

Report for: Cabinet on 17 July 2018

Title: Transforming Shared Digital, our shared service with London Boroughs of Camden and Islington

Report authorised by : Richard Grice Director of Customers, Transformation and Resources

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Ward(s) affected: N/a

**Report for Key/
Non Key Decision:** Key Decision

1. Describe the issue under consideration

- 1.1 This report follows the consideration of governance options for the shared service with Camden and Islington by Cabinet on 16 January 2018. In summary, Cabinet approved a 'lean' Joint Committee model and delegated to the Director of Customers, Transformation and Resources authority to put arrangements for the new model into effect.
- 1.2 This report recommends that the previous 'lean' Joint Committee model is no longer proceeded with and that a revised governance model be approved (Shared Digital 'Lite') that dispenses with the need for a Joint Committee and focuses on specific shared functions where there is strategic alignment. All other functions will not be shared.

- 1.3 The proposed model will mean that each Council retains a sovereign Digital and ICT team responsible for applications, change, projects and strategy. Camden will host a shared team delivering infrastructure services to the three Councils pursuant to the terms of an inter-authority agreement. Haringey and Islington will 'delegate' these functions to Camden, with some staff transferring (TUPE) from Haringey and Islington to Camden. This is similar to the approach agreed in January, but with a reduced scope in terms of the functions that transfer and that are now subject to a service agreement between the Councils.
- 1.4 Since the shared service began in October 2016, a great deal has been achieved by working together. Shared projects and joint procurement projects put us on track to achieve the £2.4m contract savings expected from the shared service. We have also been able to deliver improvements, including better collaboration tools, mobile device management and a customer focused service desk.
- 1.5 The recommendation maintains efficient and effective operational services that will improve services to citizens and staff while reducing unit costs. The proposal will allow the Council to develop and progress our ambitions with a local Haringey-focused Chief Information Officer. (Camden and Islington will similarly be able to focus on their local priorities.)
- 1.6 The report is coming to Cabinet because the recommended changes to the shared service, and to Haringey's local service, require Cabinet approval.

2. Cabinet Member Introduction

- 2.1 The Shared Digital Service has been running in its current form since October 2016. In that time the service has been very effective at improving a number of functions, implementing new ways of working and driving significant savings from a number of contracts. Of particular note are the following:
- We are on track to deliver the targeted £2.4m contract savings across the three councils
 - All three councils have rolled out of Office 365 to all Members and staff, significantly improving our ability to work flexibly and on the move
 - We have begun a long overdue refresh of our laptop and desktop estate
 - We have relocated our datacentre to a new, improved facility, improving our security and resilience
 - We have let a contract for mobile and data services, reducing the cost by £800K across the three councils
 - We are due to let a new contract for printers across the three councils, again significantly reducing costs
 - We have improved helpdesk with drop-in hubs

- 2.2 More than 18 months into the shared relationship, we have taken the opportunity to review where we are, build on what works and make changes where we want to increase emphasis and pace of change. This report sets out proposed changes to the shared service model that are based on learning lessons from our operations so far and that are designed to maximise the benefit of a shared service and provide sufficient autonomy and flexibility for all three councils to deliver on their specific priorities.
- 2.3 We are aware that our ICT staff have been working in an uncertain environment with regards to the shared service model for some time and this period could feel like more change. We do not want to prolong this uncertainty for any longer than is necessary so, while the model recommended in this paper is a sensible one, we recognise that we need to work with our staff to design the detail carefully. Therefore, we will be working with staff and the trade unions over the coming months to engage them in the design of the final model. The insights of the people who provide the current service will be crucial if we are to get the future detail right.

3. Recommendations

- 3.1 That having considered the contents of this report, in particular the results of the consultation set out in Section 6.22 and feedback from Trade Unions, staff and other stakeholders, and having given due regard to the equalities implications as summarised in section 8.4 the Cabinet is asked:
- 3.1.1 To note the achievements of the shared service (including c. £2.4m of savings in the delivery of commodity Digital and ICT services, to be shared equally by the three Councils) and also the challenges in achieving strategic alignment with Camden and Islington.
- 3.1.2 To agree that the recommendations set out in the report to Cabinet on 16 January 2018 in respect of a 'lean' Joint committee model are no longer proceeded with and that a revised governance model for Shared Digital be adopted as set out in paragraph 6.5, specifically that the Joint Committee cease to exist as from the date of this decision and to agree that Camden host the shared Digital and ICT functions set out in paragraph 6.5.2 ('the Shared Functions') to be transferred from Haringey and Islington Councils (as detailed in paragraph 8.3). Haringey and Islington will have lead officers in place to oversee their sovereign Digital and ICT services and the Shared Functions delivered by Camden (including their performance against service level agreements ('SLAs')).

