

Equality Impact Assessment [version 2.9]



Title: City Leap Energy Partnership	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input checked="" type="checkbox"/> Function <input type="checkbox"/> Service <input type="checkbox"/> Other [please state]	<input type="checkbox"/> New <input checked="" type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: Growth and Regeneration	Lead Officer name: David White
Service Area: Energy Services/City Leap	Lead Officer role: Head of Energy Services

Step 1: What do we want to do?

The purpose of an Equality Impact Assessment is to assist decision makers in understanding the impact of proposals as part of their duties under the Equality Act 2010. Detailed guidance to support completion can be found here [Equality Impact Assessments \(EqIA\) \(sharepoint.com\)](#).

This assessment should be started at the beginning of the process by someone with a good knowledge of the proposal and service area, and sufficient influence over the proposal. It is good practice to take a team approach to completing the equality impact assessment. Please contact the [Equality and Inclusion Team](#) early for advice and feedback.

1.1 What are the aims and objectives/purpose of this proposal?

Briefly explain the purpose of the proposal and why it is needed. Describe who it is aimed at and the intended aims / outcomes. Where known also summarise the key actions you plan to undertake. Please use plain English, avoiding jargon and acronyms. Equality Impact Assessments are viewed by a wide range of people including decision-makers and the wider public.

The City Leap prospectus was published in May 2018, and had received over 180 Expressions of Interest by the August deadline. These included a wide range of interest from local, national and international companies wishing to provide technological, financial and consultancy services to support Bristol's ambitions in becoming a carbon neutral city.

Phase 2 of City Leap undertook a detailed assessment of the options for delivering up to £1bn of clean energy investments in the city over the next 10 years. The recommended delivery model will be submitted to April 2022 Cabinet requesting support to undertake a procurement process and the subsequent appointment of a strategic partner (or partners) as part of a new Joint Venture (JV) company.

While the establishment of the City Leap Energy Partnership/JV company in itself is of low relevance to the Equality Act 2010, the projects and opportunities that come from City Leap will have significant relevance to a range of communities and protected characteristics as highlighted within the Equality Act. This relevance is not only restricted to the works but also to the methods of communication, engagement and community partnership.

For clarity, this assessment covers the procurement exercise that we are currently undertaking to identify our future Strategic Partner for City Leap. A more in-depth Equalities Impact Assessment will follow in 2022 when we prepare to appoint our preferred Bidder and launch the City Leap Joint Venture company.

1.2 Who will the proposal have the potential to affect?

<input checked="" type="checkbox"/> Bristol City Council workforce	<input checked="" type="checkbox"/> Service users	<input checked="" type="checkbox"/> The wider community
<input type="checkbox"/> Commissioned services	<input type="checkbox"/> City partners / Stakeholder organisations	
Additional comments:		

1.3 Will the proposal have an equality impact?

Could the proposal affect access levels of representation or participation in a service, or does it have the potential to change e.g. quality of life: health, education, or standard of living etc.?

If 'No' explain why you are sure there will be no equality impact, then skip steps 2-4 and request review by Equality and Inclusion Team.

If 'Yes' complete the rest of this assessment, or if you plan to complete the assessment at a later stage please state this clearly here and request review by the Equality and Inclusion Team.

<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	[please select]
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Engagement	Relevance for the Public Sector Equality Duty	Consideration given to reducing discrimination and advancing equality of opportunity
Governance	Medium	Equality Manager, or an officer with responsibility for Equalities, sits on the Board
Political engagement	Low	The EqIA is updated for each report to elected members - completed
Energy Service pipeline of opportunities as described in City Leap prospectus	Medium – includes an opportunity to reduce fuel poverty through domestic energy efficiency	The City Leap Energy Partnership includes a recommendation to continue with a range of energy related services, and their associated contributions to city sustainability and reducing fuel poverty, whilst removing the need for the council to fund the service. Good detail is gathered on needs of customers from different socio-economic backgrounds.
Marketing and Website	Medium	This will be relevant to some of the programmes, for example Warm Up Bristol. Some customers will need more support to understand their options. Council tenants and those living in fuel poverty are a priority group to benefit information is designed to be accessible. Will be in-line with the council's adopted standards of accessibility. Future website updates will maintain a commitment to providing a website that is accessible to the widest possible audience, regardless of technology or ability. We are actively working to increase the accessibility and usability of our website.
Potential BCC Staff Transfer	Medium	Any Joint Venture which may be established following the City Leap procurement stage will need to develop equalities policies for staff and customers,

