Equality impact assessment (EIA) form: evidencing paying due regard to protected characteristics

(Form updated April 2023)

Adult Day Services in Ryedale

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যদি আপনি এই ডকুমেন্ট অন্য ভাষায় বা ফরমেটে চান, তাহলে দয়া করে আমাদেরকে বলুন।

如欲索取以另一語文印製或另一格式製作的資料，請與我們聯絡。

اگر آپ کو معلومات کسی دیگر زبان یا دیگر شکل میں درکار ہوں تو برائے مہربانی ہم سے پوچھئے۔

Equality Impact Assessments (EIAs) are public documents. EIAs accompanying reports going to County Councillors for decisions are published with the committee papers on our website and are available in hard copy at the relevant meeting. To help people to find completed EIAs we also publish them in the Equality and Diversity section of our website. This will help people to see for themselves how we have paid due regard in order to meet statutory requirements.

Name of Directorate and Service Area	Health and Adult Services
Lead Officer and contact details	Hannah Brown hannah.brown3@northyorks.gov.uk
Names and roles of other people involved in carrying out the EIA	
How will you pay due regard? e.g., working group, individual officer	The EIA will be undertaken by lead officers with input from other colleagues via discussions at project meetings. Consultation will be undertaken with residents and staff at the services impacted.
When did the due regard process start?	08/01/26

Section 1. Please describe briefly what this EIA is about. (e.g., are you starting a new service, changing how you do something, stopping doing something?)

A proposal is being put forward to close the building currently used for Cauwood Day Service and to develop and implement the proposed transformed service model, keeping the Cauwood identity. The proposal is due to ongoing risks and challenges faced in sustaining operational delivery of the service. There has been extremely low demand for the service over the last five years, and the building is out-dated and in need of significant investment.

Through involvement of people who use services, it has long been acknowledged that adults with learning disabilities and/or autism, or indeed other care needs, are now less likely to wish to spend their days predominantly at one site-based day service and are seeking a more varied life in their local area.

A consultation has been undertaken with people who use the current service and their families, staff working in the service and local people. The proposal reflects the feedback from the consultation which demonstrated a need for a flexible, community-integrated hub model, with a local anchor building-base in the Malton/Pickering area, rather than reliance on dispersed provision alone. This reflects the importance placed on social interaction, routine, a safe and accessible environment, and a sense of belonging.

Assessment of community-based support provision in the locality alongside the proposed alternative model indicates sufficient capacity to meet the future needs for community-based support services in the locality. The proposed alternative model provides an opportunity to pilot new ways of working and embed a community-based offer in Malton to respond to future need, with potential to inform future development across North Yorkshire. There is also then a longer-term proposal to develop a multi-purpose accessible community space as part of the Extra Care development. This could provide a venue for people of all ages to meet for a variety of community activities during the day and evenings. Direct Payments are an alternative means of meeting their care and support needs. New ISF pilots are also being developed, which could provide an alternative more personalised and flexible option for people in the future.

If the proposals outlined in this report are approved, individual reviews will be concluded with each person and their families and carers to confirm alternative support that meets their personal outcomes. Much of this work has already progressed throughout the consultation period. Alternative care and support options for people have been identified through sensitive and joined-up reviews, involving people and their families, promoting choice and taking account of personal and social needs. The current service will continue and the Cauwood Day Service building will not close until suitable alternative support is in place for all people impacted.

The immediate priority would be to ensure bespoke solutions are in place for the small number of people identified as requiring tailored support. However, the proposal also provides an opportunity to pilot new ways of working and embed a community-based offer in Malton, with potential to inform future development across North Yorkshire.

The potential loss of the Changing Place facility could reduce access to fully accessible toilet and changing provision in Malton, affecting some people's ability to take part in community activities with dignity and confidence. However, current public use is limited, and the proposed model would retain accessible local facilities while the Council explores how Changing Place provision in Malton could be maintained.

This EIA is to assess the impact on the staff and people supported by the service and to the local community and will also enable the development of an Extra Care Housing scheme in Malton.

Section 2. Why is this being proposed? What are the aims? What does the authority hope to achieve by it? (e.g., to save money, meet increased demand, do things in a better way.)

