

Report Title:	Highways Services Contracts - Procurement Outcome and Selection of Preferred Bidders
Contains Confidential or Exempt Information	Part I: Main Report Part II: Appendix B – Tender outcome – scores and evaluation. Part II: Appendix C – Financial impact of report's recommendation. Not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972
Cabinet Member:	Cllr Hill, Cabinet Member for Highways and Transport, Customer Service Centre and Employment
Meeting and Date:	29 November 2023
Responsible Officer(s):	Andrew Durrant – Executive Director of Place Services Alysse Strachan – Assistant Director Neighbourhood Services
Wards affected:	ALL



REPORT SUMMARY

The Council's current contract for Highway Maintenance & Management reached the end of its initial term in March 2022. Approval was obtained to extend the contract until March 2024 to enable a robust, compliant and effective procurement process to take place.

On 1st December 2022 Cabinet received a report and approved recommendations relating to the procurement of contracts to deliver Highway Services as part of a new service model. The recommendations in the report proposed grouping services into lots as part of the procurement exercise and to bring certain functions, including highway inspections, back in-house to provide better quality and cost control.

Strengthening the in-house team, with clearly aligned contract management will ensure the highest standards of service delivery are met. Each contract is clearly defined and underpinned by a performance management framework with key performance indicators (KPIs) that if missed will trigger contractual implications (including financial implications) on the supplier. There are also opportunities to review and modify specific areas of the service with the contractors during the term of the contracts where service improvements and cost efficiencies are identified. The new service model including the new contractual arrangements will deliver improved quality, and value for money services for residents.

This report provides details of the outcome of the procurement exercise undertaken for the Council's new Highways Services Contracts, which are planned to commence from 1st April 2024. The report explains the procurement process that was followed and the outcome in determining a Preferred Bidder following technical and commercial evaluation.

Preferred Bidders, evaluation outcomes and financial implications are contained in PART II – Appendices B and C.

The Highways Services (in scope of this procurement) consists of 4 lots which will cover services summarised below:

- **Lot 1 - Highway Maintenance and Capital Works**
 - Routine, reactive and minor planned maintenance of carriageways, footways and structures
 - Maintenance of signs and road markings
 - Gully clearance, drainage inspections and minor repairs
 - Minor and major project works including road resurfacing and bridge maintenance schemes
 - Responding to highway incidents and safety defects with emergency response 24/7 including on-call availability
 - Winter service (including route gritting and salt bins)

- **Lot 2 - Street Cleansing**
 - Reactive and planned cyclical road sweeping and litter removal
 - Public convenience management
 - Highway Litter bin emptying
 - Fly tipping removal
 - Graffiti removal

- **Lot 3 - Highway Transport and Bridge Professional Services**
 - Bridges and structures inspections and technical support
 - Drainage investigation
 - Design and project management for minor and major schemes
 - Road Safety Audits
 - Highway asset management and programme development support
 - Abnormal Load management and assessment

- **Lot 4 - Traffic Signal and ITS (Integrated Traffic System) Maintenance**
 - Annual routine maintenance including inspection of ITS infrastructure
 - Reactive Maintenance including fault and defect repair
 - Emergency response including 24/7 call out requirement
 - Maintenance of variable message signage (VMS), rising bollard and anti-terrorism assets

The new contracts will directly support the vision of creating a sustainable Borough of opportunity and innovation; will create Inspiring Places, RBWM being a Council that is trusted to deliver against its promises to residents and businesses; and will create and maintain a high standard of infrastructure to connect neighbourhoods and allow businesses to prosper.

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATIONS: That Cabinet notes the report and:

- 1. That Cabinet delegates authority to the Director of Place Services in consultation with the Cabinet Member for Highways and Transport, Customer Service Centre and Employment to:**

- i) **Approve the appointment of the identified Preferred Bidders (See PART II – Appendix B) following a Tender process which has been undertaken by the Council for the following Highways Services Contracts:**
- Lot 1 – Highways Maintenance and Capital Works
 - Lot 2 – Street Cleansing
 - Lot 3 – Highway, Transport and Bridge Professional Services
 - Lot 4 – Traffic Signal & ITS Maintenance
- ii) **Award the Lot 1 contract to the Preferred Bidder for an initial period of 7 years with options for two extension periods of 4 and 3 years. (7+4+3).**
- iii) **Award the Lot 2 contract to the Preferred Bidder for an initial period of 7 years with options for two extension periods of 4 and 3 years. (7+4+3).**
- iv) **Award the Lot 3 contract to the Preferred Bidder for an initial period of 7 years with options for two extension periods of 4 and 3 years. (7+4+3).**
- v) **Award the Lot 4 contract to the Preferred Bidder for an initial period of 7 years with options for two extension periods of 4 and 3 years. (7+4+3).**

