

Equality Impact Assessment [version 2.9]



Title: R16 Budget Proposal - Networking, partnership and influence services	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input checked="" type="checkbox"/> Service <input type="checkbox"/> Other [please state]	<input type="checkbox"/> New <input checked="" type="checkbox"/> Already exists / review <input checked="" type="checkbox"/> Changing
Directorate: Resources	Lead Officer name: Tim Borrett
Service Area: Policy, Strategy and Communications; International Affairs; City Office; Mayor's Office	Lead Officer role: Director – Policy, Strategy and Digital

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 \(EqIA\) \(sharepoint.com\)](https://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.

Budget context

Every year, the council must agree an annual budget which balances the money we spend with the money we are expecting to receive. Councils across the country are facing financial challenges and based on our current forecasts, we face a funding gap over the next five years (to 2027/28) of up to £87.6 million dependent on the severity of factors such as rising costs of fuel, energy and inflation. This is in addition to the £34.3 million of savings and efficiencies proposals for 2022-2027 outlined in the 2022/23 budget.

The Council has defined statutory responsibilities, but deliver against a far broader agenda, providing universal services benefiting the whole community, and targeted services aimed at individuals, communities with particular needs, and businesses – administered by our workforce, city partners, stakeholder organisations and commissioned services.

To address these challenges we must look again across all of our services to find where we can do things differently to reduce costs, be more efficient in how we do things and, in some cases, stop doing some things entirely.

This proposal

This proposal is at a formative stage (as of December 2022) and relates to changes that would be made April 2024 onwards. It sets a £250,000 financial target for staffing savings to be made from services involved in professional networking and influence, such as public affairs activity and engagement with various global networks. There is no specific plan as yet on what this will look like or where it would be targeted, although it is likely that with the end of the Mayoral model there will be less work to do engaging with global networks which are specifically aimed at Mayoral membership, such as the Global Parliament of Mayors and the Mayors Migration Council.

Given where these skill-sets sit within the council, it is likely that the saving would be made via reducing staffing in one or more of the following services: Policy, Strategy and Communications (PSC); International Affairs; City Office; Mayor's Office. This would be in addition to savings already planned for PSC (approximately £300k in 2023/24 via a restructure linked to budget proposal R14 EQIA - Budget Proposal - Marketing, Communications, Design, Web and Consultation) and the Mayor's Office.

As the target for this saving is relatively modest, it would be most likely that this would be achieved through natural changes in staffing as people move on in their careers, providing an opportunity to delete or reduce posts. However, a more targeted restructure or deletion of filled posts cannot yet be completely ruled out.

In terms of rationale for the proposed structure, role deletions and changes, these are necessary to ensure the council's savings targets are achieved, and should be possible because of a reduced demand for the service. This latter point is very much subject to the views of Members who will design the future Committee system of governance, and this saving could be changed as a result. This will be subject to further discussion during the budget setting process for 2024/25.

To achieve the saving required, a reduction of approximately 4 – 5 full time roles would be necessary.

Whilst there are no specific proposals as yet, such a reduction could have impacts like the following examples:

- Fewer opportunities for Bristol to learn from other cities and/or influence national and international policy
- Fewer opportunities to form new partnerships with national or international partners
- Less access to (or awareness of) some national or international funding opportunities
- A reduced international programme, for example fewer knowledge exchanges, less participation in international networks, less ability to host international visits, fewer trade missions/visits
- A reduced ability to engage with HM Government over policy and funding issues impacting Bristol and/or the local government sector
- A noticeable reduction in Bristol's national and international reputation and profile, which has been cultivated over many years and regularly sees positive engagement with the likes of the United Nations, COP climate summits, the G7 and more.

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 checked="" type="checkbox"/> City partners / Stakeholder organisations	

Additional comments: The proposals directly affect the council's staff working across the impacted services, and may indirectly affect other colleagues in terms of there being a reduced service offer from the service in future. They may affect the public and stakeholders in terms of reduced funding or partnership projects, for example some of its past work on supporting refugees and migrants has been informed by learning from forums like the Mayor's Migration Council.

