

Equality impact assessment template

Step 1– scoping the equality impact assessment (EIA)

Building on the material included at the screening stage, you should begin the EIA by determining its scope. The EIA should consider the impact or likely impact of the policy in relation to all areas of our remit, including human rights. The EIA should be proportionate to the significance and coverage of the policy.

Name of the policy
Grants Programme – IGF Review 2015 – 2018
What are the main aims, purpose and outcomes of the policy and how does it fit in with the wider aims of the organisation?
<p>In setting the six priority areas for the Integrated Grants Fund, the Project Board and Project Team committed itself – within the framework of the Equality Scheme and the strategic plan – to implement the following key actions:</p> <ul style="list-style-type: none">• A mapping exercise of all 2014/15 IGF grants made by the Council• Regular communication and engagement with stakeholders and partners. Such engagement recognises that many of the Review proposals will take time to implement and required a collaborative approach if they are to be effective and avoid any unintended consequences• Evidenced based analysis <p>The vision for the project is <i>“that the significant resources that Glasgow City Council gives out as grants, generally to the third sector, are used efficiently and to meet its policy and service delivery priorities”</i>.</p> <p>This vision in turn reads across to the vision for the Single Outcome Agreement: <i>“Glasgow is a thriving, inclusive and resilient city; a city where all citizens can enjoy the best possible health and well-being, and have the best opportunities to meet their potential”</i>.</p> <p>Glasgow is Scotland’s largest and most diverse metropolitan area. Although outcomes are generally improving for residents, they are not improving fast enough for the poorest and most disadvantaged communities in the city, nor for those who face barriers because of their race, gender, age, disability, sexual</p>

orientation or religion or belief.

Our ambition for this SOA is to deliver upon outcomes that support:

“the creation of a fairer Glasgow for all and reducing any disadvantage or discrimination experienced by local residents, and promoting equal opportunity”

A key driver underpinning partnership activity within this SOA is to seek to tackle inequality in the city in whatever form it manifests itself, be it amongst individuals, groups or neighbourhoods. Our outcomes and associated implementation plans should include clear and co-ordinated approaches to reduce these inequalities wherever they exist.

To ensure that the CPP meets its equalities duty, the Partnership supports an Equalities Working Group (EQWG), currently chaired by a senior officer from the Community Health Partnership. The group brings together representatives from key partners including several members of the Glasgow Equality Forum (GEF). The EQWG has the following remit:

- acts as a sounding board on equalities issues facing CPP partners
- identify gaps, responding to challenges and sharing good practice
- develop proposals which embed equalities within the CPP structure at all levels; and
- highlight strategic issues for consideration by the Glasgow Equalities Forum and/or the Community Planning Partnership

Going forward and linked to considerations around branding, the draft vision for the IGF may be considered: *“The Integrated Grant Fund supports organisations and groups to provide high quality and much needed services to the citizens of Glasgow”*.

The objectives of the project are:

- Re-modelling of the IGF funding programmes in line with Strategic Priorities (particularly the SOA, CPP and Council priorities) and taking account of the Scottish Index of Multiple Deprivation and other relevant indicators;
- To develop clear objectives for the IGF and a three year funding plan;
- Structural re-configuration of the IGF in light of SOA priorities and new CPP structures;
- To have a funding framework that includes an element of Community Budgeting;
- Re-model the application, assessment, award payment and monitoring processes to provide a more efficient and proportionate approach to administration of ‘small’, ‘medium’ and ‘large’ grants;
- Devise a Single Monitoring Framework that covers three monitoring fundamentals – Performance / Impact / Compliance;

- Identify and explore opportunities for streamlining and efficiency of all aspects of IGF administration;
- Devise a more efficient approach to the administration and monitoring of grant funding to Council family;
- Develop efficient business support systems;
- Develop customer service standards and protocols to be used as the basis of engaging with grant recipients; and
- Re-branding and promotion.

List the main activities relating to the policy and identify who is likely to benefit from it.

Main activities	Beneficiaries
1. Check that our grants process addresses all equality areas and targets previously underfunded areas, taking into consideration Single Outcome Agreement, Community Planning Partnership and Glasgow City Council's strategic priorities.	All mandate areas; voluntary and community sector organisations across the city.
2. Local stakeholder consultation	The Council; stakeholder groups across the Third Sector who will utilise this as a means of engagement with the CPP and represent the needs of communities.
3. Make our standard grants process and documents fully accessible.	Organisations that receive IGF grants, to ease access for newly funded organisations and ultimately, the citizens of Glasgow.
4. Review of Grant-management model, including review, monitoring and business support systems.	Community Planning Partnership, current and future funded organisations.