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

Options

Table 1: Options arising from this report

Option	Comments
Award contracts to the Preferred Bidders as detailed in the PART 2 paper This is the recommended option	The Preferred Bidders have been selected following a compliant, competitive procurement exercise following the 2015 Public Contracts Regulations and RBWMs Contracts and Tendering Rules.
Extend the existing Contracts	This is not possible as all compliant extensions have already been utilised. The Council would be at risk of a legal procurement challenge if any further extensions were awarded.
Do Nothing and or re-tender	This is not possible as the Council would be out of contract with existing Suppliers and at risk of a legal procurement challenge if it non-compliantly extended existing contracts. Services could not be delivered so the Council would not be able to fulfil its statutory and regulatory duties.

- 2.1 The recommendation to appoint the Preferred Bidders follows a rigorous and compliant competitive procurement (Open Procedure) process following the 2015 Public Contracts Regulations. External consultants CJ Founds Associates drafted the specifications, commercial models and industry standard recognised NEC4 contracts for Lots 1, 2 and 3, with Lot 4 being a Council standard services contract. These were developed following workshops, guidance and direction from RBWM operational, procurement and legal teams.
- 2.2 Lot 4 – Traffic Signal and ITS Maintenance was added as an additional lot after the original Cabinet report of 1st December 2022, recognising the existing contract was approaching renewal and to include it as part of this multi-Lotted tender package.

Tender Process

- 2.3 In July 2022 a series of soft market engagement sessions took place with suppliers to understand current market conditions and how best to align our contracts with suppliers. This intelligence along with feedback from officers and Members shaped the new service model and contract lots that were approved by Cabinet on 1st December 2022. Through the early part of 2023 the new contract/ invitation to tender (ITT) documents were produced for each lot.
- 2.4 An FTS and Contracts Finder Notices were published enabling an Open Procedure tender to commence on 11th May 2023 for an initial 8-week period, with a return date of 4th July 2023. The tender period was subsequently extended by a further 4 weeks, at the request of suppliers to enable more developed bids to be received. Technical and commercial clarifications across all lots were dealt with during the tender period, including a number of detailed clarifications, demonstrating the transparency and scrutiny potential bidders were applying to their respective submissions. The final tender return date was 8th August 2023.
- 2.5 Evaluation was completed throughout August and September, which included further clarification questions of bidders on technical commitments and their financial proposals. Following satisfactory responses received, final evaluation and moderation was completed followed by the calculation of the final total scores (combination of technical and commercial scores). Bidders with the highest overall total scores for each lot are recommended in this report as Preferred Bidders.
- 2.6 For Lot 1 (Highway Maintenance and Capital Works) 4 submissions were received by the due submission date and time.
- 2.7 For Lot 2 (Street Cleansing) 2 submissions were received by the due submission date and time.
- 2.8 For Lot 3 (Highway, Transport & Bridge Professional Services) 1 submission was received by the due submission date and time.
- 2.9 For Lot 4 (Traffic Signal & ITS Maintenance) 2 submissions were received by the due submission date and time.

- 2.10 All tenders submitted were of a high standard and provided a great deal of confidence to evaluators that the Council had received competitive and credible submissions from leading market suppliers. All bidders were able to demonstrate an excellent track record in similar service delivery for other local authorities and offer innovative solutions that will support improved service delivery over future years.

3. KEY IMPLICATIONS

- 3.1 The approval of the recommendations in this report will allow contracts to be entered into with the Preferred Bidders. Contracts will be mobilised in advance of 1st April 2024. This will ensure that statutory and legal obligations can be met as the Highway Authority.
- 3.2 An assurance and governance structure for each Contract lot will ensure the highest standards of service delivery in accordance with the respective contracts are met. This will be underpinned by a performance management framework with KPIs that if missed will trigger contractual implications (including financial implications) on the supplier. The KPIs are aligned to service requirements and corporate objectives, and will be reviewed over the duration of the contract to ensure they remain relevant, challenging and achievable. This could include changes to reflect efficiencies developed for specific services. Any changes to the KPIs would be approved at the contract strategic board.
- 3.3 Suppliers are measured against a range of technical criteria, including overall service delivery, performance management and professional standards, collaboration, working with stakeholders and continuous improvement. They are also measured against their social and economic outcomes, their carbon reduction and sustainability plans. All Preferred Bidders have provided strong evidence demonstrating their experience and expertise to deliver services. They also provided strong commitments that will support community and societal benefits across the Borough, working with local employment organisations, social and community enterprises and local supply chain partners.
- 3.4 Alongside the new contracts, a parallel piece of work is ongoing to review and restructure the Highways service which will support the new operating model required for these contracts and for the functions being brought back in house. This will ensure that contractual arrangements are well managed and provide a stronger interface for Members, improving services for residents. Highway inspections, work programme management and monitoring the quality of works will all be directly delivered, giving greater control, accountability and resilience to the council which also strengthens the ability to defend claims.