- 3.1.3 To approve Camden as the host Council in respect of the Shared Functions and note the staffing impact of the proposals as set out in paragraph 6.8 of this report.
- 3.1.4 To agree the dissolution of the Shared Digital Joint Committee as from the date of this decision and to note that Cabinet will make any decisions previously delegated to the Joint Committee which are required in the period from now until the entering in the service agreement and TUPE transfer (which is planned for 1 October 2018) in respect of the current Shared Digital Service subject to those matters previously delegated to and discharged by the Chief Digital Information Officer (CDIO) under those terms of reference being delegated directly to the CDIO or, any successor role designated by Haringey as set out in paragraph 6.21.4.
- 3.1.5 To note that the transfer of service and staff is currently planned for 1 October 2018, and to agree that as a result Camden will be responsible for employing staff engaged to deliver the Shared Functions.
- 3.1.6 To note that the Cabinet of Camden are considering a recommendation to be the primary host authority for Shared Functions in the Shared Service, and to accept the delegation from Haringey and Islington. The Executive of Islington are also considering a recommendation to delegate to Camden (as the host authority in the shared service) the delivery of the Shared Functions in like terms and that the recommendations set out in this report, if agreed, will only be implemented if the Camden Cabinet and Islington Executive agree the equivalent and related recommendations that they are considering.
- 3.1.7 To delegate authority to the Director of Customers, Transformation and Resources to take all necessary steps to put arrangements for the new governance model into effect as set out in this report, including but not limited to finalising the detailed specifications and resource implications of the Shared Functions, the terms of a revised inter-authority agreement for the operation of the 3 way Shared Digital service and a commencement date for the new model including the date for the TUPE transfer.

4. Reasons for decision

- 4.1 In March 2018, following extensive dialogue and consultation feedback from Unions, and input from staff and other stakeholders, the transfer planned for 1 April 2018 was paused to allow the Councils to reflect on the approach and implementation of the shared service.
- 4.2 Taking account of the consultation and dialogue feedback and considering the achievements and challenges of the shared service, we are clear that we share

aspirations around Digital transformation, and the key role that Digital will play in transforming the services that we deliver to our citizens and the way that we work.

- 4.3 Pushing for deeper alignment and integration independently of local priorities and constraints runs the risk of becoming an end in itself and may not position us to most effectively realise our local outcomes and aspirations in Haringey.
- 4.4 The recommendation maintains efficient and effective operational services that will improve services to citizens and staff while reducing unit costs. The proposal will allow the Council to develop and progress our ambitions with a local Haringey-focused Chief Information Officer. (Camden and Islington will similarly be able to focus on their local priorities.)

5. Alternative options considered

- 5.1 The review of options considered the scale and extent of sharing from wholly sovereign to wholly shared services.
- 5.2 Noting the Councils' shared ambitions and the significant achievements of the shared service, 'stopping' the shared service was not a preferred option.
- 5.3 Considering the challenges of strategic alignment, and of balancing integration and local priorities, constraints and pace, it is not considered an option to progress the previously agreed model and a Shared Digital 'Lite' option is being proposed.
- 5.4 This option is mindful that integration should not be an end in itself and allows the Councils to maintain and strengthen working together. It will consolidate on-target savings of c. £2.4m per year across the three Councils; to be shared equally, ie £800,000 each.
- 5.5 This will retain a number of Shared Functions, and mechanisms to encourage and build on opportunities to work together, aligned with both shared strategic priorities and new ways of working to support Medium Term Financial Savings.
- 5.6 Further savings may be achieved over time with this option, for example if more application consolidation is achieved.

