

<p>Radian Group</p> <p>Procurement Strategy 2015 - 2018</p> <p>Version: 2</p> <p>Date Approved: 28th September 2015</p>	
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1 The procurement strategy forms an important part of our corporate direction and contributes to the achievement of our vision and objectives of:

- Smarter services
- Smarter growth
- Smarter communities
- Smarter team

1.1 This strategy impacts on all areas of Radian where procurement activity takes place. It covers requirements for goods, services and works, which impact both directly and indirectly on our residents and people we support.

2 Our Aims

2.1 The overarching aim of this strategy is to ensure that our procurement activity achieves value for money by developing appropriate commercial practices, managing associated risk and guiding staff by using procedures and processes that uphold probity.

2.2 The four specific aims are to:

- Drive value for money by challenge and action
- Provide a resilient, future-proof procurement resource
- Develop our supply base, identifying key suppliers and relationships
- Work with colleagues to promote appropriate commercial practices

3 Context & current activity

3.1 Our annual spend is £77m¹, excluding staff costs. The largest category of direct spend is construction at £39m. This is split between Technical Services (£14.8m, 38,900 transactions) and Development (£24.2m, 640 transactions). All departments incur indirect spend.

3.1.1 Examples of direct spend include kitchens, roofing, grounds maintenance.

3.1.2 Examples of indirect spend include training, legal services, recruitment agencies.

3.1.3 Radian currently has a centralised procurement resource of 2.5 fte staff, who are part of the Strategic Sourcing Team. To address the evolving needs of Radian, procurement activity is managed on a risk/value assessment (appendix A). High risk/high value procurements are managed by the centralised resource in conjunction with relevant staff across the business, and low risk/low value activity is dealt with directly by operational staff. Projects in between those extremes are assessed to

¹ Spend in fin year 2014-2015
Head of Strategic Sourcing, Technical Services

ascertain the most appropriate level of support, proportional to operational complexities and staff ability.

Appendix A describes some of the aspects to be taken in to consideration when deciding upon the most appropriate level of support to be given.

3.1.4 Appendix B demonstrates how the aims of the previous strategy have been met. The aims of this second strategy build upon those successes and experience.

3.1.5 This new strategy links in to the procurement policy, approved in February 2015.

3.2 Legal Responsibilities

3.2.1 Radian procurement needs to comply with the obligations of the following legislation and regulations:

3.2.2 Public Contracts Regulations (PCR) 2015: The PCR are the embodiment of the EU procurement regulations in the UK. Irrespective of value we are obliged to comply with the general EU Treaty obligations of transparency, proportionality, non-discrimination, equal treatment and mutual recognition in all our procurement activity. For procurements over the PCR thresholds the obligations are much more stringent and the risk of failure is much more severe. The current thresholds are £172.5k for goods and services, and £4.3m for works. These will be reviewed in January 2016 and every two years thereafter.

In February 2015 the previous regulations (2006) were updated. General obligations and thresholds remain unchanged but the salient changes include

- All quotes/tenders over £25k must be advertised on Contracts Finder, the Cabinet Office website
- Where Pre qualification questionnaires (PQQ) are used, they must be the standard one produced by the Crown Commercial Service
- All documentation must be available at time of advertising, requiring much more work to be done up front
- Payment of undisputed invoices must be made within 30 days, and details of failure to do so must be published annually on our website

Small Business Enterprise and Employment Act 2015 (SBEEA): The SBEEA requires Radian to ensure that the way we do business is open and supportive of SMEs. The act gives new statutory powers to the Cabinet Office's Mystery Shopper Service, which can carry out spot checks and investigations with regard to procurement practice, especially with regard to SMEs.

3.2.3 The Service Charges (Consultation Requirements) (England) Regulations 2003 (SI 2003 No. 1987) ('Section 20'): Section 20 obligations require Radian to consult with tenants and leaseholders where a service charge is levied. All procurement activity where there is the possibility that the cost per tenant is over the de minimis levels stipulated must be subject to consultation. The de minimis levels are £100 p.a. for services that last for longer than one year (QLTA - qualifying long term agreement), and £250 for one off expenditure (most often works).