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Agree to the recommendations and award contracts in readiness for 1 st April 2024 commencement date	Recommendations not agreed and new contract not implemented by 1 st April 2024	Agreed award	N/A	N/A	1 st April 2024
Maintain Band 3 (Highest) status for Highway Asset Management defined by the Department for Transport (DfT)	Band 3 status not maintained	Band 3 status			April 2025 (anticipated date published by DfT)
Maintain or improve customer satisfaction levels for a range of highway maintenance and street cleansing benchmarking indicators measured by the National Highways & Transport Survey (NHT)	Overall Satisfaction levels reduce	Overall Satisfaction levels are maintained	Overall Satisfaction levels increase	N/A	31 st October 2025 (first survey results relating to new contracts)
Road condition indicators for Principal and non-Principal roads maintained or improved (baseline 4% in need of repair)	>4% in need of repair	4% in need of repair	<4% in need of repair		April 2025 (anticipated date published by DfT)

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 Table 3 is showing a cumulative revenue surplus of £805,427 over 7 years, equating to an average of £115,061 per annum.

Table 3: Financial impact of report's recommendations

REVENUE EXPENDITURE	1-year Baseline (Average)	1-year Forecast (Average)	1-year Deficit/ (Surplus) (Average)	7-year Deficit/ (Surplus)
	Expenditure	Expenditure	Total	Total
	£	£	£	£
New contracts (Lots 1-4) & In-house inspections, asset management and quality monitoring	5,098,119	4,983,058	(115,061)	(805,427)
Total	5,098,119	4,983,058	(115,061)	(805,427)

4.2 The average forecasted expenditure includes tender submissions for Lots 1-4, received from the Preferred Bidders and are representative of current market prices. These prices are subject to annual inflation from April 2025.

4.3 The surplus averaging £115,061 per annum will be used to mitigate the current budget pressure.

4.4 Table 4 is showing the deficit/(surplus) as reported under Table 3 split by financial Year (FY).

Table 4: Financial impact of report's recommendations in detail by FY

REVENUE EXPENDITURE	Baseline	Forecast	Deficit/ (Surplus) (Average)	7-year Deficit/ (Surplus)
	Expenditure	Expenditure	Total	Total
	£	£	£	£
FY24/25	5,098,119	5,011,695	(86,424)	(86,424)
FY25/26	5,098,119	4,978,285	(119,834)	(206,258)
FY26/27	5,098,119	4,978,285	(119,834)	(326,091)
FY27/28	5,098,119	4,978,285	(119,834)	(445,925)
FY28/29	5,098,119	4,978,285	(119,834)	(565,759)
FY29/30	5,098,119	4,978,285	(119,834)	(685,593)
FY30/31	5,098,119	4,978,285	(119,834)	(805,427)
Total 7-year	35,686,834	34,881,407	(805,427)	(805,427)
Average per annum	5,098,119	4,983,058	(115,061)	(115,061)

4.5 The forecasted expenditure changes favourably from FY25/26 as a result of one-off mobilisation costs, included in year 1 of the contracts (FY24/25). The surplus in year 1 (FY24/25) is £86,424 and £119,834 from year 2 and onwards.

4.6 The detailed financial impact of the report's recommendation is commercially sensitive and is therefore included in Appendices B and C, which are Part II by virtue of paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972.

