

## Appendix 1

Full Business Case (FBC)			
1. General Information			
Directorate	Economy Directorate	Portfolio/Committee	Development, Transport and the Economy
Project Title	ERDF Business Growth Programme (BGP)	Project Code	Capital CA-02046-3 Revenue TA-01831-01
Project Description	<p>Business Growth Programme (BGP) is a £33m programme ( funded by ERDF grant of £16.3m supplemented by an equal match of private/public sector match funding) operating across 3 LEPs (Greater Birmingham and Solihull, Stoke-on-Trent and Staffordshire and The Marches) areas.</p> <p>It is designed to encourage sustainable economic growth, by strengthening supply chain companies, stimulating innovation and growing existing SMEs. It builds on successful delivery of previous business programmes and responds to new opportunities from the HS2 investment. BGP offers SME's funding of £0.010m- £0.200m in the development of new markets, new products, coaching, mentoring and consultancy and capital investment.</p> <p>BGP is aimed at improving the competitiveness of SMEs by increasing the capacity and capability of SMEs. It contributes to the development of a competitive and sustainable supply chain: increasing productive capacity, management expertise, staff capability; adoption of innovative technology; anchoring high value-added work; creating better synergies and collaboration. Moreover, this programme seeks to increase growth capability of SMEs and provides solutions to market failures towards the disproportionate costs and risks of business development given the relatively small amounts of capital involved.</p> <p>Eligible applications include purchase of new plant and equipment, relocation into new premises, installation costs, new product development, improvement in production processes and systems application of innovative advance technology, development of new markets, marketing campaigns and coaching, mentoring and consultancy support (building Information Modelling), which will be matched by SMEs based on at least 50% private sector match contribution. The precise mix of projects (and private sector match funding) will depend upon the scale of individual projects.</p> <p>The total public and private sector investment in the proposed programme is anticipated to be in the region of £32.588m. The programme will be funded via an ERDF grant of £16.294m, which will be payable to the City Council in quarterly instalments against profile and monitoring claims. The balance will be from match funding from the private sector. The City Council is contributing existing staff resources totalling £1.221m over 3 years as ERDF match-funding.</p> <p>As the Accountable Body for the BGP, all expenditure will be incurred by the City Council, this will be in accordance with the conditions of the ERDF grant. It is estimated that £14.775m (capital grants- £8.865m and revenue grants- £5.910m) will be utilised in relation to grants to SMEs (the "beneficiaries") and the balance of £1.519m will cover expenditure in relation programme delivery costs</p>		

	<p>(staffing, marketing and evaluation). The delivery of the BGP will need to be completed by 31<sup>st</sup> December 2018.</p> <p>Public sector revenue match-funding totalling £1.519m is being provided by the City Council, Marches LEP, Cannock District Council, East Staffordshire Borough Council, Lichfield District Council, Tamworth Borough Council, North Worcestershire County Council, Solihull Borough Council, Birmingham Chamber Group, Birmingham City University and Midlands Environmental Business Company. The private sector match-funding of £14.775m will be their capital and revenue project expenditure.</p> <p>As the Accountable Body for the ERDF grant and to minimise the risk of claw back, the City Council will ensure that all grant conditions are enforced through partnership agreements with LEP partners and a Conditions of Grant Aid specifically for ERDF, where financial support to SMEs is provided. Given the time dated nature of funding for this programme, this will be managed so as to ensure that there are no ongoing capital/revenue implications for the City Council. Further details as to how such risks will be managed are provided in the attached Risk Register (Annex 1).</p> <p>The City Council will also be required to monitor the programme for a period of up to 31<sup>st</sup> December 2019 (i.e. a year after project completion).</p> <p>Marketing expenditure of up to £0.051m will be procured via quotations obtained from FinditinBirmingham in order to comply with ERDF grant conditions.</p>
<p><b>Links to Corporate and Service Outcomes</b></p>	<p>The objectives of the programme are consistent with the long term outcomes of the Council Business Plan and Budget 2016+, which confirms the City Council's support for GBSLEP. This programme has emerged from research evidence and intelligence from earlier bids supported by ERDF funding and reflects the Department of Communities and Local Government's priorities of supporting these 3 LEPs.</p> <p>The BGP will contribute towards the City Council's priority by helping local sustainable businesses grow and create new job opportunities. The proposal will also support strategic initiatives such as Enterprise Zone and Economic Zones by attracting investment and supporting the development and growth of businesses in the region.</p> <p>BGP is fully aligned to the aims of the Priority Axis 3d of the European Structural &amp; Investment Fund (ESIF) call, which seeks to improve the competitiveness of SMEs by increasing the capacity and capability of SMEs. It contributes to the development of a competitive and sustainable supply chain as described in the project description.</p> <p>BGP is aligned to the ESIF Growth Strategies of GBSLEP, Stoke-on-Trent and Staffordshire LEP and The Marches LEP areas; by stimulating business and enterprise activity by investing in evidence-based business support programme. It will address major barriers identified within this Priority of business growth, new market development, finance for business and business development support.</p>

