

EQUALITY IMPACT ASSESSMENT

SUMMARY

Title of policy:

Direct Services - Case Management procurement

Is the policy new (proposed) or a revision to an existing policy?

New

Key findings from this assessment (or reason why an EqlA is not required):

The procurement of a new case management system is an opportunity to improve our equalities data collection and monitoring within our directly employed solicitor services.

The new case management system can support current or future needs for accessibility of content by all relevant employees.

Summary of actions taken because of this assessment:

- The tender will require compatibility with screen reading software around visual impairment.
- The tender will require compliance with WCAG 2.1.
- The tender will require inclusion of a field or the ability to configure a field to store and report on equalities characteristics of clients disaggregated to other fields in the case management system.

Policy lead(s) for this assessment (job title and department only):

- Head of I.S. & Projects.
- Solicitor Contact Line Manager
- Head of Office PDSO Edinburgh PDSO
- Criminal Network Manager
- Head of Service, CLAO

Senior responsible owner agreement that the policy has been fully assessed against the needs of the general duty (job title only):

- Director of PDSO
- Director of Strategic Development

Publication date:

31/08/2020



Step 1 - Framing the planned change

Discussing steps one and two with the Corporate Policy Officer (Equalities) at an early stage will help identify appropriate evidence. This may include support from the wider Policy and Development team.

1.1 Briefly describe the aims, objectives and purpose of the policy.

The project aims to deliver a computer based case management system where all client case details will be stored and maintained through the lifecycle of the case, from creation to disposal. This will improve workflows/semi automation of tasks and improve efficiency and improve case related risk management. All staff from the three functions will use the system on a daily basis. Having a case management system will enable us to monitor any equality impact and inform changes to service delivery as client data will be easily stored and retrieved.

The new case management system should support consistent collection and recording of equalities characteristic and of clients and contacts to the extent that is proportionate. It will meet SLAB's digital standards and be accessible to employees in CLAO, SCL and PDSO.

1.2 Why is the change required? *Legislative, routine review etc.*

The change is required to support our Direct Services employees and contacts and clients, through an improved case management system, to manage workflow and better meet corporate reporting requirements and responsibilities on GDPR, Records Management and Equalities commitments and regulations, and to inform service improvements.

1.3 Who is affected by this policy? *Be clear about who the policy is for/ who is the 'customer'.*

Employees in the Solicitor Contact line (SCL), Public Defence Solicitors Officer (PDSO) and Civil Legal Assistance Office (CLAO). Clients and contacts cases will be managed with the assistance of the system but it has no direct bearing on their interaction or access to services.

1.4 Policy implementation date. *E.g. project end date, date new legislation will take effect.*

31/08/2020



1.5 What other SLAB policies or projects may be linked to or affected by this policy change? The EQIA for related policies might help you understand potential impacts, and/ or your findings might be relevant to share. Refer to SLAB’s business plan, our current equality outcomes, current project list etc.

Supports the consistent collection of customer equality data across SLAB. (Policy team leading)
Supports improved Corporate Governance (Chief Executive Office Lead)
Supports Performance Framework development work in future phases.

Implementation of the case management system will require development and implementation of an equalities data collection policy for each of the three services, CLAO, PDSO and SCL.

Step 2: Consider the available evidence and data relevant to your policy

The information you gather in this section will:

- **help you to understand the importance of your policy for different equality groups,**
- **inform the depth of equality impact assessment you need to do** (this should be proportional to the potential impact on equality groups), and
- **provide justification and an audit trail behind your decisions, including where it is agreed an equality impact assessment is not required.**

Discussing steps one and two with the Corporate Policy Officer (Equalities) at an early stage will help identify appropriate evidence. This may include support from the wider Policy and Development team.

2.1 What information is available about the experiences of each equality group in relation to this policy or function? Stay focused on the topic and scope of your policy. Does the policy relate to an area where there are already known inequalities? Refer to the EQIA guidance for sources of evidence.

