

## Integrated Impact Assessment (IIA)

This Integrated Impact Assessment considers the duties and requirements of the following legislation in order to inform and ensure effective decision making and compliance:

- Equality Act 2010
- Welsh Language Standards (No.1) Regulations 2015
- Well-being of Future Generations (Wales) Act 2015
- Environment (Wales) Act 2016

### Version Control

Version	Author	Job title	Date
e.g. Version 1	Bethan Blackmore	Heritage Strategy Officer	31.08.2023
Version 2	Chris Saunders & Bethan Blackmore	Head of Leisure, Tourism, Heritage & Culture & Heritage Strategy Officer	27.02.2024

### 1. Details of the initiative

	<b>Title of the Initiative: A Heritage Strategy for Neath Port Talbot 2023- 2038 (RESTORE, REGENERATE, REPURPOSE)</b>
<b>1a</b>	<b>Service Area:</b> Leisure, Tourism, Heritage & Culture and Regeneration and Economic Development.
<b>1b</b>	<b>Directorate:</b> Education & Environment
<b>1c</b>	<b>Summary of the initiative:</b> The Heritage Strategy has been developed with the wider policy context in view, particularly the Wellbeing of Future Generations (Wales) Act 2015, and is designed to ensure that both the seven goals and five ways of working of the act are embedded throughout the actions of both the Council and other stakeholders. The strategy provides the framework for the Council's services and functions whilst discharging duties set out in various legislation that safeguard the Historic Environment.

	<p>The Heritage Strategy will set out actions to ensure the sustainable conservation and management of our heritage assets, and measures that can add value to the wellbeing of the area. Its vision is <b>ensuring the conservation, protection and sustainability of Neath Port Talbot’s heritage</b>.</p> <p>Raising awareness of the county’s exceptional heritage, including its economic, wellbeing and environment value is central to the success of the strategy. It is partly about public awareness, but it is also about corporate awareness within the Council. Strengthening our commitment to positive management of the historic environment and the role we play in building a positive legacy for the future, across diverse service areas and corporate functions.</p> <p>The Strategy identifies the challenges that face the historic environment during these precarious times, whilst positively identifying opportunities that supply maximum beneficial outcomes for our heritage.</p> <p>The strategy’s five themes focus on the need to value our historic environment and to work collectively with partners and stakeholders to implement far-reaching and long-term interventions. The five themes are:</p> <ol style="list-style-type: none"> <li>1. Understanding our heritage and its significance</li> <li>2. Conserving &amp; Investing in our heritage for future generations</li> <li>3. Capitalising &amp; Building on our heritage</li> <li>4. Positive Management of our heritage</li> <li>5. Celebrating &amp; Promoting our heritage.</li> </ol>
<b>1d</b>	<b>Is this a ‘strategic decision’?</b> Yes, the draft Heritage Strategy sets out our short, medium and long-term approach for delivery and implementation.
<b>1e</b>	<b>Who will be directly affected by this initiative?</b> The Council, key stakeholders, partner’s and everyone who lives, works and/or visits Neath Port Talbot
<b>1f</b>	<p><b>When and how were people consulted?</b></p> <p><b>January 2023</b> - Engagement with community heritage groups during the launch of the Community Heritage Grant Fund – identifying what heritage assets are important to them.</p> <p><b>Outcome:</b> Heritage Assets/sites identified include a mixture of Council owned/managed sites and privately owned assets/sites that are of significance in the Historic Environment and play an important part in the identity and sense of place to people from both the community heritage groups and wider community.</p>