		especially in the event of council staff being TUPE'd from existing council contracts.
BCC Asset transfer	Low	Little equalities relevance for transfer of biomass boilers, Wind turbines etc
BCC Contracts	Low	Little equalities relevance for transfer of biomass boilers etc
ICT Systems	Medium	Need to be accessible for the customer but minimum ability to influence as there is only one energy ICT system available on the market, which can be purchased. Need to provide accessibility systems to staff as part of reasonable adjustments.
Process Documentation, Staff Training	Low Medium	Little equalities relevance Staff need to be trained to handle enquiries from people with complex needs
Premises	Medium	New premises needs to be accessible to ensure disabled staff can work for the company or disabled partners can attend meetings at the company as needed
Supply Program	Low	Continuation of existing activities
Investment Program	Medium	Continuation of existing activities.
Environmental Performance	Low	Continuation of existing activities
Housing Program	Medium	Dedicated marketing and communication will support potential customers to understand their options.
Infrastructure program	Medium	Continuation of existing activities

Step 2: What information do we have?

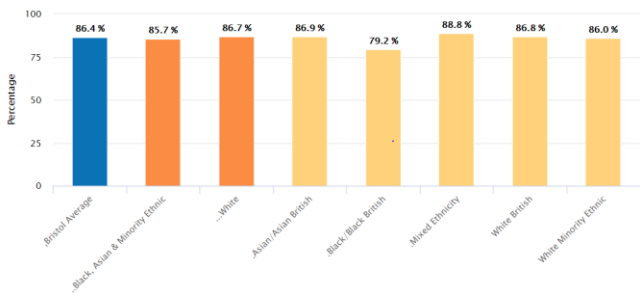
2.1 What data or evidence is there which tells us who is, or could be affected?

Please use this section to demonstrate an understanding of who could be affected by the proposal. Include general population data where appropriate, and information about people who will be affected with particular reference to protected and other relevant characteristics: <https://www.bristol.gov.uk/people-communities/measuring-equalities-success>.

Use one row for each evidence source and say which characteristic(s) it relates to. You can include a mix of qualitative and quantitative data e.g. from national or local research, available data or previous consultations and engagement activities.

Outline whether there is any over or under representation of equality groups within relevant services - don't forget to benchmark to the local population where appropriate. Links to available data and reports are here [Data, statistics and intelligence \(sharepoint.com\)](#). See also: [Bristol Open Data \(Quality of Life, Census etc.\)](#); [Joint Strategic Needs Assessment \(JSNA\)](#); [Ward Statistical Profiles](#).

For workforce / management of change proposals you will need to look at the diversity of the affected teams using available evidence such as [HR Analytics: Power BI Reports \(sharepoint.com\)](#) which shows the diversity profile of council teams and service areas. Identify any over or under-representation compared with Bristol economically active citizens for different characteristics. Additional sources of useful workforce evidence include the [Employee Staff Survey Report](#) and [Stress Risk Assessment Form](#)

