

REPORT TEMPLATE WITH GUIDANCE

Reports for decision or information to : COUNCIL, CABINET, EXECUTIVE MAYOR, DELEGATED MEMBER and OFFICER KEY / NON-KEY DECISIONS, NON-EXECUTIVE COMMITTEES and SUB-COMMITTEES

Introduction for report authors

This template aims to comply with the requirements for written reports as identified in Part 5A of the Croydon Council Constitution - [Protocol for Decision Making](#).

Your report's purpose is to ensure decision makers can make informed decisions, which are open and transparent to residents and clear for council officers to implement.

The report author should focus on drafting a report that:

1. Tells the 'story' – gives a clear, ordered narrative, clarifying what the decision is intended to resolve or deliver.
2. Whilst being concise, enables the Mayor, Member, Committee or Officer to make a reasonable decision based on all relevant considerations and disregard all irrelevant ones.
3. Has clear and unambiguous recommendations so that officers can understand and implement the decisions made.
4. Explains clearly to the decision maker (and importantly also to residents) how the recommendations support Croydon's priorities.
5. Informs the decision maker of the key implications of the recommendation/s. In addition to including any proposal considerations (i.e., project timescales, interdependencies, general resident impact, etc.) within the body of the report, there is a formal 'Implications Section' which includes; financial, legal, equalities, and where a relevant consideration, procurement, human resources, corporate services, environmental, ICT, and data protection.
6. Includes considerations of the risks associated with the proposal.
7. Includes appraisal of any alternative options which were considered - but not put forward as the final recommendation/s.
8. Anticipates and answers questions that the decision maker and reader could naturally have.

Seeking a Key Decision / Non-Key Decision

Key decisions relate to the responsibilities and functions of the executive and due to the significance of the decision (as defined by Croydon's key decision criteria below), they have specific procedures in terms of giving public notice – mainly, the council needs to give at least 28 days clear notice it's making a key decision. The notice appears on the '[Public Forward Plan](#)' and the notice conveys key information, including when the decision will be made, the nature of the decision / subject, decision maker.

The key decision and non-key decision process is only for decisions made by the Executive, i.e., not those made at non-executive committees e.g. Planning, Council, Licensing, Scrutiny & Overview, General Purposes Committee, Appointments & Disciplinary Committee, Audit and Governance, Ethics Committee etc.

The minimum 28 days notice is required regardless of the decision maker i.e. Mayor, Mayor in Cabinet, Member or Officer Delegated Key decision. Please note, when the Mayor in Cabinet is making the decision, the report for decision needs to be published 5 clear working days before the date of the meeting i.e. published as part of the meeting agenda pack.

The criteria for a key decision can differ between authorities. Croydon's definition is a decision of the executive which is likely to:

- (a) result in the Council incurring expenditure, or making savings, of more than £1,000,000 or such smaller sum which the decision-taker considers is significant having regard to the Council's budget for the service or function to which the decision relates; or / and
- (b) be significant in terms of its effects on communities living or working in an area comprising two or more Wards in the Borough. Key decision rules apply only in respect of Executive decisions and not to non-executive decisions.

If the Key Decision is for the Mayor in Cabinet, if not already, please urgently complete a Cabinet Forward Plan Request Form, to add the decision to a future Cabinet meeting and learn about the various Corporate Management Team (CMT) and Mayor Advisory Board (MAB) Clearance processes and deadlines: [Cabinet Forward Plan Request | Croydon Intranet](#)

If the decision maker for a key decision is the Mayor, a Member making a decision under delegated authority, or an Officer, please contact Democratic Services for advice and guidance on the Key Decisions process and publishing the 28 day notice.

See guidance below if you require a key decision to be made urgently and cannot adhere to the 28 clear days public notice requirement.

If the decision is an executive non-key decision, there is no requirement for a forward plan entry and the report for decision does not need to be published. The decision notice however does need to be published after the decision has been made. Please speak to Democratic Services for advice and guidance on the process.

Urgent Key Decisions

Where a key decision needs to be made urgently, such that it is not reasonably practicable to give the required 28 days' notice on the Forward Plan, the rules on General Exception and Special Urgency permits for a shorter timescale. Please contact the Council's Democratic Services team for advice on this.

General Format

Reports should aim not to exceed 6 sides of A4 – however, this may be exceeded to ensure all relevant information is included. Note, additional or specific detailed information can be added as an appendix.

Use Arial 12 point for all text (14 point bold for main headings and 12 point bold for subheadings).