Public Services (Social Value) Act 2012: The act places a statutory duty on all public sector bodies to consider in their procurement activity how the economic, social and environmental well-being of an area can be improved, and how this can be achieved.

3.2.4 The Equality Act: The 9 strands of the Equality Act need to be taken into consideration at various stages of a procurement project, including specification design, approach to the market and the basis of the evaluation.

3.2.5 Health & Safety: Compliance with the health and safety related legislation is ensured at specification design and supplier selection stages. Where contractors will be working in or around Radian properties they must be registered on the Approved Contractors and Consultants List (ACCL) which among other things requires an assessment and approval by the Health & Safety Manager. This assessment ensures that Radian meets its obligations with regard to contractors working in or around our properties.

Project specific legislation might include the Control of Asbestos at Work Act; Manual Handling Operations Regulations 1992 as amended; COSHH regulations; The Work at Heights Regulations 2005; LOLER Regulations.

The Construction, Design & Management Regulations were amended in April 2015, and the client responsibilities were increased. This has placed more onus on staff when specifying works and some services.

3.2.6 Transfer of Undertakings (Protection of Employment) Regulations 2006 as amended (TUPE): in some contracts there may be the requirement to transfer staff from one provider to another; this must be covered within the procurement activity. Examples would include cleaning and grounds maintenance staff.

Freedom of Information Act 2000 (FOI): FOI does not apply to registered providers; however it is foreseeable that this could change. By ensuring that procurement processes are robust, transparent and fair we will be able to meet any freedom of information request should this act apply to RPs in due course.

3.3 **Regulator Influence**

3.3.1 Our regulator, The Homes and Communities Agency (HCA), have set economic and consumer standards that apply to all registered providers. The standards are set out in 'The Regulatory Framework for Social Housing in England from April 2015'.

3.3.2 Providers' Boards are responsible for ensuring their organisation meets the standards set by the HCA.

3.3.3 The standard most closely linked to procurement is the Value for Money standard. The required outcomes of this standard include 'managing resources economically, efficiently and effectively to provide quality services and homes, and planning for and delivering on-going improvements in value for money'.

3.3.4 The standards require RPs to hold an assets and liabilities register. Contractual commitments need to be recorded on the register, including those generated as a result of procurement activity.

4 **Achieving our four strategic aims**

4.1 Aim 1 - Drive value for money (VFM) by challenge and action

- 4.1.1 To drive value for money we will focus on doing the right things, then on doing them right. This mindset places an emphasis on effectiveness before efficiency; there is no value in being efficient in doing the wrong things.

By taking on the critical friend / change agent role we will help colleagues review their requirements, and identify any synergies to be made with other staff across the business. We will be mindful of the requirements of the corporate plan and what is right for Radian currently and for the future.

The risk / value assessment (appendix A) helps to identify the appropriate level of input for each procurement project, with roles and responsibilities.

- 4.1.2 We will identify trends and subsequent actions that will add value by looking at spend data from a procurement perspective. This will enable us to plan ahead and organise resource so we can achieve maximum VFM.

To achieve this we have commissioned spend analysis for each year of this strategy. We have already obtained a thorough assessment of spend in 2013/14 and 2014/15, and will be receiving the same each year for the 2015/16, 2016/17 and 2017/18 financial years. This will allow for trend analysis and benchmarking progress.

Having data in this format will enable us to;

- i) challenge areas of the business on specific spend areas
- ii) support existing projects
- iii) demonstrate and measure improved value for money
- iv) identify areas where process improvements can be made

- 4.1.3 Awareness of Directorate Action Plans (DAPs) via the Senior Leadership Team (SLT) allows for early identification of procurement related opportunities to drive VFM.

- 4.1.4 We will also drive VFM by using the cumulative data available from R-Buy, our e-procurement portal. R-Buy is our response to the EU's requirement for all bids to be received electronically by 2016. It is based on a product owned by InTend, and has the potential to be expanded to benefit from related functionality also available within the InTend product. R-Buy manages our quotation and tender activity which, over time, will paint a clearer picture of our procurement activity and reveal areas for improving effectiveness and managing the supply chain.

