 below. This includes Report it forms, emails and phone calls into the council. This has significantly decreased this year compared to last year, particularly over the summer period, where over 200 contacts were received in June 2021 compared to 70 this year, and only 30 contacts were received in July compared to 200 for the same period last year demonstrating the improvement in the service.

Figure 5: Tivoli contacts Nov 20-Oct 21



Figure 6: Tivoli contacts Nov 21-Jul 22



4. KEY IMPLICATIONS

- 4.1 In Sept 2021 Tivoli and RBWM issued a Notice of Dispute highlighting two areas of dispute; inaccurate Bill of Quantities and failure to follow the variation process. It was agreed that rather than pursuing the dispute process, officers from both parties would work together to resolve the issues in partnership and in good faith.
- 4.2 A report and presentation were taken to the Communities Overview & Scrutiny Panel on 18 November 2021 to review performance and current challenges of the contract. Both papers are shown in Appendix B & C respectively. Tivoli highlighted the contractual and operational issues experienced and apologised for poor service. They listened to feedback from Members, Parishes and residents and provided reassurance on future operations.
- 4.3 When scrutinising the contract and specification, it highlighted a number of areas/initiatives within the contract which have seen significant increases in costs, these are shown in Table 2 below.
- 4.4 It may therefore be possible to reduce the overall contract sum by exploring options for alternative service delivery. Officers have been investigating these initiatives and work is ongoing to ascertain the costs to deliver the same service with different providers and any impact this may have on the service standards.

Table 2: Initiatives for alternative delivery

Initiative	Options	Potential cost impact (if known)
Pets corner Ray Mill Island	Explore options for the provision of Pet's Corner on Ray Mill Island including	£40,000

	options to generate income from the site through e.g. animal sponsorships, keeper for a day experience, corporate sponsorship or to consult on closing the facility. Full cost of provision is c.£40k/ annum	
Litter and dog bins	Review litter and dog waste bins with regards to placement and frequency of emptying	
Gate opening and closing	Look at stopping opening and closing of gates at most parks to reduce use of overtime and allow greater access to parks for residents where appropriate.	£17,000-£51,000
Grass cutting specification	There are some areas where it may be possible to change the standard without a major impact to the service	£9,000
Public conveniences	Cleaning and maintenance of public toilets in parks. The option of moving this into the street cleansing contract (which includes the cleansing of on street public conveniences) has been explored and has shown that it would not provide a saving and would significantly increase the cost of providing this service. At this point we will retain this provision as part of the Tivoli contract and look to explore the consolidation of all toilets within the new street cleansing contract from 2024 onwards.	£43,000
Mechanical cleansing	Mechanical sweeping of hard surfaces- explore saving to be achieved by moving this into the street cleansing contract	£25,000-£40,000
Disposal of waste from parks and open spaces	Explore whether there would be a saving from moving the disposal of waste from a separate collection contract with Tivoli to waste being disposed of within the Borough's waste disposal contract through the waste transfer station and when this could be implemented. Initial indications are that the borough would be able to dispose of the waste at a cheaper rate than Tivoli are currently paying.	£15,000-£30,000

4.5 There are additional options which can be explored but would potentially need further consultation with Ward Councillors and residents. These options are shown in Table 3, however the current financial impact is unknown.

Table 3: : Initiatives for further consultation

Initiative	Options
Fees and charges	All fees and charges to parks, open spaces and cemeteries to be reviewed during 2022/23 to ensure that they are priced

	in line with neighbouring boroughs and with a view to covering cost of maintenance.
Standards and service levels	Explore options to reduce number of cuts per year on appropriate highways verges to increase biodiversity including commitment to “No Mow May” in certain locations.
Community engagement	Opportunities for interested local residents to adopt highways verges and public open space for biodiversity friendly uses. Development of Friends Groups and Volunteers to support work in parks.
Increase biodiversity	Opportunities to increase biodiversity value e.g. conservation grazing, more area of conservation grass and other more wild planting.
Management of parks and open spaces in Parish areas	Work with parishes to look at where it may be appropriate to pass ownership or management of some parks and open spaces to the parishes and where they may wish to contribute to enhanced standards in certain areas.