Note: If you proceed to a full EQIA you should continue to add to this section as you develop the policy, come across new evidence and/ or **undertake a consultation.**

Equality characteristics	Evidence source (e.g. web link, report, survey, complaint)	What does the evidence tell you about the experiences of this group in relation to the policy? Lack of evidence may suggest a gap in knowledge/ need for consultation (step 3).
Age (Accessibility of software)	SLAB Equalities data - Employees in SCL, CLAO, PDSO https://www.w3.org/WAI/older-users/	<p>Between the three business areas we have a mixed age range and we are unaware of any problems with accessing or using SLAB's current IT systems.</p> <p>Designing digital accessibility for older users is similar to designing them for people with disabilities (see below). Relevant accessibility standards are covered in W3C including web content accessibility guidelines (WCAG).</p> <p>Many older people have age-related impairments that can affect how they use the web, such as declining:</p> <ul style="list-style-type: none"> • vision – including reduced contrast sensitivity, colour perception, and near-focus, making it difficult to read web pages • physical ability – including reduced dexterity and fine motor control, making it difficult to use a mouse and click small targets • hearing – including difficulty hearing higher-pitched sounds and separating sounds, making it difficult to hear podcasts and other audio, especially when there is background music • cognitive ability – including reduced short-term memory, difficulty concentrating, and being easily distracted, making it difficult to follow navigation and complete online tasks <p>These issues overlap with the accessibility needs of people with disabilities. Thus, websites, applications,</p>

Equality characteristics	Evidence source (e.g. web link, report, survey, complaint)	What does the evidence tell you about the experiences of this group in relation to the policy? Lack of evidence may suggest a gap in knowledge/ need for consultation (step 3).
		and tools that are accessible to people with disabilities are more accessible to older users as well.
Age Equality data gathering	SLAB's wider approach to data gathering Reference to EHRC guidance on evidence and the PSED	Data on the age of applicants is routinely gathered through a mandatory date of birth field, which we routinely use in our operation of the schemes, for example in security checks. The data is therefore well populated and the EHRC do not see this as especially sensitive to collect. Date of birth is a commonly used field for gathering this information and enables greater flexibility in reporting or data analysis.
Disability Accessibility of software	SLAB Equalities data and digital standards https://www.gov.uk/service-manual/helping-people-to-use-your-service/making-your-service-accessible-an-introduction https://abilitynet.org.uk/news-blogs/how-can-digital-technology-help-people-dyslexia RNIB Scotland https://www.rnib.org.uk/professionals/knowledge-and-research-hub/key-information-and-statistics	Between the three business areas, some disabilities are declared. We have limited data for employees due to low self-declaration. It is not known whether these disabilities are relevant to IT use. Within our development standards; colours, fonts, sizes and components are aligned with digital first Scotland guidance which sets the standards for accessibility. Minimum of level AA of the Web content Accessibility Guidelines (WCAG 2.1) is a min according to government advice. It is good practice to ensure your software is compatible with assistive technologies e.g. screen magnifiers,

Equality characteristics	Evidence source (e.g. web link, report, survey, complaint)	What does the evidence tell you about the experiences of this group in relation to the policy? Lack of evidence may suggest a gap in knowledge/ need for consultation (step 3).
		screen readers and speech recognition tools (SLAB used Read&Write Gold), and can be navigated using a keyboard only. This supports people with a range of needs or disabilities.
Disability Equality data gathering	SLAB's wider approach to data gathering Reference to EHRC guidance on evidence and the PSED	It will be relevant to collect and report on disability in the client/contact profile and correlation on service inputs and outcomes, including but not limited to reasonable adjustments. Data will inform future service provision and inform advice on the operation of the legal assistance schemes. The EHRC do not see this as especially sensitive to collect.
Race Accessibility of software	SLAB Equalities data and digital standards and wider evidence review.	The introduction of this new system will have no impact related to Race as regards staff.
Race Equality data gathering	SLAB's wider approach to data gathering Reference to EHRC guidance on evidence and the PSED	It be relevant to collect and report on race in the client/contact profile and correlation on service outcomes. Data will inform future service provision and inform advice on the operation of the legal assistance schemes. The EHRC do not see this as especially sensitive to collect.
Sex	SLAB Equalities data and digital standards and wider evidence review.	The introduction of this new system will have no impact related to sex of staff.