4.2 Aim 2 - Provide a resilient, future-proof procurement resource

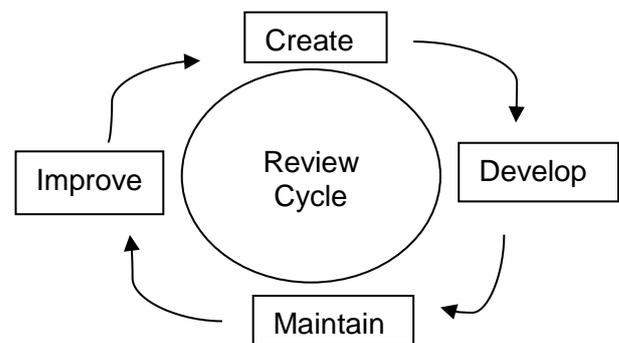
- 4.2.1 We will improve our resilience by learning from the ever increasing data we are compiling on our procurement activity. This comes largely from R-Buy, our annual spend analysis and the approved contractors and consultants list (ACCL). We will use this, combined with market and sector knowledge, to appropriately challenge the status quo and promote changes to improve Radian's effectiveness. We will also investigate and learn from other sectors outside of housing to bring alternative perspectives and ideas.

4.2.2 We will provide a future focussed procurement resource by regular review and consideration of the service provided to Radian, either directly or by facilitation. This will continue to require a balance between supply and demand; between raising and meeting expectations. We will maintain a contracts register and sourcing plan, which will demonstrate future resource requirements.

Our focus will aim to remain pragmatic and proportional; to take a healthy view of the balance between commercial risk and the likelihood of any subsequent challenge.

4.2.3 The existing arrangement with Procurement for Housing (PfH) continues until summer 2016. PfH provides additional resource to Radian to deliver a programme of approximately 30 projects. This programme consists of aspects of the business that have been identified, either by procurement staff or others across departments, as needing attention, and is regularly reviewed and updated to reflect changing priorities (see appendix C for the list of projects). At the start of this strategy period this project is on target to complete the full programme. The cost of this provision by PfH is a one-off fee of £70k plus a contract management fee of 2% on spend through the resulting arrangements. Savings accrued will considerably outstrip this cost, and is a good example of investing to save. One project alone has already contributed £30k (a saving of 36% against previous spend).

4.2.4 Resource implications following completion of the PfH project are being considered; one of the 2.5 fte posts in procurement was used to contribute to the cost of the PfH resource and will need to be filled again. The exact nature of that post will depend on the requirements of the business for the period beyond summer 2016 and where our need falls in terms of the review cycle for ongoing projects and any new requirements that are identified. Resource implications are covered in section 5 below.



4.2.5 We will continue to develop R-Buy and bring online additional functionality where this can be of benefit to Radian; benefit may be either directly as savings and quality improvements or by process redesign, i.e. cashable or non-cashable. We will consider additional functionality in light of Radian's corporate drivers and the readiness of the business to take advantage of any such opportunities. Given the direction in which regulation is moving, and by working with the provider on the development of the e-procurement platform that R-Buy uses, we anticipate that R-Buy will provide valuable solutions to Radian. Examples would include commissioning the contract management module to help us drive value from our procurement projects, and to gather information required for the Assets and Liabilities register on our contractual obligations, as required by the HCA. Indicative costs for the contract management module would be £7k over 3 years.

4.2.6 We will seek opportunities to improve the procurement offering to the business by:

- i) analysing our annual spend data and recommending actions
- ii) keeping abreast of market and sector developments
- iii) being aware of other sectors from whom we can learn and apply knowledge to the housing sector
- iv) developing our approved contractors and consultants list (ACCL) to influence

- the security of our supply chains for works
- v) identifying any economic or strategic opportunities for partnership working or collaboration
- vi) understanding and applying relevant legislation in both a compliant and proportionate manner

4.3 Aim 3 - Develop our supply base, identifying key suppliers and relationships

4.3.1 By building into our supply base resilience to external forces we will offset the impact of potential threats, whether they are political, legal, economic, social, technological or environmental.

