## **Public Document Pack**

### **Executive Member Decisions**

### Friday, 21st August, 2020

#### **AGENDA**

1. Corporate Asset Management (AMP) 2020/23 - Developing the Asset Management Policy

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AMP - Appendix
EIA Checklist - AMP Refresh

2. Disposal of surplus Lancashire Resilience Forum (LRF) food supplies

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> Date Published: 21<sup>st</sup> August 2020 Denise Park, Chief Executive

# Agenda Item 1 **EXECUTIVE MEMBER DECISION**



**REPORT OF:** Executive Member for Finance and Governance

**LEAD OFFICERS:** Director of Growth and Development

**DATE:** 16<sup>th</sup> June 2020

PORTFOLIO/S

Finance and Governance

**Growth and Development** 

AFFECTED:

WARD/S AFFECTED: All

#### SUBJECT:

Corporate Asset Management (AMP) 2020/23 - Developing the Asset Management Policy

#### 1. EXECUTIVE SUMMARY

**1.1** The purpose of this Briefing Paper is to set out a preferred approach for updating the Corporate Asset Management Plan (AMP) and outline a draft Asset Management Policy. The Policy, described in section 4.4 and in the Appendix, will provide the core framework for the updated Asset Management Plan. It will help us to develop the specific Asset Management strategies and actions needed to implement the AMP.

#### 2. RECOMMENDATIONS

- 2.1 The Executive Member notes the following:
  - The proposed approach for updating the Corporate Asset Management Plan, and
  - The draft Asset Management Policy, described in section 4.4 and in the Appendix

#### 3. BACKGROUND

- **3.1** The Corporate AMP was last updated in 2015/16. The Council is now operating in a completely different environment to that of five years ago. Then, the Council was still subject to austerity measures, as it is now, but three further factors will change the way local authorities conduct their business in the future:
  - Covid-19 The Covid-19 pandemic has turned the world on its head. Local authorities, with
    their health and social care partners, have been at the forefront of tackling the pandemic.
    Most are now adjusting the way they will need to deliver services, reflecting new priorities with
    a much greater emphasis on health and wellbeing of staff, service users and visitors. This will
    have a huge impact on how land and property assets are occupied and deployed to provide
    services and support the local economy.
  - Climate Change. The Council has made a commitment in its Climate Emergency Declaration to be carbon neutral by 2030. This again will have a big impact on the Council's land and property portfolio. The priorities will be accessed by efficiency measures and improved utility

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management, increased generation of energy from renewable sources and using open spaces to capture carbon and alleviate the impact of extreme weather events.

Brexit. The decision to leave the European Union is a major factor although less likely to
impact directly on the Council. Nevertheless, it will affect those sectors that either trade with
the EU or are heavily reliant on migrant labour from the EU, such as the NHS and social care
sectors. The extent of any impact in these areas being dependent on the final terms of any
trade deal with the EU and regulations concerning the freedom of movement.

It is also clear there needs to be effective resourcing in the Estates Team going forwards, so there is a clear focus on Strategic Asset Management as distinct from day to day property management, in order to deliver the AMP.

#### 4. KEY ISSUES & RISKS

#### 4.1 Why do we need Strategic Asset Management?

Asset management is about supporting the delivery of the Council's strategic goals and objectives, using land and property assets. It is part of resource and business planning. The Asset Management framework will need to reflect the issues facing the authority and what its values are. In order to be effective in delivering strategic Asset Management, the AMP also needs to give some attention to processes, procedures and how things will be delivered.

The AMP needs to set out a vision of where the Council wants to be and what its main Asset Management objectives are. It also needs to explain how the Council intends to deliver those objectives (its Policy) through a number of Asset Management strategies and actions. Finally, the Plan needs to indicate where investment is needed to achieve specific objectives and how the Council is going to manage and report on property performance.

The Royal Institution of Chartered Surveyors (RICS) Public Sector Asset Management Guidelines describe the property Asset Management Policy as being..... designed to make sure that the property asset strategy is reflected in the decisions of all parts of the organisation. It sets down the 'rules of behaviour' for the organisation, as far as property decision-making is concerned, to ensure that the strategy can be delivered.

#### 4.2 The Council's Land and Property Portfolio

Local Authorities across the UK hold large property portfolios (buildings and land) which have been acquired, gifted or inherited over many years. Blackburn with Darwen Council is no different, owning or operating nearly 2,300 land and building assets, with a total asset value of over £280 million.