	<p><b>GBSLEP:</b></p> <p>The programme is aligned to the agreed economic strategy for the GBSLEP that aims to create 100,000 new jobs by 2020 and growth in GVA of £8 billion by focusing on the three key areas of Business, People and Places.</p> <p>BGP is also fully aligned to the GBSLEP “The Midlands HS2 Growth Strategy”, which seeks to maximise the benefits of the largest infrastructure project in Europe and accelerate the UK’s engine of growth. ESIF funding for BGP is an integral part of the business support activities outlined in the above strategy.</p> <p><b>Stoke-on-Trent and Staffordshire LEP:</b></p> <p>Their Strategic Economic Plan is based upon a core city within a connected county prospering from urban growth through the business growth agenda based on advanced manufacturing including energy generation, auto-aero, medical technologies, agri-tech and applied materials.</p> <p><b>The Marches LEP:</b></p> <p>Their Strategic Plan is focussed on Inward Investment: Developing the business investment proposition within three key sectors of advanced manufacturing, food &amp; drink and defence &amp; securities, working with UKTI, capitalising on their unique selling points in local Centres of Excellence and industry expertise, unique business support offer, good quality supply chains and ready-to-go sites, particularly in Telford.</p> <p>GBSLEP, Stoke-on-Trent and Staffordshire and The Marches LEP partners are fully committed to BGP. BGP will build on the existing partnership and enhance collaborative working. BGP will build on the partnership and enhance the collaborative working.</p>		
	<p><b>Project Definition Document Approved by</b></p>	<p>Cabinet Report. Approving submission of ERDF,ESF and YEI Grant Bid Submissions</p>	<p><b>Date of Approval</b></p> <p>18<sup>th</sup> May 2015</p>

Benefits Quantification- Impact on Outcome	Measure	Impact
	<p>To assist 576 businesses with financial assistance to improve their performance across the 3 LEP areas by December 2018.</p>	<p>Will lead to up to an estimated £15m of public and private sector investment to help improve business competitiveness.</p>
	<p>Will generate 1,331 full time new jobs by December 2018.</p>	<p>An increase in Gross Value Added for the 3 LEP areas.</p>
	<p>Strengthen supply chain companies involved in the delivery of HS2 project.</p>	<p>Will ensure a competitive and sustainable supply chain with the capacity, capability and expertise to deliver HS2 initiative</p>
	<p>Carbon reduction</p>	<p>Will lead to reduction in CO2 emissions by encouraging investment in improved efficiency measures and introduction of new production processes</p>