- 4.7 All financial implications are contained within existing resources. In addition to the core services funded from revenue, Preferred Bidders for Lot 1 and Lot 3 will be delivering schemes from the capital programme. The scope of works and associated design costs will be contained within the programme funding approved each year. The capital programme for Highways is significantly supported by grant funding from the Department for Transport (DfT).
- 4.8 Contracts for Lots 1 to 3 are awarded under the NEC form of contract, which provides the Council with a combination of different pricing mechanisms to deliver the services. This flexibility enables the Council to deliver services in the most cost-effective way. This includes the option to review and modify specific areas of the service with the contractors during the term of the contracts where service improvements and cost efficiencies are identified, whilst maintaining the integrity of the contract and the procurement process.
- 4.9 The NEC contract mechanisms also provides the Council with control around the volume of work and programmes that are instructed within any financial year. This allows the Council to manage delivery within budget limits.

5. LEGAL IMPLICATIONS

- 5.1 There are no extraordinary Legal implications associated with the recommendations contained within this report. The contract has been procured in line with the Council's constitution and the Public Contracts Regulations 2015. The Council's Legal Services Team have been involved throughout the procurement and will support contract mobilisation activities and contract sealing.
- 5.2 Bidders were presented with Contract Terms and Conditions as part of the tender document suite. Suppliers were able to propose amendments to the terms during the clarification phase. The Authority reviewed the proposals and presented bidders with amended versions of the Contract Terms and Conditions showing where we had made amendment before the submission date. Bidders were made aware that no further changes would be made and that there would be no negotiation post submission or post award.
- 5.3 As with the existing contract arrangements, the Council undertakes the role of Highway Authority, which provides statutory powers to operate and maintain a safe highway asset for all road users. Highway Authorities often work with suppliers to discharge these statutory duties, through service contracts, whereby the supplier delivers services which discharge the Authorities duties under the Highways Act 1980.
- 5.4 TUPE regulations will apply to some roles transferring back to the Council from existing Suppliers. The Council will work closely with suppliers to ensure consultation and transfers are undertaken in accordance with the Regulations and are seamless.

- 5.5 New Lease Agreements for both Tinkers Lane and Stafferton Way Depots will be drawn-up by Legal Services under the new contracts, with input from the Property and Assets Team.

6. RISK MANAGEMENT

- 6.1 The Council has conducted a compliant tender process following the 2015 Public Contracts Regulations (PCR 2015). This provides assurance that the procurement process has been undertaken in an open, fair, transparent manner, giving all bidders equal treatment. Whilst there is always a risk of a challenge to the outcome and selection of a Preferred Bidder, which could result in delay to the contract award, the Council believes the procurement and outcomes to be suitably robust and compliant.
- 6.2 If the Council chooses not to award a contract/s, it would be at risk of not being able to deliver its statutory and regulatory duties as Highway Authority. Any further extension/s to existing contracts will be non-compliant and would be more likely to attract a challenge from industry suppliers that procurement legislation has not been followed and the original advertised term of the existing contract/s has been exceeded.
- 6.3 Operational risks associated with the delivery of the contracts will be managed in accordance with the new contracts, with a greater degree of control and transparency embedded into the new NEC contracts, including stronger governance and earlier warnings of forward issues and challenges. A Risks and Issues Register will be developed for all service areas during mobilisation and will be reviewed monthly by the operational management team to consider the effectiveness of mitigations and actions. Any escalated risks will be aligned to the Council's corporate risk management procedures.
- 6.4 Financial Risk management associated with the delivery of the contracts will be managed under the various pricing mechanisms available to the Council, including fixed price, target cost and cost reimbursable. This provides the greatest flexibility to the Council to instruct types of work using different pricing mechanisms to ensure continual best value for money and affordable service area budgets. CreditSafe scores and turnover for all Preferred Bidders were checked by Corporate Accountancy and they all met the Council minimum requirements.
- 6.5 Reputational risk will be managed by the operational teams with responsibility held between both supplier and Council teams. Dedicated resources have been proposed by suppliers to manage stakeholder communications, interface with Members, residents and business across the Borough.

Table 4: Impact of risk and mitigation

<i>Threat or risk</i>	<i>Impact with no mitigations in place or if all mitigations fail</i>	<i>Likelihood of risk occurring with no mitigations in place.</i>	<i>Mitigations currently in place</i>	<i>Mitigations proposed</i>	<i>Impact of risk once all mitigations in place and working</i>	<i>Likelihood of risk occurring with all mitigations in place.</i>
There is a risk that an unsuccessful bidder may challenge the outcome of the tender process creating delay and uncertainty	Moderate	Medium	Thorough review and assurance of compliant tender process throughout process	Transparent and detailed feedback to all bidders to demonstrate evaluation and outcomes	Moderate	Low
Delay in appointing Preferred Bidders to each lot resulting in delayed start after 1 st April 2024.	Moderate	Low	Clear mobilisation timescales for both Council and supplier	Detailed engagement plan for all decision makers and relevant parties who have responsibilities to deliver the contract	Minor	Low
Lack of resource capacity to mobilise the new contracts and prepare for the functions brought back in house	Moderate	Low	Clear mobilisation plans in place for both Council and supplier Cross-department support Specialist support	Resource capacity and capability closely monitored Ensure supporting structure in place Early engagement with staff	Minor	Low

7. POTENTIAL IMPACTS

7.1 *Equalities.* An Equality Impact Assessment has been produced and is available as Appendix A to this PART 1 Report.