6. Background information

- 6.1 This report updates Cabinet on the Shared Digital and ICT service with Camden and Islington and recommends changes to the shared service, with implications as set out in this report and specifically in paragraphs 6.5 and 6.14.
- 6.2 Since the shared service began in October 2016, a great deal has been achieved through working together. By working on shared projects and on joint procurement projects, we are on track to achieve the £2.4m contract savings expected from the shared service. We have also been able to deliver improvements, including better collaboration tools, mobile device management and a customer focused service desk.
- 6.3 In January 2018, the Camden Cabinet, Haringey Cabinet and Islington Executive approved a recommendation from the Joint Committee to adopt a 'lean' Joint Committee model, transferring Digital and ICT services (and staff) from Haringey and Islington to Camden to establish a single shared team working to converge the Councils' systems.
- 6.4 Working together has achieved significant benefits for the Councils, including shared savings of around £2.4m and improved many of our services. For example:
- 6.4.1 we have provided new hardware with the latest Windows 10 and Office 2016 to support remote and flexible working for Councillors and staff
- 6.4.2 we have introduced Office 365, along with OneDrive and Groups to support collaborative working across the Council and with partners
- 6.4.3 we have introduced new software (Microsoft InTune) to allow safe use of personal devices to access Council email and data
- 6.4.4 we have improved our service desk offer, achieving very high levels of user satisfaction; including extending the dedicated out of hours service for Councillors
- 6.5 Given the successes of working together as a shared service and our shared aspirations, this report proposes that:
- 6.5.1 The Councils consolidate the benefits and learning from the shared service to date
- 6.5.2 Haringey and Islington transfer to Camden the Shared Functions (the 'Shared Functions') set out in a) to e) below; including but not limited to and subject to final agreement on responsibility for procuring these as needed:

- a) data centre management – work has already started to co-locate data centres from across the three Councils in two resilient data centres outside of central London; the service specification has already been agreed
 - b) user computing devices including laptops etc. (desktop) – a common approach and catalogue has been introduced for councillors and is being extended to users more widely; there would need to be agreement on a regular refresh cycle for ongoing compatibility, compliance and alignment with help desk and Office 365
 - c) service desk services (help desk) – the 'first line' service desk is being improved with drop-in hubs and telephone-based support
 - d) mobile voice and data services – including both SIM card provision on the EE contract let by the three Councils and (at additional cost) new mobile devices for users
 - e) support for existing Office 365 products and environment – which were introduced as a joint project which has established a shared support approach
- 6.6 Camden operate and deliver the Shared Functions to specified service levels for Haringey and Islington, to be set out in the revised inter-authority agreement and that these be governed, managed and delivered as Camden-operated services.
- 6.7 The existing shared governance to be decommissioned and replaced with local governance at an individual Council level for the sovereign Digital and ICT functions and that Camden's governance processes be adopted for the Shared Functions.
- 6.8 The proposed option will put in place a shared service to support and maintain the Shared Functions which Camden will be responsible for delivering. Haringey and Islington Digital and ICT staff involved in the delivery of the Shared Functions will transfer to Camden (as the host authority) under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) and as a result Camden will be responsible for employing staff engaged to deliver the Shared Functions. Work is underway to confirm in detail the roles that would need to transfer to deliver the Shared Functions set out above. Indications are that 48 Camden posts, between 30-50 Haringey posts and 55 Islington posts are associated with Shared Functions. This includes some 'new' posts for Haringey and Islington to provide for example the enhanced service desk and Office 365 support. It is anticipated that this resource will be offset against vacant posts in the existing Council structures.

- 6.9 This option will impact the newly appointed Shared Digital management team. These impacts are being managed and factored into the design of the new target operating model for the Shared Functions and each of the Borough's sovereign functions.
- 6.10 The Shared Functions delivered by Camden will be led by a dedicated senior manager (Chief Technology Officer), reporting to the Camden Chief Information Officer (CIO). Haringey and Islington will also put in place leadership and management arrangements for their local Digital and ICT functions.
- 6.11 It is anticipated that Camden will put in place a CIO, who will be responsible for Shared Digital service during the transition period. Once the transition is complete the Camden CIO will be responsible for Camden ICT and the Shared Functions. Haringey and Islington will put in place a CIO who will work with the Camden CIO during the transition and who will be responsible for their local ICT arrangements and for monitoring and commissioning the delivery of the Shared Functions provided by Camden.
- 6.12 The recommendation in respect of the Shared Functions set out in this report and specified in 6.5.2 build on shared work that has realised significant shared savings and which already have broadly agreed service level agreements ('SLAs').
- 6.13 Initial detailed work has determined the high-level cost and SLA for each of the Shared Functions. These will continue to be reviewed and refined over the coming months, and ahead of the target 1 October 2018 start date. Final confirmation and approval of these will be delegated to the Director of Customers, Transformation and Resources in Haringey (and counterparts in Camden and Islington).
- 6.14 Any functions not listed under paragraph 6.5.2 will be sovereign. At a high-level, this means:
- a) applications – incrementally over time some applications could transition to a 'shared' model if there was a service-led ambition and business case to combine
 - b) client and procurement – there will need to be a local client to interface with the Shared Functions; the sovereign services will need local procurement arrangements (shared procurement opportunities will continue to be explored); procurement of and for the Shared Functions will be carried out by Camden on behalf of Haringey and Islington