	Expanding the green economy	Will lead to the development and growth of businesses within this sector of industry.
<b>Project Deliverables</b>	<p><b>Programme Outcomes:</b></p> <p>The BGP will support development and growth of the supply chain (HS2 and Green Economy), stimulate innovation and grow existing SMEs.</p> <p>It will contribute to the GBSLEP, Stoke-on-Trent and Staffordshire LEP and The Marches LEPs overarching objectives to increase business growth, investment and job creation.</p> <p>GBP outcomes will be subject to regular (quarterly) monitoring reports to government (BIS).</p>	
<b>Scope</b>	<p><b>Programme scope</b></p> <p>The BGP will operate across GBSLEP, Stoke-on-Trent and Staffordshire LEP and The Marches LEP areas, with the City Council being the Accountable Body. . The City Council will deliver the programme through a network of partners across the 3 LEP areas.</p> <p>Marketing and promotion work can start in June/July 2016 as soon as the funding agreement is received, with actual business engagement following shortly after with the completion of partner agreements by March 2016.</p> <p>The participating LEP partners and Growth Hubs across GBSLEP, Stoke-on-Trent and Staffordshire LEP and The Marches LEP areas will be responsible for raising awareness of the programme amongst local business communities and for the marketing and promotion of this to suitable businesses in their locality.</p> <p>Organisation Involvement – the City Council will be the Accountable Body and the lead organisation for this programme. It will also undertake the engagement with all participating 3 LEP partners and ensure they are provided with all the necessary information in order to recruit suitable businesses from their area. This will include the provision of appropriate marketing materials and activities.</p> <p>A programme management team from the Business Development and Innovation (BDI) Team within the Economy Directorate has been established for this purpose. The City Council and the LEP partners will put full management and control procedures in place.</p> <p>Marketing and Engagement - of businesses and referrals will be carried out by the City Council, Growth Hubs and participating LEP Partners drawing upon local knowledge and experience. The City Council will oversee the development of the necessary marketing materials and literature to reflect the programme content and geographical coverage. Growth Hubs and LEP partners will be responsible for market awareness and promotion, enquiry handling, initial screening of business suitability and ensuring local businesses understand the project criteria and application process in their respective areas. This is an SME based grant programme and excludes all other businesses, which fall outside this definition.</p> <p>Grants between £0.010m and £0.200m will be awarded to support approximately 576 SME projects matched by private sector funding.</p> <p>Eligible costs include purchase of new plant and equipment, relocation into new premises, installation costs, new product development, improvement in production processes and systems application of innovative advance technology, development of new</p>	

markets, marketing campaigns and coaching, mentoring and consultancy support (building Information modelling.

To be eligible, businesses have to:

- be an SME
- based within one of the 3 LEP areas
- existing SME supply chain companies businesses delivering elements of the HS2 project; SMEs operating within the green economy demonstrating quantifiable green benefits including energy efficiency, waste management, recycling and renewables; businesses involved with innovative production processes leading to new products and services close-to-market and Business to Business (B2B) businesses looking to expand, relocate and improve access to markets.
- demonstrate viability and financial need for assistance
- seeking to implement an investment plan to develop and grow the business
- create new jobs.

An investment Board/Panel comprising of a BGP management team, DCLG, LEP partners, private sector partners, universities, supported by appropriate technical, financial (City Finance) and legal advice, will recommend approval of these grants.

Grants to SMEs will be subject to GBER State Aid Regulations (HS2 Supply Chain and green projects) and de minimis (innovation and development). The grants to SME's will be paid retrospectively on satisfactory completion of the project and evidence of defrayal as set out in the funding agreement.

The City Council will manage the BGP and monitor outputs created as a result, to ensure businesses deliver upon expansion plans. Assistance will only be provided to those that meet the BGP criteria.

Written confirmation is required to DCLG from the City Council that ERDF funding will not be drawn down until both the End Beneficiary SME and the City Council have both defrayed the eligible expenditure. In addition, the City Council to confirm in writing DCLG that funding will not be provided to ineligible businesses or business sectors as detailed in the ERDF National Eligibility Rules.

As the Accountable Body, the City Council will ensure that grants paid to individual businesses will be in accordance with the City d Council's Standing Orders, ERDF conditions and financial regulations specifically completion of a Conditions of Grant Aid (COGA). The COGA will include the City Council and ERDF terms and conditions and the ability for the City Council to recover funds in the event of a breach of these terms. In the event of a company going into bankruptcy, DCLG have confirmed in writing that this is part of the normal business cycle and the City Council will not be subject to any liability for claw back.

The project will be managed by the Business Development and Innovation team (BDI) within the Economy Directorate and the delivery structure set out in Appendix 4 as well as governance and financial management arrangements will be established prior to programme start June/July 2016.

In order to expedite the grant programme efficiently, the Strategic Director of Economy will authorise the award of investment grants based upon the recommendations of the GBP Investment Panel.



