

## **CABINET**

**29 OCTOBER 2013**

### **ESTABLISH A SUBSIDIARY COMPANY OF MEDWAY NORSE FOR GROUNDS MAINTENANCE**

Portfolio Holders: Councillor Howard Doe, Housing and Community Services  
Councillor Alan Jarrett, Finance

Report from: Richard Hicks, Deputy Director, Regeneration, Community  
and Culture

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Services and Monitoring Officer

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#### **Summary**

This report recommends that a subsidiary company of Medway Norse should be set up. This will enable the council to benefit from all of its spend on grounds maintenance services being in one place. In turn, this will provide opportunities for economies of scale and therefore savings from that spend and a sufficient base to compete for external contracts across the south east creating income for the authority.

#### **1. Budget and Policy Framework**

- 1.1 Medway Council spends £3.3 million per year on grounds maintenance services. These services are funded from four key budget areas: Greenspaces, Bereavement Services, Highways and a corporate budget for Medway Norse.
- 1.2 Section 111 of The Local Government Act 1972 gives the Council power to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions.
- 1.3 Sections 1 to 8 of the Localism Act 2012 enable all local authorities to have a general power of competence “to do anything that individuals generally may do”. This power enables a local authority to exercise this power anywhere in the United Kingdom or elsewhere, for a commercial purpose or otherwise, with or without charge and for the benefit (or otherwise) of the authority its area and people resident or visiting the area. All activities are, as always,

subject to the general requirements as to reasonableness and financial rectitude. Commercial activities should be undertaken through a company or industrial and provident society reflecting the current value for money arrangements.

## 2. Background

- 2.1 In March 2013, the Cabinet agreed a recommendation to set up a joint venture company with Norse Commercial Services to deliver a total facilities management solution for services such as building maintenance, cleaning, catering and grounds maintenance.
- 2.2 In the March report, it described grounds maintenance services being included, other than that provided under the corporate contract.
- 2.3 This report proposes that the following grounds maintenance services are transferred into the subsidiary company with the indicated values:

Service	Annual Value (£)	Description
Greenspaces: Corporate contract and Partnership arrangement	2,110,294	General grounds maintenance services and seasonal bedding
Bereavement services contract	420,714	General grounds maintenance services and grave digging
Highways	364,000	General grounds maintenance services including hedge and tree cutting and traffic management
Medway Norse	400,000	General grounds maintenance including golfing greens
<b>Total</b>	<b>3,295,008</b>	

## 3. Options

- 3.1 In reviewing the options, part of the review was to set objectives about the outcomes, as set out in the key outcomes table in paragraph 3.5, that the council plans to achieve with the spend relating to grounds maintenance.

### 3.2 A subsidiary company as part of the public-public partnership

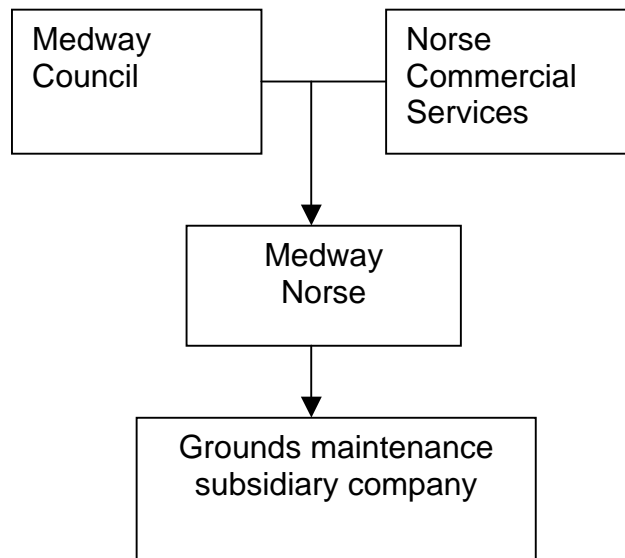
A public-public partnership is a partnership between a public body and another such body to provide services and/or facilities. Creating a subsidiary company through a public-public partnership is permissible due to the *Teckal* exemption precedent, which is EU case law and has clear criteria for compliance.