- c) networks – there is limited benefit in combining networks, or network support teams, and different Senior Information Risk Owner (SIRO), Data Protection Officer arrangements and risk appetites support retaining network sovereignty; this could be reviewed in due course especially with emerging technologies such as software defined wide area networks (SD-WAN)
 - d) projects and programmes – sovereign project, programme and Programme Management Office arrangements will be needed
 - e) Digital/ ICT strategy and change – sovereign Digital/ ICT strategy and change functions will be needed
- 6.15 Information Governance has never been part of the shared service and will remain a local function for the Councils, with a local SIRO in each. Cyber-security and technical design authority would revert to being local functions (except where directly pertaining to the Shared Functions where this would fall to Camden).
- 6.16 Each of the Councils would need to 're-build' some elements of their local function. This could involve both extensive service design and recruitment.
- 6.17 This option will impact the newly appointed Shared Digital management team. These impacts are being managed and factored into the design of the new target operating model for the Shared Functions and each of the Borough's sovereign functions.
- 6.18 Development of the detailed service specifications and SLA for this option will take some time, as will establishing sovereign services and transitioning arrangements back to them. Early thinking is that the high level model could be developed and implemented with budget, service and relevant staff transfer from October 2018.
- 6.19 We have also faced some challenges, particularly around aligning strategic objectives across three councils, which has meant we have not been able to move forward at pace on a number of potential projects.
- 6.20 Key impacts and risks and how they will be addressed:
- 6.20.1 Staff morale has been a significant challenge in building a single team. The decision to pause the transfer has further impacted on this. A clear decision, and pace of delivery, will be key to ensuring staff confidence and rebuilding morale.

6.20.2 The proposed operating model is a 'hybrid' model, with some local and some shared services. In the recommended model, services which have recently been worked on together and where there is strategic alignment, are within the proposed Shared Functions. Where there are different strategic approaches, services will remain sovereign. For example, the Councils have three different Senior Information Risk Owners and different risk appetites, as a result Network services will remain local. (We still anticipate procuring the Councils' networks through a single process and awarding to a single supplier.)

6.20.3 This change will impact the newly appointed Shared Digital management team. Detailed and early conversations with the officers involved will ensure that they are informed of changes and their impact.

6.20.4 During the transition to the new arrangement there is potential for ambiguity around decision-making and management arrangements. This report recommends the dissolution of the Shared Digital Joint Committee as from the date of any decision by Haringey's Cabinet. The Cabinet will make any decisions previously delegated to the Joint Committee which are required in the period from now until the entering in the service agreement and TUPE transfer (which is planned for 1 October 2018) in respect of the current Shared Digital service, subject to those matters previously delegated to the Chief Digital Information Officer under the terms of reference of the Joint Committee being delegated to and discharged by the Chief Digital Information Officer directly or to any successor role designated by Haringey until the transition is complete. In summary, what this means is that in the interim period, Cabinet will have strategic oversight for the Shared Service, approve the strategic service and financial plan, and the performance measures, receive updates on the business plan and the performance of Shared Digital and agree the procurement strategy and award contracts related to digital and IT spend where the total estimated value exceeds the key decision threshold as set out in the Constitution. The CDIO (or any successor role as above) will continue to agree procurement strategies and award contracts below these thresholds and deal with all other matters not reserved to Cabinet and to carry out their responsibilities in accordance with the current legal agreement for Shared Digital or as otherwise delegated to the CDIO by the Leader until the transition is complete. There is one anticipated decision relating to procurement of a Network contract with Camden and Islington. Arrangements will be clearly documented as they change and worked through together across the councils to ensure that there's a single clear view.

6.21 Consultation and Engagement:

6.21.1 Collective consultation with the Unions (and staff) on the transfer of service proposed only one measure for consultation. This was a change in pay date for Islington staff to align with the Camden payroll. The change would not be

disadvantageous to staff and no specific feedback was received on this measure.

