Why do an Equalities Impact Assessment (EqIA)?

1. Equalities Impact Assessment (EqIA) is part of Oxford City Council's **Public Sector Equality Duty (PSED) (Equality Act 2010).**

   The General PSED enables Oxford City Council to:

   a. **identify and remove discrimination,**

   b. **identify ways to advance equality of opportunity,**

   c. **foster good relations.**

2. An EqIA must be done before making any decision(s) that may have an impact on people and/or services that people use and depend on.

3. An EqIA form is one of many tools that can simplify and structure your equalities assessment.

4. We are passionate about equalities, and we highly recommend that Corporate Management Team (CMT) reports and all projects must attach an EqIA.

> For questions, queries, and a chat about how to do your EqIA, please email your EDI officers:
>
> 1. Sobia Afridi- safridi@oxford.gov.uk
>
> Please do refer to our SharePoint Page for support such as FAQs and Examples, etc.

A good EqIA has the following attributes:

1. **Comprehensively considers the 9 protected characteristics.**

1. **Age**	6. **Race & Ethnicity**
2. **Disability**	7. **Religion or Belief**
3. **Gender Reassignment**	8. **Sex**
4. **Marriage & Civil Partnership**	9. **Sexual Orientation**
5. **Pregnancy & Maternity**	

2. It has **considered equality of treatment** towards service users, residents, employees, partners, council suppliers & contractors, and Council Members

3. Sufficiently considered **potential and real impact** of proposal or policy on service users, residents, employees, partners, council suppliers & contractors, and Council Members.

4. **Systematically recorded and reported** any potential and real impact of your proposal or policy on service users, residents, employees, partners, council suppliers & contractors, and Council Members

5. **Collected, recorded, & reported sufficient information and data** on how your policy or proposal will have an impact.

6. Offers **mitigations or adjustments** if a PSED has been impacted.

7. Provides clear **justifications** for your decisions.

8. It is written in **plain English** with simple short sentence structures.

Section 1: General overview of the activity under consideration

1.	Name of activity being assessed.	Oxford City Council annual Business Plan 2026 to 2027		2.	The implementation date of the activity under consideration:	01 April 2026
3.	Directorate/Department(s):	Law, Governance and Strategy		4.	Service Area(s):	Policy and Partnerships
5.	Who is (are) the assessment lead(s):	Lucy Cherry lcherry@oxford.gov.uk		6.	Contact details, in case there are queries:	Lucy Cherry Policy and Partnerships lcherry@oxford.gov.uk
7.	Is this a new or ongoing EqIA?	New ☐ Extension to existing EqIA ☒		8.	If this is an extension of a previous EqIA, please indicate where the previous EqIA is located and share the link to the said EqIA.	2025 to 2026 Business Plan EqIA
9.	Date this EqIA started:	06/02/2026				
10.	Will this EqIA be attached to Corporate Management Team (CMT) reports/updates, which will be published online?	No		11.	Give a date (tentative or otherwise) when this assessment will be taken to the CMT.	Unsure

Section 2: About the activity, change, or policy that is being assessed.

12.	Type of activity being considered:	☐ Budget	☐ Decommissioning	☐ Commissioning	☒ **Change to an existing activity.**
		☒ **New Activity**		☐ Others.	

13.	Which priority area(s) [within Oxford City Council's Corporate strategy (2024-2028)](#) does this activity fulfil?	☒ **Good, affordable homes.**	☒ **Strong, fair economy.**	☒ **Thriving communities.**	☒ **Zero carbon Oxford.**	☒ **Well-run council.**

14.	Which priority area(s) within [Oxford City Council's Equality, Diversity & Inclusion Strategy (2022)](#) does this activity fulfil?	☒ **Responsive services and customer care.**	☒ **Diverse and engaged workforce.**	☒ **Leadership & organisational commitment.**	☒ **Understanding and working with our communities.**

| 15.	Outline the aims, objectives, & priorities of the activity being considered.	Aims: Oxford City Council's Business Plan 2026 to 2027 (Plan) is an annual document that sets out publically the Council's priority work programme activities for the year. The draft Business Plan 2026 to 2027 sets out the second year of activity toward achieving the outcomes set out in the Council Strategy 2024 to 2028.	Objectives: The Plan will inform the actions laid out in each department service plan. Progress in delivery of the actions set out within the Business Plan will be tracked through the year, alongside the 2024 to 2028 corporate key performance indicators.	Priorities: The Plan activities sit against the Council's four Council Strategy 2024 to 2028 priorities: Good, affordable homes; Strong, fair economy; Thriving Communities; Zero Carbon Oxford; With a fifth underpinning Priority 5, Well-run council. There are some issues that cut across more than one area of work and require joined up thinking by different teams and partnerships to achieve overarching goals.