4.6 A revised annual contract price is required. This would be agreed with the following terms:

- Exploration of the initiatives in Table 2 **Error! Reference source not found.** to find more suitable or alternative service delivery
- Revision of performance KPI’s to better reflect the true picture of the service. The proposed areas to consider for use in new indicators would include key works within the contract
- Agreed suite of inflationary uplifts to be agreed year on year (as per the contract).
- Joint project to be undertaken to review mapping of highways verges to ensure that all verges are included within the contract with appropriate maintenance regimes in place. There are currently some gaps in the areas included in the contract or inconsistencies in the data e.g. where an area is included in the contract for grass cutting where in fact a hedge exists in the location. This work would give us a good basis for discussions around biodiversity improvements and agreement on areas that could be managed differently.

4.7 As detailed above the Tivoli contract is now performing to the expected service standards. It is proposed that there is a revision of performance KPI’s to better reflect the true picture of the service. New indicators would be formed around the following areas:

- Grass cutting
- Litter
- Burials, internments and cemetery maintenance
- Cleaning
- Hedges

- 4.8 The new KPI measures will better reflect the performance of the contract and allow areas to be targeted for improvement if necessary, with a more robust approach to contract management.
- 4.9 The revised measures will retain the current indicators for justified complaints received regarding the contract and the joint inspections of sites across the borough to assess performance on the ground. There will also still be an indicator relating to play area inspections.
- 4.10 Officers will aim to agree the new performance indicators by October 2022 and will then apply them retrospectively to cover the 2022-23 financial year. These are to be confirmed annually and will be based on indices including RPI, National Living Wage, Fuel Indices and Landfill Tax impact where appropriate. They will then be used for the remainder of the contract but will be reviewed jointly with Tivoli.

Table 4: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Quality Grounds maintenance contract is delivered to specification across the borough	Grounds maintenance service is delivered to substandard specification	Grounds maintenance contract is delivered to specification across the borough	Increased quality Grounds Maintenance delivered	Overall contractual saving made	Within contract year

5. FINANCIAL DETAILS / VALUE FOR MONEY

- 5.1 This section of the report is deemed to be **Part II - Not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972** and is shown in Appendix D.

6. LEGAL IMPLICATIONS

- 6.1 There are no legal implications arising from the recommendations in this report as clauses within the existing contract allow for changes to be made to the specification and for annual contractual uplifts.
- 6.2 If the agreed position is to resolve through dispute resolution, then there may be future legal implications and legal advice would need to be sought. This would involve following the dispute resolution process detailed within the contract.

- 6.3 If the Officers are unable to resolve the dispute within 30 days of service, then it will be referred to a Senior Officer to resolve within a further 30 days.
- 6.4 If the dispute is not resolved, it will move to mediation in accordance with the Centre for Effective Dispute Resolution (CEDR) Model Mediation Procedure and the need to serve an Alternate Dispute Resolution (ADR) notice.
- 6.5 If the dispute is still not resolved within 90 days of the notice, then it will be resolved by arbitration.
- 6.6 This process may lead to termination of the contract and the need to procure a new contract for the provision of grounds maintenance.

7. RISK MANAGEMENT

- 7.1 The risk of the recommended option is low. Tivoli are already providing the service and as shown in the performance data above, are performing to a good standard.
- 7.2 Entering into dispute with Tivoli will carry a risk of poor performance while negotiations take place. There would be increased costs in procuring a new contract which may also have an increased annual price.

8. POTENTIAL IMPACTS

- 8.1 **Equalities.** An Equality Impact Assessment is available as Appendix A.
- 8.2 **Climate change/sustainability.** There are no impacts on climate change/sustainability of the recommended options.
- 8.3 Some of the future options to be considered may bring increased bio-diversity and supports one of the key themes of the Environment and Climate Strategy, natural environment: supporting biodiversity, health and wellbeing.
- 8.4 **Data Protection/GDPR.** There are no data protection/GDPR issues for consideration

9. CONSULTATION

- 9.1 A report was taken to the Communities Overview & Scrutiny Panel on 18 November 2021 to review performance, this report is shown in Appendix B. Tivoli presented their current position and challenges at this panel, the presentation can be seen in Appendix C.

10. TIMETABLE FOR IMPLEMENTATION

- 10.1 Implementation date is immediate if not called in. The full implementation stages are set out in Table 5.