Equality characteristics	Evidence source (e.g. web link, report, survey, complaint)	What does the evidence tell you about the experiences of this group in relation to the policy? Lack of evidence may suggest a gap in knowledge/ need for consultation (step 3).
Accessibility of software		
Sex Equality Data gatherine	SLAB's wider approach to data gathering Reference to EHRC guidance on evidence and the PSED	<p>It be relevant to collect and report on sex in the client/contact profile and correlation on service outcomes. Data will inform future service provision and inform advice on the operation of the legal assistance schemes.</p> <p>Previous consideration of gathering this data led us to review the wider debate around sex and gender in data gathering. The high profile case of the National Records of Scotland 2021 census report, as well as the news reporting around initial proposals and the agreed amendments. This suggests that we should not be conflating sex and gender by including a non-binary option.</p>
Gender Reassignment Accessibility of software	SLAB Equalities data and digital standards and wider evidence review.	The introduction of this new system will have no impact related to Gender Reassignment
Gender Reassignment Equality Data gathering	SLAB's wider approach to data gathering Reference to EHRC guidance on evidence and the PSED	EHRC guidance specifically cautions against asking people to disclose information in relation to gender reassignment, indicating instead that organisations could seek data from national organisations or reporting. The ability of SLAB to do any analytical work with responses on applicant data is likely to be very limited.

Equality characteristics	Evidence source (e.g. web link, report, survey, complaint)	What does the evidence tell you about the experiences of this group in relation to the policy? Lack of evidence may suggest a gap in knowledge/ need for consultation (step 3).
Sexual orientation Accessibility of software	SLAB Equalities data and digital standards and wider evidence review.	
Sexual orientation Equality Data gathering	SLAB's wider approach to data gathering Reference to EHRC guidance on evidence and the PSED	EHRC guidance specifically notes that people may feel uncomfortable disclosing information in relation to sexual orientation, suggesting that disclosure rates will increase as trust is established. However, SLAB has little ability to develop such a relationship with applicants. Additionally, the ability of SLAB to do any analytical work with responses on applicant data is likely to be limited due to the very large proportion who are likely to declare as heterosexual.
Religion or Belief Accessibility of software	SLAB Equalities data and digital standards and wider evidence review.	The introduction of this new system will have no impact related to Religion or Belief as regards staff.
Religion or Belief Equality Data gathering	SLAB's wider approach to data gathering Reference to EHRC guidance on evidence and the PSED	Religion or belief is seen by the EHRC as a characteristic which can be sensitive to collect and where varying levels of commitment to different religions or beliefs can make it difficult to interpret any information gathered. For example, between someone who loosely identifies as a Christian and a person for whom Christianity influences most or all aspects of their lives. We have previously considered our position in relation to gathering this data (Executive Team decision made in June 2019) and decided not to at this time.

Equality characteristics	Evidence source (e.g. web link, report, survey, complaint)	What does the evidence tell you about the experiences of this group in relation to the policy? Lack of evidence may suggest a gap in knowledge/ need for consultation (step 3).
Pregnancy or maternity Accessibility of software	SLAB Equalities data and digital standards and wider evidence review.	The introduction of this new system will have no impact related to Pregnancy or maternity as regards staff.
Pregnancy or maternity Equality Data gathering	SLAB's wider approach to data gathering Reference to EHRC guidance on evidence and the PSED	We do not expect that pregnancy/ maternity would bear upon decision-making and it is a transient characteristic which seems of limited relevance in SLAB's context.
Marriage or civil partnership Accessibility of software	SLAB Equalities data and digital standards and wider evidence review.	The introduction of this new system will have no impact related to Marriage or civil partnership as regards staff.
Marriage or civil partnership Equality Data gathering	SLAB's wider approach to data gathering Reference to EHRC guidance on evidence and the PSED	A common feature of civil applications is the breakdown of marriage or civil partnership and we wouldn't expect this to be a factor that would bear on decision-making. This is a characteristic which is protected only in relation to discrimination and is not subject to the wider needs of the general duty.
Care Experienced (<i>corporate parenting duty</i>) Accessibility of software	SLAB Equalities data and digital standards and wider evidence review.	The introduction of this new system will have no impact related to Care Experienced as regards staff.
Care Experienced	SLAB's wider approach to data gathering	It be relevant to collect and report on care experience in the client/contact profile and correlation on service

Equality characteristics	Evidence source (e.g. web link, report, survey, complaint)	What does the evidence tell you about the experiences of this group in relation to the policy? Lack of evidence may suggest a gap in knowledge/ need for consultation (step 3).
<i>(corporate parenting duty)</i> Equality Data gathering	Reference to EHRC guidance on evidence and the PSED	outcomes. Data will inform future service provision and inform advice on the operation of the legal assistance schemes.