The portfolio is extensive and diverse, ranging from libraries, community centres, sports centres and schools, which all help to deliver front line services, to commercial land and property that generates income for the Council and supports local businesses. The Council has an extensive agricultural portfolio and has property interests in Blackburn and Darwen town centres. Finally, sites for new housing and industrial development.

#### 4.3 Structure of the Asset Management Plan

The proposed framework for the Asset Management Plan 2020/23 is to have 3 separate elements as follows:

• the Asset Management Policy,

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- an Asset Management Strategy, and
- an Asset Management Action Plan

This Briefing Paper and the attached Appendix set out a draft Asset Management Policy. In future, not all parts of the Plan will need to be updated at the same time for it to remain fresh. In many areas our approach to Asset Management is likely to remain constant for several years (such as the Asset Management Policy). The strategy is unlikely to change frequently but will have a shorter life than our land and property policy objectives. The supporting Action Plan will be used and adapted in order to manage our Asset Management programmes.

#### 4.4 Asset Management Policy

The AMP needs to embody certain agreed policy aims, to give a framework for developing asset strategies, and delivering actions and activities relating to our land and buildings. The policy aims below are not listed in any particular order of priority. The key challenge for the Council is ensuring that we maintain an appropriate balance between all these elements so that we make effective use of our land and buildings, and help deliver the Council's Corporate Objectives. The overriding aim (or vision) is to develop an effective, efficient and economic land and property portfolio.

The proposed Asset Management Policy can be summarised as:

- Strategic Asset Management which supports corporate priorities
- Supporting economic recovery and growth
- Property assets managed and developed effectively, efficiently and sustainably, optimising financial returns
- Contributing to the reduction of carbon emissions
- Supporting and empowering local people
- Working with partners to maximise shared opportunities

These policies are set out in more detail in the attached Appendix.

#### 4.5 Next Steps

As mentioned in the Introduction, the purpose of this Briefing Paper is to set out the Asset Management framework and gain endorsement to the Asset Management Policy. This will provide the core framework for the updated AMP and help us to develop the specific Asset Management strategies and actions needed to implement the Policy.

We will also need to consider the resources and capital investment needed to deliver the plan and how this will be funded. This includes effective resourcing in the Estates Team so there is a clear focus on Strategic Asset Management as distinct from day to day property management. Some Asset Management strategies may have to prioritised or phased over time, and we will need a proactive approach to Property Review to identify underused or surplus assets for disposal, generating capital receipts for re-investment. Where borrowing is needed, a business case approach should help to ensure that revenue savings help offset borrowing costs.

Finally, we will need to develop an effective framework that enables us to understand how the portfolio is performing. Developing Key Performance Indicators (KPIs) will help in targeting the areas where performance needs to be improved and identifying poorly performing or underutilised assets for disposal.

#### 5. POLICY IMPLICATIONS

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**5.1** It is essential that we plan and manage property as a corporate resource for the benefit of the people of Blackburn with Darwen. In that respect, our Asset Management policies need to support the Council's Medium Term Financial Strategy and Corporate Objectives, A table is included in the Appendix, which illustrates the links between our asset policies and the Corporate Objectives.

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6. FINANCIAL IMPLICATIONS
<b>6.1</b> The Council will need to make sufficient capital and revenue resources available to support the aims of the AMP and deliver the Asset Management strategies. In some areas, there may be an investment 'gap' so the delivery of some strategies may need to prioritised or phased over time. Through property review processes, we will challenge the reasons for holding property assets and identify underused or surplus assets that can be released for disposal. This should generate capital receipts for re-investment. In other cases, borrowing may be needed. A business case approach will help to ensure that revenue savings from the economies and efficiencies resulting from Asset Management initiatives offset borrowing costs.
7. LEGAL IMPLICATIONS
7. LEGAL IIII LICATIONS
<b>7.1</b> The Asset Management Plan will be implemented in compliance with the Council's Constitution and the Local Government Act.
8. RESOURCE IMPLICATIONS
<b>8.1</b> Beyond the financial implications detailed above, staff resources will be needed to implement the AMP. This may require a review of roles and responsibilities in some areas, and this will be addressed in more detail as we develop the Asset Management strategies and Action Plan.
9. EQUALITY AND HEALTH IMPLICATIONS Please select one of the options below. Where appropriate please include the hyperlink to the EIA.
Option 1  Equality Impact Assessment (EIA) not required – the EIA checklist has been completed.
Option 2 In determining this matter the Executive Member needs to consider the EIA associated with this item in advance of making the decision. (insert EIA link here)
Option 3  In determining this matter the Executive Board Members need to consider the EIA associated with this item in advance of making the decision. (insert EIA attachment)
10. CONSULTATIONS
IU. CONSULTATIONS

