



## INTEGRATED IMPACT ASSESSMENT (IIA) TOOL

This IIA tool is designed to help your decision making and ensure that your proposal:

- is aligned to the Council's Corporate Well-being Objectives
- complies with the Equality Act 2010, including our socio-economic duty.
- complies with the Welsh Language Measure 2011 (Welsh Language requirements)
- contributes to the National Well-being goals of the Well-being of Future Generations (Wales) Act 2015 and incorporates the principles of Sustainable Development
- considers risk management.

Throughout the document there are information pop ups. You can hover over these for hints and tips. They look like this - [HINT](#)

There are also web links to data sources of [evidence](#) that could help inform your thinking and the judgement you are making. To view this information press **ctrl** on your keyboard and click on the link.

Equality and Inclusion officers read through every IIA and provide feedback to the author via Corporate Lead Officers. IIA that are submitted to Cabinet are published on the Council's website so that the public can see them.

This IIA tool is categorised into the 7 National Well-being Goals for Wales:

1. **A prosperous Wales** – where everyone has jobs and there is no poverty.
2. **A resilient Wales** – where we're prepared for things like floods.
3. **A healthier Wales** – where everyone is healthier and can see the doctor when they need to.
4. **A more equal Wales** – where everyone has an equal chance whatever their background.
5. **A Wales of cohesive communities** – where communities can live happily together.
6. **A Wales of vibrant culture and thriving Welsh language** – where we have lots of opportunities to do different things and where lots of people can speak Welsh.
7. **A globally responsible Wales** – where we look after the environment and think about other people around the world.

## DO I NEED TO ASSESS IMPACT?

Does your proposal:

- introduce a new service or add to an existing service that will affect service users?
- remove, reduce, or alter a service that will affect service users?
- introduce a new policy, strategy, or plan that will affect Ceredigion residents?
- introduce significant changes to an existing policy, strategy, or plan that will affect Ceredigion residents?
- change staffing structures so much that employees or services users may be affected?

### **YES**

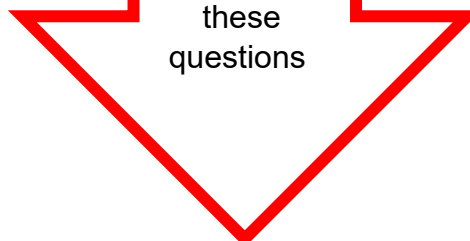
An IIA is required if your answer is yes to **any** of these questions.



Complete the template below.

### **NO**

An IIA is not required if your answer is no to **all** these questions



Remember to include your reason for not carrying out an IIA on the Cabinet Report template.

## WHAT HAPPENS NEXT?

The Equalities and Inclusion Manager checks that the papers submitted to Cabinet or Council include a completed IIA if required.

The Equalities and Inclusion Manager also undertakes a quality assurance of the completed IIA, including a check that it is signed off by the Corporate Manager, Corporate Lead Office, Corporate Director and the relevant Elected Member.

The Equalities and Inclusion Manager then compiles an IIA advisory report and sends it to the CLO for Policy, Performance and Public Protection, who forwards the feedback to the CLO of the service responsible for the IIA. The final decision on the IIA is for the CLO of the relevant service and the signatories of the IIA.

## Proposal Details

<b>Title of Policy / Proposal / Initiative</b>	
Grievance Policy	
<b>Service Area</b>	<b>Officer completing IIA</b>
People & Organisation	Elizabeth Merriman
<b>Corporate Lead Officer</b>	<b>Strategic Director</b>
Geraint Edwards	James Starbuck
<b>Please give a brief description of the purpose of the proposal</b>	
<p>This is a revised version of a pre-existing policy for corporate employees of Ceredigion County Council.</p> <p>The purpose of the Grievance Policy and Procedure is to provide a mechanism for individual employees to raise a grievance arising from their employment; and for it to be dealt with promptly, fairly and at a local level. This includes concerns from an employee about action that the Council, as their employer, has taken or is contemplating taking in relation to them.</p> <p><b>Amendments to Grievance Policy</b>  The main changes to the policy are summarised below:</p> <ul style="list-style-type: none"> <li>• Updated scope on matters raised under Dignity at Work Policy and how these concerns can be addressed formally through the Grievance Policy.</li> <li>• Provides greater clarity to employees and line managers on the application of the policy and procedures, including matters which cannot be considered under the policy</li> <li>• Clarifies position of collective grievances</li> <li>• Introduces role of Grievance Officer, a senior manager to consider any formal grievance</li> <li>• Updating forms in the appendices</li> </ul>	
<b>Who will be directly affected by this proposal? <a href="#">HINT</a></b>	
All corporate employees of Ceredigion County Council	
<b>Have those who will be affected by the proposal had the opportunity to comment on it? Please provide details.</b>	
The policy has been subject to consultation with the recognised trade unions. Any suggested amendments have been considered and incorporated where appropriate.	