Use plain English

- Make the average sentence length 15–20 words.
- Aim for one new point per paragraph, and only a few sentences per paragraph.
- Use words your readers are likely to understand. Avoid including detailed professional technical information which will only be understood by fellow professional colleagues.
- Write in the third person (i.e. the authority, Croydon, council and not I / we).
- Write for the non-expert and explain initialisations and acronyms.
- Use bullet points to break up complicated text.
- Put your points positively when you can.
- Reduce cross-references to a minimum.
- Use good grammar, spell check and proof read (before the reader does).
- Plan before you write.
- Give the report to a colleague to read through and make suggestions.

Clearance, Deadlines and Engagement

Speak to colleagues in Democratic Services or the relevant committee clerk who can help clarify this guidance, advise on seeking a decision, and provide information on any relevant clearance and publication deadlines.

Guidance is given in the Consultation section with regards to the reports approach, however please give consideration whether you can take additional action to support Members to understand your proposal – e.g., an informal briefing for committee members, or possible engagement with the Council's Scrutiny team and Members. Discuss any ideas around member engagement with the relevant Director or Corporate Director.

Always remember to contact finance and legal colleagues early in the development of your proposals.

Clearance

If a Cabinet report, for submission to CMT clearance, the lead Corporate Director needs to agree and confirm (*no need for actual signature sign-off*) that the report can be submitted (as well as before sending to Democratic Services for final Cabinet agenda publication).

With regards to Committees, the author should seek approval from the relevant Director or Corporate Director for the report. Contact Democratic Services to seek clarity if required.

Lead officers / report authors should seek approval by the relevant director before submitting the report for decision to the Mayor or a Member with delegated authority.

Lead Officers / report authors should seek approval by their Head of Service or Director before submitting an Officer report for decision to a Corporate Director or Director.

DRAFT

LONDON BOROUGH OF CROYDON

REPORT:	<p style="text-align: right; color: #a52a2a;">[CABINET] OR [COUNCIL]</p> <p style="text-align: center; color: #a52a2a;">[TITLE OF COMMITTEE / SUB-COMMITTEE]</p> <p style="text-align: center; color: #a52a2a;">[DECISION MADE BY EXECUTIVE MAYOR]</p> <p style="text-align: center; color: #a52a2a;">[DELEGATE DECISION MADE BY MEMBER]</p> <p style="text-align: center; color: #a52a2a;">[OFFICER DELEGATED KEY DECISION]</p> <p style="text-align: center; color: #a52a2a;">[OFFICER DELEGATED NON-KEY DECISION]</p>
DATE OF DECISION	[DATE IN FULL]
REPORT TITLE:	<p style="text-align: right; color: #a52a2a;">[Title of Report]</p> <p style="text-align: center; color: #a52a2a;"><i>Guidance: If a Key Decision - MUST be the SAME title as listed on the Published Forward Plan</i></p>
CORPORATE DIRECTOR / DIRECTOR:	<p style="text-align: center; color: #a52a2a;">[CORPORATE DIRECTOR NAME, POSITION TITLE] and/or [DIRECTOR/ HEAD OF SERVICE NAME, POSITION TITLE]</p> <p style="text-align: center; color: #a52a2a;"><i>Guidance: Delete this row if Officer Key or Non-key decision</i></p>
LEAD OFFICER:	[NAME, POSITION TITLE, CONTACT DETAILS (email: / Telephone:)]
LEAD MEMBER:	<p style="text-align: center; color: #a52a2a;">[EXECUTIVE MAYOR / CLLR NAME, POSITION OR N/A]</p> <p style="text-align: center; color: #a52a2a;"><i>Guidance: Delete this row if Officer Key or Non-key decision</i></p>
DECISION TAKER:	<p style="text-align: center; color: #a52a2a;"><i>Guidance: Only when the decision is a delegated decision to an officer or Member. Delete this row if report to Cabinet, Council, Committee, Sub-Committee or Executive Mayor:</i></p> <p style="text-align: center; color: #a52a2a;">[CLLR OR CORP DIRECTOR / DIRECTOR / OFFICER, POSITION TITLE]</p>
AUTHORITY TO TAKE DECISION:	<p style="text-align: center; color: #a52a2a;"><i>Guidance: Only when the decision is a delegated decision / non-key decision.</i></p> <p style="text-align: center; color: #a52a2a;">[Identify the section giving authority from the schemes of delegation or when specific delegation was conveyed e.g, Cabinet report, date, copy of exact recommendation which gave the authority]</p> <p style="text-align: center; color: #a52a2a;"><i>Guidance: Delete this row if report to Cabinet, Council, Committee, Sub-Committee or Executive Mayor</i></p>

KEY DECISION?	[YES] or [NO]	<p style="text-align: right;">REASON: [N/A] or</p> <p>[Key Decision – Decision incurs expenditure, or makes savings, of more than £1,000,000 or such smaller sum which the decision-taker considers is significant having regard to the Council’s budget for the service or function to which the decision relates] and/ or [Key Decision – Decision Impacts on communities living or working in an area comprising two or more Wards]</p>
CONTAINS EXEMPT INFORMATION? [See guidance *]	[YES] / [NO]	<p style="text-align: right;">[Public], or [Public with exempt appendix X]</p> <p>Grounds for the exemption: [N/A] or [Exempt under paragraph(s) (X, or X and X) of Schedule 12A of the Local Government Act 1972]</p>
WARDS AFFECTED:	<i>[Specify ward(s) affected by the proposal or ‘All’ or ‘N/A’]</i>	
URGENCY:	Please contact Democratic Services for advice and guidance on urgency procedures and what to write in this section.	