4.3.2 With regard to works we will do this partly via our approved contractors and consultants list (ACCL);

- monitor spend areas to ensure we don't overload a small number of companies, and be aware of excessive reliance on one or two providers of a particular service
- ensure we are not at the mercy of providers of key services
- develop a list of providers for a particular requirement and monitor quality, timeliness and spend
- develop a framework of consultants who are able to meet our needs for technical compliance with regard to certain building related topics where we don't have either the skills or resource in-house

4.3.3 We will use spend and other data to aid strategic decision making such as whether it is better VFM for Radian to bring certain requirements in-house e.g. roof repairs (the make or buy decision). This will involve issues such as the need to employ new teams of operatives and ensure a steady flow of work to sustain them.

4.3.4 For goods, services or works, where we have key suppliers we will develop effective commercial relationships. This could involve renegotiating existing terms, innovation or developing partnerships, and would need careful review of existing operations and exit strategies.

4.3.5 How we engage with Small to Medium Enterprises (SMEs) is an important part of this strategy, not least because of the requirements of the Small Business Enterprise and Employment Act 2015. We need to achieve a balance between compliance and promoting the use of SMEs/local suppliers whilst ensuring that our approach achieves VFM. We will do this by:

- holding Meet the Buyer events
- Advertising opportunities over £25k on Contracts Finder as required by PCR 2015 regulations
- keeping abreast of key market places / sectors to pick up on opportunities to do things better and achieve value for money

4.3.6 A large proportion of our procurement activity is already with SMEs (69% in 2013/14), but we will improve how we manage this to ensure that Radian can drive optimum value from those relationships, including with regard to how we meet our Social Value obligations.

4.4 Aim 4 - Work with colleagues to promote appropriate commercial practices

4.4.1 We will build on the work done during the past strategy period to further enhance the support for colleagues. Having R-Buy and tailored access to spend data helps us

identify staff carrying out procurement activity and to target support and training effectively.

- 4.4.2 A priority will be strengthening the links between the Financial Regulations & Delegation of Authority and the permissions built in to R-Buy and other systems, all of which will reflect the more stringent requirements of PCR 2015. This will be supplemented by clarity on approval routes; the difference between approval to enter into contract and approval to commit to expenditure has been unclear and this will also be addressed. The cumulative effect of these improvements will be to provide clarity and improve awareness of any commercial actions and commitments being made.
- 4.4.3 The suite of templates and guidance notes on the PIN are reviewed frequently and this will continue. The distinction between what is mandatory and what is advisory inevitably requires some interpretation; feedback from users is invaluable in confirming that the appropriate message is being received, understood and remains proportionate to our needs.
- 4.4.4 With the introduction of R-Buy it has been easier to identify staff that carry out procurement activity and direct support to them. This support may be either operational - the use of R-Buy, the PIN etc - or strategic - working groups on specific projects. Project specific working groups involve staff from across departments and serve to promote communication and understanding.
- 4.4.5 A distinct area of work is that with colleagues in Development & New Business (DNB). The functionality within R-Buy is being used to provide a separate area where DNB can manage their contractors, with whom their contractual relationship is different to that found elsewhere in the business, for example those as a result of Section 106 work.

5.0 Funding procurement

- 5.1 To meet the demands of the business it is foreseeable that there will be a need to recruit a second Procurement Manager and a Procurement Analyst, which would require the addition of one post. The analyst is needed to maintain and develop procurement systems which enable Radian to meet its legal and regulatory obligations as mentioned in 3.2 and 3.3 above. The analyst will also respond to reactive queries from staff and facilitate other benefits related to the effective and proactive use of the tools available to Radian as mentioned throughout this strategy.
- 5.2 The post that is currently being used to resource the PfH arrangement is likely to be used for the second Procurement Manager. A business case will be submitted for the recruitment of the Procurement Analyst, most probably as a fixed term contract for 2 years. The success of this post would be measured on the basis of return on investment (ROI); initially with a target of being cost neutral but with the possibility to make the post permanent if it is demonstrated that cost savings can be achieved as a result.