<b>Scope exclusions</b>	<p>The City Council is not providing any cash match-funding towards this project.</p> <p>GBP will only support SME's across GBSLEP, Stoke-on-Trent and Staffordshire and The Marches LEP areas.</p> <p>Excludes all businesses transacting directly with the public</p> <p>Low value grants less than £10k</p>
<b>Dependencies on other projects or activities</b>	<p>Staffing requirements will be fully met from within existing BDI Team resources supplemented by other appropriate financial, legal and technical support to deliver the programme.</p> <p>The Economy Directorate has a proven track record of managing time limited programmes and appropriate management controls will be put into place to ensure that there will be no ongoing capital or revenue implications for the City Council beyond the financial completion date of the Programme.</p> <p>The achievement of spend and output profiles is dependent on the predicted levels of uptake and in uncertain market conditions is a risk.</p> <p>Risks relating to lack of awareness, take up and number of good quality grant applications, scheme flexibility, compliance with the grant offer letter, resource management and programme overrun are set out in the attached Risk Register (see Annex 1) together with an action plan mitigating these risks.</p>
<b>Achievability</b>	<p>The allocation of adequate and necessary staff resource and structured work plans will be essential to ensure the project proceeds according to the project management plan prepared.</p> <p>Full Engagement of the LEP partners will be important to ensure satisfactory cover across GBSLEP, Stoke-on-Trent and Staffordshire and The Marches LEP areas. LEP Partners are fully committed to participate and to see the programme operating across the 3 LEP areas.</p> <p>The City Council has a successful track record for the development, securing external funding and delivery of significant business development programmes both in Birmingham and on a wider regional and national basis ( £75m RGF and ERDF funded Green Bridge Supply Chain Programme, £9m Business Innovation Programme, £10m Business Support for Creative Industries Programme and £8m Business Development Programme).</p> <p>Marketing and promotion of activities through the use of Growth Hubs, LEP partners websites, launch event, websites, a series of competitions, supply chain network events, PR, programme literature will commence in June/July 2016.</p>
<b>Project Manager</b>	Suresh Patel 0121 303 3091 <a href="mailto:suresh.patel@birmingham.gov.uk">suresh.patel@birmingham.gov.uk</a>
<b>Budget Holder</b>	Mohammed Zahir 0121 303 2956 <a href="mailto:mohammed.zahir@birmingham.gov.uk">mohammed.zahir@birmingham.gov.uk</a>

<b>Sponsor</b>	Shilpi Akbar 0121 303 3015 <a href="mailto:shilpi.akbar@birmingham.gov.uk">shilpi.akbar@birmingham.gov.uk</a>
<b>Project Accountant</b>	Rob Pace 0121 303 3817 <a href="mailto:rob.pace@birmingham.gov.uk">rob.pace@birmingham.gov.uk</a>
<b>Project Board Members</b>	N/A
<b>Head of City Finance (HoCF)</b>	Alison Jarrett <div> <b>Date of HoCF Approval:</b> 03<sup>rd</sup> May 2016 </div>

2. Budget Summary (Detailed workings should also be supplied)					
	Voyager Code	2016/17	2017/18	2017/18	Totals
		£000	£000	£000	£000
<b>Capital Costs &amp; Funding</b>					
<b><u>Expenditure:</u></b> Business capital investment (new plant/ equipment/ processes / systems) grants *		750	10,486	6,494	17,730
<b>Totals</b>		<b>750</b>	<b>10,486</b>	<b>6,494</b>	<b>17,730</b>
<b><u>Funding</u></b>					
ERDF capital funding		375	5,243	3,247	8,865
SME match funding		375	5,243	3,247	8,865
<b>Capital Totals</b>		<b>750</b>	<b>10,486</b>	<b>6,494</b>	<b>17,730</b>
<b>Revenue Expenditure:</b>					
Revenue grants Product and market development, coaching and mentoring \$		300	5,750	5,770	11,820
Programme Delivery: Salaries and evaluation		923	946	729	2,598
Overheads		138	142	109	389
Marketing		17	31	3	51
<b>Totals</b>		<b>1,378</b>	<b>6,869</b>	<b>6,611</b>	<b>14,858</b>
<b><u>Funding</u></b>					
ERDF revenue funding		689	3,434	<b>3,306</b>	<b>7,429</b>
City Council Match Funding		460	443	<b>318</b>	<b>1,221</b>
LEP Partner Match Funding		79	117	<b>102</b>	<b>298</b>
SME Match funding		150	2,875	<b>2,885</b>	<b>5,910</b>
<b>Revenue Totals</b>		<b>1,378</b>	<b>6,869</b>	<b>6,611</b>	<b>14,858</b>
<b>Grand Totals</b>		<b>2,128</b>	<b>17,355</b>	<b>13,105</b>	<b>32,588</b>
<b>Planned Start date for delivery of the project</b>	<b>1<sup>st</sup> June 2016</b>		<b>Planned Date of Technical completion</b>	<b>31<sup>st</sup> December 2018</b>	

