



LONDON FIRE BRIGADE

LFC-23-064

FRS 2023/24 Pay Settlement

Report to:

Investment and Finance Board
Commissioner's Board
Deputy Mayor's Fire and Resilience Board
London Fire Commissioner

Date:

1 June 2023
13 June 2023
29 June 2023

Report by:

Andrew Cross – Senior Organisational Effectiveness Manager - People Services

Report classification:

For decision

For publication

I agree the recommended decision below.

A handwritten signature in black ink, appearing to read 'Andy Roe'.

Andy Roe

London Fire Commissioner

Date This decision was remotely signed on 14 June 2023

PART ONE

Non-confidential facts and advice to the decision-maker

Executive Summary

This report seeks agreement for the London Fire Commissioner and the Deputy Mayor to implement the 2023/24 pay settlement for FRS staff that has been reached with the trade unions (GMB and UNISON).

Recommended decisions

For the London Fire Commissioner

That the LFC delegates authority to the Director for Corporate Services to commit the revenue expenditure of £2.64 million and take all necessary actions for the implementation of the 2023/24 pay settlement for FRS staff as set out in this report.

1 Introduction and background

- 1.1 The annual settlement date for the FRS general pay increase is 1 April and the effective date of the annual salary progression increase (SPI) i.e. progression through the pay band, is 1 July.
- 1.2 For 2023/24, discussions and negotiations continued from 27 February 2023 and on 6 May 2023, the trade unions, GMB and UNISON which are referred to jointly as Staff Side, informed the LFC of the outcome of their recent Staff Side meeting.
- 1.3 In summary the communication dated 6 May 2023 to the LFC advises that the LFCs offer of a five percent pay increase and a one percent salary progression increase (SPI) has been accepted. However, at the Staff Side meeting on 26 April 2023, GMB accepted the pay offer and UNISON rejected it, which went to a Staff Side vote and GMB outvoted UNISON. Therefore the pay settlement was reached between them.
- 1.4 The settlement agreed (based on current salary) is as follows:

From 1 April 2023

- A pay increase of five per cent

From 1 July 2023

- A salary progression increase of one per cent to those eligible staff.

1.5 The 5 per cent increase will also apply to the associated allowances.

2 FRS 2023/24 Pay Settlement and Salary Progression Increase

- 2.1 A 5 per cent pay increase has been budgeted for in 2023/24 as set out in the the LFC 'Final 2023/24 Budget' report (LFC-23-029) that was approved.
- 2.2 The overall cost of the total pay settlement including employer contributions is £2.64 million.
- 2.3 The tender for consultants to undertake the FRS pay review has been completed and a consultant has been appointed. People Services is engaging with the consultant and the timelines for completion are being agreed.

3 Objectives and expected outcomes

- 3.1 The objective of the recommendations within this report and therefore the expected outcomes is to implement the 2023/24 FRS pay settlement that has been reached with the trade unions.

4 Equality comments

- 4.1 The LFC and the Deputy Mayor for Fire and Resilience are required to have due regard to the Public Sector Equality Duty (section 149 of the Equality Act 2010) when taking decisions. This in broad terms involves understanding the potential impact of policy and decisions on different people, taking this into account and then evidencing how decisions were reached.
- 4.2 It is important to note that consideration of the Public Sector Equality Duty is not a one-off task. The duty must be fulfilled before taking a decision, at the time of taking a decision, and after the decision has been taken.
- 4.3 The protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership (but only in respect of the requirements to have due regard to the need to eliminate discrimination), race (ethnic or national origins, colour or nationality), religion or belief (including lack of belief), sex, and sexual orientation.
- 4.4 The Public Sector Equality Duty requires decision-takers in the exercise of all their functions, to have due regard to the need to:
 - eliminate discrimination, harassment and victimisation and other prohibited conduct.
 - advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.
 - foster good relations between people who share a relevant protected characteristic and persons who do not share it.
- 4.5 Having due regard to the need to advance equality of opportunity between persons

who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic.
- take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.
- encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

4.6 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

4.7 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- tackle prejudice
- promote understanding.