	<p><b>February – March 2023- Culture Strategy Consultation</b></p> <p><b>Consultation:</b> Counter Culture undertook an extensive consultation exercise for the Culture Strategy, which has also been used to guide the Heritage Strategy.</p> <p><b>Outcome:</b> Identified the importance of Parks &amp; Open Spaces and Heritage &amp; Historic Environment to the people of Neath Port Talbot.</p> <p><b>August/September 2023 – Focus Groups</b> (face-to-face and online with community heritage groups and recipients of the Community Heritage Grant Fund) – the outcomes from these Focus Groups will be collated and inform an interim report (as part of the Evaluation and Monitoring of the wider Heritage NPT Project). The Interim Report is expected October 2023</p> <p><b>Post consultation</b></p> <p>The Interim Report October 2023 concluded, “The identification of Neath Port Talbot by the National Lottery Heritage Fund as one of 20 Heritage Places in the UK is likely to have been influenced by council’s commitment to <i>Heritage NPT</i>. By producing a comprehensive Heritage Strategy, any new money applied for should be strategically invested. Alongside the Culture Strategy, the council is demonstrating a commitment to changes that will make things happen. The success of the project in providing a Community Grant scheme and supporting community groups is endorsed by the voluntary sector; One community heritage volunteer said, “<i>we simply could not have done this project without the Council’s help. It made all the difference.</i>”</p> <p>The Consultation process ran from Monday 9<sup>th</sup> October to Sunday 5<sup>th</sup> November 2023. Consultees were able to Participate by 1. Attending a Stakeholder and Community Heritage Group face-to-face workshop, 2.Submitting individual feedback on behalf of their organisation, 3.Completing a consultation questionnaire (a digital or paper copy).</p>
1g	<p><b>What were the outcomes of the consultation? 25<sup>th</sup> September – 27<sup>th</sup> October 2023</b></p> <p>The full public consultation on the draft plan will not close until October 2023 so the outcomes are not yet known.</p> <p>The consultation process was delayed and did not commence until Monday 9<sup>th</sup> October 2023.</p>

### Outcomes of the consultation:

- **Continue to provide opportunities for people of all ages to engage in community activities/volunteering.** One respondent stating, *“I think this could be positive for people my age who want more involvement in the community.”*
- **Support the positive impacts on wellbeing for volunteers,** with one respondent stating, *“I am involved with the cause of heritage in the area, despite my age of 74, and I would be pleased if this could continue.”*
- **Improve access to and providing suitable facilities for individuals’ needs at sites for a positive impact.** One respondent stating, *“It would be good to see changing facilities for the disabled and easy access for a variety of disabilities and ages. A choice of male, female and gender-neutral toilets would be of benefit also”.*
- **Promotion of the Welsh language and opportunities to the language daily.** One respondent stating, *“Access to heritage sites and bilingual information will increase vocabulary and opportunities/topics for discussion in Welsh. Language learners can make valuable group visits to heritage sites or listen to speakers in Welsh”.* These actions will have a positive impact on opportunities to use Welsh, ensuring that the Welsh language is on a par with English.

## 2. Evidence

### What evidence was used in assessing the initiative?

Through our Let’s Talk engagement activity during summer of 2021 Heritage and a strong sense of place ranked important to people in the area. Evidence from the Let’s Talk feedback: ‘What matters?’ resoundingly supported the Heritage Strategy’s vision of **ensuring the conservation, protection and sustainability of Neath Port Talbot’s heritage.**

Additionally, feedback from the Culture Strategy consultation in March 2023 identified the top two cultural priorities for the 288 respondents as Parks & Open Spaces and Heritage & Historic Environment. These findings guided and informed the Heritage Strategy.

### Post consultation

Data from Cadw’s *HAA base (built heritage assessment system)* for the condition of Listed Buildings/Structures in Neath Port Talbot (June 2022).

Feedback from the consultation in October/November 2023 identified the top priorities for the Heritage Strategy. Throughout the process, 47 respondents completed the consultation questionnaire. 31 participants took part in two face-to-face workshops, 15 stakeholders from culture and heritage organisations, with a further 16 attendees from community heritage groups providing comments for incorporation. Additionally, responses from individuals and stakeholders were amalgamated into the outcomes and findings of the *Heritage Strategy Consultation Report*.

### 3. Equalities

a) How does the initiative impact on people who share a **protected characteristic**?

Protected Characteristic	+	-	+/-	Why will it have this impact?
Age	+			<p>Training provided on how to use social media, Geo-systems mapping on sites and other digital technological based activities, is envisaged to enable groups to widen their appeal to attract a wider diverse audience to engage and participate in activities and volunteering opportunities with groups. Additionally, in order to target younger people to engage with heritage and community groups, the 'Be a Part of Our History' competition was launched (Sept 23) open to 16- 25 year olds (living, studying and working in NPT). Inspired by the heritage of Neath Port Talbot and what it means personally to them, the young person will produce and submit a 'creation' and have a chance to have their creation publicly displayed and win a Cadw Family Membership for 12 months. Fostering a sense of belonging and identity for the young person.</p> <p><b>Post consultation</b></p> <p>The Strategy has actions that will have a positive impact on individuals of all ages, by offering accessible, fun family activities that will enable intergenerational connections. Greater well-being and community engagement for all and encouragement for young people to understand their heritage fosters a sense of 'Belonging'.</p>