A subsidiary company of Medway Norse would be set up with the following features:

- The cost to the council for the partnership is a 2% management fee
- The council has a share of the savings made from direct costs

- The council has a share of 50% of all profits that are generated from delivering services to third parties such as schools, local businesses or other public sector bodies
- The subsidiary company will appoint a managing agent with a strong-track record in grounds maintenance
- The local Managing Director for Medway Norse would manage the personnel responsible for managing the contracts with the managing agent and the council

The structure would look as follows:



#### Advantages

- The specification can be modified to reflect available budget
- Combines commercial acumen with public sector ethos
- Due to opportunities for direct influence through annual business planning and Board of Directors membership, the scope and standards of service delivery can be adjusted to reflect the council's budgetary constraints
- Flexible and responsive for service delivery to address changes in corporate priorities & wider requirements
- Sustainable cost reductions / value for money
- Longer term income generation (50:50 profit share)
- Investment in buildings and equipment
- Direct influence on the Board of Directors provides a greater degree of control to protect reputational risk
- Corporate Policy Veto by the council in relation to business planning

#### Disadvantages

- Reduced potential savings compared to the OJEU procurement option because the market is currently very competitive in terms of competition to win work.

### 3.3 OJEU Official Journal of the European Union) Procurement (Either by Competitive dialogue or through a framework)

The option of formally tendering this procurement requirement in line with EU Procurement Regulations has been considered because the value of this procurement requirement is above the EU Procurement threshold for services of £173,934 and below are the advantages and disadvantages of this option:

#### Advantages

- Potential sustainable cost reductions / value for money
- Clearly specified requirements can improve in-scope service performance, compliance and quality
- Achieve corporate & aligned vision
- Transfer of risk management & better cost certainty

#### Disadvantages

- The need for a robust specification means that procurement could take six months and given the move from annual planning to specifications, it may not yield savings overall.
- No direct influence outside of contract management.
- No profit share element.

### 3.4 Do nothing

This option is not viable for the contracted services which are due to expire on 31 March 2014, where the EU regulations require a new contract to be in place which has either been through a tender exercise that, given the value, has been advertised through an OJEU notice or awarded through the *Teckal* exemption by meeting the required criteria. The advantages and disadvantages of this option:

#### Advantages

- Sustainable cost reductions / value for money
- Improve in-scope service performance, compliance and quality
- Achieve corporate & aligned vision
- Transfer of risk management & better cost certainty

#### Disadvantages

- Scope may be reduced due to caution about the range of services that may be included, thereby reducing opportunities for economies of scale and increased efficiencies

### 3.5 Preferred option

The preferred option has been assessed based on key criteria that align with council's 'better for less' principles.

<b>Scoring Criteria</b>	
Good fit	1
Neutral	0
Negative fit	-1

<b>Key outcomes for better for less</b>	As-is	OJEU procurement	Joint Venture Model
A flexible and responsive service to address future challenges and changes in corporate priorities and wider environment	-1	1	1
Better quality of service and better performance in relation to statutory duties	0	1	1
Contribution to corporate objectives	0	0	1
Contribute towards development of the local economy	0	0	1
The service must deliver sustainable cost reductions and value for money	0	1	1
Ability to transfer risk and increase cost certainty	0	1	1
<b>Total Score</b>	-1	4	6

Comparing these advantages and disadvantages with the identified outcomes for grounds maintenance services means that setting up a subsidiary company in Medway Norse is the preferred option.

#### **4. Advice and analysis**

##### **Procurement Options**

- 4.1 The Council has a total spend of £3.3 million in grounds maintenance services. The current spend is across four areas: Medway Norse, the corporate contract managed by Greenspaces and the contract managed by Highways and Bereavement Services. By aggregating the council's spend in relation to grounds maintenance services, the council can achieve further economies of scale to make it more efficient and bring together expertise in relation to this specialised area of facilities management. The table in 2.3 sets out the services and contracts that would form part of that company.
- 4.2 The contracting arrangement will be a services contract with the subsidiary company, where the duration will be 9 years so that it co-terminates with the total facilities management contract.
- 4.3 The advantages and disadvantages of the, OJEU procurement and the joint venture company, options are set out in paragraphs 3.2 and 3.3. The preferred option is set out in paragraph 3.5 and this is to set up a subsidiary company to Medway Norse.