***Guidance: Exempt information guidance:**

Reports will be considered in public unless information necessary to enable Members to make a decision is exempt or confidential, as defined in the Access to Information Procedure Rules ([Part 4B of the Constitution](#)). The presumption should be in favour of openness and reports should only be regarded as confidential or exempt in exceptional circumstances.

As much information as possible should be in the public domain: where possible put only the confidential / exempt information in a confidential appendix and keep the main body of the report available to the press and public (e.g. ‘Public with exempt appendix B’)

Exempt report and appendices (locally known as ‘Part B’) and background information are only exempt if justified by reference to one of the paragraphs in Schedule 12A of the LGA 1972 AND also the public interest in withholding disclosure outweighs the public interest in disclosure.

The relevant paragraph of Schedule 12A of the Local Government Act 1972 must be specified in the ‘Contains Exempt Information?’ answer box. These are set out in [Appendix 1 of Part 4B](#) of the Constitution.

1 SUMMARY OF REPORT

1.1 This report

1.2 XXX

Guidance: Provide a short overview of the report and why it is being submitted and important for residents / businesses. Also, the financial implication.

Summary should be no more than 2 paragraphs, highlight any link to previously agreed strategies, and avoid duplicating content from elsewhere in the report.

An example of a summary paragraph: *This report seeks the Executive Mayor in Cabinet approval to award a contract for the provision of XXX services to the Council for a period of X years from January XXXX. This will enable the Council to meet the corporate priority to deliver XX to Croydon's residents.*

2 RECOMMENDATIONS

For the reasons set out in the report [and its appendices], [Council / the Executive Mayor in Cabinet, the Executive Mayor, Member position title, Officer position title] is recommended:

2.1 to agree....

2.2 to etc,...

2.3 to etc...

Guidance: The recommendations are the most important part of the report as they will become the decision officers will be required to implement.

The Do's

- Use precise language and short sentences to avoid uncertainty and include dates, costs, provider names and other specific information where necessary e.g. *to agree to award the contract for the provision of the services set out in Appendix A to ABC Ltd for a period of X years from X November XXX at a total contract price of £7,500,000.*
- Reference the particular policy or document if you want approval for it and where it is found in the report e.g. *agree the policy at appendix A* or *agree the principles set out in section x,xx*
- Separate out individual decisions into short sub-sections and put into a logical order e.g. *(a) agree to award a contract*, followed by *(b) delegate final agreement of terms and conditions to the Corporate Director of xxx.*

- State where a decision is conditional, e.g. “*subject to planning consent*” ..
- State as a recommendation any consultation exercises e.g. the Executive Mayor in Cabinet is recommended.. “To take into account the outcome of public consultation and the management response set out at XXX”
- Split recommendations into groups where decisions are required from more than one body (e.g. Committee / Cabinet then Council), heading the report with all relevant meetings and being clear which decisions are required from which body.

And the ‘Do not’..

- For reports to Cabinet, avoid reports only for noting.
- It is sometimes helpful for the Executive to note a matter but keep these to a minimum and separate clearly from the actual decisions. These could be future events and / or matters that are relevant corporately to show they have been considered.
- Include policy statements, rationales or evidence – these go in the body of the report e.g. “.... as this will deliver the corporate priority of xxxx”
- Combine separate decisions into a single recommendation.
- Delegate a further decision to two or more officers or members.
- List consultees for delegated decisions who will be consulted as business as usual, e.g. finance and legal

3 REASONS FOR RECOMMENDATIONS

- 3.1** **Guidance:** A clear logical summation of why the decision maker / committee should make the decision. Clearly setting out the key reasons for the recommendation.
- 3.2** This section should summarise key findings from the background and proposals section supporting the recommendations.

4 BACKGROUND AND PROPOSALS [tbc, ‘AND DETAILS’]

- 4.1** **Guidance:** This is the main body of the report that provides the context and narrative to justify the recommendations – making sure it is in a clear and logical order. Sub-headings can be used as appropriate.
- 4.2** It should provide the decision maker / committee with the necessary information to make an analysis of the relative merits of the decision under consideration.
- 4.3** Start with the context for the proposals, this may include local, regional, national policies, strategies, borough profile, equalities, service changes, financial, legal, technological, or cross council issues.