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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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
HR Diversity Dashboard	The HR Diversity Dashboard provides an overview of divisional staff across a range of protected characteristics; however, it does not provide specific detail about specific teams within the affected cohort and addressed only the wider Policy, Strategy and Digital division. At a divisional level:

	<ul style="list-style-type: none"> • Young employees are under-represented and older employees (from 40+) are over-represented • Black/Black British; Asian/Asian British: and other minoritised ethnic employees are slightly under-represented • Women are over-represented • Some faiths are under-represented, particularly Christian <p>Policy, Strategy and Digital</p> <table border="1"> <thead> <tr> <th></th> <th>%</th> <th>% Bristol City Council</th> <th>% Bristol Economically Active Citizens</th> </tr> </thead> <tbody> <tr><td>Age 16-29</td><td>16.4</td><td>12.3</td><td>39.0</td></tr> <tr><td>Age 30-39</td><td>27.0</td><td>21.0</td><td>24.0</td></tr> <tr><td>Age 40-49</td><td>25.4</td><td>23.7</td><td>16.0</td></tr> <tr><td>Age 50-64</td><td>31.2</td><td>39.6</td><td>21.0</td></tr> <tr><td>Age 65+</td><td>0.0</td><td>3.4</td><td>-</td></tr> <tr><td>Disabled</td><td>10.9</td><td>9.1</td><td>12.0</td></tr> <tr><td>Asian/Asian British</td><td>3.0</td><td>2.8</td><td>5.8</td></tr> <tr><td>Black/Black British</td><td>2.5</td><td>5.1</td><td>5.3</td></tr> <tr><td>Mixed ethnicity</td><td>5.5</td><td>3.6</td><td>2.9</td></tr> <tr><td>Other ethnic groups</td><td>0.2</td><td>0.4</td><td>1.0</td></tr> <tr><td>White</td><td>71.6</td><td>79.8</td><td>85</td></tr> <tr><td>Female</td><td>52.9</td><td>60.3</td><td>49</td></tr> <tr><td>Male</td><td>46.7</td><td>39.2</td><td>51</td></tr> <tr><td>Civil Partnership</td><td>0.0</td><td>0.2</td><td>-</td></tr> <tr><td>Married</td><td>9.0</td><td>12.7</td><td>-</td></tr> <tr><td>Christian</td><td>19.6</td><td>26.6</td><td>43.5</td></tr> <tr><td>Other religion/belief</td><td>8.3</td><td>6.5</td><td>7.3</td></tr> <tr><td>No religion/belief</td><td>40.6</td><td>40.7</td><td>41.5</td></tr> <tr><td>LGB</td><td>5.3</td><td>5.8</td><td>9.1</td></tr> <tr><td>Trans</td><td>0.2</td><td>0.1</td><td>-</td></tr> </tbody> </table>		%	% Bristol City Council	% Bristol Economically Active Citizens	Age 16-29	16.4	12.3	39.0	Age 30-39	27.0	21.0	24.0	Age 40-49	25.4	23.7	16.0	Age 50-64	31.2	39.6	21.0	Age 65+	0.0	3.4	-	Disabled	10.9	9.1	12.0	Asian/Asian British	3.0	2.8	5.8	Black/Black British	2.5	5.1	5.3	Mixed ethnicity	5.5	3.6	2.9	Other ethnic groups	0.2	0.4	1.0	White	71.6	79.8	85	Female	52.9	60.3	49	Male	46.7	39.2	51	Civil Partnership	0.0	0.2	-	Married	9.0	12.7	-	Christian	19.6	26.6	43.5	Other religion/belief	8.3	6.5	7.3	No religion/belief	40.6	40.7	41.5	LGB	5.3	5.8	9.1	Trans	0.2	0.1	-
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Primary knowledge (direct interaction)	<p>Some sensitive diversity information disclosed by employees on confidential HR records is only reportable at service area level and is redacted in filtered reporting for data protection purposes.</p> <p>Employees may well hold protected characteristics which are not visible or disclosed.</p>																																																																																				
Additional comments:																																																																																					

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 checked="" type="checkbox"/> Marriage and Civil Partnership	<input checked="" 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.