What do you already know about the relevance of the policy? What are the main issues you need to consider?

- Too many long standing grants with high reliance on IGF
- Transfer of the Equality Programme to Fairer Communities Programme
- Change of outcomes
- Need for further engagement with equality organisations and community

groups themselves

- Impact on Protected Characteristic groups via other IGF grant programmes e.g. Sustainable Communities
- Need for better monitoring information: are currently funded organisations actually delivering on the priorities of the Council, CPP and SOA and consideration of what support they need to be able to do this
- The potential impact of any savings or efficiencies on delivery of services
- The Census 2011 and implications for service delivery as a result of changing population profile

How is the policy likely to affect the promotion of equality in the areas of age, disability, gender, gender reassignment, race, religion or belief, sexual orientation, or human rights?

The proposal is highly relevant to the Council's work programme in that it will set the direction for much needed structural change; in particular, the move towards a three-year grant-making cycle that supports the Council's strategic priorities.

However, there are a number of organisations that are likely to be more affected than others by required savings of £2m in 2015/16:

- **Organisations with a high degree of reliance (greater than 50 per cent) on the Council's funding** will be particularly sensitive to the proposal and any loss of funding, particularly from their principal donor, could have damaging consequences. This may equally impact on Equality Organisations and the wider voluntary sector; within the current IGF Equalities Programme, there are both smaller, specialised and larger, infrastructure organisations, all reliant on IGF.
- **Organisations for whom the CPP's grant was their first significant grant award and/or main or sole source of funding** are unlikely to have developed a broad funding base and may therefore be particularly vulnerable as a result of the proposal. In such cases, any sudden loss of grant aid could impact on their longevity. Many of the currently funded equality organisations have been IGF grant recipients for a long time without significant alternative sources of income.
- **Organisations that cannot demonstrate strategic fit** may find the new outcomes challenging. However, with support, organisations can be guided towards delivery of more relevant outcomes, without an adverse impact on their service delivery. Needs of different equality groups will be taken into consideration during the support and information stages of the process.

To conclude, the policy may impact specific groups however awareness of the potential impacts and mitigating actions will contribute to addressing this.

The intention is to carry out a further Impact Assessment once the grant process is concluded, early in 2015. The focus will be on a range of Equality Organisations that work with people from different Protected Characteristic groups, and the varying impacts on their organisations and service delivery.

How will the policy meet the needs of different groups and communities?

At the heart of the thinking behind the proposal is the desire to reshape (and sharpen) the strategic objectives of the grants function so that it leads to higher-impact equality outcomes for a range of stakeholders in the medium to long term, including the Third Sector and specific disadvantaged groups within society, as identified in the Council's strategic plan and Glasgow's Single Outcome Agreement (SOA).

A growing evidence base highlights a number of significant issues for individual groupings that are influencing the agenda of CPP partners in efforts to reduce inequality. For example:

- Glasgow has the largest Black and Minority Ethnic population in Scotland, with approximately 11% of the population in Glasgow being minority ethnic (2008 figures). The release of Census 2011 information will enhance our understanding of specific issues for such groups
- a member of the community with a Pakistani origin is twice as likely to be admitted to hospital with chest pain compared with white Scots, according to a University of Edinburgh study¹
- gender based violence and reporting remains a significant issue in Glasgow
- hate crime has been identified as a priority by equalities groups in Glasgow, with research consistently identifying that most hate crimes go unreported – e.g. the 2012 Glasgow Household survey suggesting that as little as 31% are reported to the police
- disabled people are more likely to be living in poverty, and there are greater concentrations of disabled persons in our more deprived communities. It is estimated that the physical disability rate varies from 13% in our non-deprived areas to 20% in the most deprived areas²
- a disabled person is half as likely to be employed as a non-disabled person³

¹ University of Edinburgh, Centre for Population Health, 2011

² Scottish Household Survey 2007/2008

³ An Anatomy of Economic Inequality in the UK, National Equality Panel 2010

- UK Government estimates that 5-7% of the population are gay, lesbian, bisexual or transgender. This group of people still experience targeted violence and homophobia continuing to affect their lives, particularly at school age

The needs of different groups and communities will be better established during the consultation process, but there is a clear need to look at the use of the IGF to tackle some of these issues. A process is underway involving members of the EQWG – who have ‘equality checked’ the city wide SOA and local Implementation Plans, therefore the new outcomes reflecting the priorities will have a specific equality focus.