16.	Please outline the consequences of not implementing this activity.	The Plan underpins the delivery of the Council Strategy and sets the specific priorities for the year ahead and report on progress against adopted key performance indicators. In turn, the Business Plan will be complemented by the Council's annual Budget and Medium Term Financial Plan (MTFP) that will allocate resources against the priorities set. The priorties are intrinsically linked with supporting residents / citizens who experience systemic inequalities and will benefit the most from the delivery of these priorities. If the Plan priorities are not delivered there may be an adverse impact on some of the most vulnerable residents/ citizens in the city.

Section 3: Understanding service users, residents, staff and any other impacted parties.

17.	Have you undertaken any consultations in the form of surveys, interviews, and/or focus groups?	None required
18.	List information and data used to understand who your residents or staff are and how they will be impacted.	Existing annual service area plans where data and insight work has been considered and already built in Census data 2021
19.	If you have not done any consultations or collected data & information, are you planning to do so in the future?	Not applicable

Section 4: Impact analysis.

20.	Who does the activity impact?	Service Users	Yes	☒	No	☐	Don't Know	☐
		Members of staff	Yes	☒	No	☐	Don't Know	☐
		General public	Yes	☒	No	☐	Don't Know	☐
		Partner / Community Organisation	Yes	☒	No	☐	Don't Know	☐
		City Councillors	Yes	☒	No	☐	Don't Know	☐
		Council suppliers and contractors	Yes	☒	No	☐	Don't Know	☐
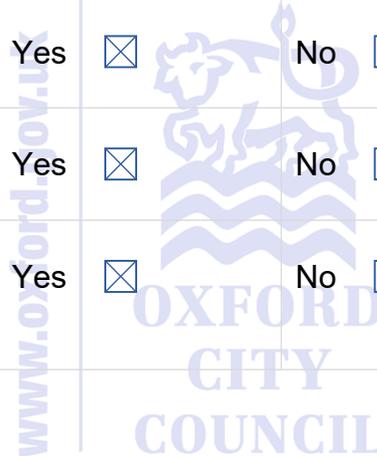
21.	Does the activity impact positively or negatively on any protected characteristics as stated within Equality (Act 2010)?					
Protected Characteristic	**Positive**	**Negative**	**Neutral**	**Don't know**	**Data/information/evidence supporting your assessment**	**Analysis & insight** **Mitigations**
Age	☐	☐	☒	☐	-15.5% are aged 0-15; (Oxfordshire 18.0%, Southeast 18.5%, England Average 18.4%)	Key groups: Children:

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Disability **(Visible and invisible)**	☐	☐	☒	☐	-Households with 1 person living with disability = 23.1% in Oxford. Higher than Oxfordshire average, slightly lower than the average for England (Oxfordshire - 22.5%; England - 25.4%)	In terms of number of disabled people in household, the proportion of 1 person disabled under the Equality Act in household in Oxford (23.1%) is above Oxfordshire (22.5%), but below the national average (25.4%). 5.9% of households (3,281 households) in Oxford

					-2 or more people disabled in a household = 5.9% Higher than Oxfordshire average, lower than the average for England. (Oxfordshire- 5.3% and England= 6.6%) Source: Census 2021	have 2 or more people disabled under the Equality Act, this is above Oxfordshire and below England averages at 5.3% and 6.6% respectively. The ongoing work will have a positive impact on this group if the actions take on a targeted, strategic, informed and joined-up approach. - Council Strategy 2024 to 2028 - Equality, Diveristy & Inclusion Strategy - Thriving Communities Strategy Close monitoring of impact and gaps will enable the Plan to deliver inclusive and equitable results, especially for more vulnerable groups such as people who are homeless, young residents, and people in the workforce.
Gender re-assignment	☐	☐	☒	☐	Data for 16 and over: -Gender identity the same as sex registered at birth - 88.8%. Lower than Oxfordshire 93.3% and England 93.5%. -Gender identity different from sex registered at birth but no specific identity given - 0.6%, compared to 0.2% in Oxfordshire and 0.2% in England. -Transwoman or transman identity Source: Census 2021.	Please note that the ONS acknowledges that there are potentially issues with the reliability of data on gender identity, and we understand that these questions are currently under review as a result. The ONS is learning from the limitations of the 2021 questions and are now engaged in ongoing research to understand how questions on this topic should best be designed to ensure they are valid and understood properly, if they are to be included in the Census 2031. In terms of gender identity, the majority of respondents (usual residents aged 16 years and over) selected Gender identity

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the same as sex registered at birth (88.8%), this is lower than both county (93.3%) and national (93.5%) averages.