## Version Control

The IIA should be used at the earliest stages of decision making, and then honed and refined throughout the decision-making process. It is important to keep a record of this process so that we can demonstrate how we have considered and included sustainable development, Welsh language and equality considerations wherever possible.

<b>Version Number</b>	<b>Author</b>	<b>Decision making stage</b> <u>HINT</u>	<b>Date Considered</b>	<b>Description of any amendments made</b> <u>HINT</u>
V1	Elizabeth Merriman	Scrutiny	24/02/2025	

### Council Corporate Well-being Objectives

Which of the Council's Corporate Well-being Objectives does this proposal address and how? Click here to read a summary of our [Corporate Strategy 2022-27](#)

<b>Boosting the economy, supporting business, and enabling employment.</b>	<p>A key aim of this policy is to support employees by setting clear mechanisms for both individual and collective matters of concern to be raised and addressed, through both informal and formal means within the workplace in accordance with the ACAS Code of Practice.</p> <p>By updating this policy the Council will maintain a respectful and accountable working environment in which employees are able to raise their concerns to be addressed in a fair and timely fashion, thus enabling them to focus upon their role and their contribution to the Council's strategic objectives.</p>
<b>Creating caring and healthy communities</b>	As above
<b>Providing the best start in life and enabling learning at all ages</b>	As above
<b>Creating sustainable, greener, and well-connected communities</b>	As above

## National Well-being Goal: A Prosperous Wales

**An innovative, productive, and low carbon society where everyone has decent work and there is no poverty.**

Click [here](#) for information about a prosperous Wales.

### **Does the proposal contribute to this goal? Describe the positive or negative impacts. (Click [here](#) for information)**

Through the implementation of this policy, alongside complementary policies, the key aim is to enable employees to raise and address matters of concerns in a safe, transparent and timely fashion to ensure all employees are able to deliver the Council's strategic objectives.

The changes in the policy also further strengthen the Council's commitment as part of Prosperous Wales and 'Fair Work' and its commitment to employee's job satisfaction, part of which is being able to identify and address concerns in a constructive and timely framework.

### **What evidence do you have to support this view?**

A working environment where an individual feels able to raise their concerns and feel confident that these concerns will be addressed in a professional and timely fashion strengthens the bond of mutual trust and confidence between employee and employer. Having these mechanisms in place prevents concerns from escalating and undermining productivity and motivation.

As the largest employer in the county, maintaining a workforce who are employed in well paid jobs across a variety of roles within a respectful and healthy working environment therefore has a profound effect. The majority of our employees live within the county and therefore contribute to the local economy and supporting local businesses.

In the recent People Survey 2024 84% of Council staff that responded said that they are satisfied with their job. 87% said they are enthusiastic about their job and 78% said that they look forward to going to work. This policy is an integral part fo ensuring these high levels of satisfaction are maintained and issues of concern / contention are addressed at the lowest level possible.

### **What action(s) can you take to mitigate any negative impacts or better contribute to this National Well-being Goal?**

## National Well-being Goal: A Resilient Wales

**A society where biodiversity is maintained and enhanced and where ecosystems are healthy and functioning.**

Click [here](#) for information about a resilient Wales.

**Does the proposal contribute to this goal? Describe the positive or negative impacts.** (Click [here](#) for information)

The revised Grievance policy does not contribute to this goal but no negative impacts have been identified.

**What evidence do you have to support this view?**

**What action(s) can you take to mitigate any negative impacts or better contribute to this National Well-being Goal?**

## National Well-being Goal: A Healthier Wales

**A society where people make healthy choices and enjoy good physical and mental health.**

Click [here](#) for information about a healthier Wales.

**Does the proposal contribute to this goal? Describe the positive or negative impacts.** (Click [here](#) for information)

This policy, if implemented, will support employees to feel able to address matters of concerns appropriately and promptly, and in so doing ensuring employee's mental health and physical wellbeing is not negatively impacted for a protracted period by the issue of concern.