\* This includes SME capital match funding of £8.865m which is a requirement of the ERDF approval, but is not City Council expenditure.

\$ This includes SME revenue match funding of £5.910m which a requirement of the ERDF approval, but is not City Council expenditure.

<b>3. Checklist of Documents Supporting the FBC</b>		
<b>Item</b>	<b>Mandatory attachment</b>	<b>Number attached</b>
<b>Financial Case and Plan</b>		
<ul style="list-style-type: none"> <li>Detailed workings in support of the above Budget Summary (as necessary)</li> </ul>	Mandatory	Contained within Application
<ul style="list-style-type: none"> <li>Statement of required resource (people, equipment, accommodation) – append a spreadsheet or other document</li> </ul>	Mandatory	Refer to Cabinet report
<ul style="list-style-type: none"> <li>Whole Lifecycle Costing analysis ( as necessary)</li> </ul>	Mandatory	N/A
<ul style="list-style-type: none"> <li>Milestone Dates/ Project Critical Path (set up in Voyager or attached in a spreadsheet)</li> </ul>	Mandatory	Refer to Cabinet report
<b>Project Development products</b>		
<ul style="list-style-type: none"> <li>Populated Issues and Risks register</li> </ul>	Mandatory	Annex 1
<ul style="list-style-type: none"> <li>Stakeholder Analysis</li> </ul>	Mandatory	Annex 2
<b>Other Attachments (list as appropriate)</b>		
Equalities Analysis	Mandatory	Appendix 3
Governance flow chart	Non-mandatory	Appendix 4



## ‘EQUALITY ANALYSIS’ TEMPLATE (Analysing the Effects on Equality)

### RELEVANCE TESTING - STAGE 1 (Steps 1 & 2) (Formerly Initial Screening)

STEP 1: WHAT SHOULD BE ANALYSED / RESPONSIBLE OFFICER		
Name of ‘policy’ (See Glossary section)	Adverse Impact	
Assessment Date	18th November 2015	
Analysis Reference No	EA000077	
Is this a new or existing Policy/Procedure:	<b>New</b>	<b>Existing</b>
	X	
Council strategic theme Policy linked to and how will it support its delivery?	Economic prosperity	
Is the <b>responsibility</b> for the proposed ‘policy’ shared with another department or organisation? If so who and how are responsibilities split or shared? Partners should be involved in the process.	Responsibility for delivery work under the programme will be shared with the partners of the greater Birmingham & Solihull Local Enterprise Partnership, Stoke-on-Trent and Staffordshire LEP and The Marches LEP. The City Council will be the sole accountable body for the ERDF grant that is awarded. The partners have been fully consulted in the development of this programme and have a shared commitment to deliver on equality and diversity.	
<b>Responsible Officer:</b>	<b>Role:</b>	<b>Directorate:</b>
Waheed Nazir	Director of Planning and Regeneration	Economy

**As a public authority we need to ensure that our ‘policies’ current and proposed give ‘due regard’ to the requirements of the Public Sector Equality Duty.**