- 4.4 The subsidiary company, with a managing agent, would use its combined extensive resources, experience and expertise to increase cost efficiency and raise standards. As well as the operational benefits, Medway Council would enjoy increased profit-share, and the prospect of long-term growth via the development of external revenue. At a time of unprecedented pressure on public finances, there is confidence that the proposed joint venture subsidiary company will generate external revenue streams in both the public and private sectors, leading to rebates for the Council, ensuring value for money for the residents of Medway.
- 4.5 Schools are a key market for income generation, where each school can enter into an individual service contract with the subsidiary company.
- 4.6 In order to establish a subsidiary to a joint venture company, a local authority must satisfy the *Teckal* exemption criteria. The three key criteria are set out below.
- 4.6.1 The service provider carries out the principal part of the activities with its owner bodies
- 4.6.2 The owner's exercise the same kind of control over the service provider as they do over their own departments
- 4.6.3 There is no private sector ownership of the service provider or any intention that there should be any
- 4.7 As per the report presented to Cabinet on 12 March 2013, features of the subsidiary company pass these tests.

**Benchmarking and value for money**

- 4.8 In establishing a joint venture company in accordance with the requirements of the Localism Act, the council must demonstrate that creating such a company will provide value for money.
- 4.9 Category Management has reviewed the proposal that has come forward from Medway Norse and compared that to the potential savings that could be achieved through a competitive process, based on the current spend for the services described in paragraph 2.3.
- 4.10 Based on the direct cost of £3.3 million Medway Norse is forecasting an initial saving of £38,000, which would lead to a rebate of £19,000. This rebate does not include a forecast for income generation or the avoided cost of a contractual inflationary uplift. The contract between the council and the subsidiary company will not include or guarantee an inflationary uplift clause.

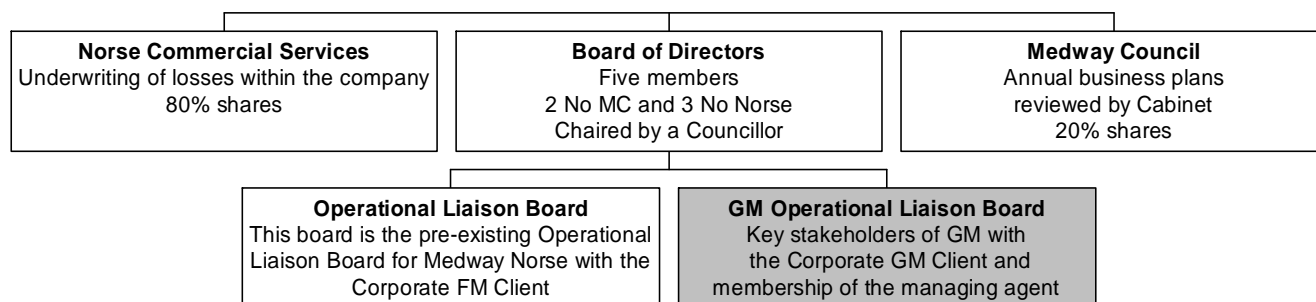
Commercial contracts often guarantee an inflationary uplift, which is typically calculated on a 12 months average of RPIx or CPIx, which have values as follows:

	<b>CPIx (%)</b>	<b>RPIx (%)</b>
2009-2010	3.0	3.6
2010-2011	4.2	5.1
2011-2012	3.3	3.7
<b>Average</b>	<b>3.5</b>	<b>4.1</b>

## Governance arrangements for the subsidiary company

- 4.11 The subsidiary company would take the form of a company limited by shares responsible for grounds maintenance services.
- 4.12 The joint venture option provides both flexibility and responsiveness because the resulting company will belong to the council and include member involvement on the Directors' board and operational board(s), see diagram below.