			<p>Opportunities will be provided to ensure that heritage groups comprising of older members of our community will be supported to run their own activities and projects including the increase of heritage sites that will participate in the ‘Open Doors’ scheme 2024. Enabling individuals of all ages to visit the heritage on their doorstep. Following consultation 39% of respondents were aged 60-69, with collectively 65% of respondents were aged 60 – 86+ years. 5% of respondents were aged 25-29 with 0% responding in the age category of 11-24.</p>
Disability	+		<p>The Strategy has identified actions that will potentially have a positive impact on those with a disability, for example providing greater opportunities for participation, improvements to access and to public rights of way.</p> <p><b>Post consultation</b> The creation of an <i>Accessibility Strategy</i> for NPTCBC owned &amp; managed heritage Sites will have a positive impact for individuals of all ages with a disability, ensuring that access and facilities are fit for purpose. Additionally, the provision of amenities such as appropriate changing spaces and toilets meeting this need, will be considered in any development of heritage assets and sites. Appropriate inclusive interpretation at heritage sites will reinforce the positive impact. 10% of respondents identified themselves as having a disability.</p>
Gender reassignment		+/-	<p>Impacts on this group is unknown at this time but will be tested during extensive consultation which will be undertaken during September to October 2023.</p> <p>Due to a delay, dates were revised and consultation commenced 9<sup>th</sup> October 2023.</p> <p>Following the consultation, no negative nor positive effect was identified, further monitoring and evaluation will measure potential impacts. 74% of respondents identified that it would have no impact, with 26% of respondents recording ‘Don’t know’ if it would impact or not. Although one respondent noted that having, gender-neutral toilets at heritage sites would have a positive impact.</p>
Marriage & civil partnership		+/-	<p>Impacts on this group is unknown at this time but will be tested during extensive consultation which will be undertaken during September to October 2023.</p>

			<p>Due to a delay, dates were revised and consultation commenced 9<sup>th</sup> October 2023.</p> <p>Following the consultation, no negative nor positive effect was identified, further monitoring and evaluation will measure potential impacts.</p>
Pregnancy and maternity		+/-	<p>Impacts on this group is unknown at this time but will be tested during extensive consultation which will be undertaken during September to October 2023.</p> <p>Due to a delay, dates were revised and consultation commenced 9<sup>th</sup> October 2023.</p> <p>Following the consultation, no negative nor positive effect was identified, further monitoring and evaluation will measure potential impacts.</p>
Race	+	+/-	<p>Improvements in terms of accessibility, employment and volunteering opportunities that attract a range of people from different backgrounds, ensuring that any promotion /activities consider diversity thereby helping make the sites more appealing to visit.</p> <p><b>Post consultation</b></p> <p>54% of people had little or no ability with the Welsh language – the strategy aims to increase access to Welsh culture and the language. 61% of respondents stated that the strategy would have a positive impact on the Welsh language and its use. 5% of respondents identified that the Heritage Strategy would have impact on them and/or their families. There is no indication if this impact is negative nor positive. Further monitoring and evaluation will measure potential impacts.</p>
Religion or belief		+/-	<p>Improvements in terms of accessibility, employment and volunteering opportunities that attract a range of people from different backgrounds, ensuring that any promotion /activities consider diversity thereby helping make the sites more appealing to visit.</p>

			<p><b>Post consultation</b></p> <p>15% of respondents identified that the Heritage Strategy would impact them and/or their families. There is no indication if this impact is negative nor positive. Further monitoring and evaluation will measure potential impacts. 39% of the respondents classified themselves as having no religion. The next highest was 49 % as Christian. This is apparent with the list of religious buildings that are currently vacant.</p>
Sex		+/-	<p>Impacts on this group is unknown at this time but will be tested during extensive consultation which will be undertaken during September to October 2023.</p> <p>Due to a delay, dates were revised and consultation commenced 9<sup>th</sup> October 2023.</p> <p>Following the consultation 15% of respondents identified that the Heritage Strategy would impact them and/or their families. There is no indication if this impact is negative nor positive. Further monitoring and evaluation will measure potential impacts. The majority of the respondents were female at 55% so a close watch will need to be kept on the Action Plan, to ensure gender parity.</p>
Sexual orientation		+/-	<p>Impacts on this group is unknown at this time but will be tested during extensive consultation which will be undertaken during September to October 2023.</p> <p>Due to a delay, dates were revised and consultation commenced 9<sup>th</sup> October 2023.</p> <p>Following the consultation, 24% of respondents identified 'Don't know' in determining whether the Heritage Strategy would impact them and/or their families. 76% of respondents identified that it would have no impact. Further monitoring and evaluation will measure potential impacts.</p>