Of those who selected a gender identity different from sex registered at birth, the largest group was Gender identity different from sex registered at birth, but no specific identity given (0.6%).

Trans women and Trans men make up 0.4%, and all other gender identities (0.1%).

The proportion of Trans gender, and other gender identity classifications in Oxford are higher than both Oxfordshire and England averages.

The proportion of those who did not answer this question is higher in Oxford (9.9%) than Oxfordshire and England averages at 6.1% and 6.0% respectively.

The ongoing work will have a positive impact on this group if the actions take on a targeted, strategic, informed and joined-up approach.

- Council Strategy 2024 to 2028
- Equality, Diversity & Inclusion Strategy
- Thriving Communities Strategy

Close monitoring of impact and gaps will enable the Plan to deliver inclusive and equitable results.

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| **Marriage & Civil Partnership** | ☐ | ☐ | ☒ | ☐ | Data for 16 and over:
Of those residents aged 16 and over:
-55.5% in Oxford are not married or in a civil partnership. This is higher than Oxfordshire and England (37.7% and 37.9% respectively).
-32.9% in Oxford are married. This compares to 46.6% in Oxfordshire and 44.5% in England. 0.3% of residents in Oxford are in a same sex marriage and 0.1% are in a same sex civil partnership. This is in line with the county and country averages for same sex marriages and civil partnerships.
-0.3% in Oxford are in a civil partnership compared to 0.2% in Oxfordshire and 0.2% in England.
-6.2% are divorced in Oxford compared to 8.3% in Oxfordshire and 9.1% in England.
-3.7% in Oxford are widowed or surviving partner from a civil partnership, compared to 5.4% in Oxfordshire and 6.1% in England.
Source: Census 2021 | Census figures on legal partnership show that the proportion of single residents has increased by 1% since last Census up from 54% to 55% of residents aged 16 and over.

Across other partnership types there has been little or no change, with the same proportion of residents married (33%), in a registered same-sex civil partnership (0.3%) or divorced (6%) as there were in 2011.

There is a very slight decrease in the percentage of residents who are separated (down from 2% to 1%) and those who are widowed (down from 5% to 4% of the 16 plus population).

Out of those residents who are married, just under 1% are married to the same sex (414 residents in total) and 99% are married to the opposite sex. This is about in line with the national average.

The ongoing work will have a positive impact on this group if the actions take on a targeted, strategic, informed and joined-up approach.

- Council Strategy 2024 to 2028
- Equality, Diversity & Inclusion Strategy
- Thriving Communities Strategy

Close monitoring of impact and gaps will enable the Plan to deliver inclusive and equitable results. |

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Race, Ethnicity and/or Citizenship	☐	☐	☒	☐	-White British: 53.5% of residents in Oxford, (76.8% in Oxfordshire and England- 73.5%) -Non-White: 29.3% (England-19.0%) Higher than national average -White non-British: 17.2% (England: 7.5%) - Higher than national average -Mixed: 5.6%, (England: 3.0%) Higher than national average -Asian: 15.4%, (England: 9.6%) Higher than national average -Black: 4.7%, (England: 4.2%) -Other ethnic Group: 3.7%, (England: 2.2%) Higher than national average - Households with multiple ethnicities: 23.6%, (England: 10.4%) Higher than national average. Source: Census 2021 -Born in England: 62.3%, (England Av. 80.3%) -Born outside the UK: 35.0%, (England Av: 17.4%) Higher than national average. Source: Census 2021	White group remains the largest ethnic group in Oxford making up 70.7% of the total population in the city. However the proportion of white residents has decreased by 7.0% points compared to the previous census (77.7%). The biggest increase has been recorded in the Asian/ Asian British group. This group has experienced a 3.0% increase in the proportion of the total resident population from 12.4% in 2011 to 15.4% in 2021. This is also the case for number increase with +6,164 more Asian/Asian British residents compared to the last Census. Within the Asian group, the largest ethnicity increase was the Pakistani population, from 3.2% in 2011 to 4.1% in 2021, an increase of 0.9%. The second largest increase in was registered in the Indian population (+0.8%), followed by Chinese (+0.5%). The 'Other Asian' group saw an increase of 0.8% since 2011. Mixed/Multiple ethnic groups now make up 5.6% of total residents. This represents a 1.6% increase compared to the previous census.