2.2 Using the information above and your knowledge of the policy, summarise your overall assessment of how important and relevant the policy is likely to be for equality groups.

It is important that that the software is fully accessible. The new system is an opportunity to improve and report on equalities data of service users. This aligns with our corporate approach to equalities data and will provide data to inform operational and strategic decision making.

2.3 Outcome of step 2 and next steps. Complete the table below to inform the next stage of the EqIA process. Consult with the project group and/ or Corporate Policy Officer (Equalities) on completing this section.

Outcome of Step 2 following initial evidence gathering and relevance to equality characteristics	Yes/ No (Y or N)	Next steps
There is no relevance to equality or our corporate parenting duties		Proceed to Step 5: agree with decision makers that no EqIA is required based on current evidence
There is relevance to some or all of the equality groups and/ or our corporate parenting duties	Yes	Proceed to Step 3: complete full EqIA
It is unclear if there is relevance to some or all of the equality groups and/ or our corporate parenting duties		Proceed to Step 3: complete full EqIA



Step 3 - stakeholder involvement and consultation

This step will help you to address any gaps in evidence identified in Step 2. Speaking to people who will be affected by your policy can help clarify the impact it will have on different equality groups.

Remember that sufficient evidence is required for you to show ‘due regard’ to the likely or actual impact of your policy on equality groups. An inadequate analysis in an assessment may mean failure to meet the general duty.

The Policy and Development team can help to identify appropriate ways to engage with external groups or to undertake research to fill evidence gaps.

3.1 Do you/did you have any consultation or involvement planned for this policy?

Yes

Managers and staff were involved in identifying key requirements for the system.

3.2 List all the stakeholder groups that you will talk to about this policy.

Business Users from CLAO, SCL & PDSO

3.3 What did you learn from the consultation/ involvement? Remember to record relevant actions in the assessment action log.

Implementation of a new case management system with full capacity to record and report on equalities data will be a business change for solicitors and business support staff. Some data is recorded in existing contact management databases but this will be extended into case management.

Appropriate policies will need to be developed and training provided on collection of data in a range of different business settings and clients/contacts in varying degrees of need of urgent and swift support.

Step 4 - Impact on equality groups and steps to address these

You must consider the three aims of the general duty for each protected characteristic. The following questions will help:

- 1) Is there potential for discrimination, victimisation, harassment or other unlawful conduct that is prohibited under the Equality Act 2010? How will this be mitigated?
- 2) Is there potential to advance equality of opportunity between people who share a characteristic and those who do not? How can this be achieved?
- 3) Is there potential for developing good relations between people who share a relevant protected characteristic and those who do not? How can this be achieved?

4.1 Does the policy have any impacts (whether intended or unintended, positive or negative) on any of the equality characteristics? In the tables below, record the impact of the policy, as it is planned or as it operates, might have on each equality characteristic and describe what changes in policy or actions will be required to mitigate that impact. Copy any actions across to the project action log.

Age	Place 'X' in the relevant box(es)			Describe the changes or actions (if any) you plan to take. E.g. to mitigate any impact or maximise the positive impact.
	Positive impact	Negative impact	No impact	
potential for discrimination	X			The drive to improve font sizes and use of Plain English will support disabilities commonly acquired with age such as loss of sight.
potential for developing good relations			X	
potential to advance equality of opportunity	X			By capturing consistent equality data for clients more frequently, we will have better data for analysis as well as allowing us to tailor services to different equality groups which will have the potential to improve relations and advance opportunity.

Sex	Place 'X' in the relevant box(es)
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	Positive impacts	Negative impacts	No impact	Describe the changes or actions (if any) you plan to take. For example, to mitigate any impact.
potential for discrimination				
potential for developing good relations			X	N/A
potential to advance equality of opportunity	X			By capturing consistent equality data for clients more frequently we will have better data for analysis as well as allowing us to consider operational and strategic design of services to different equality groups which will have the potential to improve relations and advance opportunity.