7.2 *Climate change/sustainability.* All Preferred Bidders have provided commitments to produce a Carbon Reduction Plan that will align with the Council's net zero approach. Supplier's commitments include electrification of plant, equipment and fleet, energy saving improvements to depots, efficient scheduling of activities to reduce multiple vehicle journeys; and sustainable and local sourcing.

7.3 *Data Protection/GDPR.* All preferred Suppliers have provided details and commitments to ensure they remain compliant with Data Protection and GDPR

requirements. This will be monitored regularly throughout the contract and will feature as part of annual performance audits.

- 7.4 *Staff and HR Matters.* The preferred Suppliers for Lots 1 and 2 have provided commitments to recruit locally within the Borough. All transferring staff from the existing contract will be brought back-in-house by 31st March 2024. There are no known TUPE implications for existing staff at this time.

8. CONSULTATION

- 8.1 Cabinet Paper on proposed options was considered and approved at Cabinet on 1st December 2022, developed further to consultation with officers and Members.
- 8.2 Cabinet Members and Senior Officers have been regularly updated through the procurement process.
- 8.3 Officers presented to Councillor Hill, Cabinet Member for Highways and Transport, Customer Service Centre and Employment, and Councillor Coe, Cabinet Member for Environmental Services on 12th July 2023 on the details of how the proposed contracts will operate.
- 8.4 The Assistant Director Neighbourhood Services and the Highway Services Manager have briefed the Executive Leadership Team (ELT) on 4th October and 25th October 2023 on the tender outcome and proposed recommendations.
- 8.5 The Section 151 Officer has been briefed by the Place Directorate Finance Partner.
- 8.6 The Procurement Manager has been involved throughout the procurement, evaluation and Preferred Bidder identification.

9. TIMETABLE FOR IMPLEMENTATION

- 9.1 Implementation date if not called in is Immediately.

The full implementation stages are set out below:

Table 5: Implementation timetable

Date	Details
29th Nov 2023	Cabinet Approval
07th Dec 2023	Cabinet Call-in Period ends (5 days)
08th Dec 2023	Award Letters Issued
09th Dec 2023	10-day Standstill Period commences
18th Dec 2023	Standstill Period finishes
19th Dec 2023	Contracts sent to provider for signature
02nd Jan 2024	Pre-mobilisation activity commences
08th Jan 2024	Mobilisation Commences
01st April 2024	Contract Commences

10. APPENDICES

10.1 This report is supported by the following appendices:

- Appendix A - Equality Impact Assessment
- Appendix B - Tender Outcome - Scores and Evaluation (Part II)
- Appendix C - Financial impact of report's recommendation (Part II)

11. BACKGROUND DOCUMENTS

11.1 Cabinet Report 01st December 2022.

11.2 Tender documents were published on the Council's Tender Portal on 11th May 2023.

12. CONSULTATION

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory: Statutory Officer (or deputy)</i>			
Elizabeth Griffiths	Executive Director of Resources & S151 Officer	17.10.23	23.10.23
Elaine Browne	Deputy Director of Law & Governance & Monitoring Officer	17.10.23	23.10.23
<i>Deputies:</i>			
Andrew Vallance	Deputy Director of Finance & Deputy S151 Officer	12.10.23	
Jane Cryer	Principal Lawyer & Deputy Monitoring Officer	17.10.23	
<i>Mandatory: Procurement Manager (or deputy) - if report requests approval to go to tender or award a contract</i>			
Lyn Hitchinson	Procurement Manager	09.10.2023	10.10.23
<i>Mandatory: Data Protection Officer (or deputy) - if decision will result in processing of personal data; to advise on DPIA</i>			
Samantha Wootton	Data Protection Officer	17.10.23	
<i>Mandatory: Equalities Officer – to advise on EQiA, or agree an EQiA is not required</i>			
Ellen McManus-Fry	Equalities & Engagement Officer	17.10.23	
<i>Other consultees:</i>			
<i>Directors (where relevant)</i>			
Stephen Evans	Chief Executive	17.10.23	25.10.23
Andrew Durrant	Executive Director of Place	11.10.23	16.10.23
<i>Assistant Directors (where relevant)</i>			
Andrew Vallance	Deputy Director of Finance & Deputy S151 Officer	12/10/23	