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Black/African/Caribbean/Black British groups have remained largely unchanged at 4.7% (+0.1%) with a slight increase in the African subgroup (+0.2%) and a slight decrease in Caribbean (-0.2%).

'Other ethnic groups' experienced a percentage increase of 2.3% with respect to the previous census. 'Any other ethnic group' subgroup saw the largest increase (+2.1%) from 0.7% in 2011 to 2.8% in 2021.

In terms of multiple ethnic group households, the largest proportion of households are still those where all household members have the same ethnic group – 47.3% (26,105 residents). Compared to 2011, the biggest increase was experienced in households where Ethnic groups differ within partnerships (+2.7%). The largest decrease from the previous census was recorded in One person households (-4.0%).

The ongoing work will have a positive impact on this group if the actions take on a targeted, strategic, informed and joined-up approach. The importance of informed and strategic approach is key, as many in this group face intersecting and multiple levels of disadvantage. It is highly recommended that due diligence is given to how data is being collected and impact is being reported in these

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						groups as there has been a sizable shift in population. - Council Strategy 2024 to 2028 - Equality, Diversity & Inclusion Strategy - Thriving Communities Strategy Close monitoring of impact and gaps will enable the Plan to deliver inclusive and equitable results.
Pregnancy & Maternity	☐	☐	☒	☐	There were 7,406 live births in Oxford for the period 2018 - 22. This is a general fertility rate of 34.4. This compares to a general fertility rate of 54.6 in England as whole for the same period, meaning Oxford's fertility rate is below the country average.	The ongoing work will have a positive impact on this group if the actions take on a targeted, strategic, informed and joined-up approach. - Council Strategy 2024 to 2028 - Equality, Diversity & Inclusion Strategy - Thriving Communities Strategy Close monitoring of impact and gaps will enable the Plan to deliver inclusive and equitable results.
Religion or Belief	☐	☐	☒	☐	-Christian- 38.1%, (England 46.3%) Lower than national average -Muslim- 8.7%, (England 6.7%) Higher than national average	Of those who have a religion in Oxford, the largest proportion is still Christian with 38.1% of the total usual resident population. However, this group has experienced the largest percentage decrease since 2011 (-9.9%).

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| | | | | | -Hindu - 1.6% (England 1.8%) Higher than national average
-Jewish - 0.7% (England 0.5%) Higher than national average
-Sikh- 0.4%, (England 0.9%) Lower than national average
-Other- 0.9%, (England 0.6%) Higher than national average
- No religion- 39.0% (England average 36.7%) Higher than national average
Source: Census 2021 | The largest increase between 2011 and 2021 was recorded in the Muslim group which now makes up 8.7% of the resident population, an increase of 1.9% in relation to the previous census.

The Hindu population has also seen a slight increase (+0.3%), from 1.3% in 2011 to 1.6% in 2021.

Other religious groups have remained relatively similar to 2011 census figures with very minor changes.

Residents with no religious beliefs make up 39.0% of the city's total population. This is an increase of 5.9% compared to 2011.

The ongoing work will have a positive impact on this group if the actions take on a targeted, strategic, informed and joined-up approach.

- Council Strategy 2024 to 2028
- Equality, Diveristy & Inclusion Strategy
- Thriving Communities Strategy

Close monitoring of impact and gaps will enable the Plan to deliver inclusive and equitable results. |
| **Sex** | ☐ | ☐ | ☒ | ☐ | -Female: 50.9% (51% England av)
-Male: 49.1% (49.0% England av) | The ongoing work will have a positive impact on this group if the actions take on a targeted, strategic, informed and joined-up approach. |