Our recent People survey 2024 showed us that 92% of employees believe that their manager treats them fairly and 88% feel that their manager effectively manages conflict.

**What evidence do you have to support this view?**

The ability to exercise control within our working environment is one of the 6 key elements which the Health & Safety executive has identified as a core contributor to stress in the workplace, and as such a policy which enables employees to be able to raise and address any matters of concern fairly and promptly at a local level should make a significant contribution to this objective.

[Cerinet.ceredigion.gov.uk/people-survey-2024-about-your-manager](http://Cerinet.ceredigion.gov.uk/people-survey-2024-about-your-manager) (internal link)

**What action(s) can you take to mitigate any negative impacts or better contribute to this National Well-being Goal?**

## National Well-being Goal: A More Equal Wales

**A society where everyone has an equal chance whatever their background or circumstances.**

This section is longer because you are asked to assess the impact of your proposal on each group that is protected by the **Equality Act 2010**.

If you have identified no greater impact on the groups listed than on the general population, you should select 'None/Negligible'.

Click [here](#) for information about equality in Wales.

**Do you think this proposal will have a positive or a negative impact on people because of their age? (Click [here](#) for information)**

<b>Children and Young People up to 18</b>	None / Negligible
<b>People 18-50</b>	None / Negligible
<b>Older people 50+</b>	None / Negligible

**Describe the positive or negative impacts.**

This policy will apply to equally to all employees regardless of their age, however there is a current trend which suggests that the highest proportion of staff to raise a grievance falls within the 45 – 54 age gap. The strengthening of this policy should therefore support this particular demographic group in seeking timely redress to their concerns.

**What evidence do you have to support this?**

The Grievance Policy.

- Ceredigion County Council 2024 Workforce Equality Report

**What action(s) can you to take to mitigate any negative impacts?**

**Is there an opportunity to use this proposal to eliminate unlawful discrimination, advance equality of opportunity or encourage good relations between people in this group and the rest of the population?**

<b>Do you think this proposal will have a positive or a negative impact on people because of their disability? (Click <a href="#">here</a> for information)</b>	
<b>Hearing Impairment</b>	Positive
<b>Physical Impairment</b>	Positive
<b>Visual Impairment</b>	Positive
<b>Learning Disability</b>	Positive
<b>Long Standing Illness</b>	Positive
<b>Mental Health</b>	Positive
<b>Other</b>	None / Negligible
<b>Describe the positive or negative impacts.</b>	
<p>Of the Authority's current workforce 3.6% declare that they have a disability whilst 71.4% declare that they do not. The status of the remaining 25.0% is not known. This policy will apply equally to all employees.</p> <p>We do however know that UK workers with disabilities, chronic health conditions and neurodivergence report experiences of microaggressions, harassment or bullying at work. This revised policy is part of a range of actions that we take to reduce the risk of this happening in the Council workforce.</p>	
<b>What evidence do you have to support this?</b>	
2024 Workforce Equality Report  <a href="#">Disability inclusion at work report   Deloitte UK</a>	
<b>What action(s) can you take to mitigate any negative impacts?</b>	
<b>Is there an opportunity to use this proposal to eliminate unlawful discrimination, advance equality of opportunity or encourage good relations between people in this group and the rest of the population?</b>	



**Do you think this proposal will have a positive or a negative impact on people who are transgender?** (Click [here](#) for information)

<b>Trans Women</b>	Positive
<b>Trans Men</b>	Positive
<b>Non-binary people</b>	Positive

**Describe the positive or negative impacts**

Less than 5 members of the Council workforce have indicated that their gender is not the same as that assigned at birth, this may be due to the fear of disclosure. This policy will apply equally to all employees regardless of their gender.

We know that trans people in Wales are afraid of facing discrimination in the workplace. This revised policy is part of a range of actions that we take to reduce the risk of this happening in the Council workforce.

**What evidence do you have to support this?**

Ceredigion County Council Workforce Equality report 2024.