- 4.4 Refer to previous relevant decisions and reports.
- 4.5 Lay out an objective analysis of why a decision on the issue / option / proposal is needed.
- 4.6 Succinctly cover each element that the decision maker needs to understand in order to reach a fully informed decision.
- 4.7 Detail the evidence base for the rationale (refer, where needed, to appendices).
- 4.8 Only provide a rationale for the decisions being sought, not for a previous or future decision e.g. a contract award report only needs to set out the outcome of the process and the rationale for the choice of provider: it does not need to explain (again) why the services or works are being procured.
- 4.9 Outline key stages in the process where it is important to show compliance (e.g., a procurement process or a consultation process). There's no need to repeat information contained in other sections of the report, and can be cross referenced.
- 4.10 Highlight any risks related to the proposals (risks may more appropriately appear in a dedicated 'Risk Implications' section under Section 8 of this report - either way, don't duplicate or repeat the information).

Any risk analysis should summarise the risks and assumptions associated with the proposal. Key risks should be described using the following prompts:

- As a result of ... (the risk / cause)
- There is a threat of... (the event happening / risk being realised)
- That could lead to... (effect)

Include details of how the risk has been assessed – how likely it is to occur, the impact it would have, and how the risk is to be managed. Consider an appropriate number of scenarios (e.g., best/ worst / most likely); the number/ degree of detail required will depend on the size and volatility of the topic.

Information on Croydon's approach to [managing risk](#) is available on the intranet.

5 ALTERNATIVE OPTIONS CONSIDERED

- 5.1 **Guidance:** Briefly set out what alternatives were considered, associated costs, risks, and reasons why the option was not recommended.
- 5.2 Alternative options should be no more than one to two paragraphs.
- 5.3 Give details of any active search for alternative options, including through external consultation and examination of best practice elsewhere. Address any recommendations received from pre-decision scrutiny, where applicable
- 5.4 Authors can refer to any full options appraisal which may have been carried out in an appendix.

- 5.5 Authors can include any significant implications related to the alternative options e.g., legal, equalities, environmental, financial implications etc.
- 5.6 Doing nothing is an alternative, and the risk can be explained.
- 5.7 Reports 'to note' do not need this section to be completed, Insert [Recommendations are for noting only].

6 CONSULTATION

- 6.1 **Guidance:** The importance of consultation will vary between reports. It is important to distinguish between Member consultation and public consultation.
- 6.2 Do not confuse the two as internal member consultation is only required for political and corporate purposes whereas public consultation is often required to make a lawful decision.
- 6.3 Where Member consultation is to take place, it is essential that the relevant lead member for the report is comfortable for the report to go to the committee (or to CMT (Corporate Management Team) and MAB (Mayor Advisory Board) if report is for Cabinet). Depending on the report and the need for consultation, the author can state the Member/s consulted, position and date consulted i.e., when the reports content was discussed.
- 6.4 The [Protocol for Decision Making](#) states that formal consultation will take place as appropriate to the matter under consideration. In most consultation challenges, the essential question which the court will ask is "What does fairness require in all the circumstances of the case?"
- 6.5 Where there is a specific statutory duty to consult on a decision, there has been a promise to consult, if the Council's conduct has given rise to a legitimate expectation that the Council will consult (for example previous consultations about the same or similar types of issues or statement in policy that consultation will occur) or if the duty on the Council to act fairly in exercising its functions would require consultation then this must be addressed in this section.
- 6.6 Regarding Public consultation, decisions e.g., service changes and closures, can often require consultation as a legal requirement. Your legal colleagues can advise on this point. If consultation is required, your decision for recommendation cannot go forward until this has taken place and the outcome set out in the report.
- If there is a statutory consultation process – set out how this has been followed and mindful of the consultation principles below. some legislative provisions require formal responses by the council to consultations.

- For all required consultations, ensure your report demonstrates compliance with the four principles below, detailing how the consultation was conducted, how responses given timescales and key findings:
 - a. Consultation took place when proposals are at a formative stage and with those affected by the decision
 - b. Sufficient information was provided to consultees about the proposals to allow for an intelligent response.
 - c. Adequate time was given for response
 - d. Show conscientious consideration of the consultation responses – including the Council’s response and, where necessary, any amendments arising from consultation. It’s essential that due regard has been demonstrated to the findings and outcomes of the consultation.
- Legal consultation is not a referendum. Whether or not a majority of consultees approved the plans is relevant but not determinative. Focus in the report should be on the responses that raise important or substantive points, especially those with merit. Consider using appendices so the decision maker can see the full details of consultation for themselves.
- Other Council officers consulted may wish to contribute their own paragraphs either here or in the body of the report.