The closure of the building and transformation of the service is being proposed due to the reasons listed below:

- Through involvement of people who use services it is acknowledged that adults with learning disabilities and/or autism, or indeed other care needs, are now less likely to wish to spend their days predominantly at one site-based day service and are seeking a more varied life in their local area. The service is keen to ensure community-based support is exactly that - about supporting people to live well and as independently as possible within their communities. Ultimately, the service is keen to move away from long-term, full-time attendance at dedicated day services provided in single locations towards a more personalised approach to supporting people to take part in meaningful activities in their local community.
- There are alternative community-based support provisions across the Ryedale and surrounding area offering a variety of activities for people with care and support needs. There are several dedicated land-based and building-based services with available capacity, offering a diverse range of work-based activities including horticulture, landscape gardening, arts and crafts, catering, drama, and so on. Promoting links with the wider community is a key feature of this provision. There is a diverse range of facilities, including full-scale garden centres, cafés and working farms that are open to the public, with a strong social enterprise element embedded within their offer. Most providers operating across the area offer bespoke support enabling individuals to pursue their goals and interests in their local community.
- The proposed alternative model retains the valued elements of the current service, including the Cauwood identity while offering more flexible, personalised and sustainable support through a combination of local facilities, provider collaboration and community-based opportunities.
- There has been limited demand for the service over the past three years with only two new people accessing the service since 2020. The low demand and utilisation of the service presents a substantial challenge in relation to sustainability and maintaining a service that is significantly underutilised.
- The building-based model, whilst historically valuable, no longer aligns with more modern and personalised approaches to adult social care. People now express a desire for more flexible, community-integrated support that promotes independence, choice, and inclusion.
- The property from which the service operates is out-dated, isolated in location and maintenance costs are significant for the volume of service delivered. It will also require planned maintenance and investment in the coming years; not deemed appropriate given the level of demand.
- The proposal will enable the wider site to be considered for provision of a new Extra Care Housing scheme.

The aim of closing the building and transforming the service model is to better meet the needs of people in the local area through securing outcomes-based community based provision.

Section 3. What will change? What will be different for customers and/or staff?

People supported:

There are currently eight people supported by Cauwood Day Service. The level and frequency of support received by each person varies according to the personal care and support needs.

The proposal will mean the eight people supported will require support to access alternative local community-based support solutions. It is recognised that Cauwood Day Service has provided valuable support to those accessing the service for many years, and therefore the priority and commitment is to ensuring everyone who uses the service continues to receive the care and support they need to lead fulfilling and active lives. Alternative support will be identified

sensitively and on an individual basis before any closure takes place. Individual reviews with people, families and carers will confirm each person's assessed needs, outcomes, routines, relationships, transport requirements and wider social and wellbeing considerations, so that replacement arrangements promote choice and are suitable and sustainable.

The proposed alternative model has been shaped directly by consultation feedback and is intended to retain the valued elements of Cauwood.

Any transition will be person-centred, gradual and supported, with advocacy and additional support available where needed, to provide assurance that people are not left without appropriate provision and that disruption is minimised.

Advocacy and additional support will be made available to people demonstrating signs and symptoms of stress related to the closure.

Future potential people who may have been supported by the service:

There has been very low demand for the service over the last five years; only two people have newly accessed the service during that time. It is therefore not anticipated that closure of Cauwood Day Service will have a lasting impact on market capacity beyond the identification of alternative care and support for the current people supported.

Assessment of community-based support provision in the locality alongside the proposed alternative model indicates sufficient capacity to meet the future needs for community-based support services in the locality.

The proposed alternative model provides an opportunity to pilot new ways of working and embed a community-based offer in Malton to respond to future need, with potential to inform future development across North Yorkshire. There is also then a longer-term proposal to develop a multi-purpose accessible community space as part of the Extra Care development. This could provide a venue for people of all ages to meet for a variety of community activities during the day and evenings.

Direct Payments are an alternative means of meeting their care and support needs.

New ISF pilots are also being developed, which could provide an alternative more personalised and flexible option for people in the future.