6.21.2 There was considerable further engagement with staff and Unions on a wider range of matters, including concerns around how the service would operate following the transfer and the potential for a restructure and change to terms and conditions at a future date.

6.21.3 These observations, and some of the engagement with colleagues outside of the service prompted the reflection noted in this report.

6.22 Resource implications:

6.22.1 The proposals will enable a saving of £2.4m across the three Boroughs, with agreement and confirmation from the project sponsors in Camden and Islington that the savings realised to date will be shared equally.

6.22.2 The proposed model for the Shared Functions will ensure that any additional savings are captured and shared and also that additional costs (for example arising from service enhancements and volume increases) are directly allocated to the responsible Borough.

6.22.3 Due diligence to validate the cost of the Shared Functions and SLAs is underway and will be reviewed as part of the ongoing operation of the Shared Functions. SLA costing for the Shared Functions during 2018/19 will be indicative, with further monitoring and moderation to take place as new arrangements settle in.

6.22.4 The SLA cost will need be adjusted year on year to reflect contract inflation and pay increases.

6.22.5 The SLA will include a contribution towards the support and overhead costs of Camden running the Shared Functions.

6.23 Timetable for implementation:

6.23.1 Anticipated key dates for the implementation of the recommendation:

- a) Cabinet decisions and call-ins complete: 30 July 2018
- b) Transfer of Shared Function services and staff: 30 September 2018
- c) Target date for implementation of new model: 1 October 2018

7. Contribution to strategic outcomes

- 7.1 These proposals will allow the Council to optimise the delivery of Digital and ICT services, supporting efficiency and digital service improvements to residents.

8. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)

8.1 Finance

- 8.1.1 The proposed changes to the shared service will have no additional cost implications for Haringey and will be implemented within existing budgets and funding allocated to development of the service.

- 8.1.2 The proposals will enable a saving of £2.4m across the three Boroughs, with agreement and confirmation from the project sponsors in Haringey and Islington that the savings realised to date will be shared equally, as originally planned.

- 8.1.3 The proposed model for the Shared Functions will ensure that any additional savings are captured and shared and also that additional costs (for example arising from service enhancements and volume increases) are directly allocated to the responsible Borough.

- 8.1.4 Due diligence to validate the cost of the Shared Functions and SLAs is underway and will be reviewed as part of the ongoing operation of the Shared Functions. SLA costing for the Shared Functions during 2018/19 will be indicative, with further monitoring and moderation to take place as new arrangements settle in.

- 8.1.5 The SLA cost will need be adjusted year on year to reflect contract inflation and pay increases.

- 8.1.6 The SLA will include a contribution towards the support and overhead costs of Camden running the Shared Functions.

8.2 Strategic Procurement

- 8.2.1 The report recommends the return of certain IT functions to Haringey and therefore future the procurement of allied IT hardware, software and services. Sovereign functions will be the responsibility of Haringey and the Councillors should note that all such procurements will be undertaken in accordance with

8.2.2 Additional Procurement resources required to manage the Sovereign procurements can only be determined once the demarcation between Shared Digital and Sovereign responsibility has been finalised. It may not be feasible to manage the sovereign function procurements within the existing resources

8.2.3 Procurement will work closely with Shared Digital to identify opportunities to optimise cost savings for Haringey.

8.3 Legal

8.3.1 The report recommends that each Council now re-visit the previous proposed arrangements for the delivery of a joint ICT service presented to Cabinet on 16 January 2018. In summary, it is now recommended that only the operation of a core set of ICT-related functions, being 'the Shared Functions' as detailed in paragraph 6.5.2 of the report, are transferred to Camden by the Cabinet which will as a consequence include the employment of staff (which will entail on the day this "delegation" takes effect a TUPE transfer of the relevant staff to Camden).

8.3.2 It is noted that the Cabinet of Camden are considering a recommendation to be the primary host authority of the Shared Functions, and to accept the delegation from Haringey and Islington. The Executive of Islington are also considering a recommendation to delegate to Camden (as the primary host authority in the Shared Service) the delivery of ICT services in like terms and that the recommendations set out in this report, if agreed, will only be implemented if the Camden Cabinet and Islington Executive agree the equivalent and related recommendations that they are considering.