### Structure and membership of Boards



The purpose of the GM (Grounds Maintenance) Operational Liaison Board is to:

- Agree and set relevant Key Performance Indicators (KPIs), monitor the partnership's Balanced Scorecard and receive additional performance reports as required;
  - Monitor and review the partnership's performance in respect of achieving the annual Business Plan;
  - Make recommendations regarding the delivery of the services to the company and to the Council;
  - Provide communication links to other Members and officers of the Council.
- 4.13 The GM Operational Liaison Board will meet regularly to consider all issues presented to it concerning the performance of the services, including any matters to be discussed by the Board of Directors of the company. It will make recommendations to the Board of Directors.
- 4.14 Medway Norse will hold the Director meetings immediately following the meetings of the Operational Liaison Boards and review the previous Operational Liaison Board's minutes as part of the Board of Directors' agenda.
- 4.15 Additionally, there will be quarterly reporting to the Overview and Scrutiny Committee, Business Support and six-monthly reporting to the Cabinet.

### **The proposal and benefits**

- 4.16 The proposal from Norse confirms that savings from direct spend of £3.3 million, can be delivered over the first year with a rebate of £19,000.
- 4.17 There are non-cashable savings from not undertaking a formal procurement. These savings are in the order of £10,000.
- 4.18 The use of this vehicle for delivering grounds maintenance services means that the council can build on the social value activities currently in place to support ex-offenders, people with disabilities, people leaving care and ex-service personnel to complete community payback; gain work experience and/or become an apprentice or employee.

### **Human resources - TUPE**

- 4.20 All council employees that meet the criteria of TUPE legislation would transfer to the subsidiary company with Norse with no change to their existing terms and conditions of employment. A consultation process in relation to the transfer of employees would commence should the arrangement be approved.
- 4.21 The three main trade unions (GMB, Unison and Unite) have been advised that this report is being presented to Cabinet.

### **Human resources - Pensions**

- 4.22 The two options for pensions are:
- (a) to continue with the Kent Pensions Scheme with the new partner acquiring Admitted Body status; or
  - (b) providing a broadly comparable scheme. Broadly comparable means the benefits need to be of the same actuarial value to the Local Government Pension Scheme (LGPS).

Option (a) will be pursued where the subsidiary company will acquire admitted body status.

### **Property and assets**

- 4.23 Norse is negotiating principal Heads of Terms with the outgoing corporate grounds maintenance contractor in relation to property and assets. It will, if Cabinet agrees to this process, liaise with the contractor for the council's Bereavement services.

### **Contracted services**

- 4.24 The council has a number of contracts, which provide grounds maintenance service that will end on 31 March 2014.
- 4.25 Where the activities delivered under contract transfer into the proposed joint venture company, the employees within those companies will also benefit from TUPE legislation. All employees in the services affected would transfer to the subsidiary company with no change to their existing terms and conditions of employment, including those that were formerly employed by the



council. A consultation process in relation to the transfer of employees would commence should the arrangement be approved.

### **Client function**

4.26 Whilst the subsidiary company is being established the client role needs to be sufficiently robust to cover the following functions:

- Contract management – including the setting and monitoring of key performance indicators
- Audit - delivery of a Compliance Management Programme to ensure operational buildings meet all necessary health & safety requirements
- Strategic - advice to the Council regarding the management and maintenance of its operational property portfolio to ensure it contributes to the delivery of strategic and operational objectives
- Innovation – ensuring the Council maximises innovative opportunities and solutions to create a flexible and sustainable portfolio

4.27 The grounds maintenance corporate client function will be contained within the Greenspaces team, as it is now. The role will provide the principal day-to-day interface with the subsidiary company and will provide a Council-side point of contact for both Members and officers.

### **Project Management**

4.28 The project will be managed within a formal project management methodology. The project sponsor, Deputy Director for Regeneration, Community and Culture and the Head of Category Management, Strategy and Operational Support Category will undertake the day-to-day requirements of the project.

4.29 If Cabinet agrees to recommendations then this will provide five months for mobilisation and managing the identified risks.

4.30 The project plan and timing will be dependent on the availability of resources and planning linked to other Council projects.

4.31 The key work-streams of the project will be:

- 1) **Legal** – advice on all aspects of the transfer including TUPE, *Teckal* exemption and company set up.
- 2) **HR & Pensions** – advice and support for change processes around TUPE and transition planning.
- 3) **Financial** – support and advice on all matters relating to the asset and financial transfer to the new company and re-profiling of budgets.
- 4) **Organisational change** – reorganisation of resources for the remodelled client function and cultural change for the being part of partnership rather than being in a contractual relationship.