7. CONTRIBUTION TO COUNCIL PRIORITIES

- 7.1 **Guidance:** Explain how the proposed decision relates and contribute to the council’s strategic priorities and any major policies.
- 7.2 The Mayor’s priorities are [List and link to Cabinet Paper]

8. IMPLICATIONS

Guidance: The implications should only relate to the recommendations in the current report e.g. if a recommendation is to extend a contract the implication should focus on the implication of the extension.

It is for the author to engage with corporate services and **MUST** seek early engagement with particularly finance and legal colleagues. Talk to your finance and legal partners before drafting the report and implications.

Draft reports should be sent to the Legal and Finance for the implication comments to be reviewed and signed-off **at least** 5 working days before Cabinet CMT clearance, or the reports publication.

Colleagues from other services can contribute to the Implications Sections, i.e., procurement, equalities, policy, human resources, risk team etc where relevant.

You must not submit reports to CMT for Cabinet clearance, or other formal decision making bodies, unless the financial and legal implications have been approved by colleagues in those services, as well as the Equalities Section having been completed.

8.1 FINANCIAL IMPLICATIONS

- 8.1.1** It is the authors responsibility to engage with the relevant officer in Finance (See contacts list at the end of this guidance).. This section can initially be drafted by the author, however Finance 'own' the Financial Implications section.
- 8.1.2** Finance need to sign-off the section to ensure that any course of action is within the agreed budget framework, financially prudent, and consistent with corporate objectives.
- 8.1.3** Croydon has a Spending Control Panel, with a corporate policy regarding essential spend in place. How the proposals have met the essential spend criteria should be stated in this section: <https://bccloudadcroydongov.sharepoint.com/sites/col-15/ic/Documents/Spend%20Control%20Panel-%20Process%20Maps-%20Comms-01.12.2020%20v2.pdf>
- 8.1.4** If the report is 'for noting' the report should still be sent to Finance - to confirm that there are no financial implications both currently or in the future.
- 8.1.5 Revenue and Capital consequences of report recommendation**

This table below is a requirement unless the Head of Finance for your directorate confirms it is not needed. It is intended as a summary but more detailed information can be detailed in the report or in appendices if necessary.

Note that:

- All values should be entered in round thousands and comments have consistent presentation of numbers e.g. £1,326k not £1,325,956 or £1.326m
- If a report recommendation is fully budgeted, the 'remaining budget' once expenditure and income are entered, will be zero. If a revenue saving is proposed, that saving should appear in the 'remaining revenue budget' line
- Present figures as discrete year on year amounts, not cumulatively
- Show income and expenditure as gross and separate capital and revenue

- VAT is recovered by the Council and should not be included in any expenditure or income figures (unless there are specific circumstances, to be stated in the report, where it won't be possible to reclaim VAT from HMRC)

	Current Year	Medium Term Financial Strategy – 3 year forecast		
	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25
Revenue Budget Available				
Expenditure Income				
Effect of decision from report				
Expenditure Income				
Remaining Budget				
Capital Budget available				
Expenditure Income				
Effect of decision from report				
Expenditure Income				
Remaining Budget				

- Set out in detail the financial implications including the potential for future savings/ efficiencies.
- If a proposal requires additional funding, this must be presented in the report as a recommendation to award growth.
- Make it clear if funding is from a ring-fenced source (eg rental income from council house tenants or grant funding)

- Legitimate recharges between funds are allowed. Make clear if activity is funded from a mix of sources or from a 3rd party.

Implications should include:

- Medium Term Financial Strategy (MTFS) effect – will the duration of the impact of the decision be one-off or permanent? Are there inflationary effects which may apply to activity? Is there a time limit on any external funding and if so, what will happen once it ends? Cabinet reports must set out financial implications over the medium term (current plus 3 years).
- Assumptions – list any you have made about demand/ usage which impact on financial calculations.
- Future savings and efficiencies – set out what will arise from the decision (or explain why this is not possible). Proposals to reduce costs will be a saving but can only be recognised as such if the activity is already budgeted for. Taking action to reduce unbudgeted spending should be described as cost avoidance.

8.1.6 Insert at the end of the section: Comments approved by [Officer title] on behalf of the Director of Finance.

8.2 LEGAL IMPLICATIONS

8.2.1 It is the authors responsibility to engage with the relevant officer in Legal Services (See contacts list at the end of this guidance).

8.2.2 This section should be completed by legal with comments approved by the Director of Legal (or their nominee). The final version of your report should be provided for comment including any appendices. If any specific legal advice has been obtained, please provide a copy of that advice to legal.