<b>STEP 2: ESTABLISHING THE RELEVANCE OF YOUR POLICY TO EQUALITY</b> How do questions 1 – 5 meet your Policy Aims, Objectives and Projected Outcomes? Please provide a brief analysis of your findings to include: <ol style="list-style-type: none"> <li><b>1. Purpose of the ‘policy’?</b> Who is it intended to <b>benefit</b> and the intended <b>outcomes</b>?</li> <li><b>2.</b> Will the ‘policy’ have an impact on service users, employees or the wider community?</li> <li><b>3.</b> Data collection methods employed as part of the review to determine any likely impact</li> <li><b>4.</b> Policy options considered, including any alternative proposals</li> <li><b>5.</b> Does the ‘policy’ relate to services which previous engagement has identified as being relevant to a protected characteristic or where there are known inequalities</li> </ol>
<b>Provide a clear analysis of what the relevant data tells you about the likely impact of your decision</b> <ol style="list-style-type: none"> <li>1. Birmingham &amp; Solihull Local Enterprise Partnership, Stoke-on-Trent and Staffordshire LEP and The Marches LEP will benefit from this programme. The direct beneficiaries will be eligible existing businesses across 3 LEPs areas, demonstrating growth potential that can create new job opportunities and add value to the local economy with an increase in GVA per head. The programme will be open to all businesses meeting the eligible criteria. It will seek to engage with all sections of the community opening up the opportunity to access the support available. The benefits will extend to businesses owned and managed by under represented sub groups, women, youth and those from BME communities. A key outcome of the project is to bring about a lasting change in the culture and approach by business and to stimulate enterprise, encourage investment, aid business growth, create new jobs</li> </ol>

and safeguard existing ones across the region.

2. The policy is likely to have a positive impact on service users and the wider community because it will provide tangible support to local SME businesses and many of these are owned and run by BME groups, women and young people. These are part of the business support target groups and they will be actively engaged and encouraged to access support services. The programme will be promoted to as wide an audience as possible across the 3 LEP areas in order to maximise the potential impact.
3. No new data is available at this time to ascertain the full potential impact of the programme. The partners through the business support sub-group have been fully consulted on the development of this proposal, have agreed to be partners and fully endorse the application. Letters of support have been received from the 3 LEPs. The programme will engage with as many local providers as possible. Partners will attend events targeting these groups to promote the project to a wider audience and make the link between opportunities, economic need and economic growth. During mobilisation and implementation monitoring procedures will be put in place to capture and record engagement data. The programme will be subject to evaluation and all participants will have the opportunity to provide feedback on the recruitment, delivery and impact of their programme participation.
4. A full options appraisal has been carried out as part of the process of applying for ERDF funding. This appraisal included the 'do nothing' option leaving businesses to find their own support in the market place, and one that did not engage fully with all partners thereby removing full access to local knowledge and experience for business engagement across all communities and sectors.
5. The policy relates to services that will have an impact on stakeholders, partners, service users, SME businesses and the wider community. It has been developed from the experience of delivering previous successful project activity in Birmingham funded through RGF and ERDF and the evaluation and output results generated from this activity. The programme aims to provide an impetus for more businesses to develop and to encourage more entrepreneurship and foster business growth over the longer term. A major benefit will be to bring about a lasting contribution to counter the decline in the regions economic standing and improve GVA compared to the national average as well as creating new jobs across the 3 LEPs to help improve the areas economy.

#### **Analysis of 'policy' in relation to its current potential effects on equality**

##### **Chair Person/Lead Officer**

Name:	Job Title & Directorate:	Signature	Sign-off Date:
Waheed Nazir	Strategic Director, Economy (interim)		December 2015

Chair's comment on analysis: :

Evidence from the previous programme delivery work across the 3 LEP areas demonstrates a demand for business support services of this nature.

The 3 LEP partners have been consulted and are fully engaged in the proposed programme delivery activity to ensure local businesses are given every opportunity to access the support available.

The proposed programme activity is consistent with the Strategic objectives of all 3 LEPs and will provide support to businesses from all communities and sectors in line with identified needs.

The programme will provide support to 635 SME businesses, lead to the creation and safeguarding of 1,732 jobs in SMEs throughout the 3 LEPs areas.