**What action will be taken to improve positive or mitigate negative impacts?**

Consultation is required to identify actual impact in relation to the protected characteristics of Age, Gender reassignment, Marriage & civil partnership, Pregnancy and maternity, Race , Religion or belief, Sex and Sexual orientation.

**Post consultation**

The Heritage strategy includes priorities and actions, which will improve positive impact on the protected characteristics. Measures like supporting volunteer groups to run their own recruitment events, Open Door events, trails and developing an Accessibility strategy are just a few examples of activities for progressive implementation.

b) How will the initiative assist or inhibit the ability to meet the **Public Sector Equality Duty?**

<b>Public Sector Equality Duty (PSED)</b>	<b>+</b>	<b>-</b>	<b>+/-</b>	<b>Why will it have this impact?</b>
To eliminate discrimination, harassment and victimisation			+/-	Improvements in terms of accessibility, employment and volunteering opportunities that attract a range of people from different backgrounds, ensuring that any promotion /activities consider diversity thereby helping make the sites more appealing to visit.
To advance equality of opportunity between different groups	+			
To foster good relations between different groups	+			

**What action will be taken to improve positive or mitigate negative impacts?**

Feedback from the formal consultation will further inform this section.

**Post consultation**

The priorities and actions set out within the Heritage Strategy Action Plan will support the Public Sector Equality Duty, by ensuring that activities and projects positively advance equality of opportunity and foster good relations between different groups and communities within the County Borough.

**4. Socio Economic Duty**

<b>Impact</b>	<b>Details of the impact/advantage/disadvantage</b>
Positive/Advantage	The strategy will have a positive effect on the achievement of our Wellbeing objectives helping build confidence and pride both as individuals and communities as well as opportunities to engage and participate in cultural heritage activities to improve wellbeing and health. It is envisaged that through the strategy's measures there will be greater access to heritage sites at little or no cost.
Negative/Disadvantage	
Neutral	

## What action will be taken to reduce inequality of outcome

Feedback from the formal consultation will further inform this section.

### Post consultation

Focusing on Place, the strategy will support regeneration opportunities to support investment prospects across the valleys, coastal and rural areas of the county where there is greatest need of investment to support diversification of the local economy. Working closely with the Council's Regeneration & Business teams to support small businesses and investors, identifying, and working to design projects, which will bring socio-economic and wellbeing benefits to communities across the County Borough. Monitoring will consider intersectionality and evaluate how measures such as offering free training opportunities, enhancing volunteering openings, running free activities in local communities will go some way in reducing inequality of outcome for those living in less favourable social and economic circumstances within our communities.

## 5. Community Cohesion/Social Exclusion/Poverty

	+	-	+/-	Why will it have this impact?
Community Cohesion	+			The strategy will facilitate greater cohesion by enabling communities to work with the Council, agencies and stakeholders to develop community capacity, resilience and work on projects that benefits and unites communities.
Social Exclusion	+			Opportunities to increase social and cultural interaction will be created as a result of the proposed actions within the strategy, and this will have a positive impact for individuals and communities.
Poverty	+			It is anticipated that proposed measures to look at repurposing vacant heritage buildings for mixed and communal uses will enhance communities and alleviate poverty of opportunity.

**What action will be taken to improve positive or mitigate negative impacts?**

Feedback from the formal consultation will further inform this section.

**Post consultation**

The priorities and actions set out within the Heritage Strategy Action Plan will support Community Cohesion, Social Exclusion and Poverty alleviation, by enabling individuals and groups to collectively come together and work on projects that benefit and unite communities and have a positive impact for them.