6.0 Related Strategies

Value for Money Strategy
 Asset Management Strategy
 Sustainability Strategy
 Older Persons Strategy

Radian Technical Services Strategy

Strategy Owner
Head of Strategic Sourcing

7.0 Review Details

Approved by	Group Combined Board
Review Cycle	3 years
Date of next review	September 2018

8.0 Appendices

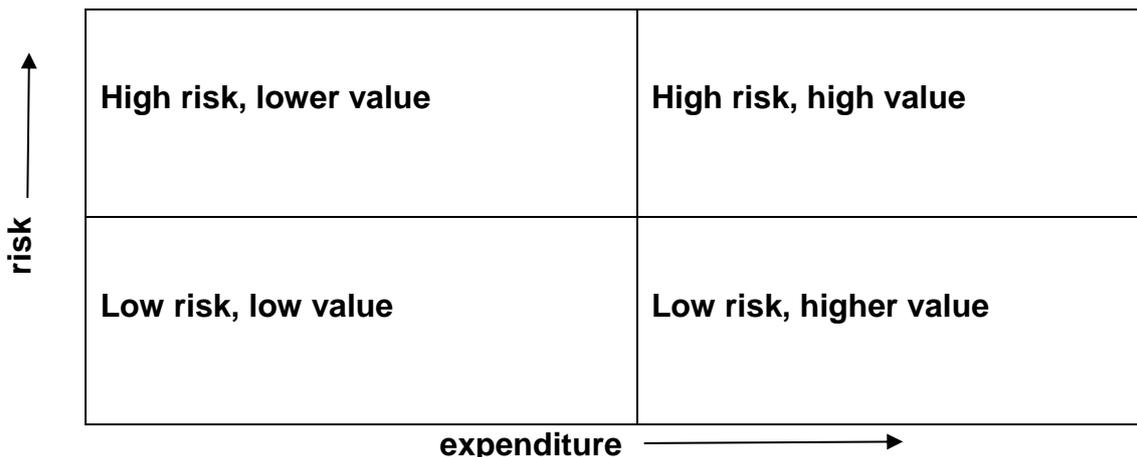
Appendix A: Risk / value assessment for procurement activity

Appendix B: Aims & achievements from the 2012-2015 procurement strategy

Appendix C: Procurement for Housing (PfH) projects

Appendix D: Procurement service equality analysis

Appendix A – Risk / value assessment for procurement activity



High risk, high value

The Strategic Sourcing team would focus primarily on projects in this category, working with departmental staff or via a working group if more than one department is involved.

Projects in this category might require developing relationships with suppliers on a partnership basis, favouring longer term commitments and perhaps joint collaborative working on future solutions.

High risk, lower value

These projects might not be high financial value but are key to Radian’s operations, perhaps for legal or regulatory reasons. The risks associated with failure are high. The Strategic Sourcing team would need to work closely with staff to ensure that all business risks are identified and changes to market conditions are monitored and accounted for as necessary.

For these projects it will be especially important to position Radian as an attractive customer to protect continued supply without being exploited.

Low risk, higher value

The value is high but the risk associated with change or failure is not necessarily significant. This is an area where financial savings might be higher. The relationship with suppliers is significantly different to the two categories above and the scope for negotiation on pricing strategies and service provision might be higher.

The Strategic Sourcing team would be involved at the early stage of these projects i.e. strategy setting stage with particular emphasis on market knowledge, and also during negotiations.

Low value, low risk

These projects will be handled by staff across the business with directional support from the Strategic Sourcing team as required. Periodic and specific training will be provided to ensure that staff are aware of their responsibilities and have the knowledge to meet them.