8.2.3 The Legal Implications section should include:

- What is the Council's legal power to take the proposed course of action – set this out. What are the limits of these powers – are there for example certain requirements which must be met before the Council can exercise the powers and are there other parameters – set these out.
- If a statutory service (refer to the specific provision(s) in the Act) or is it a discretionary service (again refer to the specific provision you are relying on)?
- Identifying the relevant policies which apply to the proposals. Are there any specific parameters within those policies which must be adhered to in taking the decision and have they been complied with? If they have not been complied with, are the reasons fully detailed in your risks section?
- Checking that proposals are aligned to the Council's existing policies, strategies or plans and Budget. If contrary identify these as risks and detail mitigating factors. Be aware that Part 5A of the Constitution makes clear that decisions will not conflict with the Budget and Policy Framework.

- If the proposals may cause others to challenge the Council's action, then be clear about why this is proposed and what risks the Council faces.
 - Setting out the proposed decision maker's authority to take the decision with reference to relevant Terms of Reference within Part 3 of the Constitution or relevant delegation or sub-delegation scheme.
 - Identifying what other council procedure rules apply e.g., in relation to procurement or financial rules.
 - Highlighting any legal implications arising from the report proposal.
 - Outlining any specific legal advice which has been provided on the proposal / project and the designation of the officer providing that advice.
- 8.2.4** Insert at the end of the legal section: Comments approved by the Head of [XXX] on behalf of the Director of Legal Services and Monitoring Officer.

8.3 EQUALITIES IMPLICATIONS

- 8.3.1** The Council has a statutory duty to comply with the Equality Act 2010. In summary, the Council must, in exercising its functions, 'have due regard to' the need to eliminate discrimination, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not.
- 8.3.2** Case law has established that you should ensure that there is sufficient evidence to consider whether decisions would have a disproportionate impact on people sharing one or more protected characteristics when you start to develop or review a policy, make changes or cuts to a service and in final decision making.
- 8.3.3** The Council uses equality analysis as a tool to assess the possible impact of changes on different groups of people, to evidence how we arrived at decisions that affect council staff, local people and the wider community and to help us comply with the requirements of the Equality Act 2010. Equality Analysis must be used to inform the final decision on any key changes.
- 8.3.4** Key information from the Equality Analysis must be included in the body of the report. This section should include a summary of the key findings of the Analysis and significant actions to mitigate any potential (or actual) future negative impacts should be set out in this section. The report should also include any opportunities to advance equality that may have been missed and negative or adverse impacts that can be removed or mitigated where possible. Any negative or adverse impacts that amount to unlawful discrimination must be removed.

8.3.5 Where there are significantly different equalities implications associated with the different options considered when preparing this proposal these should be set out in the options analysis earlier in the report.

8.3.6 There are four potential outcomes of the Equality Analysis which should be set out in this section of the report. More than one outcome may be reached – eg to adjust and continue with the policy.

The four outcomes are:

- No major change – the Analysis shows that the policy is robust and the evidence shows no potential for discrimination and all opportunities to advance equally have been taken;
- Adjust the proposed change to lessen the impact should it adversely impact the Council's ability to meet any of the Public Sector duties and/or remove barriers or better promote equality of opportunity;
- Continue the proposed change despite potential for possible adverse impact or missed opportunities to promote equality – as we are satisfied that these will not lead to unlawful discrimination and there are justified reasons to continue as planned;
- Stop and remove the change – if there will be potential for adverse effects on one or more protected groups that are not justified and cannot be mitigated.

8.3.7 If the decision has been taken not to undertake an Equality Analysis or to complete it at a later stage then you must provide a concise explanation of why it will not be completed or when it is planned.

8.3.8 The Equality Analysis must be signed off by the Equalities Manager. For more information, see 'Complete an Equality Analysis' on the intranet or contact Denise.McCausland@croydon.gov.uk

8.3.9 (Approved by: [A N. Other] on behalf of the Equalities Manager) (Denise McCausland)

OTHER IMPLICATIONS

8.4 [ADD EACH ADDITIONAL IMPLICATIONS SEPERATEY ...]

8.4.1 Authors must include all relevant consideration in the body of the report or in the 'Other Implications' section.

8.4.2 It may be appropriate to cover 'other implications' topics in the body of the report. If this approach works for the report, an additional dedicated 'Implications' section is not required.

If adding an additional 'Implication Section/s' follow the paragraph numbering format as with the required Financial, Legal and Equalities Implication sections, e.g. 8.4 (8.4.1, 8.4.2 etc), 8.5 (8.5.1, 8.5.2 etc).