#### 11. STATEMENT OF COMPLIANCE

The recommendations are made further to advice from the Monitoring Officer and the Section 151 Officer has confirmed that they do not incur unlawful expenditure. They are also compliant with equality legislation and an equality analysis and impact assessment has been considered. The

Internal consultations within the Growth and Energy & Sustainability teams.

recommendations reflect the core principles of good governance set out in the Council's Code of Corporate Governance.

#### 12. DECLARATION OF INTEREST

All Declarations of Interest of any Executive Member consulted and note of any dispensation granted by the Chief Executive will be recorded and published if applicable.

VERSION:	2.0
CONTACT OFFICER:	Lee Kinder
	Tel: 585623
DATE:	16 <sup>th</sup> June 2020
BACKGROUND	None
PAPER:	

# **Corporate Asset Management Plan 2020/23 Property Asset Management Policy**

The proposed Asset Management Policies are detailed further below:

#### 1. Strategic Asset Management which supports Corporate Priorities

#### **A Corporate Resource**

It is essential that we plan and manage property as a corporate resource for the benefit of the people of Blackburn with Darwen. In that respect, our Asset Management policies need to support the Council's Medium Term Financial Strategy and corporate objectives. The table at the end of this section illustrates the links between our asset policies and corporate objectives.

#### **Medium Term Financial Strategy (MTFS)**

We will manage our land and property portfolio in a way that maximises income, so far as compatible with other corporate policy aims, and control expenditure, in order to meet the portfolio budget targets contained in the MTFS.

#### **Asset Management Governance**

We will have in place clear corporate decision-making on all property matters, and will ensure an effective balance between corporate and service priorities. We will hold and manage land and property corporately and adhere to established Corporate Landlord principles and working practices.

#### **Property Review and Challenge**

We will challenge our land and buildings to ensure that they remain fit for purpose, offer value for money and are flexible enough to adapt to future needs. We will manage and report land and property data in a way which is transparent, assists the organisation, helps us to carry out property review and improve property performance, using our one view property system which holds all property data on Estate Management, Projects, condition surveys, repairs, maintenance & Statutory Compliance in one place.

#### **Accommodation Strategy**

We want to provide accommodation for Council employees that meets present needs and provides the flexibility to adapt to future changes. Accommodation will need to be efficient, represent value for money and support climate change targets, but first and foremost it will have to provide for the safety and wellbeing of staff, service users and visitors.

#### 2. Supporting Economic Recovery and Growth

#### **Town Centres**

We will manage our land and buildings in Blackburn and Darwen town centres so the towns become more attractive for visitors and shoppers, attract inward investment and support local businesses. Our aim will be to support the continuing growth of the town centre economy, recognising the need for diverse uses in the town centre as the nature of retailing changes.

#### **Housing Growth**

We will use our land and buildings to contribute positively to sustainable housing growth, so the number, mix and quality of homes meets housing needs and supports growth in the local economy.

#### **Employment and Economic Development**

Land and buildings will be managed in a way that supports the sustainable growth of local businesses and industry, generates employment and attracts inward investment. As far as we can, we will provide development land and premises in the right areas to facilitate this and ensure local businesses receive the appropriate support with occupying their premises to assist economic recovery and growth.

# 3. Property Assets Managed and Developed Effectively, Efficiently and Sustainably, Optimising Financial Returns

Our land and buildings will be managed and used efficiently and in a way that secures value for money.

#### **Portfolio Performance**

We will optimise returns from the land and property portfolio in order to support portfolio budgets, ensuring that the rental income we receive from tenants is the best that can reasonably be obtained. We will look for and develop new commercial opportunities to generate income or capital growth, which in some cases may require new investment in our assets.