Data / Evidence Source [Include a reference where known]	Summary of what this tells us																		
<p>It should be noted that the recent Hills Review found “The three main groups of people likely to experience particularly negative health impacts of fuel poverty are the elderly, infants, disabled people and those living with long term sickness. 34 per cent of fuel poor households contain someone with a disability or long-term illness, 20 per cent have a child aged 5 or under, and 10 per cent a person aged 75 or over. Given their vulnerability to the impacts of fuel poverty, these groups are an obvious priority for interventions that make it easier to keep warm, even if they do not have the very greatest fuel poverty gaps” Hills 2012.</p> <p><i>Bristol’s Quality of Life Survey 2020-21 gives us a view of the percentages of residents that are concerned by climate change and this can be broken down by ethnicity to better understand engagement within equality groups.</i></p> <p><i>Three quarters (75.4%) of disabled people aged 16 and over are economically inactive compared to a quarter (24.9%) of those not disabled. This suggests that disabled people in this band could benefit greatly from employment opportunities generated by City Leap and its supply chain, as well as community investment initiatives.</i></p>	<p>As this is a citywide programme, there is potential for all residents to be affected. Sources of data and evidence specific to people with protected characteristics are included in Section 3.1.</p>  <table border="1"> <caption>Bar Chart Data</caption> <thead> <tr> <th>Group</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Bristol Average</td> <td>86.4%</td> </tr> <tr> <td>Black, Asian & Minority Ethnic</td> <td>85.7%</td> </tr> <tr> <td>White</td> <td>86.7%</td> </tr> <tr> <td>Asian Asian British</td> <td>86.9%</td> </tr> <tr> <td>Black/Black British</td> <td>79.2%</td> </tr> <tr> <td>Mixed Ethnicity</td> <td>88.8%</td> </tr> <tr> <td>White British</td> <td>86.8%</td> </tr> <tr> <td>White Minority Ethnic</td> <td>86.0%</td> </tr> </tbody> </table>	Group	Percentage	Bristol Average	86.4%	Black, Asian & Minority Ethnic	85.7%	White	86.7%	Asian Asian British	86.9%	Black/Black British	79.2%	Mixed Ethnicity	88.8%	White British	86.8%	White Minority Ethnic	86.0%
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<p>Additional comments:</p> <ul style="list-style-type: none"> • The strategy to set up a Joint Venture company will not result in any groups being disadvantaged and we will ensure the company goes through the correct equality procurement process • Each delivery activity of the strategy i.e. a project, will undertake its own impact assessment. • These impacts will be addressed and planned for within the planning stages of the delivery activity. • We will consider the end user and accessibility from the start of the planning process, any assistance needs will be designed and developed into applications before they are delivered. 																			

2.2 Do you currently monitor relevant activity by the following protected characteristics?

<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Disability	<input checked="" type="checkbox"/> Gender Reassignment
<input type="checkbox"/> Marriage and Civil Partnership	<input type="checkbox"/> Pregnancy/Maternity	<input checked="" type="checkbox"/> Race
<input checked="" type="checkbox"/> Religion or Belief	<input checked="" type="checkbox"/> Sex	<input checked="" type="checkbox"/> Sexual Orientation

2.3 Are there any gaps in the evidence base?

Where there are gaps in the evidence, or you don't have enough information about some equality groups, include an equality action to find out in section 4.2 below. This doesn't mean that you can't complete the assessment without

the information, but you need to follow up the action and if necessary, review the assessment later. If you are unable to fill in the gaps, then state this clearly with a justification.

For workforce related proposals all relevant characteristics may not be included in HR diversity reporting (e.g. pregnancy/maternity). For smaller teams diversity data may be redacted. A high proportion of not known/not disclosed may require an action to address under-reporting.

There are gaps in our diversity data for some protected characteristics citywide, especially where this has not historically been included in census and statutory reporting e.g. for sexual orientation and gender reassignment.

2.4 How have you involved communities and groups that could be affected?

You will nearly always need to involve and consult with internal and external stakeholders during your assessment. The extent of the engagement will depend on the nature of the proposal or change. This should usually include individuals and groups representing different relevant protected characteristics. Please include details of any completed engagement and consultation and how representative this had been of Bristol's diverse communities. See <https://www.bristol.gov.uk/people-communities/equalities-groups>.

Include the main findings of any engagement and consultation in Section 2.1 above.

If you are managing a workforce change process or restructure please refer to [Managing change or restructure \(sharepoint.com\)](#) for advice on consulting with employees etc. Relevant stakeholders for engagement about workforce changes may include e.g. staff-led groups and trades unions as well as affected staff.

This proposal has been informed by previous engagement and consultation with Bristol citizens that was conducted as part of the establishment of the Energy Service company.

We're committed to building strong links with communities and groups with protected characteristics and showing due regard for all communities where any future projects may be located.

2.5 How will engagement with stakeholders continue?

Explain how you will continue to engage with stakeholders throughout the course of planning and delivery. Please describe where more engagement and consultation is required and set out how you intend to undertake it. Include any targeted work to seek the views of under-represented groups. If you do not intend to undertake it, please set out your justification. You can ask the Equality and Inclusion Team for help in targeting particular groups.

The governance structure of the new Joint Venture company will include a community engagement plan to ensure the ongoing involvement of local communities and equalities groups.

Step 3: Who might the proposal impact?