## Transfer Strategy

4.32 The formal transfer of services will be managed by a Project Board and will be reported back to the Chief Executive, the Portfolio Holder for Finance and the Portfolio Holder for Housing and Community Services.

The following timeline is proposed from November 2013:

- 1) Agreement from Cabinet to proceed with establishing a subsidiary company
- 2) Appoint members to the Project Board
- 3) Allocate work streams, as described in paragraph 4.31 and build a timeline for completion by 1 November.
- 4) Sign off by the section 151 officer, Chief Finance Officer
- 5) Negotiations start with Norse of timeline for transfer of assets, staff and services
- 6) Report back to the Chief Executive and the Portfolio Holders for Housing and Community Services and Finance for agreement to proceed
- 7) TUPE discussions including statutory consultation period as required, asset transfer and formal working arrangements
- 8) Finalise transfer arrangements.

## 5. Risk management

5.1 The following risk categories have been identified for this proposal.

<b>Risk</b>	<b>Description</b>	<b>Action to avoid or mitigate risk</b>
Delays in mobilisation	The council does not realise the savings as soon as possible.	A clear mobilisation plan for implementation.  Ensure that there is a dedicated project team established within the existing governance arrangements and structures.

<p>Disruption to end users as a result of the transition to new grounds maintenance delivery model</p>	<p>Any changes in provider of services may cause a downturn in service delivery, including service departments where their revenue targets rely on excellent facilities being made available to the customer.</p> <p>April is the growing season and therefore there is a high volume of grass cutting that takes place.</p> <p>The current fleet is at the end of its life and therefore the incoming provider must put in an order for new equipment.</p> <p>Need to order seasonal bedding from Hadlow College. The value is in the region of £90,000.</p>	<p>A sufficient transition period will be built into the project plan in order to minimise disruption to service users.</p> <p>Creation of clear, robust quality KPIs that are monitored by the Operational Liaison Board and linked to consequences for failure to achieve required quality thresholds.</p> <p>Category management team and the grounds maintenance client function will monitor KPIs and provide this information to the Operational Liaison Board.</p> <p>Monitoring Officer to agree an exemption request.</p>
<p>A disproportionate adverse impact on groups with protected characteristics in relation to the recommendation being implemented.</p>	<p>People with protected characteristics do not have fair access to services due to the new way of working</p>	<p>A Diversity Impact Assessment screening has been undertaken, see appendix one, and, if cabinet agree to the recommendation then diversity issues will be regularly reviewed as part of the mobilisation planning and implementation.</p>

## 6. Consultation

- 6.1 Officers met with service managers that are responsible for all grounds maintenance activities that may be part of a subsidiary company.
- 6.2 As part of the process, the Deputy Director for Regeneration, Community and Culture and the Assistant Director for Legal and Corporate Services, met with portfolio holders to discuss the options.
- 6.3 Procurement Board considered this report on 15 October 2013 and agreed the recommendations set out in section 8 for Cabinet approval.

## **7. Financial, HR and legal implications**

### **Financial**

- 7.1 The budgets indicated in this report are available for transfer, subject to final reconciliation.

### **Legal**

- 7.2 The legal requirements for the use of the *Teckal* exemption are that the (i) control test and (ii) the function test are both satisfied. The control test requires all parties with an interest in the joint venture to be public authorities or entities that are wholly public owned, so that the authorities can (jointly) exercise a similar control to that exercised over their own departments. The function test is that the joint venture carried out the principal part of its activities with the controlling authorities. European Commission is proposing to codify the *Teckal* exemption. Under the draft proposals (which if enacted would come in to force in 2014) at least 90% of the work undertaken by such a joint venture would need to be carried out for the controlling authorities.

### **Human resources**

- 7.3 The employees affected would transfer with their existing terms and conditions to Norse under the Transfer of Undertakings (Protection of Employment) Regulations, known as TUPE. If Cabinet agrees to the recommendations in this report then formal consultation will commence with employees and the relevant trade unions with a view to transfer from 1 April 2014.