Staff:

The staff team at Cauwood is currently made up of 12 established employees and two on temporary contracts. If the proposal is approved by Executive, HR will lead a 30-day formal consultation with staff. The Council would seek to offer staff suitable alternative roles, wherever possible. The outcome of this cannot be pre-determined, and will take account of individual factors.

Support will be provided to staff throughout the process, with involvement and engagement with trade unions, as appropriate. It is anticipated that staff will find the process stressful and difficult. Support will also be made available in the form of counselling and Human Resources support. Trade Unions will be involved and informed throughout the process and will be available to support staff.

Section 4. Involvement and consultation (What involvement and consultation has been done regarding the proposal and what are the results? What consultation will be needed and how will it be done?)

A consultation plan was developed to ensure a fair, accessible and proportionate process. Individual discussions were held with the seven people who use the service and their families, led by the Principal Social Worker, a senior manager and two allocated social workers. Humber & North Yorkshire ICB ran a similar parallel process with the person attending the service for whom they are the lead commissioner. These discussions provided the opportunity to understand individual views, circumstances and potential impacts in a sensitive and person-centred way.

Staff were engaged through a series of drop-in sessions, with the offer of follow-up one-to-one discussions where required. A six-week online consultation was also made available to the public, with respondents asked to identify their connection to the service.

The consultation questions were as follows:

1. What aspects of the current service are most important or valuable to you?
2. Are there any parts of the service that you feel could be improved, or that do not meet your needs as well as they could?
3. If the service were to close, what concerns or impacts would this have for you?
4. Do you agree with the proposal to close the Cauwood Day Service, which would enable the site to be redeveloped?
5. Is there anything else you would like to tell us that you think is important for the Council to understand before a decision is made?

Feedback from people and families highlighted that Cauwood is valued as a specialist and relational service, not simply a building-based day service. Key strengths include skilled and consistent staff, trusted relationships, routine, community connection, emotional safety, and access to practical and therapeutic facilities.

Individual reviews are progressing for the eight people who use Cauwood and confirm that people's needs vary significantly. For a small number of people, a bespoke alternative support solution is required to meet their needs.

An emerging theme from feedback is the need for a flexible, community-integrated hub model, with a local anchor building-base in the Malton/Pickering area, rather than reliance on dispersed provision alone. This reflects the importance placed on social interaction, routine, a safe and accessible environment, and a sense of belonging.

The online consultation closed on 17 June and received 143 responses: five from staff, 21 from relatives or carers, four from people who use the service, 109 from local residents, and four blank or unspecified responses. The majority of respondents disagreed with the proposal. This reflects community concern, influenced by local petition activity, media coverage and social media publicity.

All consultation responses were carefully reviewed and the key themes are listed below:

1. Cauwood is seen as a lifeline service providing consistency, stability and socialisation, both now and for the future.
2. The service provides valued respite for families and carers.
3. A safe, accessible local environment in Malton is important.
4. Skilled staff and trusted relationships are highly valued.
5. Respondents favoured expansion rather than reduction, including wider community use.

6. Investment in the building and ongoing maintenance was requested.
7. Respondents suggested better promotion and access to the service.
8. Respondents called for replacement provision to be identified before any closure.

Staff feedback aligned with the broader consultation feedback, with staff primarily focussed on ensuring suitable alternative provision is secured for the people who use the service. A further staff focus group is planned to provide a further opportunity for colleagues to influence the development of alternative provision.

Section 5. What impact will this proposal have on council budgets? Will it be cost neutral, have increased cost or reduce costs?

If the proposal is approved by the Council's Executive Committee, it is anticipated that the eight people currently supported by Cauwood Day Service will be supported to access alternative local community-based support solutions. The cost of meeting people's needs and outcomes in alternative ways would be required to transfer to the appropriate locality Community Support Budget(s) or transferred to a Direct Payment or Individual Service Fund.

Whilst it is anticipated that the majority of staff at Cauwood Day Service will be offered suitable alternative roles, and the preferred option is to retain staff within Care Provider Services wherever possible, the outcome of this is subject to consultation and cannot be predicated.