The data above is limited in its usefulness as it includes a large cohort of IT and Citizen Service staff who are not in scope of this reduction. There is also a large amount of staffing change planned in 2023/24, and so bespoke reports will need to be compiled to improve this evidence base ahead of making detailed plans.

Data will only be available at a broad service level, so impacts within particular teams will need to be considered by managers using primary knowledge.

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.

The council's Managing Change Policy will be followed, and this workforce is aware of the intention to make this saving.

If required, Trade Unions will be notified of any intention to restructure and consult colleagues.

The public and partners have not been consulted.

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.

Engagement will continue with Members (including Party Group Leaders and Scrutiny) via the 2024/25 budget setting process and in the intervening period we will monitor outputs and views of the Committee Working Group.

Should there be any restructuring required in future, then staff will be consulted and will have 121 meetings with managers to provide feedback and clarify anything during the consultation period.

There will be ongoing communication and engagement via individual meetings (both formal 121s and ad-hoc) and collectively at management team meetings.

If a restructure is needed, Trade Union representatives will be sent the proposals, business case and EQIA at the launch of the consultation, with further discussion offered and job paperwork, job evaluation questionnaires to follow.

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	
<p>We have not identified any significant negative equality impacts from the proposal at this stage because it is at a very early stage with no specific details available yet about where roles would be deleted.</p> <p>However, we are aware of existing issues and disparities for Council employees on the basis of their protected and other relevant characteristics which we will aim to mitigate and address where possible through our management of change approach.</p> <p>Aside from specific impacts by protected characteristic, the whole workgroup may be affected by anxiety or stress resulting from change management; particularly those who may be at risk of redeployment or redundancy, and those ringfenced competitively and/or potentially taking on larger remits.</p> <p>For any new or revised roles we will review job paperwork including job descriptions and employee specification to make sure: it is asking only for the skills, experiences and qualities needed to do the job; there is a requirement to implement equality and respect diversity, with all applicants being assessed against this; there are no discriminatory statements or requirements; and that language is not biased¹.</p> <p>If competitive interview is required as part of any future restructure after consultation – we will ensure there is a diverse recruitment panel and request Diverse Recruiters; consider the additional needs of any staff who have been on any extended leave so they are not indirectly disadvantaged (see below); routinely shortlist and interview all Disabled applicants who meet the essential criteria; ensure tests, assessments and interview processes are accessible and ask in advance whether candidates require any reasonable adjustments (even if they have not disclosed they are a disabled person).</p> <p>For any potential changes to work locations or patterns we will consider the impact of on those who may be more reliant on car parking, public transport, have caring responsibilities or other duties etc.; provide and support access to funding for workplace adaptations and aids to enable disabled people to obtain and retain their employment; Promote flexible working patterns wherever possible to maximise opportunities for people with caring responsibilities and those from faith groups.</p>	
PROTECTED CHARACTERISTICS	
Age: Young People	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	There is already significant under-representation in the 16-29 age category and so reductions in posts may be more likely to compound this further.
Mitigations:	<ul style="list-style-type: none"> • Confirm the issue via more accurate data analysis • Targeted recruitment activity for vacancies • Exploration of partnerships to on-board younger colleagues, such as with colleges and universities
Age: Older People	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	/
Mitigations:	/
Disability	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	<ul style="list-style-type: none"> • Statistically, Disabled people are less likely to be employed in a managerial or professional occupation, and Disabled people are more likely to work part time.