Analysis of impacts must be rigorous. Please demonstrate your analysis of any impacts of the proposal in this section, referring to evidence you have gathered above and the characteristics protected by the Equality Act 2010. Also include details of existing issues for particular groups that you are aware of and are seeking to address or mitigate through this proposal. See detailed guidance documents for advice on identifying potential impacts etc. [Equality Impact Assessments \(EqIA\) \(sharepoint.com\)](#)

3.1 Does the proposal have any potentially adverse impacts on people based on their protected or other relevant characteristics?

Consider sub-categories (different kinds of disability, ethnic background etc.) and how people with combined characteristics (e.g. young women) might have particular needs or experience particular kinds of disadvantage.

Where mitigations indicate a follow-on action, include this in the 'Action Plan' Section 4.2 below.

GENERAL COMMENTS (highlight any potential issues that might impact all or many groups)

- The strategy to set up a Joint Venture company will not result in any groups being disadvantaged
- Each delivery activity of the strategy i.e. a project, will undertake its own impact assessment.

<ul style="list-style-type: none"> • These impacts will be addressed and planned for within the planning stages of the delivery activity. • We will consider the end user and accessibility from the start of the planning process, any assistance needs will be designed and developed into applications before they are delivered. 	
PROTECTED CHARACTERISTICS	
Age: Young People	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	<ul style="list-style-type: none"> • Younger families often put off work because of the disturbance factor. • Younger families generally spend longer in their home than the “average” householder
Mitigations:	<ul style="list-style-type: none"> • The provision of energy efficiency and renewable energy measures can make a significant difference to making their home warmer and reducing fuel bills. • Methods of behavioural support within the home will need to be explored within the business model. • Explore how contractors working under the company’s brand can minimise disturbance especially for vulnerable households.
Age: Older People	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	<ul style="list-style-type: none"> • Poorer older people generally spend longer in their home than the “average” householder. • The vast majority of households have little or very basic understanding about how to control or adjust their heating systems. • Most households do not like the disturbance of building works, in general older people often put off work because of the disturbance factor. • Many older and disabled people are put off the government’s energy efficiency programmes because of their complexity and fear of taking on debt. • Sources: Department of Energy & Climate Change (2012) <i>Annual Report on Fuel Poverty</i>; National Energy Action (2012) <i>Focus groups of older people, families and households with disabilities and long-term health conditions</i>.
Mitigations:	<ul style="list-style-type: none"> • The provision of energy efficiency and renewable energy measures can make a significant difference to making their home warmer and reducing fuel bills. • Methods of behavioural support within the home will need to be explored within the business model with guidance available. • Explore how contractors working under the company’s brand can minimise disturbance especially for vulnerable households.
Disability	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	<ul style="list-style-type: none"> • Many households that contain people with a physical disability generally spend longer in their home than the non-disabled households and require higher levels of heat. • Economic activity levels are much lower for the disabled people in Bristol than for nondisabled people. Three quarters (75.4%) of disabled people aged 16 and over are economically inactive compared to a quarter (24.9%) of those not disabled. • The vast majority of households have little or very basic understanding about how to control or adjust their heating systems. This is particularly compounded in households where the householder is physically disabled. • Households with mental health disability, especially where the householder has a mental health disability have significant compounded and multiple issues leading to these homes paying the highest fuel costs and not accessing support, or utilising their heating systems efficiently resulting in them being the most coldest homes in the city. • Many older and disabled people are put off the government’s energy efficiency programmes because of their complexity and fear of taking on debt. • Most households do not like the disturbance of building works, in general households with a physical disability have a greater requirement to minimise disturbance and greater occupants needs than the “average” household. • Sources: Census (2011), Department of Energy & Climate Change (2012) <i>Annual Report on Fuel Poverty</i>; National Energy Action (2012) <i>Focus groups of older people,</i>