4.8 The pay increase will be applied to all FRS staff, including those with protected characteristics, so although there is this positive impact because it is generally accepted to be beneficial, it is recognised that the pay increase which is based on a percentage increase across all grades, does mean that staff on higher grades receive more money than those on lower grades which include the lowest paid.

4.9 The Equality Impact Assessment completed identifies this and that there is a further impact because there is a disproportionate under-representation of groups, including black and minority ethnic groups being at the lower grades. The Brigade is undertaking a FRS pay review which will review this. The Brigade is also taking steps to address this which are detailed in the gender, ethnicity and disability pay-gap report (LFC-23-035). These steps also include:

- The delivery of training on equality, diversity and inclusion
- The delivery of leadership programmes, including Gillian Tanner, Colin Townsley and Frank Bailey, that include supporting leadership development for under-represented groups of staff, including women; black, Asian, and other ethnic minority staff; and staff with a disability
- The delivery of a Coaching and Mentoring programme to improve diversity, career progression coaching, performance coaching and supporting the leadership interventions.

5 Other considerations

Workforce comments

5.1 It is anticipated that there will be a positive impact on the FRS workforce because a pay increase is generally accepted to be beneficial which has been reached with the Staff Side - trade unions who collectively represent FRS staff.

Sustainability comments

5.2 There are no direct sustainability implications arising from the recommendations within this report.

Procurement comments

5.3 There are no direct procurement implications arising from the recommendations within this report.

Communications comments

5.4 A communications message will be sent to the FRS staff notifying them directly of the pay settlement and other pay arrangements. The FRS pay policy no. 716 will be updated and uploaded onto Hotwire for all staff to view. In addition the new Pay Hotwire page will be updated with the settlement details as well as the Frequently Asked Questions (FAQs).

6 Financial comments

6.1 The report recommends that the proposed 2023/24 pay settlement is agreed for FRS staff. The settlement includes a five per cent pay increase from 1 April 2023 and a one per cent SPI from 1 July 2022. The LFC's 'Final 2023/24 Budget' report (LFC-23-029) that was approved budgeted for a five per cent pay increase and assumes that SPI is funded by staff turnover, as staff leave at the higher end of pay scales and join at a lower point.

6.2 The total revenue cost of the settlement is £2.64 million which was already budgeted for. Allowances are contained within existing department budgets.

6.3 The LFC's 'Final 2023/24 Budget' report also includes additional ongoing revenue funding of £1.5m annually to fund the full cost of the pay award in subsequent financial years. The budget for pay inflation is reviewed annually as part of the budget setting process for future years.

7 Legal comments

7.1 This report seeks approval to implement the FRS pay settlement figures for 2023/24, following agreement reached with representative bodies.

7.2 The statutory basis for the actions proposed in this report is provided by the Fire and Rescue Services Act 2004 ('the Act'), under which the Commissioner must secure the provision of personnel. Under the Act the Commissioner may also do anything that they consider incidental or indirectly incidental to his core functions. Accordingly, the recommendations fall within the Commissioners general power.

7.3 Under section 9 of the Policing and Crime Act 2017, the London Fire Commissioner (the "Commissioner") is established as a corporation sole with the Mayor appointing the occupant of that office. Under section 327D of the GLA Act 1999, as amended by the Policing and Crime Act 2017, the Mayor may issue to the Commissioner specific or general directions as to the manner in which the holder of that office is to exercise his or her functions.

7.4 By direction dated 1 April 2018, the Mayor set out those matters, for which the

Commissioner would require the prior approval of either the Mayor or the Deputy Mayor for Fire and Resilience (the "Deputy Mayor").

- 7.5** Paragraph (b) of Part 2 of the said direction requires the Commissioner to seek the prior approval of the Deputy Mayor before "[a] commitment to expenditure (capital or revenue) of £150,000 or above as identified in accordance with normal accounting practices...". The commitment of revenue expenditure referred to in this report therefore requires approval from the Deputy Mayor.

List of appendices

Appendix	Title	Open or confidential*
1	Equality Impact Assessment	Open

Part two confidentiality

Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part Two form, together with the legal rationale for non-publication.

Is there a Part Two form: NO

Equality Impact Assessment (EIA) Form

The **purpose** of an EIA is to give **as much information as possible** about potential equality impacts, to demonstrate we meet our **legal duties** under the Equality Act 2010.