Disability	Place 'X' in the relevant box(es)			Describe the changes or actions (if any) you plan to take. For example, to mitigate any impact.
	Positive impacts	Negative impacts	No impact	
potential for discrimination	X			<p>Assessment of tenders will include ability to interact with software/hardware which helps people with visual impairments.</p> <p>IT case management system should offer ability to interact with Read and Write Gold software or other similar software which can help people with visual or auditory impairments when knowledge is shared between colleagues. There will be appropriate adjustments to suit user's needs</p> <p>The system chosen and implemented will be designed to meet industry standard system design WCAG 2.1. The Web Content</p>

				<p>Accessibility Guidelines, often abbreviated to WCAG, are a series of guidelines for improving web accessibility.</p> <p>The current make-up of the staff in the affected business areas has a declaration rate of 5 disabilities between 85 staff members. SLAB has an equal opportunities employment policy and therefore this number is not static. Staff members frequently change which will, in turn, change the number of disabilities. As such, we have considered the equality impact of the system proportionate to industry standards.</p> <p>The case management system should support a standard font (sans serif) and font size 14pt.</p>
potential for developing good relations			X	N/A
potential to advance equality of opportunity	X			By capturing consistent equality data for clients more frequently we will have better data for analysis as well as allowing us to consider operational and strategic design of services to different equality groups which will have the potential to improve relations and advance opportunity.

Gender Reassignment	Place 'X' in the relevant box(es)			Describe the changes or actions (if any) you plan to take. For example, to mitigate any impact.
	Positive impacts	Negative impacts	No impact	
potential for discrimination			X	N/A
potential for developing good relations			X	N/A
potential to advance equality of opportunity			X	EHRC guidance specifically cautions against asking people to disclose information in relation to gender reassignment, indicating instead that organisations could seek data from national organisations or reporting. Our ability to do any analytical work with responses on service user data is likely to be very limited and accordingly we do not propose to collect this data.

Race	Place 'X' in the relevant box(es)			Describe the changes or actions (if any) you plan to take. For example, to mitigate any impact.
	Positive impacts	Negative impacts	No impact	
potential for discrimination				.
potential for developing good relations			X	N/A
potential to advance equality of opportunity	X			By capturing consistent equality data for clients more frequently we will have better data for analysis as well as

				allowing us to consider operational and strategic design of services to different equality groups which will have the potential to improve relations and advance opportunity
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Religion or Belief	Place 'X' in the relevant box(es)			Describe the changes or actions (if any) you plan to take. For example, to mitigate any impact.
	Positive impacts	Negative impacts	No impact	
potential for discrimination			X	N/A
potential for developing good relations			X	N/A
potential to advance equality of opportunity			X	Religion or belief is seen by the EHRC as a characteristic which can be sensitive to collect and where varying levels of commitment to different religions or beliefs can make it difficult to interpret any information gathered. We do not propose to collect this data.

Sexual Orientation	Place 'X' in the relevant box(es)			Describe the changes or actions (if any) you plan to take. For example, to mitigate any impact.
	Positive impacts	Negative impacts	No impact	
potential for discrimination			X	N/A
potential for developing good relations			X	N/A

potential to advance equality of opportunity			X	<p>EHRC guidance specifically notes that people may feel uncomfortable disclosing information in relation to sexual orientation, suggesting that disclosure rates will increase as trust is established. Some of our services are designed for swift triage and urgent advice only and there is little ability to develop such a relationship. Our ability to do any analytical work with responses is likely to be limited due to the very large proportion who are likely to declare as heterosexual.</p> <p>We do not recommend seeking disclosure of sexual orientation information.</p>
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Pregnancy & Maternity	Place 'X' in the relevant box(es)			Describe the changes or actions (if any) you plan to take. For example, to mitigate any impact.
	Positive impacts	Negative impacts	No impact	
potential for discrimination			X	N/A
potential for developing good relations			X	N/A
potential to advance equality of opportunity			X	We do not recommend seeking disclosure of this information.

Marriage & Civil Partnership	Place 'X' in the relevant box(es)			Describe the changes or actions (if any) you plan to take. For example, to mitigate any impact.
	Positive impacts	Negative impacts	No impact	
potential for discrimination			X	N/A

potential for developing good relations			X	N/A
potential to advance equality of opportunity			X	We do not intend seeking disclosure of marriage/ civil partnership information.

Care experienced young people	Place 'X' in the relevant box(es)			Describe the changes or actions (if any) you plan to take. For example, to mitigate any impact.
	Positive impacts	Negative impacts	No impact	
potential for discrimination			X	N/A
potential for developing good relations			X	N/A
potential to advance equality of opportunity	x			By capturing consistent data for clients more frequently we will have better data for analysis as well as allowing us to consider operational and strategic design of services to different equality groups which will have the potential to improve relations and advance opportunity.

