

## Appendix 1

Full Business Case (FBC)			
1. General Information			
Directorate	Economy Directorate	Portfolio/Committee	Leaders
Project Title	European Regional Development Fund (ERDF) Property Investment Programme (PIP)	Project Code	Capital: CA-02881-03 Revenue: TA-01866-01
Project Description	<p>The Economy Directorate is seeking to deliver a land and property grant programme utilising European Regional Development Funds (ERDF) offered by Department for Communities and Local Government (DCLG).</p> <p>The Property Investment Programme (PIP) is a discretionary capital grant scheme available to Small and Medium-sized Enterprises (SMEs) in the GBSLEP area which covers: Birmingham, Solihull, Bromsgrove, Redditch, Wyre Forest, Cannock Chase, Lichfield, Tamworth, and East Staffordshire. The programme will part-fund capital works to industrial and business premises. The programme will be offered on a permanent open call basis. It is proposed that Birmingham City Council is the accountable body and will manage all aspects of the programme.</p> <p>The PIP will build on the success of the Property Assistance Programme by assisting eligible SMEs with grant funding towards the refurbishment or new build of industrial/office and business premises. The PIP will address the constraints affecting the competitiveness of SMEs relating to building stock which is not fit for purpose in a modern market environment. The PIP will, in particular, assist SMEs which are unable to move due to onerous relocation costs and where locational advantages, for example, the need to retain the company workforce and to minimise supply chain disruption, need to be protected. As such, the PIP will protect employment and create the conditions for employment growth through discretionary grant funding intervention.</p> <p>Grant of up to 40% of eligible costs will be available; maximum award will be subject to De Minimis limit which is currently €200,000 (Euros) and will be determined in line with EU 'State Aid' guidelines. Total project costs must be minimum £20,000.</p> <p>Consistent with Birmingham City Council's governance protocols, applications for grant will be subject to the approval of an internal 'Project Board' which will appraise the merits of individual project proposals and ensure consistency with ERDF and City Council eligibility criteria. The assembly of information for the Project Board will be the responsibility of a project delivery team comprising Birmingham City Council officers. GBSLEP partners will be consulted on all aspects of PIP delivery; including marketing and approving schemes, all application appraisal reports will be circulated for comment to GBSLEP partners prior to approval.</p> <p>Following the approval of the Project Board, the funding proposal will be subject to approval under the City Council's chief officer delegation procedure, following which the City Council will issue a written offer of grant and a Conditions of Grant Agreement (COGA) to the applicant. The COGA will detail the outputs to be achieved by the project and the responsibilities of the applicant to meet City Council grant funding and EU conditions. The COGA will include the commitment to continue the funded activity (or sustain the funded land / building for the same uses) for the period of five years. The appropriate additions have been made to the Council's standard COGA to create a legal agreement suitable for this programme.</p> <p>In addition to the COGA and to protect the durability-of-use requirement of ERDF grant, where grant exceeds £24,999, the applicant will be required</p>		

	<p>to accept a Land Registry charge on the premises improved/built, which is consistent with the City Council's Financial Regulations. The legal charge will be in force for a period of five years, during which time the recipient will be liable to repay the ERDF grant in the event of a default of ERDF and City Council funding conditions.</p> <p>The application process will follow those established in the forerunning ERDF programmes, as will the learning from the experience of previous grant projects in terms of marketing approach.</p> <p>Eligible works will include improvements such as extension of business premises and internal structural works leading to increase in habitable commercial floor-space, and, though less likely at this scale of funding, site development works (demolitions, land clearance and reclamation), where such works lead to the creation of extra space for ERDF eligible economic uses. .</p> <p>Application appraisal will be carried out by Planning and Regeneration officers and will include applicant eligibility and financial viability, project investment readiness, ERDF eligibility and geographic fit. Value for money checks on the cost appraisal and cost/benefit will be undertaken by ACIVICO. One of the ERDF grant conditions is ensuring that SME's have a procurement process in order to ensure value for money and will be required to provide a list of their tenders. If they do not have a tender process then they will be asked to use the City Council's 'FinditinBirmingham' website.</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 SMEs.</p> <p>The PIP will contribute towards the City Council's priority of a strong economy 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 Birmingham and the wider region.</p> <p>The PIP 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 competitiveness of SMEs in the City and wider region.</p> <p>The PIP is aligned to the ESIF Growth Strategies of GBSLEP; 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 expansion.</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>The PIP 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 Business Growth Programme is an integral part of the business support activities outlined in the above strategy.</p> <p>GBSLEP LEP partners are fully committed to this programme. The PIP will build on the existing partnership and enhance collaborative working. PIP will also build on the partnership and enhance the collaborative working.</p>

<b>Project Definition Document Approved by</b>	Cabinet Report. Approving submission of ERDF,ESF and YEI Grant Bid Submissions	<b>Date of Approval</b>	18 <sup>th</sup> May 2015
--	--	-------------------------	---------------------------