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					Source: Census 2021	- Council Strategy 2024 to 2028 - Equality, Diversity & Inclusion Strategy - Thriving Communities Strategy Close monitoring of impact and gaps will enable the Plan to deliver inclusive and equitable results.
Sexual Orientation 344	☐	☐	☒	☐	Identify as straight or heterosexual- 80.4% (Oxfordshire = 88.4%, England = 89.4%) Identify as gay or lesbian -2.4% (compared to 1.5% in both Oxfordshire and England) Identify as bisexual= 3.6% (higher than Oxfordshire and England which are 1.7% and 1.3% respectively) Source: Census 2021	For the sexual orientation indicator, the majority of usual residents aged 16 years and over selected straight or heterosexual (80.4%), this was lower than both Oxfordshire and England averages at 88.4% and 89.4% respectively. Of those who selected an option other than straight, the largest group was Bisexual with 3.6%, this is higher than both Oxfordshire and England at 1.7% and 1.3% respectively. Other groups include Gay or lesbian (2.4%), Pansexual (0.5%), Asexual (0.2%), and Queer (0.1%). The proportion of those who did not answer this question is higher in Oxford (12.7%) than Oxfordshire and England averages at 7.9% and 7.5% respectively. The ongoing work will have a positive impact on this group if the actions take

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						on a targeted, strategic, informed and joined-up approach. In the realm of procurement and partnership working it is necessary for our partner to have some form on gender pay gap reporting to align with Equalities Statutory duty for Oxford City Council and the partners that we work with. UK national recommednation- - Council Strategy 2024/28 - Equality, Diversity & Inclusion Strategy - Thriving Communities Strategy Close monitoring of impact and gaps will enable the Plan to deliver inclusive and equitable results.
Other (voluntary consideration) **For example:** Migrant, refugee, or asylum seekers	☐	☐	☒	☐		The ongoing work will have a positive impact on this group if the actions take on a targeted, strategic, informed and joined-up approach. - Council Strategy 2024 to 2028 - Equality, Diversity & Inclusion Strategy - Thriving Communities Strategy Close monitoring of impact and gaps will enable the Plan to deliver inclusive and equitable results.
Other (voluntary consideration) **For example:**	☐	☐	☒	☐		In terms of household deprivation, over half of the households in Oxford (28,832) do not experience any dimension of deprivation, this is 4% higher (better) than in 2011.

| Socio-economic status (income, wealth, etc.) | | | | | | Just under a third of the households in Oxford experience at least 1 dimension of deprivation (1,767 residents), this has remained the same since 2011.

Approximately 0.3% of households in Oxford experienced all 4 dimensions of deprivation. This is lower (better) than Census 2011 figures.

There are 21,222 residents in communal establishments in 2021, 2,557 more than in 2011 (18,665)

The proportion of residents aged 16+ years without qualifications is 12.6% and shows a decrease of 1.0% from the previous Census.

The ongoing work will have a positive impact on this group if the actions take on a targeted, strategic, informed and joined-up approach.

- Council Strategy 2024 to 2028
- Equality, Diversity & Inclusion Strategy
- Thriving Communities Strategy
- Economic Strategy
- Housing, Homeless & Rough Sleeping Strategy.

Close monitoring of impact and gaps will enable the Plan to deliver inclusive and equitable results. |

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| Other | ☐ | ☐ | ☒ | ☐ | Key groups to consider:

1. Lone Parents:
Lone parent families with dependent children: 6.1%, (England average of 6.9%) - Below national average.
Source: Census 2021

2. In terms of household composition, the largest group of households in Oxford City is 'Single family households' with 55.2% of households this type. This compares to 63.0% in England and 65.4% in the county as a whole.
Source: Census 2021

3. Of Oxford's age 5+ population, 3.7% provide 19 hours or less unpaid care a week. 1.3% provide 20-49 hours unpaid care a week and 1.6% provide 50 or more hours of unpaid care a week. Overall this is 6.6% and represents 10,290 residents who are providing some form of unpaid care. This is lower than the county at 7.6%.
Source: Census 2021

4. In 2021, national data showed that 2,440 people were rough sleeping on a single night in England, a rate of 1.03 per | In terms of the provision of unpaid care in Oxford, there was a decrease in the number of residents aged 5+ who provide unpaid care (-1,435) from 11,727 in 2011 to 10,290 in 2021.

Of those providing unpaid care, age-standardised figures show that the largest group was made up of those who provide 19 hours or less of unpaid care a week (4.3%), this is similar to England's average at 4.4%.

Compared to Census 2011, the biggest change was recorded in the group Provides 19 hours or less of unpaid care a week (- 2.9pp) followed by Does not provide weekly unpaid care (+2.4pp).

Oxford's two universities:

For the academic year 2024/25 Oxford University had 26,225 students enrolled (20,765 full time and 5,460 part time) and Oxford Brookes had 26,095 (22,620 full time and 3,470 part time).