Appendix B - Aims & achievements from the 2012-2015 procurement strategy

Strategic Aim (2012-2015)		Achievements	Links to aim...
1	Achieve VFM by focusing on quality as well as cost. Optimise the price paid & performance of all contracted services, supplies and works.	VFM has been achieved via the PfH arrangement (see appendix D). Other projects - with potential savings - include kitchens (£1.02m over 4 years); alarm monitoring (£51k over 3 years); training services (£10k p.a.).	1
2	Maximise opportunities for partnerships and collaboration with other RPs & the private sector. Use consortia & other methods of supply.	R-Buy (our e-procurement portal) went live in April 2014. Over 100 quotes & tenders have been conducted on it since. Functionality has led to process improvements e.g. removing the need for Directors to open tenders; providing more robust audit trails (which have already helped us refute spurious claims by bidders which could otherwise potentially have led to challenges).	5
3	Provide staff with the means to assess both their business needs & related opportunities. Ensure they focus on doing the right things before focusing on doing things right.	Our PIN (Procurement Information Network, i.e. our OuRspace page) holds a full array of workflows, templates, and guidance notes. It also holds the contracts register, link to R-Buy, sourcing plan, FAQs and other useful information.	1,3,5,6
4	Involve residents effectively in procurement activity.	A Residents Procurement Panel has been set up. Residents have been trained so they can participate in relevant procurement projects as they arise.	4
5	Exploit & manage modern procurement techniques, especially e-procurement. Develop procurement as an effective change agent, being proactive and innovative. Ensure that Radian's core values are integral to any developments and that the highest standards of transparency and probity are upheld.	The ACCL (Approved Contractors & Consultants List) has been migrated to sit on R-Buy. It is used when selecting contractors/consultants for procuring works related projects, and is being developed to provide greater management of the supply chain.	1,5
6	Support our sustainability strategy.	Comprehensive spend analysis data has been commissioned, to advise effective use of procurement resource. Data for 2013/14 has been analysed; data for 2014/15 has just been received.	1,2,5

PfH (Procurement for Housing) were commissioned to help deliver a programme of approx. 30 projects over 2 years, commencing July 2014. This was done to provide additional procurement resource to meet the needs of the business.	1,2,3,5 ,6
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Appendix C – Procurement for Housing (PfH) projects

Project	Progress (at August 2015)	VFM benefits
Longwood Park (cleaning & grounds maintenance)	Complete	Saving of circa £30k p.a.; clear & transparent pricing and service level agreement; reduced performance related risks for Radian via more commercial terms & conditions.
Agency staff (Radian Support)	Complete	Clear pricing (removal of hidden costs); key costs fixed where previously variable (e.g. temporary to permanent fees); defined and agreed working to Radian's terms of business; reduced number of suppliers; savings will result from managers' choice of supplier from within the framework.
Training Services framework	Complete	Clear pricing structure; greater scope for negotiating savings; reduced number of suppliers, greater consistency of provision; overall management improved.
Personal protective equipment (PPE)	Complete	Radian-wide solution; Savings of circa £12k p.a.; improved quality of items; core list of products; online ordering reducing administration costs.
Renewables equipment servicing & maintenance	Complete	Improved quality of service from supplier capable of meeting our needs; reduced customer queries & complaints, and associated management costs; clear pricing structure; focus on servicing to avoid failures; improved quality of service will drive savings as a result of more proactive approach now being achievable.
Fire equipment servicing & maintenance	Complete	Improved quality of service from supplier capable of meeting our needs; clear specification and pricing structure; improved quality of service will drive savings as a result of more proactive approach now being achievable.
White goods	Complete	Structured process from repair to replacement; coordination across all departments involved; up to 30% savings on some appliances.
Agency staff (wider business)	Underway	Scope of group-wide usage established; working towards standard set of Radian terms & conditions suitable for this market;

		negotiations underway with existing key suppliers; moving towards fixed pricing for cost certainty and VFM.
Cleaning & grounds maintenance (wider business)	Working party start May 2015	At scoping stage.
Telecare (complete package)	Working party started April 2015	At scoping stage.
Bathrooms (supply)	Working party started April 2015	
Roofing	Out to tender	Tenders due back 21 August 2015.
Tree surgery	Started June 2015	At scoping stage.
MFDs (multi –functional devices – copiers etc)	Not started	
External windows / doors	Working party start summer 2015	
Janitorial & stationery	In progress	
Legal services	Working party started April 2015	Tenders on target to issue by end August 2015.
Passenger lifts (servicing & repair)	Started April 2015	PIN notice issued.
Medical lifts (servicing & repair)	Started April 2015	PIN notice issued.
Office & residential furniture	Not started	
Internal audit	Not started	
Procurement cards	Not started	
CCTV	Not started	
Waste skips / bins	Not started	
IT hardware & consumables	Not started	
Print services	Not started	
Telecoms (fixed & mobile)	Not started	

Appendix D – Procurement service equality analysis (copy)

Lead Officer	Claire Crothers
Other members	Carly Haswell Phillipa Connor
Service/policy/decision that is being analysed	Procurement policy and procedures
Aims and objectives of service/policy/decision	Procurement of goods, services and works for Radian
Who is service/policy/decision aimed at?	All staff and customers
Who will deliver the service/policy/decision?	Strategic Sourcing Team All staff

How might what is being analysed disadvantage people because of one or more of the above characteristics?