The Equality and Human Rights' Commission's most recent Equality and Human Rights Monitor (2023) - [Equality and Human Rights Monitor: Is Wales Fairer?](#)

**What action(s) can you to take to mitigate any negative impacts?**

**Is there an opportunity to use this proposal to eliminate unlawful discrimination, advance equality of opportunity or encourage good relations between people in this group and the rest of the population?**

**Do you think this proposal will have a positive or a negative impact on people with different sexual orientation?** (Click [here](#) for information)

<b>Bisexual</b>	Positive
<b>Gay Men</b>	Positive
<b>Gay Women/Lesbian</b>	Positive
<b>Heterosexual/Straight</b>	None / Negligible

**Describe the positive or negative impacts**

This policy will apply equally to all employees regardless of their sexual orientation. The council workforce consists of 72.7% heterosexual people, 1% bisexual people, 0.8% gay men, 0.3% gay women and 25% of people who prefer not to say.

However, we know that bullying in the workplace is a persistent issue for some lesbian, gay and bisexual workers in Wales. This revised policy provides a clear mechanism for anyone who is bullied at work.

**What evidence do you have to support this?**

Ceredigion County Council Workforce Equality report 2024.

The 2019/20 National Survey for Wales (NSW) found that 19.4% of workers who did not identify as heterosexual or straight had experienced bullying at work in the previous 12 months, compared with 11.5% of heterosexual workers. The NSW also indicated that lesbian, gay and bisexual adults (20.2%) were significantly more likely to have experienced discrimination in their workplace in the past year compared to heterosexual adults (9.8%) (Welsh Government, 2021b).

**What action(s) can you to take to mitigate any negative impacts?**

**Is there an opportunity to use this proposal to eliminate unlawful discrimination, advance equality of opportunity or encourage good relations between people in this group and the rest of the population?**

**Do you think this proposal will have a positive or a negative impact on people who are married or in a civil partnership? (Click [here](#) for information)**

<b>People who are married</b>	None / Negligible
<b>People in a civil partnership</b>	None / Negligible

**Describe the positive or negative impacts**

No positive or negative impacts have been identified. This policy will apply equally to all employees regardless of their relationship status.

**What evidence do you have to support this?**

The Grievance Policy.

**What action(s) can you to take to mitigate any negative impacts?**

**Is there an opportunity to use this proposal to eliminate unlawful discrimination, advance equality of opportunity or encourage good relations between people in this group and the rest of the population?**

**Do you think this proposal will have a positive or a negative impact on people who are pregnant or on maternity leave? (Click [here](#) for information)**

<b>Pregnancy</b>	None / Negligible
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<b>Maternity</b>	None / Negligible
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**Describe the positive or negative impacts**

No positive or negative impacts have been identified. This policy will apply equally to all employees.

**What evidence do you have to support this?**

**What action(s) can you take to mitigate any negative impacts or better contribute to positive impacts?**

**Do you think this proposal will have a positive or a negative impact on people because of their ethnic origin? (Click [here](#) for information)**

<b>Asian / Asian British</b>	Positive
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<b>Black / African / Caribbean / Black British</b>	Positive
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<b>Mixed / Multiple Ethnic Groups</b>	Positive
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<b>White</b>	None / Negligible
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<b>Other Ethnic Groups</b>	Positive
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**Describe the positive or negative impacts**

This policy will apply equally to all employees regardless of their ethnic origin. The Authority's current workforce consist of 79.5% who chose White as their ethnicity,

followed by mixed ethnicity (0.6%), other ethnic group (0.3%), Asian (0.3%), Black/African/Caribbean (0.3%), and Gypsy Travellers (0.1%). 18.9% of the workforce chose 'prefer not to say'.

However, we know that ethnic minority groups in Wales are more likely to report experiences of discrimination and bullying in the workplace. This revised policy is part of a range of actions that we take to reduce the risk of this happening in the Council workforce.

**What evidence do you have to support this?**

Ceredigion County Council Workforce Equality report 2024.

[Equality and Human Rights Monitor: Is Wales Fairer?](#)

**What action(s) can you take to mitigate any negative impacts?**

**Is there an opportunity to use this proposal to eliminate unlawful discrimination, advance equality of opportunity or encourage good relations between people in this group and the rest of the population?**

**Do you think this proposal will have a positive or a negative impact on people with different religions, beliefs, or non-beliefs? (Click [here](#) for information)**

<b>Buddhist</b>	None / Negligible
<b>Christian</b>	None / Negligible
<b>Hindu</b>	None / Negligible
<b>Humanist</b>	None / Negligible
<b>Jewish</b>	None / Negligible
<b>Muslim</b>	None / Negligible
<b>Sikh</b>	None / Negligible
<b>Non-belief</b>	None / Negligible
<b>Other</b>	None / Negligible

**Describe the positive or negative impacts**

No positive or negative impacts have been identified. This policy will apply to equally to all employees regardless of their religion, belief or non-belief.