## **8. Recommendations**

- 8.1 That Cabinet agrees to establish a subsidiary company that is operational from 1 April 2014.
- 8.2 That the transfer should be for services described in paragraph 2.3 commencing 1 April 2014.
- 8.3 That regular reporting to Business Support Overview and Scrutiny Committee and the Cabinet by the subsidiary joint venture company, as per the timetable for reporting in relation to Medway Norse takes place.
- 8.4 That the Director for Regeneration, Community and Culture Services determine the joint venture company name, in consultation with the Portfolio Holder for Housing and Community Services, following a consultation with Members.
- 8.5 That the GM Operational Liaison Board be constituted (to support the subsidiary company) to meet with the same frequency as the current Operational Liaison Board for Medway Norse.

## 9. Suggested reasons for decision(s)

- 9.1 This arrangement will enable the council to better manage the spend on activities related to grounds maintenance and manage the quality of services that are delivered.
- 9.2 To allow the Council to take advantage of income opportunities and make efficient use of assets, workforce and knowledge.
- 9.3 Regular reporting will ensure transparency at all stages of the subsidiary joint venture company's development and to ensure that its activities are in keeping with the Council's priorities and operating model.

### Lead officer contact

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Department	Legal and Corporate Services	Directorate	Business Support
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### Background papers

Cabinet report entitled 'Establishing a joint venture company' presented on 12 March 2013: <http://democracy.medway.gov.uk/mgconvert2pdf.aspx?id=19309>

## Diversity Impact Assessment: Screening Form

<b>Directorate</b> <b>Children and</b> <b>Adults</b>	<b>Name of Function</b> Grounds maintenance		
Officer responsible for assessment  Genette Laws	Date of assessment  September 2013	New or existing?  New	
<b>Defining what is being assessed</b>			
<b>1. Briefly describe the purpose and objectives</b>	<p>The Council aims to provide attractive green spaces that enables the people that work in, visit, or pass through those spaces to have a positive experience.</p> <p>The council intends to consolidate its resources in grounds maintenance into a single provider so that it adopts a total facilities management approach to grounds maintenance activities.</p> <p>The council's single provider will be a subsidiary of the joint venture company that is jointly owned by Medway Council and Norse. By being part of a joint venture company the council will not only benefit from savings but also income generation.</p>		
<b>2. Who is intended to benefit, and in what way?</b>	<p>Savings are intended to be achieved in a way that maintains or improves the quality of service by consolidating our resources.</p> <p>The beneficiaries of the savings and the income will ultimately be the end users of frontline services because efficiencies from 'back office' activities will contribute to protecting the budgets for frontline services.</p> <p>Employees that transfer into the joint venture company will be part of an organisation dedicated to the activities that they undertake and therefore will have a more structured career path in terms of their chosen professions.</p>		
<b>3. What outcomes are wanted?</b>	<p>Council to continue to provide attractive greenspaces that enables the people that work in, or visit, the services operating in those facilities to enjoy a positive experience.</p>		

<p><b>4. What factors/forces could contribute/detract from the outcomes?</b></p>	<p><b>Contribute</b></p> <p>Early and continued discussions with Unions</p> <p>Corporate Policy Veto by the council</p> <p>Representatives from Medway Council will be part of the membership of the Board of Directors and proposed Operational Liaison Board</p>	<p><b>Detract</b></p> <p>Scepticism about the new way of working from end-users that are part of the client function</p> <p>Anxiety of those subject to TUPE</p>
<p><b>5. Who are the main stakeholders?</b></p>	<p>Residents of Medway that visit the facilities          Employees that use the facilities          The employees that undertake the activities          The companies contracted to undertake the facilities</p>	
<p><b>6. Who implements this and who is responsible?</b></p>	<p>Head of Category Management, Strategy and Operational Support Category and the Head of Assets and Property.</p>	
<p><b>Assessing impact</b></p>		
<p><b>7. Are there concerns that there <u>could</u> be a differential impact due to <i>racial groups</i>?</b></p>	<p>YES</p> <hr/> <p>NO</p>	<p>Brief statement of main issue</p>
<p><b>What evidence exists for this?</b></p>	<p>The savings, and new way of working, are being made across a wide range of services and there is no evidence to suggest that this will disproportionately impact on particular groups. However, this will be monitored closely to ensure that any unidentified and unintended negative impact is recognised and mitigated.</p>	
<p><b>8. Are there concerns that there <u>could</u> be a differential impact due to <i>disability</i>?</b></p>	<p>YES</p> <hr/> <p>NO</p>	<p>Brief statement of main issue</p>
<p><b>What evidence exists for this?</b></p>	<p>The savings, and new way of working, are being made across a wide range of services and there is no evidence to suggest that this will disproportionately impact on particular groups. However, this will be monitored closely to ensure that any unidentified and unintended negative impact is recognised and mitigated.</p>	
<p><b>9. Are there concerns that there <u>could</u> be a differential impact due to <i>gender</i>?</b></p>	<p>YES</p> <hr/> <p>NO</p>	<p>Brief statement of main issue</p>