8.3.3 The transfer of the Shared Functions to Camden's Executive will be pursuant to express provisions in s. 101(1)(b) of the Local Government Act 1972 and Regulation 5, Part 3 of the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations SI 2012/1019 ("the Discharge of Functions Regulations"). If the recommendations in this report are agreed and also approved by Islington's and Camden's Executives, those parts of the executive function of Haringey's and Islington's Digital and ICT service and functions which comprise the Shared Functions will be delegated to and discharged by the Executive of the London Borough of Camden. The terms on which Camden's Executive will be entitled to exercise those functions, including any relevant restrictions on "delegation" of decision-making power within Camden, depend upon the terms of the arrangements which transfer the relevant functions to Camden's Executive rather than upon the constitution of any

Council. In default of specific provision, Camden's Executive can arrange for the transfer of functions to Camden by Haringey and Islington to be discharged in accordance with Camden's Constitution. Therefore Camden's scheme of delegation and Camden Council's Contract Standing Orders will apply to the various decisions taken by Camden pursuant to the transfer of the Shared Functions to Camden by Haringey and Islington.

- 8.3.4 The proposed 'Lite' model – of direct “delegation” to Camden of the Shared Functions - can be achieved without the need to change the Constitution. Under Part 2 Article 10.04 (b) of the Constitution, the Leader, or the Cabinet with the Leader's agreement, may delegate Executive functions to another local authority, or the Executive of another local authority in certain circumstances. There are no constitutional bars to the proposed arrangements in Haringey's Constitution.
- 8.3.5 So far as the Joint Committee is concerned, the power to make joint arrangements originates from s. 101(5) of the Local Government Act 1972 read with Part 4 of the Discharge of Functions Regulations. These provisions confer power upon the executive of each Council (reg. 4 of the Discharge of Functions Regulations) to make arrangements for the joint exercise of their powers with another authority. The functions here, ICT and related activity, are matters within the power of the executives. It therefore falls to the Executive to decide on whether to disband such arrangements. NEW Under Part 2 Article 10.02 (c) of the Constitution the Cabinet with the Leader's agreement may establish (and therefore, dissolve) joint arrangements with the Executives of other local authorities, including the appointment or dissolution of a joint committee. If the proposals in this report are agreed by all three Boroughs, Part 3 Section DA of the Constitution will be updated to reflect the conclusion of the Joint Committee arrangements.
- 8.3.6 Upon the dissolution of the Shared Digital Joint Committee, these functions will revert to the Cabinet during the interim period pending the establishment of the new 'Lite' mode and the transfer of the Shared Functions. This is subject to those matters previously delegated to and discharged by the Chief Digital Information Officer (CDIO) under those terms of reference being delegated directly to the CDIO or, any successor role designated by Haringey as set out in paragraph 6.21.4. This has the effect of preserving the current delegations to the CDIO. For the avoidance of doubt, all key decisions will be referred to Haringey's Executive for determination. The development of the new service will be undertaken collaboratively between the three authorities.
- 8.3.7 The Transfer of Undertakings (Protection of Employment) Regulations 2006 (“TUPE”) would apply to the transfer of the operation of the ICT-related Shared Functions to Camden as set out in this report. Accordingly, those Council employees who are assigned to the carrying out of these functions would

transfer to Camden's employment on the commencement of the new arrangements for the delivery of a joint ICT service, anticipated to be 1 October 2018.

8.4 Equality

8.4.1 Cabinet Members must take into account in coming to any decision the Councils equality duties. In summary these legal obligations require the Council, when exercising its functions, to have 'due regard' to the need to:

- a) Eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act;
- b) Advance equality of opportunity between people who share a relevant protected characteristic and those who do not;
- c) Foster good relations between people who share a relevant protected characteristic and those who do not (which involves tackling prejudice and promoting understanding). Under the Duty the relevant protected characteristics are: Age, Disability, Gender reassignment, Pregnancy and maternity, Race, Religion, Sex, Sexual orientation. In respect of the first aim only i.e. reducing discrimination, etc. the protected characteristic of marriage and civil partnership is also relevant.

8.4.2 In this case the attached EIA (Appendix 1) at present concludes that there is no potential for discrimination and all appropriate opportunities to advance equality and foster good relations have taken place.

8.4.3 In implementation of the undertakings of this document, the equalities impact will continue to be reviewed and fully considered, this has been factored into the project plan. This information will be shared with the Unions and all staff affected by this process.

9. Use of Appendices

9.1 Appendix 1: Equalities Impact Assessment