**What evidence do you have to support this?**

**What action(s) can you to take to mitigate any negative impacts?**

**Is there an opportunity to use this proposal to eliminate unlawful discrimination, advance equality of opportunity or encourage good relations between people in this group and the rest of the population?**

**Do you think this proposal will have a positive or a negative impact on men or women? (Click [here](#) for information)**

<b>Men</b>	None / Negligible
<b>Women</b>	None / Negligible

**Describe the positive or negative impacts**

No positive or negative impacts have been identified. This policy will apply to equally to all employees.

**What evidence do you have to support this?**

**What action(s) can you to take to mitigate any negative impacts?**

**Is there an opportunity to use this proposal to eliminate unlawful discrimination, advance equality of opportunity or encourage good relations between men and women?**

**Do you think this proposal will have a positive or a negative impact on people from the Armed Forces Community? (Click [here](#) for information)**

<b>Members of the Armed Forces</b>	None / Negligible
<b>Veterans</b>	None / Negligible

<b>Spouses</b>	None / Negligible
<b>Children</b>	None / Negligible
<b>Describe the positive or negative impacts</b>	
No positive or negative impacts have been identified. This policy will apply to equally to all employees.	
<b>What evidence do you have to support this?</b>	
<b>What action(s) can you to take to mitigate any negative impacts?</b>	

### Socio-economic Duty

Socio-economic disadvantage means living on a low income compared to others in Wales, with little or no accumulated wealth, making it more difficult to access basic goods and services.

Family background or where a person is born still affects their life. For example, a child from a wealthy family often does better at school than a child from a poor family, even if the poorer child is more naturally academic. This is sometimes called socio-economic inequality.

<b>Do you think this proposal will have a positive or a negative impact on people experiencing socio-economic disadvantage?</b>	None / Negligible
<b>Describe the positive or negative impacts</b>	
No positive or negative impacts have been identified. This policy will apply to equally to all employees regardless of their socio-economic position.	
<b>What evidence do you have to support this?</b>	
<b>What action(s) can you to take to mitigate any negative impacts?</b>	
<b>Is there an opportunity to use this proposal to eliminate unlawful discrimination, advance equality of opportunity or encourage good relations between people in this group and the rest of the population?</b>	

## National Well-being Goal: A Wales of Cohesive Communities

**A society with attractive, viable, safe, and well-connected communities.**

Click [here](#) for information about cohesive communities.

**Does the proposal contribute to this goal? Describe the positive or negative impacts. [HINT](#)**

The proposal contributes a little to this goal in terms of people feeling able to influence decisions and feeling satisfaction with the local area as a place to live and to work. The key aim of this policy, alongside complementary policies, is to provide a mechanism for employees to raise a grievance arising from their employment; and for it to be dealt with promptly, fairly and at a local level in accordance with the ACAS Code of Practice.

**What evidence do you have to support this view?**

The Grievance Policy.

**What action(s) can you take to mitigate any negative impacts or better contribute to the goal?**

## National Well-being Goal: A Wales of Vibrant Culture and Thriving Welsh Language

**A society that that promotes and protects culture, heritage, and the Welsh language and which encourages people to take part in the arts, sports, and recreation.**

Click [here](#) for information about culture and the Welsh language

**Does the proposal contribute to this goal? Describe the positive or negative impacts.**

The revised Grievance policy will not result in promotion of culture and heritage or encourage more people to take part in arts, sports and recreation. However employees have the right to go through the grievance process in Welsh or English, this is part of our commitment to encourage staff to speak Welsh at every opportunity.

<b>What action(s) can you take to mitigate any negative impacts or better contribute to the goal?</b>	
<b>With reference to the following, do you think this proposal will have a positive or negative effect on the Welsh language?</b>	
Click <a href="#">here</a> for information	
<b>Opportunities for people to use the Welsh language</b>	Positive
<b>Treating the Welsh language, no less favourably than the English language</b>	Positive
<b>What evidence do you have to support this view?</b>	
The policy is available in Welsh and employees have the right to go through the grievance process in Welsh if they prefer this.	
<b>What action(s) can you take to increase the positive impact or mitigate any negative impact on the Welsh language?</b>	

**National Well-being Goal: A Globally Responsible Wales**

**A society that considers how our actions might impact on other countries and people around the world.**

Click [here](#) for information about global responsibility.