**6. Welsh**

	+	-	+/-	Why will it have this effect?
What effect does the initiative have on: – people’s opportunities to use the Welsh language	+			The initiative will produce promotional materials to engage Welsh speakers to participate in activities and use the Welsh Language whilst engaging with groups. Working with Welsh Language support organisations like Menter Iaith to provide and promote opportunities where people can use the Welsh language. Employment and Volunteer opportunities would provide opportunities to use the Welsh language and to increase the amount of Welsh spoken and the numbers who speak Welsh.
– treating the Welsh and English languages equally	+			The strategy will ensure that there is availability of information in both languages and there will be the potential of receiving services and communicating with staff equably in both Welsh and English.

**What action will be taken to improve positive or mitigate negative impacts?**

Feedback from the consultation will further inform this section

**Post consultation**

The priorities and actions set out within the Heritage Strategy Action Plan will support the use of the Welsh language through projects and activities that celebrates the ‘sense of place’ that our Welsh language creates for visitors and residents.

Appropriate inclusive interpretation at heritage sites will reinforce the positive impact.

**7. Biodiversity**

How will the initiative assist or inhibit the ability to meet the **Biodiversity Duty**?

Biodiversity Duty	+	-	+/-	Why will it have this impact?
To maintain and enhance biodiversity	+			<p>The strategy supports the wellbeing objective that specifically targets the conservation and improvement of our natural environment, including biodiversity. Measures will encourage positive action to support and connect people to nature at our heritage sites, schemes including ‘Green Flag’ status and ‘NPT Bee Friendly can conserve and enhance our biodiversity resource. Enabling nature and heritage to harmoniously exist and become green heritage spaces for everyone to enjoy.</p> <p><b>Post consultation</b> Biodiversity and the nature emergency are embedded in the document. There are actions, which look to help support the work taking place in our Registered Parks &amp; Gardens to diversify the biodiversity of these landscapes, working with the Biodiversity and Regeneration teams to incorporate green energy and green infrastructure measures in redevelopments.</p>

<p>To promote the resilience of ecosystems, i.e. supporting protection of the wider environment, such as air quality, flood alleviation, etc.</p>	<p>+</p>		<p>Through measures that encourage and deliver positive action to improve our natural environment, adopting natural solutions to issues and delivering green infrastructural approaches, to ensure resilience of our ecosystems. To restore natural processes to mitigate and develop greater resilience to climate change.</p> <p><b>Post consultation</b> Climate Change and its risks are rooted in the strategy. Working to support the adoption of the climate change action plans. Ensuring our built and natural environments are resilient for future generations.</p>
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**What action will be taken to improve positive or mitigate negative impacts?**

Feedback from the consultation will further inform this section

**Post consultation**

The priorities and actions set out within the Heritage Strategy Action Plan will support the Biodiversity Duty Plan through projects and activities and monitoring our built and natural environment through Climate Change Risk Assessments.

**8. Well-being of Future Generations**

How have the five ways of working been applied in the development of the initiative?

Ways of Working	Details
<p>i. <b>Long term</b> – looking at least 10 years (and up to 25 years) ahead</p>	<p>The strategy is reviewed periodically to ensure that designated priorities lead to actual improvement in the historic environment for our communities.</p>

	Sustainability plays a key role in the strategy, in terms of positive and progressive management and maintenance of our heritage assets and sites in the long term.
ii. <b>Prevention</b> – preventing problems occurring or getting worse	The priorities described in the strategy will, it is envisaged limit the further deterioration of heritage assets in our historic environment and raise awareness of this issue within our communities.
iii. <b>Collaboration</b> – working with other services internal or external	Collaboration is a key tenet of the strategy. Working in partnership with key partners and stakeholders will ensure improvements are made to our historic environment, which in turn contribute to the social, economic, cultural, and environmental wellbeing of Neath Port Talbot.
iv. <b>Involvement</b> – involving people, ensuring they reflect the diversity of the population	The strategy sets out measures to ensure inclusivity in its engagement with community groups. By identifying additional groups and working with these groups, it is anticipated that individuals participating in heritage opportunities will reflect the diversity of the population of the borough.
v. <b>Integration</b> – making connections to maximise contribution to:	The strategy adopts an integrated approach to making connections to maximise its contribution to well-being goals and other public bodies' objectives.
<b>Council's well-being objectives</b>	Well-being Objective 3: Our local environment, culture and heritage can be enjoyed by future generations. <ul style="list-style-type: none"> <li>• People actively conserve, improve and enjoy our stunning natural environment, treasure the Welsh language and are actively engaged with the rich sporting, cultural and industrial heritage of the area.</li> </ul>
<b>Other public bodies objectives</b>	<b>Public Services Board priorities</b> Well-being Objective 3: Our local environment, culture and heritage can be enjoyed by future generations. <ul style="list-style-type: none"> <li>• Encourage engagement and participation in cultural activities and the celebration and preservation of our cultural assets.</li> </ul>