Please read the EIA Guidance [on Hotwire](#) before completing this form.

Once you open the template please save it on your OneDrive or SharePoint site. Do not open the template, fill it in and then click Save as this will override the template on Hotwire.

NOTE – All boxes MUST be completed before the document will be reviewed.

1. What is the name of the policy, project, decision or activity?

Report to Investment and Finance Board, Commissioner's Board and Deputy Mayor Fire & Resilience Board: 2023/24 FRS pay settlement.

Overall Equality Impact of this policy, project, decision or activity (*see instructions at end of EIA to complete*):

High		Medium		Low	✓
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2. Administration

Name of EIA author	Andrew Cross		
Have you attended an EIA Workshop	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		
Department and Team	People Services - Organisational Effectiveness		
Date EIA created by author	09/05/23		
Date EIA signed off by Inclusion Team			
Date Actions completed			
External publication	Are you happy for this EIA to be published externally?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/> If No state why:

3. Aim and Purpose

What is the aim and purpose of the policy, project, decision or activity?	The purpose of the report is to give authority to implement the 2023/24 pay settlement for FRS staff which is an increase of 5% of basic pay and 1% salary progression increase (SPI).
Who is affected by this work (all staff, specific	All FRS staff for basic pay and eligible FRS staff for the SPI.

department, wider communities?)	
What other policies/documents are relevant to this EIA?	Policy No. 716 – Fire and rescue staff pay rates. LFC-23-035 Gender, ethnicity and disability pay gap report.

4. Equality considerations: the EIA must be based on evidence and information.

What consultation has taken place to support you to predict the equality impacts of this work?	Negotiations with the trade unions has taken place who also seek the views of their members and their own support groups.
Consultation must take place with ESGs (including RB ESGs), Learning Support and affected groups.	

5. Cultural consideration: the EIA must consider how the work improves the culture of the organisation

How does this piece of work contribute to improving the culture of the organisation? How does this piece of work improves staff divides? Can you provide evidence?	A salary increase is a form of recognition and appreciation that demonstrates that the Brigade values its employees and the important work they do. Valuing staff and their contribution is an integral part of improving the culture. This year's pay settlement is consistent with the offer for the other majority staffing group of operational staff, being a percentage increase and is of a similar level improving staff divides between grades within and other staffing groups outside. This provides fairness in that respect.
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6. Wellbeing considerations

How will this piece of work impact the physical and mental wellbeing of staff and communities in London?	The pay increase will provide the opportunity to positively impact staff's overall wellbeing by providing additional finance to influence health through the services and goods purchased which can support health.
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7. Assessing Equality Impacts

Use this section to record the impact this policy, project, decision, or activity might have on people who have characteristics which are protected by the Equality Act.