Consultation undertaken to develop the policy:

Options to develop the future grants programme, were presented to the Executive Committee on 12 June 2014, and the Committee agreed to the review of the IGF grants programme for the period beyond 2014/15. It was agreed that this process should include key stakeholder engagement and a full Equality Impact Assessment (EIA).

To allow external stakeholders the opportunity to feed into the proposal, the Project Team and Board will also run a series of consultation & information events.

Examples of Good Practice:

Grant-givers, particularly among government departments, regularly change their priorities, closing down old, obsolete programmes and replacing them with new ideas. Typically, responsible donors will manage the transition between old and new through the implementation of an exit strategy, for example supporting organisations to develop an appropriate revenue-generating business model that will meet their needs into the future.

This will be strategically focused work at local and city wide level to help, in partnership with Glasgow’s Third Sector Forum, mitigate the potential adverse impact of the changes to the programme, by developing the capacity of various groups and organisations to be operationally stronger and more effective at fulfilling their purposes in pursuit of mutually agreed outcomes to improve the lives of Glaswegians.

We would learn from the approach taken to co-produce with the Glasgow Equality Forum the outcomes for the IGF Equality and Diversity Programme

Problems/barriers:

The problems and barriers of this proposal are likely to be in Third Sector and public perceptions – these will potentially manifest themselves in enhanced political and reputational risks to the Council and Community Planning Partnership.

What data, research and other evidence or information is available which will be relevant to this EIA?

- Risk Analysis in relation to changes in the IGF (see PID document)
- Glasgow’s Single Outcome Agreement
- Glasgow City Council’s strategic outcomes
- Glasgow City Council’s Equality Outcomes
- Equality Act 2010 and Public Sector Duty
- Scottish Index of Multiple Deprivation
- Assessment & monitoring data (success rates etc) relating to the Integrated Grants Fund.
- Organisations registering an interest in the grants consultation.
- Committee Papers presented to the Community Planning Partnership and Executive Committee.
- Third Sector Compact
- Breakdown of organisations funded under the Integrated Grants Fund.
- Equality assessments of the SOA Implementation Plans.
- Guidance Notes to the Integrated Grants Fund.

What further data or information do you need to carry out the assessment?

- Data and analysis from the consultation events.
- Analysis of how effective the 2014/15 grants programme is in delivering the Commission’s business and its priorities vis-à-vis the future programme.
- The Community Planning Partnership’s strategic priorities for the 2015-18 period (defined by the SOA)
- A clearly defined timetable to roll out the new grants programme.

Step 2 – Involvement and consultation

When considering how you will involve and consult other people in developing the policy, you need to think about internal and external audiences and all areas of our remit.

Please use the table directly below to outline any previous involvement or

consultation which is relevant to this policy.	
Equality target group	Briefly describe what you did, with whom, when and where. Please outline a brief summary of the responses gained and links to relevant documents, as well as any actions.
Age	Initial consultation on high level outcomes via EQWG and other stakeholders.
Disability	
Gender	
Gender reassignment	
Race	
Religion or belief	
Sexual orientation	
Human rights	

What do previous consultations show about the potential take-up of any resulting activities or services?

The responses to the previous ‘mini-consultation’ (over 50 responses received in less than a week) is broadly indicative of the level of interest in the grant programme. The Third Sector Forum has continued to work in partnership with Glasgow City Council and in particular on the IGF has submitted a proposed approach to taking forward the Review proposals over time in consultation with a wide range of stakeholders.

Step 3 – Data collection and evidence

What evidence or information do you already have about how this policy might affect equality in any of the areas covered by our remit, or human rights, and what does this tell you?

Please cite any quantitative (for example, statistical or research) and qualitative evidence (for example, monitoring data, complaints, surveys, focus groups, questionnaires, meetings, interviews) relating to groups having different needs,

experiences or attitudes in relation to this project. Describe briefly what evidence you have used.