	<i>families and households with disabilities and long-term health conditions.</i>
Mitigations:	<ul style="list-style-type: none"> • The provision of energy efficiency and renewable energy measures can make a significant difference to making their home warmer and reducing fuel bills. • Methods of support within the home will need to be explored within the business model. • Significant work around engagement, access, building of trust, reducing disturbance time, advice and support will need to be explored during the consultation period and built into the operational procedures and work projects of the company. • Explore how contractors working under the company's brand can minimise disturbance and meet expectations of disabled households. • Funding and encouraging the use of trusted, local community organisations for project engagement could support people to access offers, products and services.
Sex	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	No Impact
Mitigations:	<ul style="list-style-type: none"> • Explore within the business model, recruitment and through procurement how the number of women participants can be increased within this sector through recruitment and training. This will assist with communication and engagement with the single parent households where the women are in the majority as well as addressing an imbalance within the local industry.
Sexual orientation	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	<ul style="list-style-type: none"> • A number of LGB households value their home as a "safe space" and are extremely reticent about granting access. Source: http://www.shu.ac.uk/assets/pdf/ceir-LGBTcommunities-executive-summary-Nov2012.pdf
Mitigations:	<ul style="list-style-type: none"> • Explore how contractors working under the company's brand can minimise disturbance, meet customer expectations of respect and inclusivity.
Pregnancy / Maternity	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	<ul style="list-style-type: none"> • Households having their first child often experience a utility shock, due to the unexpected increase in utility (heat, power, water) than before, which can lead to budgeting issues. • The likely disturbance of building works should be considered.
Mitigations:	<ul style="list-style-type: none"> • The provision of energy efficiency and renewable energy measures and fuel advice can make a significant difference to making their home warmer and reducing fuel bills. Methods of support within the home, along with operative engagement will need to be explored within the business model.
Gender reassignment	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	No Impact
Mitigations:	<ul style="list-style-type: none"> • Explore how contractors working under the company's brand can minimise disturbance and meet expectations. • Engagement and consultation with Bristol's Transgender communities will be an essential approach for minimising any potential negative impacts
Race	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	<ul style="list-style-type: none"> • The vast majority of households have little or very basic understanding about how to control or adjust their heating systems. This is particularly compounded in some Black, Asian and Minority Ethnic households where there can be a language or cultural barrier to the householder understanding their heating system. For example 5.1% of households in Bristol did not have anyone living in them who had English as a main language. • Some Black, Asian and Minority ethnic households have cultural and /or language issues leading to these homes paying the highest fuel costs and not accessing support. • Most households do not like the disturbance of building works, in some Black, Asian and Minority communities this is compounded by language barriers. • Sources:

	<ul style="list-style-type: none"> - Kensington & Chelsea Community Enterprises CIC (2012) <i>Switching household energy tariffs – an action research study</i> - Centre for Sustainable Energy (2005) <i>Developing effective energy advice for Black, Asian and Minority Ethnic Communities</i> http://www.cse.org.uk/pdf/pub1042.pdf - Damon Gibbons & Rosanna Singler (2008) <i>Cold Comfort: A review of coping strategies employed by households in fuel poverty</i> - Equality & Human Rights Commission (2009) <i>Race discrimination in the construction industry</i> <ul style="list-style-type: none"> • Many Black and minority ethnic households live in the most poor-quality housing that costs more to heat than the “average” home.
Mitigations:	<ul style="list-style-type: none"> • The provision of energy efficiency and renewable energy measures can make a significant difference to making their home warmer and reducing fuel bills. • Methods of support within the home will need to be explored within the business model. • Significant work around engagement, access, building of trust, reducing disturbance time, advice and support will need to be explored during the consultation period and built into the operational procedures and work projects of the company. • Explore how contractors working under the company’s brand can minimise disturbance and meet cultural expectations. • Explore within the business model, recruitment and through procurement how the number of Black, Asian, and Minority Ethnic participants can be increased within this sector. <p>This will assist with communication and engagement with Black, Asian and Minority Ethnic households and there must be an understanding of some cultural differences in visiting many households.</p>
Religion or Belief	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	<ul style="list-style-type: none"> • Many religious communities contain within their belief systems care for the environment. Religious communities can therefore provide positive support and engagement routes for the company in Bristol’s communities.
Mitigations:	<ul style="list-style-type: none"> • Religious communities can provide support at a practical level, such as identifying households that require special assistance, distribution and endorsement of literature / information, etc.
Marriage & civil partnership	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	No Impact
Mitigations:	N/A
OTHER RELEVANT CHARACTERISTICS	
Socio-Economic (deprivation)	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	<u>Gypsies & Travellers</u> The Gypsies & Travellers community are particularly challenged in terms of access to fuel at reasonable cost as compared to other households. Compounded by the community living in the most inefficient homes within the UK.
Mitigations:	The JV will explore the opportunity to provide lower cost fuel. Guidance and links with the council’s Gypsies & Travellers Team will be a necessity for realising positive outcomes for residents and their families.
Carers	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	No Impact
Mitigations:	N/A
Other groups [Please add additional rows below to detail the impact for other relevant groups as appropriate e.g. Asylums and Refugees; Looked after Children / Care Leavers; Homelessness]	
Potential impacts:	
Mitigations:	