Protected Characteristic	Impact: positive, neutral or adverse	Reason for the impact	What information have you used to come to this conclusion?																		
Age (younger, older or particular age group)	Neutral	<p>An analysis shows that 65% of the workforce are aged over 40 with 35% below 40. The flat 5% increase to basic pay is to all staff so improves pay for those who are older and younger. A flat 5% increase to higher grades, who form the majority of the older workforce, does mean more money than the lower grades, where the spread of the younger workforce is.</p> <p>However, 48% of staff eligible for the SPI are below 40 so receive additional money. This to some extent counterbalances the above differential. It is recognised that applying a basic pay increase, although beneficial to all staff, will always have a degree of a disproportionate impact on age depending on the age demographic of that workforce within the grades.</p> <p>A Pay review is being undertaken in 2023.</p>	<p>Staff: Source HR PMI:</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th style="text-align: center;">Age range</th> <th style="text-align: center;">All FRS (%)</th> <th style="text-align: center;">FRS Eligible for SPI increase (%)</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">Under 30</td> <td style="text-align: center;">14</td> <td style="text-align: center;">19</td> </tr> <tr> <td style="text-align: center;">30-39</td> <td style="text-align: center;">21</td> <td style="text-align: center;">29</td> </tr> <tr> <td style="text-align: center;">40-49</td> <td style="text-align: center;">22</td> <td style="text-align: center;">23</td> </tr> <tr> <td style="text-align: center;">50-59</td> <td style="text-align: center;">29</td> <td style="text-align: center;">22</td> </tr> <tr> <td style="text-align: center;">60 and over</td> <td style="text-align: center;">14</td> <td style="text-align: center;">7</td> </tr> </tbody> </table> <p>Community/Public: does not apply</p>	Age range	All FRS (%)	FRS Eligible for SPI increase (%)	Under 30	14	19	30-39	21	29	40-49	22	23	50-59	29	22	60 and over	14	7
Age range	All FRS (%)	FRS Eligible for SPI increase (%)																			
Under 30	14	19																			
30-39	21	29																			
40-49	22	23																			
50-59	29	22																			
60 and over	14	7																			
Disability (physical, sensory, mental health, learning disability, long term illness, hidden)	Neutral.	<p>The 5% basic increase is applied to all staff including those with a disability which is 13.08% of the FRS workforce. The SPI means that 9.45% of the staff with a disability will also receive the additional 1%. The number of staff with a disability is in general equally split amongst higher and lower graded. It is recognised that a flat pay % increase means more money for those staff with and without a disability in</p>	<p>Staff: Source: HR PMI (staff who have self-declared with a disability)</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th style="text-align: center;">All FRS</th> <th style="text-align: center;">FRS eligible for SPI increase (%)</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">13.08</td> <td style="text-align: center;">9.45%</td> </tr> </tbody> </table>	All FRS	FRS eligible for SPI increase (%)	13.08	9.45%														
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		<p>higher grades and less for staff with and without a disability in lower grades.</p> <p>LFC-23-035 Gender, ethnicity and disability pay-gap report separately sets out steps to attempt to address this.</p> <p>A Pay review is being undertaken in 2023.</p>	Community/Public: <i>does not apply.</i>																
Gender reassignment (someone proposing to/undergoing/ undergone a transition from one gender to another)	Neutral.	<p>Although there is no staffing data, the pay settlement does improve pay for all staff noting that higher graded staff receive more money as a %.</p> <p>A Pay review is being undertaken in 2023.</p>	No staffing data in relation to this protected characteristic for FRS staff is collated by the Brigade.																
Marriage / Civil Partnership (married as well as same-sex couples)	Neutral.	<p>Although there is no staffing data, the pay settlement does improve pay for all staff noting that higher graded staff receive more money as a %.</p> <p>A Pay review is being undertaken in 2023.</p>	No staffing data in relation to this protected characteristic is collated by the Brigade.																
Pregnancy and Maternity	Neutral	<p>The number of staff impacted by the pay rise within this protected characteristic is low and split across the higher and lower grades. Although the pay rise is beneficial to all including those within this protected characteristic group is it recognised that staff within the higher grades would receive more money as a result of a % increase.</p> <p>The Brigade is also proposing to extend the maternity full pay provisions which subject to negotiation with trade unions and governance approval will positively impact staff on maternity leave.</p> <p>A Pay review is being undertaken in 2023.</p>	<p>Staff: Source: HR PMI</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Number of Staff</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>6</td> </tr> <tr> <td>2018</td> <td>7</td> </tr> <tr> <td>2019</td> <td>7</td> </tr> <tr> <td>2020</td> <td>16</td> </tr> <tr> <td>2021</td> <td>13</td> </tr> <tr> <td>2022</td> <td>11</td> </tr> <tr> <td>Total</td> <td>60</td> </tr> </tbody> </table> <p>Community/Public: <i>does not apply</i></p>	Year	Number of Staff	2017	6	2018	7	2019	7	2020	16	2021	13	2022	11	Total	60
Year	Number of Staff																		
2017	6																		
2018	7																		
2019	7																		
2020	16																		
2021	13																		
2022	11																		
Total	60																		
Race (including nationality, colour, national and/or ethnic)	Neutral	The data identifies that the majority of the workforce is white and this trend is consistent from the lower	Staff: Source: HR PMI																