Alysse Strachan	Assistant Director Neighbourhood Services	09/10/2023	10/10/23
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Confirmation relevant Cabinet Member(s) consulted	Cllr Hill, Cabinet Member for Cabinet Member for Highways and Transport, Customer Service Centre and Employment Cllr Coe, Cabinet Member for Environmental Services	Yes
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REPORT HISTORY

Decision type:	Urgency item?	To follow item?
Key Decision. First entered onto the Forward Plan 17 Aug 2022	No	No

Report Author: Chris Wheeler, Highway Services Manager, Neighbourhood Services

Appendix A - Equality Impact Assessment

For support in completing this EQIA, please consult the EQIA Guidance Document or contact equality@rbwm.gov.uk

1. Background Information

Title of policy/strategy/plan:	Highway Services Contracts
Service area:	Neighbourhood Services
Directorate:	Place

Provide a brief explanation of the proposal:

- What are its intended outcomes?
- Who will deliver it?
- Is it a new proposal or a change to an existing one?

These contracts are required to maintain and improve the borough's Highway network and fulfil RBWM duties as Highway Authority.

Highway Inspections, asset management and quality monitoring will be carried out by RBWM officers to support contract management. The contracts will be delivered by Third Parties.

These services are already delivered through contracts for RBWM. The new contracts cover the same services in different groupings (lots).

2. Relevance Check

Is this proposal likely to directly impact people, communities or RBWM employees?

- If No, please explain why not, including how you've considered equality issues.
- Will this proposal need a EQIA at a later stage? (for example, for a forthcoming action plan)

No as no change to existing service provision. All people will benefit from a well-maintained Highway network.

If 'No', proceed to 'Sign off'. If unsure, please contact equality@rbwm.gov.uk

3. Evidence Gathering and Stakeholder Engagement

<p>Who will be affected by this proposal? For example, users of a particular service, residents of a geographical area, staff</p>
<p>Among those affected by the proposal, are protected characteristics (age, sex, disability, race, religion, sexual orientation, gender reassignment, pregnancy/maternity, marriage/civil partnership) disproportionately represented? For example, compared to the general population do a higher proportion have disabilities?</p>
<p>What engagement/consultation has been undertaken or planned?</p> <ul style="list-style-type: none"> • How has/will equality considerations be taken into account? • Where known, what were the outcomes of this engagement?
<p>What sources of data and evidence have been used in this assessment? Please consult the Equalities Evidence Grid for relevant data. Examples of other possible sources of information are in the Guidance document.</p>

4. Equality Analysis

Please detail, **using supporting evidence**:

- How the protected characteristics below might influence the needs and experiences of individuals, in relation to this proposal.
- How these characteristics might affect the impact of this proposal.

Tick positive/negative impact as appropriate. If there is no impact, or a neutral impact, state 'Not Applicable'.

More information on each protected characteristic is provided in the Guidance document.

	Details and supporting evidence	Potential positive impact	Potential negative impact
Age			
Disability			
Sex			
Race, ethnicity and religion			
Sexual orientation and gender reassignment			
Pregnancy and maternity			
Marriage and civil partnership			
Armed forces community			
Socio-economic considerations e.g. low income, poverty			
Children in care/Care leavers			

5. Impact Assessment and Monitoring

If you have not identified any disproportionate impacts and the questions below are not applicable, leave them blank and proceed to Sign Off.

What measures have been taken to ensure that groups with protected characteristics are able to benefit from this change, or are not disadvantaged by it?

For example, adjustments needed to accommodate the needs of a particular group

Where a potential negative impact cannot be avoided, what measures have been put in place to mitigate or minimise this?

- For planned future actions, provide the name of the responsible individual and the target date for implementation.

How will the equality impacts identified here be monitored and reviewed in the future?

See guidance document for examples of appropriate stages to review an EQIA.

6. Sign Off

Completed by: Chris Wheeler	Date: 06/10/23
Approved by: Alysse Strachan	Date: 09/10/23

If this version of the EQIA has been reviewed and/or updated:

Reviewed by:	Date:
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