Quality check and review by the Directorate Representative (s):			
Name:	Job Title & Directorate:	Signature	Sign-off Date:
Relevance Test			No
The has been checked using the agreed audit arrangements in the Directorate			Yes
Relevance review comments:			

## FULL EQUALITY ANALYSIS - STAGE 2 (Steps 3 to 4)

STEP 3: ASSESSING SPECIFIC IMPACT	
<p>Utilising your data sources information (Step 2). What are your findings in respect of the individual protected characteristics in relation to the three aims of the General Duty - <b>Eliminate unlawful discrimination</b>, harassment and victimisation, <b>Advance equality of opportunity</b>, <b>Foster good relations</b>. Please provide a brief analysis of your findings to include:</p> <ul style="list-style-type: none"> <li>Does the policy involve or focus on a particular equalities group, i.e. because they have particular needs?</li> <li>Details on potential for differential impact (negative or positive) / possibility of <b>discriminating unlawfully</b>, directly or indirectly, against people from any protected characteristics</li> <li>Is there any potential effect on <b>relations between certain groups</b>?</li> </ul>	
Please describe how you justify your answer	
Age	
Disability	
Gender reassignment	
Pregnancy and maternity	
Race	
Religion or belief	
Sex	
Sexual orientation	
Marriage and civil partnership (aims 1 & 2 not applicable)	

<b>DATA GAPS</b> - Have you identified any specific equality issues and data gaps that may need to be addressed through consultation and/or further research
<b>Please provide details</b>

<b>INVOLVING AND CONSULTING STAKEHOLDERS</b>
<ol style="list-style-type: none"> <li>Who has been approached to explore these issues e.g. staff groups, trade unions, student voluntary groups etc (Please give dates and details of contact)</li> <li>How have you gained the views of these experts/groups (e.g. letter, meetings, interviews, forums, workshops, questionnaires or any other method)?</li> </ol>
<b>Please provide details:</b>

<b>OVERALL SUMMARY OF YOUR ANALYSIS</b>
<b>Please provide a summary of your analysis to include:</b>

- How you intend to utilise the findings as part of your decision-making;
- How your policy will meet the city councils responsibilities in relation to equality;
- How you will engage service users, employees in implementation, monitoring and review;
- How you will include commissioning and procurement considerations (if applicable);
- What opportunities might have been missed for making changes to the policy which would have a positive impact on certain groups;
- What changes/modifications will now be made to the policy in the light of this Analysis;
- How will these changes/modifications be communicated to interested parties (i.e. the groups which were adversely affected) and those consulted?

**Quality check and review by the Directorate Representative (s):**

Name:	Job Title & Directorate:	Signature	Sign-off Date:

**Full Equality Analysis** has been checked using the agreed audit arrangements in the Directorate

**Summary** of strengths pertaining to the equality analysis. If further work needs to be done on the Analysis, you will need to state this

**STEPS 4: MONITORING AND REVIEW** Any actions identified as an outcome of going through Step 3, should be mapped against the headings within the Action Plan.

	<b>Actions</b>	<b>Ref No</b>	<b>Target Date</b>	<b>Outcomes</b>	<b>Responsible post holder/ directorate</b>
Scoping your Equality Analysis and Analysing the information					
How you will measure the effects of the policy					
How will you ensure your Actions are included within your Business Plans					

**STEP 5: DECISION MAKING, SIGN OFF PROCESS AND PUBLICATION** - At this stage we recommend that a senior manager/board member signs off the analysis

**The signature at each sign off stage below is based on the understanding that:**

- A Full Analysis gives “due regard” to the 3 aims of the General Duty
- Consultation and Engagement has been undertaken and has informed decision making
- Consideration has been given to take account of disabled persons’ disabilities, even where that involves treating disabled persons more favourably than other persons
- Relevant information (key findings of the analysis) have been documented

- Where an adverse impact is identified, consideration must be given on how to mitigate
- Considerations have been given to alternate options
- Adequate records detailing decisions made at relevant stages, have been documented
- Action plan completed

**Service Director or Senior Officer (sign-off)**

Name:	Job Title & Directorate:	Signature	Sign-off Date:

What decisions do you want the members to consider and what are the implications?

**Relevant Cabinet Member:**

**Portfolio:**