<p><b>What evidence exists for this?</b></p>	<p>The profile of gender for the workforce for this activity is predominantly male.</p> <p>TUPE legislation protects their employment rights. Nonetheless, this will be monitored closely to ensure that any unidentified and unintended negative impact is recognised and mitigated.</p>	
<p><b>10. Are there concerns there <u>could</u> be a differential impact due to <i>sexual orientation</i>?</b></p>	<p>YES</p> <p>NO</p>	<p>Brief statement of main issue</p>
<p><b>What evidence exists for this?</b></p>	<p>There is no evidence to suggest that this will disproportionately impact on particular groups. However, this will be monitored closely to ensure that any unidentified and unintended negative impact is recognised and mitigated.</p>	
<p><b>11. Are there concerns there <u>could</u> be a have a differential impact due to <i>religion or belief</i>?</b></p>	<p>YES</p> <p>NO</p>	<p>Brief statement of main issue</p>
<p><b>What evidence exists for this?</b></p>	<p>There is no evidence to suggest that this will disproportionately impact on particular groups. However, this will be monitored closely to ensure that any unidentified and unintended negative impact is recognised and mitigated.</p>	
<p><b>12. Are there concerns there <u>could</u> be a differential impact due to people's <i>age</i>?</b></p>	<p>YES</p> <p>NO</p>	<p>Brief statement of main issue</p>
<p><b>What evidence exists for this?</b></p>	<p>There is no evidence to suggest that this will disproportionately impact on particular groups. However, this will be monitored closely to ensure that any unidentified and unintended negative impact is recognised and mitigated.</p>	
<p><b>13. Are there concerns that there <u>could</u> be a differential impact due to <i>being transgendered or transsexual</i>?</b></p>	<p>YES</p> <p>NO</p>	<p>Brief statement of main issue</p>
<p><b>What evidence exists for this?</b></p>	<p>There is no evidence to suggest that this will disproportionately impact on particular groups. However, this will be monitored closely to ensure that any unidentified and unintended negative impact is recognised and mitigated.</p>	
<p><b>14. Are there any <i>other</i> groups that would find it difficult to access/make use of the function (e.g. people with caring responsibilities or dependants, those with an offending past, or people living in rural areas)?</b></p>	<p>YES</p> <p>NO</p>	<p>If yes, which group(s)?</p>



<b>What evidence exists for this?</b>	There is no evidence to suggest that this will disproportionately impact on particular groups. However, this will be monitored closely to ensure that any unidentified and unintended negative impact is recognised and mitigated.	
<b>15. Are there concerns there <u>could</u> be a have a differential impact due to <i>multiple discriminations</i> (e.g. disability <u>and</u> age)?</b>	YES	Brief statement of main issue
	NO	
<b>What evidence exists for this?</b>		
<b>Conclusions &amp; recommendation</b>		
<b>16. Could the differential impacts identified in questions 7-15 amount to there being the potential for adverse impact?</b>	YES	Brief statement of main issue
	NO	
<b>17. Can the adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or another reason?</b>	YES	Please explain
	NO	
<b>Recommendation to proceed to a full impact assessment?</b>		
<b>NO</b>	<p>The savings, and new way of working, are being made across a wide range of services and there is no evidence to suggest that this will disproportionately impact on particular groups. However, this will be monitored closely to ensure that any unidentified and unintended negative impact is recognised and mitigated.</p> <p>The Council's representation on Boards in the joint venture company and the Corporate Policy Veto enables the council to monitor, identify, and where necessary, address any disproportionate adverse impact on groups with protected characteristics.</p>	