origins)		<p>grades up to the higher grades becoming more disproportionate at the higher end of the higher grades, especially at FRS F and G grades. Therefore, the flat 5% increase, although beneficial to all staff, does mean that the other groups that are disproportionately represented at the lower grades will receive less money as %, compared to the higher grades which is recognised. The SPI does impact slightly less under-represented groups than the overall basic pay rise.</p> <p>The Brigade is addressing the disproportion of under-represented groups through recruitment strategies and leadership programmes that encompass EDI within its core. The mentoring and coaching initiative is also designed to address this.</p> <p>A Pay review is being undertaken in 2023.</p>	<table border="1" data-bbox="1370 137 2011 450"> <thead> <tr> <th></th> <th>All FRS %</th> <th>FRS eligible for SPI increase (%)</th> </tr> </thead> <tbody> <tr> <td>Black, Asian and other ethnic minorities</td> <td>29.62</td> <td>27.84</td> </tr> <tr> <td>White</td> <td>69.95</td> <td>66.66</td> </tr> <tr> <td>Not Provided</td> <td>0.43</td> <td>5.50</td> </tr> </tbody> </table> <p>Community/Public: does not apply</p>		All FRS %	FRS eligible for SPI increase (%)	Black, Asian and other ethnic minorities	29.62	27.84	White	69.95	66.66	Not Provided	0.43	5.50			
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Black, Asian and other ethnic minorities	29.62	27.84																
White	69.95	66.66																
Not Provided	0.43	5.50																
Religion or Belief (people of any religion, or no religion, or people who follow a particular belief (not political))	Neutral	<p>The data identifies that the majority of the workforce is Christian or no religion, plus 13% of the workforce are not providing or prefer not to say what their religion may be. Although the pay rise is beneficial to all, the % increase means that staff in the higher grades receive more money than lower grades meaning a disproportionate increase is recognised when considering the other religion or beliefs amongst lower grade staff.</p> <p>A Pay review is being undertaken in 2023.</p>	<p>Staff: Source HR PMI</p> <table border="1" data-bbox="1370 847 2011 1093"> <thead> <tr> <th></th> <th>All FRS (%)</th> <th>FRS eligible for SPI increase (%)</th> </tr> </thead> <tbody> <tr> <td>Christian</td> <td>42.16</td> <td>39.35</td> </tr> <tr> <td>Other</td> <td>12.43</td> <td>8.93</td> </tr> <tr> <td>No Religion</td> <td>33.84</td> <td>39.18</td> </tr> <tr> <td>Not Provided</td> <td>11.57</td> <td>12.54</td> </tr> </tbody> </table> <p>Community/Public: does not apply</p>		All FRS (%)	FRS eligible for SPI increase (%)	Christian	42.16	39.35	Other	12.43	8.93	No Religion	33.84	39.18	Not Provided	11.57	12.54
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Christian	42.16	39.35																
Other	12.43	8.93																
No Religion	33.84	39.18																
Not Provided	11.57	12.54																
Sex (men and women)	Neutral	<p>The FRS workforce is split 52% female and 48% male and there are more females than males across the each of the grades other than at the FRS D grade where there are more males than females and at FRS G grade where they are the same in relation to the basic pay rise. The extent of this trend does reduce, the higher</p>	<p>Staff: Source HR PMI</p> <table border="1" data-bbox="1370 1299 2011 1437"> <thead> <tr> <th></th> <th>All FRS</th> <th>FRS receiving SPI</th> </tr> </thead> <tbody> <tr> <td>Female</td> <td>52%</td> <td>52%</td> </tr> <tr> <td>Male</td> <td>48%</td> <td>48%</td> </tr> </tbody> </table>		All FRS	FRS receiving SPI	Female	52%	52%	Male	48%	48%						
	All FRS	FRS receiving SPI																
Female	52%	52%																
Male	48%	48%																