<b>Benefits Quantification- Impact on Outcome</b>	<b>Measure</b>	<b>Impact</b>
	To assist 40 businesses with financial assistance to improve their commercial premises across the GBSLEP area by September 2019.	Up to £5.560m of public and private sector investment to help improve business competitiveness.
	To generate 120 full time new jobs by September 2019.	An increase in Gross Value Added for the GBSLEP area.
<b>Project Deliverables</b>	<p><b>Programme Outcomes:</b></p> <p>The PIP will provide a grant aid facility to SME's in the GBSLEP to expand their business premises or property improvements to increase productivity which will give rise directly to additional employment. It will contribute to the City Council's and GBSLEP's overarching objectives to increase business growth, investment and job creation.</p> <p>PIP outcomes will be subject to regular (quarterly) monitoring reports to DCLG.</p>	
<b>Scope</b>	<p><b>Programme scope</b></p> <p>The PIP will operate across the GBSLEP area; GBSLEP partners include: Birmingham, Solihull, Bromsgrove, Redditch, Wyre Forest, Cannock Chase, Lichfield, Tamworth, and East Staffordshire. The programme will be promoted through the existing LEP Growth Hub structure and all GBSLEP partners will promote the programme within their respective areas. GBSLEP partners are not contributing any financial match towards this programme.</p> <p>Business engagement and marketing of the programme will commence in November 2016, following Cabinet approval.</p> <p>The participating LEP partners and Growth Hubs across GBSLEP area 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 GBSLEP 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 drawing upon their local knowledge and experience.</p> <p>A programme management team from Planning and Regeneration within the Economy Directorate has been established for this purpose. The City Council will ensure that the project complies with its own governance processes and financial regulations as well as European grant conditions.</p> <p>The City Council will oversee the development of the necessary marketing materials and literature to reflect the programme contact and geographical coverage. Growth Hubs and GBSLEP 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><u>To be eligible, businesses have to:</u></p> <ul style="list-style-type: none"> <li>• Be an SME</li> <li>• Based within the GBSLEP area</li> <li>• Demonstrate viability and financial need for assistance</li> </ul>	

	<ul style="list-style-type: none"> <li>• Seeking to implement an investment plan to develop and grow the business</li> <li>• Create new jobs and or:</li> <li>• Create/refurbish commercial floor space</li> </ul> <p>A Project Board comprising of Officers from Planning and Regeneration and appropriate technical, financial (City Finance) and legal advice, will recommend approval of grants. Prior to projects going forward to Project Approval project management team will disseminate 'project appraisal report' among GBSLEP partners; GBSLEP partners include: Birmingham, Solihull, Bromsgrove, Redditch, Wyre Forest, Cannock Chase, Lichfield, Tamworth, and East Staffordshire.</p> <p>Grants to SMEs will be subject to De Minimis EU State Aid Regulations. 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.</p> <p>The City Council will manage the PIP and monitor outputs created as a result, to ensure businesses deliver upon expansion plans. Assistance will only be provided to those that meet the PIP criteria.</p> <p>The formal funding Offer Letter and contract has been received and following approval, this will be accepted and written confirmation provided to DCLG 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 is to confirm in writing to DCLG that funding will not be provided to ineligible businesses or business sectors as detailed in the ERDF National Eligibility Rules.</p> <p>As the Accountable Body, the City Council will ensure that grants paid to individual businesses will be in accordance with ERDF conditions and the City Council's 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.</p> <p>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 PIP Project Board.</p>
<b>Scope exclusions</b>	<p>Low value projects less than £20k</p> <p>Applications outside of the GBSLEP area</p> <p>Applications from organisations who are not classed as SME's</p> <p>Applications for the purchase of capital equipment, which is covered under the existing Business Growth Programme project delivered by Business Development &amp; Innovation.</p>
<b>Dependencies on other projects or activities</b>	<p>Staffing requirements will be fully met from within existing Planning and Regeneration resources supplemented by other appropriate financial, legal and technical support to deliver 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 GBS LEP partners will be important to ensure satisfactory cover across GBSLEP area. LEP Partners are fully committed to participate and to see the programme operating across GBSLEP area.</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 basis.</p> <p>Marketing and promotion of activities through the use of Growth Hubs, LEP partners websites, websites, a series of competitions, supply chain network events, PR, programme literature will commence in November 2016.</p>
<b>Project Manager</b>	Ashfaq Ashraf – 0121 464 9861 <a href="mailto:ashfaq.ashraf@birmingham.gov.uk">ashfaq.ashraf@birmingham.gov.uk</a>
<b>Budget Holder</b>	James Betjemann – 0121 303 4174 <a href="mailto:james.betjemann@birmingham.gov.uk">james.betjemann@birmingham.gov.uk</a>