The following lists the topic which can be added under the 'Other Implications' section:

[PROCUREMENT IMPLICATIONS]

- Procurement comments should not be combined with finance comments.
- The procurement team should be consulted in preparing the report and approve the Procurement Implications.
- Contract award reports must address compliance of the procurement process with Regulations, as well as with internal process ie Contract Standing Orders and state the relevant Regulation or CSO setting out how they are met.
- Identify any risks and possible mitigations directly related to the procurement process. Do not repeat any in the body of the report or any Risk Implications section if applicable.
- Outline any contract / performance managements arrangements in place.
- If there are any comments or information that fall within the exemption framework eg reference to commercial information like tender prices/names of unsuccessful bidders these must be included in an exempt appendix that accompanies the main report
- (Approved by: [A N. Other] on behalf of the Director of Procurement)

[HUMAN RESOURCES IMPLICATIONS]

- Include any considerations in relation to staffing levels, restructuring/ regrading, TUPE transfers, recruitment, employee relations, the Council's personnel policies or other human resources matters.
- (Approved by: [A N. Other] on behalf of the Director of Human Resources)

[CRIME AND DISORDER IMPLICATIONS]

- Section 17 of the Crime and Disorder Act 1988 requires that, without prejudice to any other obligation imposed on it, the Council must exercise its various functions with due regard to the likely effect of doing so and the need to do all it reasonably can to prevent crime and disorder in the area. This section of the report should identify the implications of the proposal for the reduction/ prevention of crime and disorder. If there are none, this should be stated.

[PROPERTY AND ASSET MANAGEMENT IMPLICATIONS]

- Where a decision affects the Council's commercial or office accommodation or services.
- (Approved by: [A N. Other] on behalf of the Director of XX)

[ICT IMPLICATIONS]

- where there is an implication for the provision of ICT services, licensing issues, IT infrastructure implications. Please review with your IT services officer you are working with to consider and complete this section.
- (Approved by: [A N. Other] on behalf of the Director of IT)

[CORPORATE RESOURCES IMPLICATIONS]

- Any significant impacts on other corporate teams in the Council.
- Any major project must comply with the corporate framework for project and programme management. This could be detailed in this section, if not covered in the main background and proposals section.
- (Approved by: [A N. Other] on behalf of the Director of XX)

[ENVIRONMENTAL IMPLICATIONS]

- The Council has a commitment to address environmental sustainability as an integral part of all activity. This section should identify the main environmental sustainability impacts, whether positive or negative. If there are none, this should be stated.
- Almost all Council procurement, service delivery and policy decisions have environmental impacts. You should assess whether your recommendations will result in increased or decreased environmental impacts across the following areas (not exhaustive):
 - Energy use and associated carbon dioxide emissions (eg new or refurbished building, purchase of IT equipment, increased vehicle movements). The Council's 'Carbon Management Energy Efficiency Programme' approved by Cabinet in October 2010 set a target to reduce carbon emissions from the Council's own operations by 25% over the next 5 years (compared to 2009/10 baseline)
 - Water use (eg new or refurbished building, parks and irrigation etc)
 - Use of natural resources (eg durability of products and materials, products made with recycled materials to offset raw material use, use of sustainable timber etc)
 - Pollution to air, land or water (eg air quality impact from increased vehicle use, use of paints, pesticides etc)
 - Waste (eg construction waste, disposal of surplus furniture, promotion of waste minimisation behaviour etc)
 - Transport: aside from the energy and air quality impacts of vehicle use, will the recommendation(s) increase vehicle congestion or promote other modes of transport (eg public transport, cycling, walking)?
 - Biodiversity (eg loss or creation of habitats, street trees, parks etc)
 - The Green Commitment and Environmental Procurement Policy are key relevant policies.

[RISK IMPLICATIONS]

- Croydon faces a significant number of risks and it is, therefore, important that the Council recognises its responsibility to recognise and mitigate risk associated with the proposals and decision.
- When presenting proposals and making recommendations, sufficient information on the risks to the Council of the options presented should be provided by the report author to ensure that Members can make the decision with full awareness of the potential consequences.
- This section should include the description of the risk, the likely consequences if the risk materialises (i.e. the negative impact) and mitigations in place (i.e.. how it is proposed that the risks will be managed and controlled)
- Possible risk themes and considerations can include;
 - Social & Community
 - Competition and markets
 - Stakeholder & partners
 - Reputational
 - Health & Safety

Any risk analysis should summarise the risks and assumptions associated with the proposal. Key risks should be described using the following prompts:

- As a result of ... (the risk / cause)
- There is a threat of... (the event happening / risk being realised)
- That could lead to... (effect)

[DATA PROTECTION IMPLICATIONS]

- **WILL THE SUBJECT OF THE REPORT INVOLVE THE PROCESSING OF 'PERSONAL DATA'?**

If yes, please provide brief details as to what 'personal data' will be processed and complete the next question. If no, please complete the sign off

- **HAS A DATA PROTECTION IMPACT ASSESSMENT (DPIA) BEEN COMPLETED?**

If yes, please attach a copy. If no, please provide the reason why a DPIA was not completed. Please also attach any relevant advice

- This paragraph must always be completed and should primarily identify whether the subject matter within the report will involve the processing of 'personal data'. If there are no data protection implications then this should be stated.