Table 5: Implementation Timetable

Date	Details
September 2022	Re-engagement with Parish council's
October 2022	Mechanical sweeping of hard surfaces- explore saving to be achieved by moving this into the street cleansing contract.
October to December 2022	Look at stopping the opening and closing of gates at most parks to reduce use of overtime and allow greater access to parks for residents where appropriate.
November 2022	Explore whether the waste disposal from litter bins and parks litter picking can be moved from separate collection from Tivoli into borough's waste disposal contract and whether this would result in a saving.
November 2022	Recruitment to parks & Countryside Team following the retirement of two key members of staff. There are currently issues with recruiting to these roles which is impacting on the ability to monitor the contract and respond to enquiries.
April 2023	Explore options for the provision of 'Pet's Corner' on Ray Mill Island including options to generate income from the site through e.g. animal sponsorships, keeper for a day experience, corporate sponsorship or to consult on closing the facility.
April 2024	Explore the provision and consolidation of all public toilets within the new street cleansing contract. This will need further consultation.

11. APPENDICES

11.1 This report is supported by three appendices:

Appendix A - Equality Impact Assessment

Appendix B - RBWM Report for Communities Overview & Scrutiny Panel

Appendix C - Tivoli presentation at Communities Overview & Scrutiny Panel

Appendix D – Financial Impact (Part II)

12. BACKGROUND DOCUMENTS

12.1 There are no other background documents associated with this report.

13. CONSULTATION

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory:</i>			
<i>Statutory Officers (or deputies)</i>			
Adele Taylor	Executive Director of Resources/S151 Officer	22/08/22	
Emma Duncan	Director of Law, Strategy & Public Health/ Monitoring Officer	22/08/22	26/08/2022
<i>Deputies:</i>			

Andrew Vallance	Head of Finance (Deputy S151 Officer)	22/08/22	
Elaine Browne	Head of Law (Deputy Monitoring Officer)	22/08/22	
Karen Shepherd	Head of Governance (Deputy Monitoring Officer)	22/08/22	
Mandatory:	<i>Procurement Manager (or deputy) - if report requests approval to go to tender or award a contract</i>		
Lyn Hitchinson	Procurement Manager	22/08/22	
Mandatory:	<i>Data Protection Officer (or deputy) - if decision will result in processing of personal data; to advise on DPIA</i>		
Emma Young	Data Protection Officer	22/08/22	26/08/2022
Mandatory:	<i>Equalities Officer – to advise on EQiA, or agree an EQiA is not required</i>		
Ellen McManus	Equalities & Engagement Officer	22/08/22	
Other consultees:			
Julian McGowan	Senior Finance Business Partner	13/09/22	13/09/22
Directors (where relevant)			
Duncan Sharkey	Chief Executive/DASS	22/08/22	
Andrew Durrant	Executive Director of Place	22/08/22	23/08/22
Kevin McDaniel	Executive Director of People Services		
Heads of Service (where relevant)			
Chris Joyce	Head of Infrastructure, Sustainability and Economic Development	22/08/22	06/09/22
External (where relevant)			

Confirmation relevant Cabinet Member(s) consulted	Cabinet Member for Environmental Services, Parks & Countryside & Maidenhead.	Yes/No
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REPORT HISTORY

Decision type:	Urgency item?	To follow item?
Key decision Cabinet Forward Plan: July 2022	No	No

Report Author: Alysse Strachan, Head of Neighbourhood Services
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14. APPENDIX A - EQUALITY IMPACT ASSESSMENT

Essential information

Items to be assessed: (please mark 'x')

Strategy		Policy		Plan		Project		Service/Procedure	X
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Responsible officer	Naomi Markham	Service area	Environmental Services	Directorate	Place
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Stage 1: EqlA Screening (mandatory)	Date created: 12/08/2022	Stage 2 : Full assessment (if applicable)	Date created : xx/xx/xxxx
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Approved by Head of Service / Overseeing group/body / Project Sponsor:

"I am satisfied that an equality impact has been undertaken adequately."

Signed by (print):

Dated: 12/08/2022

Guidance notes

What is an EqlA and why do we need to do it?

The Equality Act 2010 places a 'General Duty' on all public bodies to have 'due regard' to:

Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act.

Advancing equality of opportunity between those with 'protected characteristics' and those without them.

Fostering good relations between those with 'protected characteristics' and those without them.