<b>Does the proposal contribute to this goal? Describe the positive or negative impacts. <u>HINT</u></b>
This policy does not directly contribute to this goal.
<b>What evidence do you have to support this view?</b>



**What action(s) can you take to mitigate any negative impacts or better contribute to the goal?**

## Strengthening the Proposal

If you have identified any negative impacts in the above sections, please provide details of any practical changes and actions that could help remove or reduce the negative impacts.

<b>What will you do?</b>	<b>When?</b>	<b>Who is responsible?</b>	<b>Progress</b>
Monitor and revise the policy for effectiveness	Every 3 years	People & Organisation	
<b>If no action is to be taken to remove or mitigate negative impacts, please justify why. (If you have identified any unlawful discrimination then the proposal must be changed or revised.)</b>			
<b>How will you monitor the impact and effectiveness of the proposal?</b>			

## Sustainable Development Principle: 5 Ways of Working

Describe below how you have implemented the five ways of working in accordance with the sustainable development principle of the Well-being of Future Generations (Wales) Act 2015

<p><b>Long term</b> Balancing short-term needs with long-term need and planning for the future.</p> <p><u>HINT</u></p>	<p>Through the implementation of this policy, alongside complementary policies, the key aim is to provide a mechanism for employees to raise a grievance arising from their employment which reflects prevailing best practice; and for it to be dealt with promptly, fairly and at a local level in accordance with the ACAS Code of Practice. As part of the long-term commitment to these principles the policy will be reviewed on a biennial basis to ensure that it reflect the needs of our changing workforce.</p>
<p><b>Collaboration</b> Working together with other partners to deliver.</p> <p><u>HINT</u></p>	<p>Using the excellent working relationships we have with our recognised trade union partners collaboration on this policy has taken place leading to the development of this document. Following the adoption of these changes the policy will be embedded as part of the Ceredigion Manager’s Training programme and will also form part of the key information shared during all corporate induction events to ensure Managers are aware of their responsibilities.</p>
<p><b>Involvement</b> Involving those with an interest and seeking their views.</p> <p><u>HINT</u></p>	<p>We have not consulted directly with staff on this policy. However the revision is based on ongoing feedback received from employees using the policy.</p> <p>We have consulted with our recognised trade union partners. This has allowed the opportunity for them to comment on the development of the policy on behalf of their members, i.e. our employees.</p>
<p><b>Prevention</b> Putting resources into preventing problems occurring or getting worse.</p> <p><u>HINT</u></p>	<p>The key aim of this policy, alongside complementary policies, is to ensure employees understand the mechanisms through which they can address matters of concerns relating to their employment, and that all have easy and immediate access to support to address problems as and when they arise. The informal mechanisms outlined in the policy enable matters to be addressed promptly without undue escalation and prevents areas of concern from escalating on consuming disproportionate amounts of employee / employer time.</p>


<p><b>Integration</b> Considering the impact of your proposal on the four pillars of well-being (social, economic, cultural and environment) the objectives of other public bodies and across service areas in the Council.</p> <p><u>HINT</u></p>	<p>Through the implementation of this policy, alongside complementary policies, the key aim is to provide a mechanism for employees to raise a grievance arising from their employment; and for it to be dealt with promptly, fairly and at a local level in accordance with the ACAS Code of Practice. In doing so we hope to create a professional and accountable working environment for all employees as part of a skilled and committed workforce which deliver the Council's strategic objectives, working together with our public body partners, both now and in the long term.</p>
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## Risk

Summarise the risk associated with the proposal.

	1	2	3	4	5
Impact Criteria	Very Low	Low	Medium	High	Very High
Likelihood Criteria	Unlikely to occur	Lower than average chance of occurring	Even chance of occurring	Higher than average chance of occurring	Expected to occur
<b>Risk Description</b>	<b>Impact</b>		<b>Probability</b>	<b>Score (Impact x Likelihood)</b>	
If the policy is not adopted it is possible matters of formal grievance may not be addressed fairly and promptly.	3		3	9	

## Sign Off

Position	Name	Signature	Date
<b>Corporate Manager</b>	Elizabeth Merriman		24/02/2025
<b>Corporate Lead Officer</b>		X _____	Click or tap to enter a date.
<b>Corporate Director</b>		X _____	Click or tap to enter a date.

<b>Portfolio Holder</b>		X _____	Click or tap to enter a date.
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