All of the following documents provide valuable source data and are referred to throughout this EIA:

- **Guidance Notes to the Integrated Grants Fund:** The guidance notes offer an insight into where the grants programme has come from as well as building on learning from experience of past programmes.
- **Assessment data (breakdown of successful organisations according to mandate area, geographic location etc):** is it feasible that we could get some kind of analysis of this nature? Via a partner? A bit of consultancy?
- **Equality Impact Assessment of the Integrated Grants Fund:** reflects the work carried out, highlights gaps and makes recommendations for action.
- **Single Outcome Agreement 2013:** Sets the course for the CPP's strategic development, including grants, and specifically identifies the grants programme as a tool to help people working in the newer areas of our remit - such as Vulnerable People.
- **GCC Equality outcomes:** Sets out the key actions to be undertaken by the Council during 2014/15, including a role as strategic lead of the Equalities Programme in the consultation and the review of the IGF to ensure it is fully accessible.
- **SIMD**
- **Risk Analysis**
- **Minutes of Project Board, Council Committees and CPP Board meetings**

What does available data tell you about the potential take-up of any resulting activities or services?

Interest in the Integrated Grants Programme:

The number of stakeholders that responded to the mini-consultation on the interim programme held in July 2014 at short notice (two weeks) is also indicative of the level of interest in this programme.

Interest in the Grants Consultation:

In addition to the positive response from the Third Sector Forum in taking the IGF review forward, a number of other stakeholders including the Glasgow Equality

Forum have offered to work in partnership in taking forward the proposals.

What additional research or data is required to fill any gaps in your understanding of the potential or known effects of the policy? Have you considered commissioning new data or research?

- Yes, additional research is to be commissioned to understand more about the issues for people struggling with in-work poverty – an experience that impacts on a number of Equality groups.
- The Equality Impact Assessments of the SOA Implementation Plans have highlighted a number of Equality issues that require further investigation, in conjunction with communities, e.g. the lack of BME young people taking up modern apprenticeship placements for example.

Step 4 – Assessing impact and strengthening the policy

What evidence do you have about how the policy will affect different groups and communities in relation to equality and human rights?

How does/will the policy and resulting activities affect different communities and groups?

Some things to consider:

- Is there any potential for or known adverse or positive impacts of the policy?
- You should consider how the policy might affect communities with small populations; people affected by discrimination in multiple areas of equality (age, disability, gender, gender reassignment, race, religion or belief, and sexual orientation); specific interest groups such as small businesses, voluntary sector agencies and other service providers.
- Are there examples of good practice that can be built on?
- You may wish to consider how the policy will be delivered or communicated.

Potential adverse impacts of the policy (also considered towards the beginning of Section 1):

- **Organisations with a high degree of reliance (greater than 50 per cent) on the Council's funding** will be particularly sensitive to the proposal and any reduction in funding, particularly from their principal donor, could have damaging consequences. This may equally impact on Equality Organisations and the wider voluntary sector.
- **Organisations for whom the CPP's grant was their first significant grant award and/or main or sole source of funding** are unlikely to have

developed a broad funding base and may therefore be particularly vulnerable as a result of the proposal. In such cases, any significant reduction in grant aid could impact on their sustainability.

- **Organisations that cannot demonstrate strategic fit** may find the new outcomes challenging. However, with support, organisations can be guided towards delivery of more relevant outcomes, without an adverse impact on their service delivery. The previous IGF has traditionally been aligned to the SOA, CPP and Council priorities. The new SOA focuses the CPP on a small number of key priorities as follows:
 - Youth Employment
 - Vulnerable People
 - Alcohol
 - Targeted Neighbourhoods (Thriving Places)

In addition CPP Partners are now required to consider how their mainstream budgets will be targeted at SOA priorities in furtherance of the commitment to implementing the Statement on Joint Working and Resourcing in Community Planning.

To conclude, the review of funding will have impacts upon certain groups. In some cases it is conceivable that the interruption of funding could, in the longer term lead to a period of dormancy, and even financial instability for the organisations concerned.

Positive impacts of the proposal:

Glasgow's grant funding landscape has changed significantly since the first IGF grants were awarded in 2010/11. Whilst the IGF has evolved over time, there is now a real need to undertake a comprehensive review of the IGF in recognition of the following:

- Potential future financial pressures
- The new SOA for Glasgow
- The Statement on Joint Working and Resourcing in Community Planning
- Reconfiguration of the CPP/Local CPP Structures
- The publication of the 2011 Census
- The Council's policy of Community Budgeting
- The commitment to provide longer term grant funding to third sector organisations
- Smarter working requirements

The proposal is to reshape (and sharpen the strategic objectives of) the grants function so that it leads to higher-impact equality outcomes for a range of

stakeholders in the medium to long term, including the Third Sector and specific disadvantaged groups within society.