EqlAs are a systematic way of taking equal opportunities into consideration when making a decision, and should be conducted when there is a new or reviewed strategy, policy, plan, project, service or procedure in order to determine whether there will likely be a detrimental and/or disproportionate impact on particular groups, including those within the workforce and customer/public groups. All completed EqlA Screenings are required to be publicly available on the council's website once they have been signed off by the relevant Head of Service or Strategic/Policy/Operational Group or Project Sponsor.

What are the "protected characteristics" under the law?

The following are protected characteristics under the Equality Act 2010: age; disability (including physical, learning and mental health conditions); gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

What's the process for conducting an EqlA?

The process for conducting an EqlA is set out at the end of this document. In brief, a Screening Assessment should be conducted for every new or reviewed strategy, policy, plan, project, service or procedure and the outcome of the Screening Assessment will indicate whether a Full Assessment should be undertaken.

Openness and transparency

RBWM has a 'Specific Duty' to publish information about people affected by our policies and practices. Your completed assessment should be sent to the Strategy & Performance Team for publication to the RBWM website once it has been signed off by the relevant manager, and/or Strategic, Policy, or Operational Group. If your proposals are being made to Cabinet or any other Committee, please append a copy of your completed Screening or Full Assessment to your report.

Enforcement

Judicial review of an authority can be taken by any person, including the Equality and Human Rights Commission (EHRC) or a group of people, with an interest, in respect of alleged failure to comply with the general equality duty. Only the EHRC can enforce the specific duties. A failure to comply with the specific duties may however be used as evidence of a failure to comply with the general duty.

Stage 1: Screening (Mandatory)

What is the overall aim of your proposed strategy/policy/project etc and what are its key objectives?

To ensure the continued delivery of a quality grounds maintenance service across the borough. To enable this to continue an inflationary uplift is required to the contract.

1.2 What evidence is available to suggest that your proposal could have an impact on people (including staff and customers) with protected characteristics? Consider each of the protected characteristics in turn and identify whether your proposal is Relevant or Not Relevant to that characteristic. If Relevant, please assess the level of impact as either High / Medium / Low and whether the impact is Positive (i.e. contributes to promoting equality or improving relations within an equality group) or Negative (i.e. could disadvantage them). Please document your evidence for each assessment you make, including a justification of why you may have identified the proposal as “Not Relevant”.

Protected characteristics	Relevance	Level	Positive/negative	Evidence
Age	Not Relevant			<p>Key data: The estimated median age of the local population is 42.6yrs [Source: ONS mid-year estimates 2020].</p> <p>An estimated 20.2% of the local population are aged 0-15, and estimated 61% of the local population are aged 16-64yrs and an estimated 18.9% of the local population are aged 65+yrs. [Source: ONS mid-year estimates 2020, taken from Berkshire Observatory]</p> <p>No change to service, financial adjustment only</p>
Disability	Not Relevant			No change to service, financial adjustment only
Gender re-assignment	Not Relevant			No change to service, financial adjustment only
Marriage/civil partnership	Not Relevant			No change to service, financial adjustment only
Pregnancy and maternity	Not Relevant			No change to service, financial adjustment only
Race	Not Relevant			<p>Key data: The 2011 Census indicates that 86.1% of the local population is White and 13.9% of the local population is BAME. The borough has a higher Asian/Asian British population (9.6%) than the South East (5.2%) and England (7.8%). The forthcoming 2021 Census data is expected to show a rise in the BAME population. [Source: 2011 Census, taken from Berkshire Observatory]</p> <p>No change to service, financial adjustment only</p>

Religion and belief	Not Relevant			<p><i>Key data: The 2011 Census indicates that 62.3% of the local population is Christian, 21.7% no religion, 3.9% Muslim, 2% Sikh, 1.8% Hindu, 0.5% Buddhist, 0.4% other religion, and 0.3% Jewish. [Source: 2011 Census, taken from Berkshire Observatory]</i></p> <p>No change to service, financial adjustment only</p>
Sex	Not Relevant			<p><i>Key data: In 2020 an estimated 49.6% of the local population is male and 50.4% female. [Source: ONS mid-year estimates 2020, taken from Berkshire Observatory]</i></p> <p>No change to service, financial adjustment only</p>
Sexual orientation	Not Relevant			<p>No change to service, financial adjustment only</p>

Outcome, action and public reporting

Screening Assessment Outcome	Yes / No / Not at this stage	Further Action Required / Action to be taken	Responsible Officer and / or Lead Strategic Group	Timescale for Resolution of negative impact / Delivery of positive impact
Was a significant level of negative impact identified?	No	None		
Does the strategy, policy, plan etc require amendment to have a positive impact?	No	None		

If you answered **yes** to either / both of the questions above a Full Assessment is advisable and so please proceed to Stage 2. If you answered “No” or “Not at this Stage” to either / both of the questions above please consider any next steps that may be taken (e.g. monitor future impacts as part of implementation, re-screen the project at its next delivery milestone etc).