3.2 Does the proposal create any benefits for people based on their protected or other relevant characteristics?

Outline any potential benefits of the proposal and how they can be maximised. Identify how the proposal will support our Public Sector Equality Duty to:

- ✓ Eliminate unlawful discrimination for a protected group
- ✓ Advance equality of opportunity between people who share a protected characteristic and those who don't
- ✓ Foster good relations between people who share a protected characteristic and those who don't

The work projects and engagement approach of the JV will have the following overarching positive benefits:

- Improving the energy efficiency of households that are in fuel poverty thereby making them warmer. It is well documented that circa 35% of households with a disability are in fuel poverty.
- By extending the roll-out of the energy community scheme that assist community groups to install renewable energy and energy efficiency technologies on community assets so that they have either an income stream or income saving to their community organisation. In many case we have already assisted community / charities that work with people who have protected characteristics.
- The targeting of energy efficiency and renewable measures including low cost loan and equity release schemes will continue to focus on the most disadvantaged areas of the city including Black/Black British residents which, according to our Quality of Life Survey, are suggested to be those most likely in debt.
- The installation of energy efficiency and renewable technologies typically employs manual and skilled trades as part of our contract terms we will seek a proportion of these to be from underrepresented sections of the communities.

These positive benefits will impact upon the following groups:

- Black and Minority ethnic communities
- People with disability
- Young families
- Older people
- Communities of religion and belief

Step 4: Impact

4.1 How has the equality impact assessment informed or changed the proposal?

What are the main conclusions of this assessment? Use this section to provide an overview of your findings. This summary can be included in decision pathway reports etc.

If you have identified any significant negative impacts which cannot be mitigated, provide a justification showing how the proposal is proportionate, necessary, and appropriate despite this.

Summary of significant negative impacts and how they can be mitigated or justified:

This is a new activity for the Council, and therefore any Joint Venture entity is seeking to build the required effective reporting structures to ensure excellent customer satisfaction across the work projects and to ensure that all the demographic groups have access to services and are being reached.

Summary of positive impacts / opportunities to promote the Public Sector Equality Duty:

The assessment highlights the risk to many equalities communities in terms of accessing people in their homes as identified by many as a 'safe space'. To facilitate this need for understanding on a variety of equality communities it is essential that appropriate equality & diversity training be provided to all staff undertaking this work and that the City Leap JV works closely with the council's Equalities and Inclusion team for best practice.

Furthermore, it is crucial that all customers are made aware of the new service, expectations and their rights and

responsibilities related to the service. This information must be available on request in different formats and languages.

4.2 Action Plan

Use this section to set out any actions you have identified to improve data, mitigate issues, or maximise opportunities etc. If an action is to meet the needs of a particular protected group please specify this.

Improvement / action required	Responsible Officer	Timescale
No action required at this procurement stage but will be considered at April Cabinet as we select our partner and launch City Leap. This will include establishing a robust community engagement plan through the governance structure of the new JV company, which taps into existing networks and establishes new networks where required.	James Sterling	April 2022


4.3 How will the impact of your proposal and actions be measured?

How will you know if you have been successful? Once the activity has been implemented this equality impact assessment should be periodically reviewed to make sure your changes have been effective your approach is still appropriate.

The monitoring arrangements will be developed as part of a consultation process and then embedded into standard operational procedures.

Step 5: Review

The Equality and Inclusion Team need at least five working days to comment and feedback on your EqIA. EqIAs should only be marked as reviewed when they provide sufficient information for decision-makers on the equalities impact of the proposal. Please seek feedback and review from the [Equality and Inclusion Team](#) before requesting sign off from your Director¹.

Equality and Inclusion Team Review:	Director Sign-Off: 
Date: 10 January 2022	Date: 21/12/2021

¹ Review by the Equality and Inclusion Team confirms there is sufficient analysis for decision makers to consider the likely equality impacts at this stage. This is not an endorsement or approval of the proposal.