- The Director of the relevant division is responsible for the processing of ‘personal data’ by the services for which he/she has management responsibility. This paragraph should therefore be completed in their ‘name’. Some departments will be processing ‘special category data’ and ‘criminal offence data’ and these types of information require additional protections to be in place over and above those required for ‘personal data’.
- If the report involves the processing of personal data the Council must consider data protection and privacy issues pro-actively and is required to have in place appropriate technical and organisational measures to implement the data protection principles and safeguard an individual’s rights. This requires the Council to integrate data protection into its processing activities, from the design stage right through the lifecycle of the information and/or service provision concerned.
- Report authors must therefore consider relevant data protection issues that arise from the report including, if relevant, the design, implementation of systems, services, products and business practices that they are describing within their report.
- Further guidance is available on the intranet under the Information Management GDPR guidance page including definitions of ‘personal data’ ‘special category data’ and also ‘criminal offence data’. <https://intranet.croydon.gov.uk/resources/information-management/gdpr/gdpr-overview>
- Once the report author identifies that the report will involve the processing of personal data, the officer should immediately contact the Information Management Team (IMT) information.management@croydon.gov.uk who will advise if it is necessary to complete a Data Protection Impact Assessment. (DPIA). The DPIA will identify if there are any risks to the data being processed and also provide mitigating measures against any identified risk(s). The IMT will provide support to the service in completing a DPIA. If a DPIA is not needed the IMT will advise accordingly.

9. APPENDICES

- 9.1 **Guidance:** Use appendices to contain information that the decision maker / committee needs in order to make the decision. List appendices in numerical or alphabetical order and name the additional electronic files with the number or letter at the start.

A Xx (Mark ‘Exempt’ if is an exempt appendix)

B Xx (Mark ‘Exempt’ if is an exempt appendix)

Remember to send all Appendices to Democratic Services with the report for publication. Double check any data tables or maps etc format will print well.

10. BACKGROUND DOCUMENTS

- 10.1** There is a legal requirement for all otherwise unpublished background papers which have been relied upon to a material extent when writing reports considered by the Executive (i.e., the Cabinet or an individual Cabinet member) to be available at the Council's offices and on the Council's website. This applies to both Part A (open) and Part B (closed) reports.
- 10.2** List background documents (including the reasons why the documents are exempt or confidential if relevant).
- 10.3** An internal consultant's report which has been used to formulate options or recommendations is an example of a background document (including the reasons why the documents are exempt or confidential if relevant).
- 10.4** Background documents are in addition to those in the appendix.
- 10.5** If there are no background papers or they cannot be made available because they contain exempt or confidential information, this should be clearly stated in this section.
- 10.6** Publicly available material does not need to be listed.

Signed Decision Sheet

(For Executive Mayor Decision, Delegated Member and Officer Key and Non-Key Decisions)

In consultation with: Refer to delegation for specific consultees

If applicable, add additional consultee/s if required

If applicable, delete the 'In Consultation with' boxes.

In Consultation with:

Position: Name: Agreed / Don't agree to report recommendations: Comment:	Signed: Date:
---	----------------------

Position: Name: Agreed / Don't agree to report recommendations: Comment:	Signed: Date:
---	----------------------

DECISION TAKER, AS IDENTIFIED IN REPORT:

Position:	Signed:
Name:	
Yes, I approved the report recommendations.	
	Date:

Electronic signatures are accepted.

NB Key decisions made by officers cannot be implemented until the 6th working day following the date of publication of the decision to allow members to consider whether or not to call in the decision.

Contact Information for Report Authors

Legal Contacts - Reports for Decision

If your report covers more than one area, send it to the contact covering the main subject matter of the report:

Area	Main Contact	Substitute / Specialist

Finance Contact - Reports for Decision

If your report covers more than one area, send it to the contact covering the main subject matter of the report:

Area	Main Contact
<i>ASC&H:</i>	<i>Mirella Peters</i>
<i>CYP&E:</i>	<i>Kate Bingham</i>
<i>SCRER:</i>	<i>Sarah Attwood</i>
<i>Housing:</i>	<i>Sarah Attwood</i>
<i>Resources:</i>	<i>Matt Davis</i>

Procurement

Human Resources

IT

Risk

Equalities

Resources / Corporate Services

DRAFT