<b>Sponsor</b>	Ian MacLeod – 0121 675 7244 <a href="mailto:ian.macleod@birmingham.gov.uk">ian.macleod@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>	Ian MacLeod, James Betjemann, Javed Iqbal, Tony Cole, Nurul Choudhury, Mark Reed, Russell D Poulton, Ashfaq Ashraf		
<b>Head of City Finance (HoCF)</b>	Alison Jarrett	<b>Date of HoCF Approval:</b>	04 <sup>th</sup> October 2016

2. Budget Summary (Detailed workings should also be supplied)						
	Voyager Code	2016/17	2017/18	2018/19	2019/20	Total
		£	£	£	£	£
<b>Capital Costs &amp; Funding</b>	CA-02881-03					
Expenditure: Capital grants (ERDF & SME) *		130,000	960,000	2,740,000	1,170,000	5,000,000
Funding:						
ERDF capital funding		52,000	384,000	1,096,000	468,000	2,000,000
SME capital match funding *		78,000	576,000	1,644,000	702,000	3,000,000
<b>Total Capital Funding</b>		<b>130,000</b>	<b>960,000</b>	<b>2,740,000</b>	<b>1,170,000</b>	<b>5,000,000</b>
<b>Revenue Costs &amp; Funding:</b>	TA-01866-01					
Eligible Planning & Regeneration Salaries		54,840	109,680	109,680	54,840	329,040
Eligible Acivico Salaries		24,400	48,800	48,800	24,400	146,400
Ineligible Planning & Regeneration (7.8% NI/Sup)		3,010	6,020	6,020	3,010	18,060
Ineligible Acivico on-costs		8,280	16,540	16,540	8,280	49,640
Overheads (15%)		11,880	23,780	23,780	11,890	71,330
Marketing & Evaluation		1,000	1,000	500	10,730	13,230
<b>Total Revenue Expenditure</b>		<b>103,410</b>	<b>205,820</b>	<b>205,320</b>	<b>113,150</b>	<b>627,700</b>
Funding:						
ERDF revenue funding		46,060	91,630	91,380	50,930	280,000
Staff match-funding -BCC		27,420	54,840	54,840	27,420	164,520
-Acivico		12,200	24,400	24,400	12,200	73,200
BCC revenue budgets		17,730	34,950	34,700	22,600	109,980
<b>Total Revenue Funding</b>		<b>103,410</b>	<b>205,820</b>	<b>205,320</b>	<b>113,150</b>	<b>627,700</b>
<b>Total Project Expenditure</b>		<b>233,410</b>	<b>1,165,820</b>	<b>2,945,320</b>	<b>1,283,150</b>	<b>5,627,700</b>
<b>Planned Start date for delivery of the project</b>	<b>1<sup>st</sup> November, 2016</b>			<b>Planned Date of Technical completion</b>	<b>30th Sept., 2019</b>	

- \* The SME match set out in this table is part of the ERDF approval, but it is not BCC resource or expenditure.

### 3. Checklist of Documents Supporting the FBC

Item	Mandatory attachment	Number attached
<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>		Annex 2
<b>Other Attachments (list as appropriate)</b>		
Equalities Analysis	Mandatory	Appendix 3



## '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	EA001049	
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.	The City Council will be responsible for delivery of this programme; The City Council will be the sole accountable body for the ERDF grant that is awarded. GBSLEP 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.**

STEP 2: ESTABLISHING THE RELEVANCE OF YOUR POLICY TO EQUALITY
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>Purpose</b> of the '<b>policy</b>'? Who is it intended to <b>benefit</b> and the intended <b>outcomes</b>?</li> <li>Will the '<b>policy</b>' have an impact on service users, employees or the wider community?</li> <li>Data collection methods employed as part of the review to determine any likely impact</li> <li>Policy options considered, including any alternative proposals</li> <li>Does the '<b>policy</b>' 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>Greater Birmingham &amp; Solihull Local Enterprise Partnership will benefit from this programme; the direct beneficiaries will be eligible existing businesses across the LEP area, 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 and safeguard existing jobs across the region.</li> <li>The policy will have a positive impact on service users and the wider community because it</li> </ol>



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 LEP area 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 GBSLEP partners 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, and 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 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 LEP 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)		August 2016

Chair's comment on analysis: :

Evidence from the previous programme delivery work demonstrates a demand for 'capital works' support not just in Birmingham but across the GBSLEP area.

The GBSLEP 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 GBSLEP and will provide support to eligible businesses from all communities and sectors in line with identified needs.

The programme will provide support to 40 SME businesses, lead to the creation of 120 jobs in SMEs throughout the GBSLEP area.

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

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

STEP 3: ASSESSING SPECIFIC IMPACT	
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: <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)	

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

INVOLVING AND CONSULTING STAKEHOLDERS
1. 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) 2. How have you gained the views of these experts/groups (e.g. letter, meetings, interviews, forums, workshops, questionnaires or any other method)?
Please provide details:

OVERALL SUMMARY OF YOUR ANALYSIS
Please provide a summary of your analysis to include:

- 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:**