Between 2014/15 and 2024/25 the undergraduate population has increased at both Oxford University (up from 26,005 to 26,225) and Oxford Brookes (up from 17,460 to 26,095).

The majority of University of Oxford students live within Oxford City although some part time students might not be Oxford residents. Oxford Brookes has a |

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| | 10,000 households. This was a decrease from 2,688 in 2020. In Oxford, 24 people were recorded as rough sleeping on a single night in 2021, giving a rate of 4.52 per 10,000 households. This was an increase from 19 people in 2020.
Source: Rough Sleeping snapshot in England as published by DLUHC | campus in Headington, two campuses close to Oxford (in Wheatley and Harcourt Hill, Botley) and a campus in Swindon.

The ongoing work will have a positive impact on this group if the actions take on a targeted, strategic, informed and joined-up approach.

- Council Strategy 2024 to 2028
- Equality, Diversity & Inclusion Strategy
- Thriving Communities Strategy
- Economic Strategy
- Housing, Homeless & Rough Sleeping Strategy.
Close monitoring of impact and gaps will enable the Plan to deliver inclusive and equitable results. |

Section 5: Conclusion(s) of your Full Impact Assessment

22.	**Conclusions.** Check as needed.						
	☐	Stop and reconsider the activity.	☐	Adjust activity before beginning the activity and continue to monitor.	☐	No major change(s) or adjustments and continue with activity but continue to monitor.	☒	No major change(s) or adjustments and continue with the activity. No need to monitor in the future.
			Key findings:				

| 23. | Please explain how you have reached your conclusions above. | - Census 2021 figures also show that, there are 55,200 households in Oxford.

- According to the Census 2021 figures, the city of Oxford has now a population of approximately 162,100 residents of which 79,700 are men and 82,400 women.

- Between 2011 and 2021, the population in Oxford has grown by 6.7%. This change over a 10-year period represents an increase of 10,200 residents in the city.

- The proportion of those aged 0-14 years in Oxford is 14%. This is lower than county (17%), regional (17%), and national (17%) averages.

In terms of household deprivation, over half of the households in Oxford (28,832) do not experience any dimension of deprivation, this is 4% higher (better) than in 2011.

Just under a third of the households in Oxford experience 1 dimension of deprivation (1,767 residents), this has remained the same since 2011.

Approximately 0.3% of households in Oxford experienced all 4 dimensions of deprivation. This is lower (better) than Census 2011 figures.

There are 21,222 residents in communal establishments in 2021, 2,557 more than in 2011 (18,665). |

Section 6: Monitoring and review plan.

The responsibility for maintaining a monitoring arrangement of the EqIA action plan lies with the service/team completing the EqIA. These arrangements must be built into the performance management framework such as KPIs or Risk Registers.

| 24. | Who or which team or service area will be | - Law Governance and Strategy - Policy and Partnerships
- Corporate Leadership Team |

	responsible for monitoring equalities impact?	- Local Government Reorganisation - Transition Board - Business Intelligence Unit - Project Management Officer
25.	Who (individual, team, or service area) will be responsible for carrying out the EqIA review?	- Law, Governance and Strategy - Policy and Partnerships - Equalities Steering Group - Business Intelligence Unit - Project Management Office PLUS: - Progress updates feature in annual Cabinet reports - Scrutiny work plan - Corporate dashboard updates

	How often will the equality impact be reviewed for this activity?	Annually	27.	Date when the EqIA will be reviewed again.	31/03/2027
26.					

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Section 7: Sign-off

Name: Lucy Cherry

Job Title: Policy & Partnerships Officer

Signature: Lucy Cherry

Date: 13/02/26

Name: Mish Tullar

Job Title: Transition Director

Signature:

Name: Sobia Afridi

Job Title:

Signature: Sobia Afridi

Date: 13/02/26

Name: Sally Hicks

Job Title: Business Intelligence Lead

Signature: Sally Hicks

Date: 11/02/26

Name: Emma-Louise Jackman

Job Title: Director of Law, Governance and Strategy

Signature:

Suggested list of people to include are:

1) Project lead/manager.

2) Head of service area or team.

3) Person who completed the EqIA.

4) EDI Lead.

5) EDI Specialist.

6) For joint projects, please consider the following:

   1. Other project leads
   2. Other service area and/or team lead/managers.

This is not an exhaustive list.

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