#### **Management of Operational Facilities (FM)**

We will manage and procure utilities, hard and soft FM services, maintenance, repair and new build work efficiently in order to obtain the best value for money. We will keep operational and tenanted property running costs under review and make changes to procurement or occupancy arrangements, where possible, in order to make savings. Appropriate systems will be put in place to support these areas.

#### **Statutory Compliance and Property Condition**

We will maintain our operational and tenanted property so that it complies with all relevant statutory requirements, minimises risks to staff, visitors and service users, and is in a condition that allows services to be delivered efficiently and effectively.

#### Sufficiency

Our operational property should be sufficient for service needs and take account of the safety and wellbeing of staff, visitors and service users

#### Capital

We will have processes that prioritise capital investment in land, property and development projects to make the best use of scarce capital resources. If land or property assets are declared surplus or performing poorly, we will have effective mechanisms for disposal, alternative use or transfer to partner organisations.

#### 4. Contributing to the Reduction of Carbon Emissions

Land and buildings will be managed to mitigate and adapt to the impact of climate change, contributing, as far as possible, to the Council's ambition to be carbon neutral by 2030.

#### **Energy Efficiency**

Our aim is to reduce demand for primary energy through efficiency measures and improved utility management.

#### Renewables

We will utilise our assets to stimulate increased generation of energy from renewable sources.

#### **Carbon Capture and Extreme Weather Events**

We will exploit opportunities to use and develop open spaces to capture carbon, enhance biodiversity and alleviate the impact of extreme weather events resulting from the changing climate.

#### 5. Supporting and Empowering Local People

We will use our land and buildings to support our local communities to give us healthy, safe and vibrant communities.

#### **Suitability and Sufficiency**

Our land and property assets will be fit for purpose and sufficient for service delivery taking into account the needs of the service and the safety and wellbeing of staff, visitors and service users.

#### **Flexibility**

Where possible we will ensure that operational property is flexible enough to cater for future demands on the service and changes in working practices.

#### **Community Wellbeing**

We will work with third sector partners and community organisations in order to enhance the health and wellbeing of the local community, we will facilitate the transfer of assets to the community where this satisfies the Community Right to Bid requirements and there are mutual benefits.

#### 6. We will Work with Partners to Maximise Shared Opportunities

We will take advantage of opportunities for partnerships and collaboration with other public, third and private sector organisations in delivering services and value for money, where this meets the Council's objectives.

#### **Health and Social Care Integration**

We will collaborate with our health and social care partners across the Integrated Care Partnership to share premises where possible, to support new models of joint working.

#### **One Public Estate**

We will work to the established One Public Estate principles in developing collaborative projects with public and third sector partners in order to improve service delivery, deliver economic benefits and secure savings.

#### **Joint Venture Partnerships**

We will enter into joint venture partnerships with private and public sector partners in order to deliver property and development projects, where there are mutual benefits.

\_\_\_\_\_

**Table** showing the links between our Asset Management Policies and Corporate Objectives:

Asset Management Policies	Corporate Objectives
Strategic asset management which supports corporate priorities	Transparent and effective organisation
Supporting economic recovery and growth	Supporting our town centres and businesses Strong, growing economy to enable social mobility
Property assets managed and maintained effectively, efficiently and sustainably, and optimising financial returns	Transparent and effective organisation
Contributing to the reduction of carbon emissions	Safe and clean environment
Supporting and empowering local people	Connected communities Supporting young people and raising aspirations Safeguarding and supporting the most vulnerable people
Working with partners to maximise shared opportunities	Connected communities Reducing health inequalities and improving health outcomes

CR/AB 16/6/20

#### **EQUALITY IMPACT ASSESSMENT CHECKLIST**

#### This checklist is to be used when you are uncertain if your activity requires an EIA or not.

An Equality Impact Assessment (EIA) is a tool for identifying the potential impact of the organisation's policies, services and functions on its residents and staff. EIAs should be actively looking for negative or adverse impacts of policies, services and functions on any of the nine protected characteristics.