To summarise, the proposal will deliver the following benefits:

- Strategic use of resources which are directly aligned with SOA, CPP and Council priorities
- Provide a transparent basis for contributing to Joint Working and Resourcing in Community Planning
- Further streamlining of grant administration processes
- More efficient management of grant funds paid to Council Services
- Central monitoring informed by the development of the SOA Performance Management Framework

How the policy will be delivered or communicated:

The following outlines the timetable for delivery and shareholder communication:

Pre December 2014 – consultation with a range of stakeholders (including grantees, Third Sector, interest groups, CPP Sector and Area Partnerships) on the direction of the IGF review. Development with stakeholders of the outcomes for the new IGF programmes

Post December 2014 –consultation on specific proposals related to Area Partnership Grants Programme. Development of plans and timetable with Third Sector Forum for stakeholder engagement on IGF review proposals.

Additional measures will be put in place to ensure the engagement of specific and targeted equality groups via the Glasgow Equality Forum and local third sector providers.

What measures does, or could, the policy include, to help promote equality of opportunity?

- For example, positive measures designed to address disadvantage and reach different communities or groups?

The review proposes the creation of a Fairer Communities programme with the following high level outcomes:

1. People are successful learners, confident individuals, effective contributors and volunteers and responsible citizens.
2. Foster strong, resilient and supportive communities which promotes mutual respect and where people take responsibility for their own actions and how they affect others.
3. Address inequalities in Glasgow's society, by challenging discrimination on Protected Characteristics Groups and reducing gaps in opportunities and

outcomes.

4. Increase and improve access to services for citizens of Glasgow particularly from Protected Characteristics Groups.
5. People are better able to participate in the social, economic and cultural life of the city.

A further period of consultation will take place with wider Equality organisations and partners to consider:

- Evidence about some groups and their needs in the city
- Clearer information about the barriers faced by particular groups
- Clear actions that will support the development of appropriate services for protected groups.

In addition, there are outcomes that are likely to affect equality groups within the other five programmes:

- Alcohol and Health & Wellbeing
- Young People and Youth Employment
- Vulnerable People and Families
- Safer Communities
- Sustainable Communities

What measures does, or could, the policy include to address existing patterns of discrimination, harassment or disproportionality?

As above.

In addition, it is important for the Grants team to work more closely with local teams and strategic leads, to have oversight of particular local and thematic priorities, and to develop and implement reporting mechanisms that inform that oversight. Such reporting would be dovetailed with the SOA Performance Management Framework which is under development.

What impact will the policy have on promoting good relations and wider community cohesion?

The proposal will strengthen the targeting of the Community Planning Partnership's funding programme and lead to stronger outcomes in relation to good relations and community cohesion.

If the policy is likely to have a negative effect ('adverse impact'), what are

the reasons for this?

Including direct or indirect discrimination.

As in Step 4.

What practical changes will help reduce any adverse impact on particular groups?

- For example: changes in communication methods, providing language support, collecting data, revising programmes or involvement activities.
- Have you considered our legal responsibilities under the Disability Discrimination Act, including treating disabled people more favourably where necessary?

As above.

What evidence is there that actions to address any negative effects on one area of equality may affect other areas of equality or human rights?

N/A

What will be done to improve access to, and take-up of, services or understanding of the policy?

Some things to consider:

- Increasing awareness of the policy among staff.
- Reviewing your staffing profile to make sure you reach all parts of local communities.
- Encouraging wider public involvement in our work or communications activities.
- Encouraging different groups, including disabled people, to get involved in what we do.

It is expected that the proposal will be communicated to all internal and external stakeholders before the end December 2014.

The IGF Review Project Team will respond to all feedback from partners and incorporate that into the final setting of outcomes.

Please note that you may need to revisit this section once you have completed the policy development process.

Step 5 – Procurement and partnerships

Consideration of external contractor obligations and partnership working

Is this project due to be carried out wholly or partly by contractors? If yes, have you done any work to include equality and human rights considerations into the contract?