		<p>up the grades. The SPI impacts more females than males.</p> <p>It is recognised that applying a basic pay increase, although beneficial to all staff, will always have a degree of a disproportionate impact on sex depending on the demographic of that workforce within the grades.</p> <p>The Gender, ethnicity and disability pay-gap report LFC-23-035 separately sets out steps to attempt to address this.</p> <p>The Brigade is addressing the disproportion of under-represented groups through recruitment strategies and leadership programmes that encompass EDI within its core. The mentoring and coaching initiative is also designed to address this.</p> <p>A Pay review is being undertaken in 2023.</p>	<p>Community/Public: does not apply</p>									
<p>Sexual Orientation (straight, bi, gay and lesbian people)</p>	<p>Neutral</p>	<p>The number of staff impacted by the pay rise within this protected characteristic is low and split across the higher and lower grades. Although the pay rise is beneficial to all including those within this protected characteristic group it is recognised that staff within the higher grades would receive more money as a result of a % increase.</p> <p>A Pay review is being undertaken in 2023.</p>	<p>Staff: Source HR PMI</p> <table border="1" data-bbox="1368 911 2011 1090"> <thead> <tr> <th></th> <th>All FRS (%)</th> <th>FRS eligible for SPI increase (%)</th> </tr> </thead> <tbody> <tr> <td>LGB</td> <td>5.95</td> <td>6.01</td> </tr> <tr> <td>Not Provided</td> <td>18.27</td> <td>12.71</td> </tr> </tbody> </table> <p>Community/Public: does not apply</p>		All FRS (%)	FRS eligible for SPI increase (%)	LGB	5.95	6.01	Not Provided	18.27	12.71
	All FRS (%)	FRS eligible for SPI increase (%)										
LGB	5.95	6.01										
Not Provided	18.27	12.71										

<p>8. Impacts outside the Equality Act 2010</p>
<p>What other groups might be affected by this policy, project, decision or activity?</p>
<p>Consider the impact on: carers, parents, non-binary people, people with learning difficulties, neurodiverse people, people with dyslexia, autism, care leavers, ex-offenders, people living in areas of disadvantage, homeless people, people on low income / in poverty.</p>
<p></p>

Although the pay rise is beneficial to all staff, it is recognised that a flat % increase does mean that staff in higher grades will receive more money than those in lower grades who are the lowest paid staff. A pay rise will provide additional money to support staff with caring responsibilities and there is a childcare allowance scheme which provides some assistance for lowest paid staff. The Brigade does also have ESG's and access to information to support and signpost staff for financial support.

9. Legal duties under the Public Sector Equality Duty (s149 Equality Act 2010)

How does this work help LFB to:	
Eliminate discrimination?	The pay settlement provides for a higher pay increase of 5% and 1% SPI, that includes the lowest paid staff so although it is recognised that staff in higher grades receive more money than staff in lower grades who are the lowest paid, there is an overall positive impact in terms of reducing social economic inequality by the level of increase. However, the impact is also neutral when applying it to under-represented groups because, as the data shows, amongst FRS staff the lowest paid is disproportionately populated by black, Asian and ethnic minority staff. There is an issue in terms of workforce diversity and workstreams are underway to seek to address these imbalances.
Advance equality of opportunity between different groups?	As above.
Foster good relations between different groups?	Reducing economic inequality by awarding a pay settlement across all grades including the lowest paid will generally be seen as fair across the whole FRS workforce based on feedback and the outcome of the consultation with the trade unions.

10. Mitigating and justifying impacts

Where an adverse impact has been identified, what steps are being taken to mitigate it? If you're unable to mitigate it, is it justified ?		
Characteristic with potential adverse impact (e.g. age, disability)	Action being taken to mitigate or justify	Lead person responsible for action
N/a	N/a	N/a

11. Follow up, actions and evaluation

Where the Inclusion Team or other stakeholders have recommended **actions** in order to demonstrate due regard, these must be recorded here and delivered in accordance with time scales. Additionally, what is the organisational learning in relation to this piece of work in regards to the Equality Act 2010.

Action recommended and person responsible	Target date Action to be completed by	Date action completed
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for delivery		
None		
Lessons learnt and evaluation		
Free text		

Now complete the RAG rating at the top of page 1:

High: as a result of this EIA there is evidence of significant adverse impact. This activity should be stopped until further work is done to mitigate the impact.

Medium: as a result of this EIA there is potential adverse impact against one or more groups. The risk of impact may be removed or reduced by implementing the actions identified in box 8 above.

Low: as a result of this EIA there are no adverse impacts predicted. No further actions are recommended at this stage.

Document Control

Signed (lead for EIA / action plan)	Andrew Cross	Date	9/5/23
Sign off by Inclusion Team		Date	
Stored by			
Links			