¹ For example by using [Gender Decoder: find subtle bias in job ads \(katmatfield.com\)](#)

	<ul style="list-style-type: none"> • There is a broadly representative % of disabled people within the service compared to the economically active population, and there may be colleagues requiring reasonable adjustments to consultation or selection processes.
Mitigations:	<ul style="list-style-type: none"> • Confirm the issue via more accurate data analysis • Offer additional time or alternative phasing of consultation if required • Consider reasonable adjustment requirements relating to accessing any consultation and selection processes • Access to Employee Assistance Programme 24/7
Sex	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	<ul style="list-style-type: none"> • Women are over-represented and so may be statistically more likely to face potentially stressful competitive selection processes than male colleagues. • However, as men are under-represented, any role reductions impacting male staff may compound this under-representation further and at a statistically disproportionate rate.
Mitigations:	<ul style="list-style-type: none"> • Confirm the issue via more accurate data analysis • Targeted recruitment advertising for any vacant posts.
Sexual orientation	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	/
Mitigations:	/
Pregnancy / Maternity	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	/
Mitigations:	/
Gender reassignment	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	/
Mitigations:	/
Race	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	<ul style="list-style-type: none"> • Black and Black British people are under-represented, any role reductions impacting Black staff may compound this under-representation further and at a statistically disproportionate rate. • Many international network work-programmes focus on race and there may be a higher likelihood of missed opportunities to partner or fund work which focuses on race equity in future.
Mitigations:	<ul style="list-style-type: none"> • Confirm the issue via more accurate data analysis • Targeted recruitment advertising for any vacant posts • Develop funding expertise in future restructured Policy team to help provide capacity for future funding bids that can help offset other missed partnering or funding opportunities
Religion or Belief	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Christians are significantly under-represented and so any role reductions impacting Christian staff may compound this further and at a statistically disproportionate rate.
Mitigations:	<ul style="list-style-type: none"> • Confirm the issue via more accurate data analysis
Marriage & civil partnership	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	/
Mitigations:	/
OTHER RELEVANT CHARACTERISTICS	
Socio-Economic (deprivation)	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	/
Mitigations:	/
Carers	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Being a carer can be a major barrier to maintaining employment and changes to workplace arrangements and working hours/flexibility can have a disproportionate impact on carers (who are also more likely to be women).

Mitigations:	Consider individual impact of proposals as part of 121 interviews / staff consultation.
Other groups: N/A	

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

It is unlikely, although in any restructuring there is a chance of there being some new or vacant roles affording the opportunity to target recruitment to under-represented groups, including internally from the council's talent development programmes for under-represented groups.

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:

Risk of compounding existing under-representation, particularly amongst men, younger employees, Black / Black-British, and those of Christian faith; to be mitigated where possible via targeted recruitment activities and exploration of new on-boarding pipelines for younger talent.

Risk of losing access to funding or partnering opportunities that specifically benefit certain protected characteristics, most likely Race.

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

Opportunity to use any recruitment activities to attract a more representative workforce.

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
Review EQIA to take account of more fully developed proposals.	Director: Policy, Strategy and Digital	September 2023
Update HR Diversity Data to reflect services/teams in-scope more accurately, and to account for staffing changes arising from 2022/23 restructuring activity.	Director: Policy, Strategy and Digital	June 2023
Consult Staff and Trade Unions on any future restructuring proposals if required.	Director: Policy, Strategy and Digital	January 2024
Consider appropriate targeting of any arising recruitment opportunity to under-represented groups.	Director: Policy, Strategy and Digital	January 2023 onward

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.

- Process completed in line with Managing Change Policy.
- Achievement of financial savings.
- Successful recruitment to any new or changed roles.
- Review of HR Diversity Dashboard data and updating of Workforce Plan and Equality Action Plan during the council's 2024/25 Service Planning exercise.

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 Director².

Equality and Inclusion Team Review: <i>Reviewed by Equality and Inclusion Team</i>	Director Sign-Off: Tim Borrett, Director – Policy, Strategy and Digital
ate: 4/1/2023	Date: 4/1/2023

² 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.