If you have, please set out what steps you will take to build into all stages of the procurement process the requirement to consider the general equality duties and equality more broadly.

Specifically you should set out how you will make sure that any partner you work with complies with equality and human rights legislation. You will need to think about:

- tendering and specifications
- awards process
- contract clauses
- performance measures, and
- monitoring and performance measures.

N/A

Step 6 – Making a decision

Summarise your findings and give an overview of whether the policy will meet the Community Planning Partnership and Council's responsibilities in relation to equality and human rights.

As mentioned throughout this paper, the proposal responds directly to the recommendations of the Single Outcome Agreement and the CPP Board's own strategic thinking. In summary, the proposal is intended to strengthen the grant-making function so that it is:

- Directly relevant to the CPP and Council's strategic priorities.
- Accessible to all groups in society, particularly people from protected characteristic groups.
- Positioned to develop best practice in respect of assessment, monitoring

and evaluation.

Overall, it is expected that the net long-term outcomes will strengthen the Council and CPP's work, allowing it to demonstrate greater impact in relation to all of its core duties, as outlined in the vision statement.

What practical actions do you recommend to reduce, justify or remove any adverse/negative impact?

- Continued, effective engagement with stakeholders
- Co-production in terms of outcome setting
- Support to encourage organisations to understand how their services fit
- Funding Surgeries providing IGF grantholders with 1:1 guidance on completion of their Funding Proposal Forms
- Added support to facilitate the direct involvement of equality groups and organisations in the process.

Risk Assessment Survey

A full risk assessment survey of the IGF review process, specifically in relation to equalities, is still to be carried out. This should be carried out with input and engagement of the EQWG, the Project Team and other relevant stakeholders.

However, a general risk assessment of the IGF review identified the following risks:

- Capacity of staff to commit to the project
- Political mandate required
- Challenging timescales for stakeholder engagement

Please note that these should be reflected in the action plan (see Step 8).

Step 7 – Monitoring, evaluating and reviewing

How will the recommendations of this assessment be built into wider planning and review processes?

- This may include policy reviews, annual plans and use of performance management systems.

The ongoing work in relation to the Review will feed into and draw from the development of the SOA Performance Management Framework.

How will you monitor the impact and effectiveness of the new policy?

- This will include adaptations or extensions to current monitoring systems, relevant timeframes and a commitment to carry out an EIA review once the policy has been in place for one year.

Externally, feedback from the consultation and stakeholder engagement phase will give the CPP a sense of how stakeholders feel about the proposal.

Given that the proposal is now public knowledge, some groups and individuals, including Elected Members, will feed back via different Partnership & Development team officers, who need to pass these onto the Project Team. A log of written feedback will be kept by the Grants Team of feedback received and officers will also endeavour to note down feedback that is received over the phone.

Internally, it is essential for the Project Team to set out a project plan that identifies and assigns ownership of specific tasks and sets a timetable for their implementation, particularly actions arising out of Step 6. It is envisaged that this process will require staff and partners that own specific tasks to develop more detailed plans and to report back to the Project Team on a monthly basis.

To carry out a balanced review of the proposal, the CPP will need to perform a comparative assessment of how organisations have performed under the new grants programme vis-à-vis the old. Assuming a 1 April 2015 start date for the new programme, the first indication of how organisations are performing will not be available until the mid-year stage at the earliest, which is October 2015. It is preferable, therefore, for the Project Team to complete its EIA review at this stage, although a final decision on the timing of this review should factor into consideration expectations from other areas of the CPP and the timetable around development of the SOA Performance Management Framework.

Give details of how the results of the impact assessment will be published

This EIA will be presented to the EQWG. Thereafter, it is expected that the proposal will be communicated to all internal and external stakeholders in line with the Council's guidelines for publishing EIAs. This will be done by email, letter, through the CPP's website, and by dissemination via various engagement structures. All literature will be made available in accessible formats and language translations where necessary. Publishing the information will also ensure that the CPP is compliant with the expectations of it within the Council

Equality framework.

Step 8 – Action plan

Taking into consideration the responses outlined in Steps 1-7, complete the action plan below.

	Actions	Target date	Responsible post holder and Directorate	Monitoring post holder and Directorate
Involvement and consultation				
Data collection and evidence				
Assessment and analysis				
Procurements and partnerships				
Monitoring, evaluating and reviewing				