If specifications are not appropriately designed and/or goods, products and services not properly delivered we or our contractors might discriminate against people with one or more of the above characteristics. Examples include: disabled people (e.g. non-wheelchair friendly kitchens and bathrooms), people for whom English is not their first language (e.g. when giving information and instructions), people of different ages (e.g. services only accessible through computer) and people of different religions (e.g. not observing religious customs)

As we use contractors for the majority of our procurement we must ensure they universally and permanently uphold the same standards regarding equality and inclusion, both in design and delivery of their contracts on our behalf. Furthermore, we must make sure that not only do the contractors we use not discriminate against any of our customers when delivering services on our behalf, but also do not discriminate against any of their workforce.

How might what is being analysed positively benefit people because of one or more of the above characteristics?

By identifying and accommodating specification and delivery requirements of disabled people, different age groups, people for whom English is not their first language and people of different religions, we and our contractors can give people what they need from the outset. This not only promotes the inclusion of groups who otherwise might be excluded from society but also gives them, as customers, maximum Value for Money.

In addition, given the importance of social value in our activities, there is opportunity to include non-core conditions in contracts which promote inclusion and foster good relations between groups of people with different characteristics.

Please list here any good practice that should be shared across our organisation

Procurement advises careful consideration of individual customer requirements at the outset and provides templates, user guides and PIN documents including equality questions on all pre-qualification questionnaires.

Procurement also has contacts in other organisations that can help in specifications due to their greater experience, thereby benefiting from their knowledge of equality issues.

Furthermore, centralised procurement involves more people, meaning equality issues may be more visible and maximum influence in all contract areas.

Using the geographical 'lots' methodology means specifications and contractors are selected to allow for regional differences.

What improvements need to be made to the service being analysed to eliminate or mitigate and disadvantage faced by people because of one or more of the above characteristics?

None

Other reasons (rural isolation, low incomes, low literacy, caring responsibility)

How might what is being analysed disadvantage people for other reasons?

n/a

How might what is being analysed positively benefit people for other reasons?

n/a

Please list here any good practice that should be shared across our organisation

n/a

What improvements need to be made to the service being analysed to eliminate or mitigate and disadvantage faced by people for other reasons?

n/a

Positive initiatives

List below the ways in which what is being assessed aims to/does promote equality for all.

Procurement activities have to meet the European Union treaty principles of transparency, proportionality, non-discrimination, equal treatment and mutual recognition for end users and use a local 'mindset' to cover their geographically diverse areas and populations.

Consultation

Please describe any consultation you have undertaken in relation to this initial screening.

Please summarise the feedback you received and the suggestions that have been made.

Summary

Please summarise the good practise this analysis has identified

See above

Please summarise the actions identified in this analysis that are needed to mitigate disadvantage

None

Owner

Due date

Assessment

Based on your analysis and the answers to the questions, indicate whether this analysis shows a low, medium or high risk of disadvantage to people with a protected characteristic. You can also select 'Don't Know' if you are not yet able to make a judgement on the risk level.

Low There is no evidence that people with a protected characteristic might face disadvantage. A full Equality Analysis is not required.	X
Medium There is evidence that people with a protected characteristic might face some disadvantage but this can be eliminated or mitigated by taking the actions outlined by the Equality Analysis team. A full Equality Analysis is not required, but the effects of introducing the proposed changes should be monitored.	
High There is evidence that people with a protected characteristic are likely to face significant disadvantage. A full Equality Analysis is required.	
Don't Know There is not enough evidence to make a proper assessment. The action plan needs to outline the information that will be needed to enable a proper analysis. A further Initial Screening needs to be arranged once this information is collected.	

Outcomes and monitoring

The lead officer needs to make sure that all the actions outlined in the summary are completed within the timeframe.

Outcomes
n/a

Review and sign off

Lead Officer	<i>Claire Crothers</i>	Date	29/9/2014
Business Excellence	<i>Reda Khelladi (by email)</i>	Date	2/10/2014
Senior Manager	<i>Peter Evans</i>	Date	2/12/2014