The checklist below contains a number of questions/prompts to assist officers and service managers to assess whether or not the activity proposed requires an EIA. Supporting literature and useful questions are supplied within the FIA Guidance to assist managers and team leaders to complete all FIAs

supplied within	The LIA Guidance to assist managers and	team leaders to complete a	II LIAS.	
Service area & dept.	Growth & Development - Property	20		
Brief description of activity	Corporate Asset Management Plan 2020/2	23		
A				
Answers favouring doing an EIA	Checklist question			Answers favouring not doing an EIA
□ Yes	Does this activity involve any of the following - Commissioning / decommissioning a server - Change to existing Council policy/strategy	⊠ No		
□ Yes	Does the activity impact negatively on any stated within the Equality Act (2010)?	⊠ No		
<ul><li>□ No</li><li>□ Not sure</li></ul>	Is there a sufficient information / intelligence customer profiles to understand the activity	⊠ Yes		
☐ Yes ☐ Not sure	Does this activity: Contribute towards unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act (i.e. the activity creates or increases disadvantages suffered by people due to their protected characteristic)			
☐ Yes ☐ Not sure	Reduce equality of opportunity between the characteristic and those who do not (i.e. the activity fail to meet the needs of people) are different from the needs of other people)	⊠ No		
☐ Yes ☐ Not sure	Foster poor relations between people who share a protected characteristic and those who do not (i.e. the function prevents people from protected groups to participate in public life or in other activities where their participation is disproportionately low)			⊠ No
FOR = 0	TOTAL			AGAINST = 6
Will you now be completing an EIA? ☐ Yes The EIA toolkit can be found here			⊠ No	
Assessment Lead Signature				

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Gwen Kinloch

28/07/2020

**E&D Lead Signature** 

Date

# Agenda Item 2 **EXECUTIVE MEMBER DECISION**



**REPORT OF:** Executive Member for Finance and Governance

**LEAD OFFICERS:** Director of Finance and Customer Services

**DATE:** 18 August 2020

PORTFOLIO/S

AFFECTED:

Finance and Governance

WARD/S AFFECTED: All

**SUBJECT: Disposal of surplus LRF food supplies** 

#### 1. EXECUTIVE SUMMARY

The Lancashire Resilience Forum (LRF) purchased food supplies to act as a reserve to ensure that the most vulnerable people across Lancashire could be supplied food during the initial months of the Covid-19 pandemic. The LRF now considers that following successful operations in each district to support the most vulnerable the reserve stock is no longer needed and has negotiated the sale of the surplus to FareShare - a charity aimed at relieving food poverty and reducing food waste in the UK.

#### 2. RECOMMENDATIONS

That the Executive Member:

- approves the sale of the excess food stores on behalf of the LRF to FareShare.

#### 3. BACKGROUND

At the start of the Covid-19 pandemic local authorities were tasked with ensuring that the most vulnerable had sufficient access to food. There were various issues in food supply chains at the time with supermarkets running out of a number of items. As part of the urgent action taken by the LRF it was agreed that the three Upper tier Councils with social care responsibilities urgently access and store food for food parcels; these being Lancashire County Council, Blackpool Council and Blackburn with Darwen Borough Council on behalf of the LRF. Following an urgent Chief officer decision dated 3<sup>rd</sup> April 2020, Blackburn with Darwen Borough Council purchased food for the food store on behalf of the Lancashire Resilience Forum (LRF) with joint funding agreed with Lancashire County Council and Blackpool Borough Council.

Each district in Lancashire took responsibility for organising essential food supplies to the most vulnerable. With the success of these operations, food supply chain issues being resolved and the relaxing of some restrictions the LRF considers it does not need to hold this surplus stock any longer.

#### 4. KEY ISSUES & RISKS

The LRF has considered a range of options for the surplus food. In addition to the sale of the food, the LRF has considered donating to other local charities and/or providing to supply chains for school Page 12

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meals, meals on wheels etc. However these would not provide a financial return and would take significant resources to organise transportation and distribution in the time required.

FareShare is a charity aimed at relieving food poverty and reducing food waste in the UK. It does this by rescuing good quality surplus food that would otherwise have gone to waste and sending it to almost 11,000 charity and community groups across the United Kingdom (<a href="https://fareshare.org.uk/">https://fareshare.org.uk/</a>). FareShare normally deals in excess food provided to them FOC, however DEFRA has recognised the unprecedented demand on foodbanks and has given FareShare a grant of £10.5m.

Fareshare have indicated that they will prioritise distirbution in Lancashire and the North West where possible.

Some of the surplus supply best before dates are coming up soon so this decision does need to be made urgently to complete the sale whilst they still have some shelf life. Accordingly it is proposed and has been agreed that this decision should not be subject to call-in.