Describe how the assessment so far might affect other areas of this policy and/ or project timeline?

Examples of the items you should consider here include, but are not limited to:

- **Procurement criteria:** does your assessment indicate you should include equality as part of the technical specification for any current, or future, procurement process?
- **Communication plan/ products:** do you need to communicate with people affected by this policy in a specific format (e.g. audio, subtitled video, different languages) or do you need help from other organisations to reach people (e.g.

representative organisations, the Law Society of Scotland)? This might apply to public information, leaflets, or targeted promotion of a change in policy to particular customer groups.

- **Cost:** do you propose any actions because of this assessment which will incur additional cost?
- **Resources:** do the actions you propose require additional or specialist resource to deliver them?
- **Timing:** will you need to build more time into the project plan to undertake research, consultation or to complete any actions identified in this assessment?

Procurement criteria will include accessibility standards: computability with h Read and Write Gold or similar software. With compliance with WGAG 2.1 . **We will also ensure that full testing and training will be available for all users including UX testing to help meet the needs of all and identify any gaps.** Implementation timescales will allow for development and training on good practice on equalities monitoring.

4.2 Having considered the potential or actual impacts of your policy on equality groups, you should now record the outcome of this assessment below. Choose from one of the following (mark with an X or delete as appropriate):

Please select (X)	Implications for the policy
	<p>No major change Your assessment demonstrates that the policy is robust. The evidence shows no potential for unlawful discrimination and that you have taken all opportunities to advance equality of opportunity and foster good relations, subject to continuing monitoring and review.</p>
X	<p>Adjust the policy You need to take steps to remove any barriers, to better advance equality of to foster good relations. You have set actions to address this and have clear ways of monitoring the impact of the policy when implemented.</p>
	<p>Continue the policy with adverse impact</p>

	The policy will continue despite the potential for adverse impact. You have justified this with this assessment and shown how this decision is compatible with our obligations under the public sector equality duty. When you believe any discrimination can be objectively justified you must record in this assessment what this is and how the decision was reached.
	<p>Stop and remove the policy</p> <p>The policy will not be implemented due to adverse effects that are not justified and cannot be mitigated.</p>

Step 5 - Discuss and review the assessment with decision makers and governance structures

You must discuss the findings of this assessment with senior decision makers during the lifetime of the project and before you finalise the assessment. Relevant groups include, but are not limited to, a Project Board, Executive Team or Board members. EqIA should be on every project board agenda therefore only note dates where key decisions have been made (e.g. draft EqIA sign off, discussion about consultation response).

5.1 Record details of the groups you report to that are relevant to this policy and assessment. Include the date you presented progress to each group and an extract from the minutes to reflect the discussion.

Direct Services Project Board usually held between every 4 - 6 weeks

Step 6 - Post-implementation actions and monitoring impact

There may be further actions or changes planned after the policy is implemented and this assessment is signed off. It is important to continue to monitor the impact of your policy on equality groups to ensure that your actual or likely impacts are those you recorded. This will also highlight any unforeseen impacts.

6.1 Record any ongoing actions below. This can be copied from the project action log or elsewhere in this assessment and should include timescales and person/ team responsible. If there are no outstanding items please make this clear.

6.2 Note here how you intend to monitor the impact of this policy on equality groups. In the table below you should:

- list the relevant measures, m ,
- Identify who or which team is responsible for implementing or monitoring any changes



- Where the measure will be reported to ensure any issues can be acted on as appropriate.

Measure	Lead department/ individual	Reporting (where/ frequency)
Implementation of case management system with improved ability to capture and report on equalities data (detail and frequency to be set by other related policies)	John McLeod	One final implementation report

6.3 EqlA review date. This EqlA should be reviewed as part of the wider post-implementation review of the policy. The date should not exceed three years from the policy implementation date.

31/03/2021

Step 7 - Assessment sign off

All equality impact assessments must be signed off by the Executive Team, even where an EqlA is not required. Note the relevant meeting date here:

06/08/2020

Approved: the Chief Executive’s Office will pass the assessment to Communications for publication on our website. All assessments must be published on SLAB’s website as early as possible after the decision is made to implement the policy.

Not approved: you must review this assessment in line with the Executive Team’s comments.