## 9. Monitoring Arrangements

Provide information on the monitoring arrangements to:

Monitor the impact of the initiative on Equalities, Community Cohesion, the Welsh Measure, Biodiversity Duty and the Wellbeing Objectives.

The consultation, surveys and workshops delivered to inform the strategy will monitor its impact on Equalities, Community Cohesion, the Welsh Measure, Biodiversity Duty and the Wellbeing objectives. Additionally, the end of project Evaluation and Monitoring Report will provide feedback on the impact of the project on wider measures, objective and outcomes.

### Post consultation

The Heritage Strategy monitoring framework will align and deliver against the Corporate Plan's Well-Being Objectives and the RLDP's strategic objectives. This framework will evaluate and monitor the benefits for individuals and organisations as well as measuring the economic and societal impacts for Neath Port Talbot. Methodologies for capturing and evaluating both benefit and impact indicators will ensure that positive outcomes for communities, residents and heritage are realised. Additionally, the Heritage Strategy will feed into the monitoring of the Cultural Compact, developing as part of the overarching Culture Strategy's priorities.

## 10. Assessment Conclusions

Please provide details of the conclusions reached in relation to each element of the assessment:

	<b>Conclusion</b>
<b>Equalities</b>	<b>The Heritage Strategy will have a positive impact on each of the elements of the assessment.</b>
<b>Socio Economic Disadvantage</b>	
<b>Community Cohesion/ Social Exclusion/Poverty</b>	
<b>Welsh</b>	
<b>Biodiversity</b>	



### Overall Conclusion

Please indicate the conclusion reached:

- **Continue** - as planned as no problems and all opportunities have been maximised **X**
- **Make adjustments** - as potential problems/missed opportunities/negative impacts have been identified along with mitigating actions
- **Justification** - for continuing with the initiative even though there is a potential for negative impacts or missed opportunities
- **STOP** - redraft the initiative as actual or potential unlawful discrimination has been identified

Please provide details of the overall conclusion reached in relation to the initiative

Continue- as planned as no problems and all opportunities have been maximised.

The following consultation outcomes have been identified:

- **Continue to provide opportunities for people of all ages to engage in community activities/volunteering.**
- **Support the positive impacts on wellbeing for volunteers.**
- **Improve access to and provide suitable facilities for individuals' needs at sites for a positive impact.**
- **Promotion of the Welsh language and opportunities to use the language daily.**


Through delivery, monitoring and evaluation of the Heritage Strategy mitigating actions will ensure that negative impacts are removed, equalities are better promoted and the achievement of the Council's wellbeing objectives are maximised.

## 11. Actions

What actions are required in relation to obtaining further data/information, to reduce or remove negative impacts or improve positive impacts?

Action	Who will be responsible for seeing it is done?	When will it be done by?	How will we know we have achieved our objective?
Consultation on the Heritage Strategy.	Heritage NPT Team	October 2023	When the feedback is collated and informs the final strategy and action plan. (Completed)
Final Evaluation & Monitoring Report on the Heritage NPT project is produced.	External Contractor	March 2024	The final report is published and findings and recommendations can be acted on. (Ongoing)
Competition 'Be a Part of Our History' (16-25yrs).	Heritage NPT Team	October 2023	The number of entrants to the competition (highlighting their locality and age) (No entries received- withdrawn)
Establish a <i>Heritage NPT</i> Partnership to deliver Action Plan.	Heritage NPT Team	June 2024	Inaugural meeting

## 12. Sign off

	Name	Position	Signature	Date
<b>Completed by</b>	Bethan Blackmore	Heritage Strategy Officer	<i>B.Blackmore</i>	27.02.2024
<b>Signed off by</b>	<b>Chris Saunders</b>	<b>Head of Service/Director</b>		<b>27.02.2024</b>