#### 5. POLICY IMPLICATIONS

This decision is in accordance with section G6 of the Council's Financial Procedure Rules and a waiver from the Council's Contract Procurement Procedure Rules.

#### 6. FINANCIAL IMPLICATIONS

Income received will be distributed among the upper tier authorities in the same proportions as they contributed to the purchase.

#### 7. LEGAL IMPLICATIONS

Contract documentation has been prepared by legal officers in the Contracts and Procurement team. Section 15 of the Council constitution provides that urgent decisions where delay would cause harm to the public's interest are not subject to call-in subject to following the procedure set out in that section and obtaining the agreement of the appropriate Overview and Scrutiny Committee Chairs.

#### 8. RESOURCE IMPLICATIONS

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The recommended course of action minimises resource implications for the authorities in the LRF, other than administering the financial transactions.

## 9. EQUALITY AND HEALTH IMPLICATIONS

Please select one of the options below. Where appropriate please include the hyperlink to the EIA.

EIA.
Option 1 🗵 Equality Impact Assessment (EIA) not required – the EIA checklist has been completed.
Option 2  In determining this matter the Executive Member needs to consider the EIA associated with this item in advance of making the decision. (insert EIA link here)
Option 3  In determining this matter the Executive Board Members need to consider the EIA associated with this item in advance of making the decision. (insert EIA attachment)

#### 10. CONSULTATIONS

Consultation with other members of LRF

#### 11. STATEMENT OF COMPLIANCE

The recommendations are made further to advice from the Monitoring Officer and the Section 151 Officer has confirmed that they do not incur unlawful expenditure. They are also compliant with equality legislation and an equality analysis and impact assessment has been considered. The recommendations reflect the core principles of good governance set out in the Council's Code of Corporate Governance.

#### 12. DECLARATION OF INTEREST

All Declarations of Interest of any Executive Member consulted and note of any dispensation granted by the Chief Executive will be recorded and published if applicable.

1
Louise Mattinson, Director of Finance and Customer Services
18 August 2020
n/a

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

#### **EQUALITY IMPACT ASSESSMENT CHECKLIST**

#### This checklist is to be used when you are uncertain if your activity requires an EIA or not.

An Equality Impact Assessment (EIA) is a tool for identifying the potential impact of the organisation's policies, services and functions on its residents and staff. EIAs should be actively looking for negative or adverse impacts of policies, services and functions on any of the nine protected characteristics.

The checklist below contains a number of questions/prompts to assist officers and service managers to assess whether or not the activity proposed requires an EIA. Supporting literature and useful questions are supplied within the <u>EIA Guidance</u> to assist managers and team leaders to complete all EIAs.

Service area & dept.	Finance	Date the activity will be implemented 24/08/2020			20	
Brief description of activity	Disposal of surplu	us LRF food supplies				
Answers favouring doing an EIA	uring Checklist question			Answers favouring no doing an EIA		
☐ Yes	Does this activity involve any of the following: - Commissioning / decommissioning a service - Change to existing Council policy/strategy - Budget changes				⊠ No	
☐ Yes	Does the activity impact negatively on any of the protected characteristics as stated within the Equality Act (2010)?				⊠ No	
<ul><li>□ No</li><li>□ Not sure</li></ul>	Is there a sufficient information / intelligence with regards to service uptake and customer profiles to understand the activity's implications?			⊠ Yes		
☐ Yes ☐ Not sure	Does this activity: Contribute towards unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act (i.e. the activity creates or increases disadvantages suffered by people due to their protected characteristic)				⊠ No	
☐ Yes ☐ Not sure	Reduce equality of opportunity between those who share a protected characteristic and those who do not (i.e. the activity fail to meet the needs of people from protected groups where these are different from the needs of other people)				⊠ No	
☐ Yes ☐ Not sure	Foster poor relations between people who share a protected characteristic and those who do not (i.e. the function prevents people from protected groups to participate in public life or in other activities where their participation is disproportionately low)				⊠ No	
FOR = 0		T	OTAL			AGAINST = 6
•	be completing a t can be found <u>he</u>				′es	⊠ No
Assessment Lead Signature		Chris Bradley				
Checked by departmental E&D Lead		⊠ Yes □ N	lo			
Date		18/08/2020				