Stage 2 : Full assessment

2.1 : Scope and define

2.1.1 Who are the main beneficiaries of the proposed strategy / policy / plan / project / service / procedure? List the groups who the work is targeting/aimed at.

2.1.2 Who has been involved in the creation of the proposed strategy / policy / plan / project / service / procedure? List those groups who the work is targeting/aimed at.

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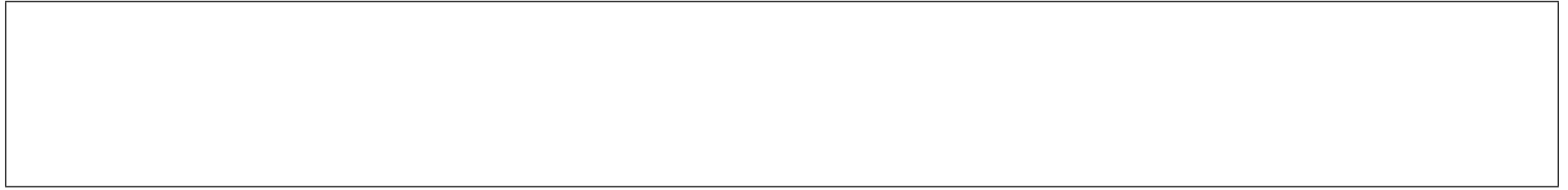
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2.2 : Information gathering/evidence

2.2.1 What secondary data have you used in this assessment? Common sources of secondary data include: censuses, organisational records.

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2.2.2 What primary data have you used to inform this assessment? Common sources of primary data include: consultation through interviews, focus groups, questionnaires.



Eliminate discrimination, harassment, victimisation

Protected Characteristic	Advancing the Equality Duty : Does the proposal advance the Equality Duty Statement in relation to the protected characteristic (Yes/No)	If yes, to what level? (High / Medium / Low)	Negative impact : Does the proposal disadvantage them (Yes / No)	If yes, to what level? (High / Medium / Low)	Please provide explanatory detail relating to your assessment and outline any key actions to (a) advance the Equality Duty and (b) reduce negative impact on each protected characteristic.
Age					
Disability					
Gender reassignment					
Marriage and civil partnership					
Pregnancy and maternity					
Race					
Religion and belief					
Sex					
Sexual orientation					

Advance equality of opportunity

Protected Characteristic	Advancing the Equality Duty : Does the proposal advance the Equality Duty Statement in relation to the protected characteristic (Yes/No)	If yes, to what level? (High / Medium / Low)	Negative impact : Does the proposal disadvantage them (Yes / No)	If yes, to what level? (High / Medium / Low)	Please provide explanatory detail relating to your assessment and outline any key actions to (a) advance the Equality Duty and (b) reduce negative impact on each protected characteristic.
Age					
Disability					
Gender reassignment					
Marriage and civil partnership					
Pregnancy and maternity					
Race					
Religion and belief					
Sex					
Sexual orientation					

Foster good relations

Protected Characteristic	Advancing the Equality Duty : Does the proposal advance the Equality Duty Statement in relation to the protected characteristic (Yes/No)	If yes, to what level? (High / Medium / Low)	Negative impact : Does the proposal disadvantage them (Yes / No)	If yes, to what level? (High / Medium / Low)	Please provide explanatory detail relating to your assessment and outline any key actions to (a) advance the Equality Duty and (b) reduce negative impact on each protected characteristic.
Age					
Disability					
Gender reassignment					
Marriage and civil partnership					
Pregnancy and maternity					
Race					
Religion and belief					
Sex					
Sexual orientation					

2.4 Has your delivery plan been updated to incorporate the activities identified in this assessment to mitigate any identified negative impacts? If so please summarise any updates.

These could be service, equality, project or other delivery plans. If you did not have sufficient data to complete a thorough impact assessment, then an action should be incorporated to collect this information in the future.

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