It is proposed that following closure of the building, the Cauwood Day Service site is handed back to Corporate Property Services who will become responsible for the future of the site. There will be a one-off corporate cost of securing the site.

Section 6. How will this proposal affect people with protected characteristics?	**No impact**	**Make things better**	**Make things worse**	**Why will it have this effect? Provide evidence from engagement, consultation and/or service user data or demographic information etc.**
Age	X	X	X	Cauwood Day Service supports adults over 18 with no upper age limit. The people currently supported vary fairly significantly in age. P*otential negative impacts:* • There is the potential for people supported, who may have elderly family members, to be negatively impacted by the closure of the building and transformation of the service. Care and Support teams will take this into account as part of individual reviews and will provide support to find services that meet the need and wishes of residents, and involve families and carers, where appropriate. Location of family/friends, personal choice and current friendship will all be considered when identifying new provision with the person. • Current people supported may find the change difficult due to their age and having made friendships within the service. They

				may find it stressful and worrying. To minimise the impact as much as possible, experienced Care and Support teams are working directly with the people impacted and their families and will continue to do so throughout the process. Communication will remain open and honest. The availability of independent advocacy and additional support has been communicated to people. The entire process will be guided by established best practice and experience in supporting people with this type of transition. *No Impact* • Cauwood Day Service received only two new referrals to the service in the last five years. • The assessment of local community-based support provision in the locality, alongside proposals for a transformed service offer, indicates available capacity to meet the needs of people currently supported at the service. There is also the opportunity to consider more personalised care and support options for people through Direct Payments and/or Individual Service Funds. *Positive Impact* • Cauwood Day Service does not meet the emerging and future needs of people with care and support needs. The needs and aspirations of people who require care and support are changing. The proposed alternative model is intended to retain the valued elements of the current service, including the Cauwood identity while offering more flexible, personalised and sustainable support through a combination of local facilities, provider collaboration and community-based opportunities.
Disability	X	X	X	Cauwood Day Service supports people with a range of different disabilities. *Potential Negative Impacts* • There is the potential for people supported, who may also have elderly family members with disabilities, to be negatively impacted by the closure of the building and transformation of the service. Care and

				Support teams have begun to work directly with families on individual and sensitive reviews and will support people to find services that meet the need and wishes, involving families and carers, where appropriate. Location of family/friends, personal choice and current friendship will all be considered when identifying any new provision with the person. • There is the potential that the loss of the Changing Place facility could reduce local access to a fully accessible public toilet and changing facility provision for people with complex physical access needs. This could impact some local people's ability to participate in community activities in Malton with dignity and confidence. There is currently limited and infrequent public use of the facility. The Changing Place is only open during the service's hours of operation; it is not open access. The proposed alternative model would retain access to a safe and accessible local base in the Malton or Pickering area, with appropriate facilities including an accessible toilet, and support arrangements. There are alternative accessible toilet facilities available locally in Malton and Norton. There is also a nearby Changing Place facility in Pickering. If the proposal is approved, the Council would work with those impacted to ensure they are aware of all of the alternative facilities available, and would also consider incorporating a new Changing Places facility in any future plans; either in the new Extra Care scheme or in Malton more generally. *No Impact* • Cauwood Day Service received only two new referrals to the service in the last five years. • The assessment of local community-based support provision in the locality, alongside proposals for a transformed service offer, indicates available capacity to meet the needs of people currently supported at the service. There is also the opportunity to consider more personalised care and support options for people through Direct Payments and/or Individual Service Funds. *Positive Impact*

				• Cauwood Day Service does not meet the emerging and future needs of people with care and support needs. The needs and aspirations of people who require care and support are changing. The proposed alternative model is intended to retain the valued elements of the current service, including the Cauwood identity while offering more flexible, personalised and sustainable support through a combination of local facilities, provider collaboration and community-based opportunities.
Sex	X			Data shows that more women than men access social care services, however this is not reflected in at Cauwood Day Service where there is a fairly equal split of men and women. Alternative local community-based support provision also does not discriminate by sex, and therefore a neutral impact is anticipated.
Race	X			The impact of the proposal is anticipated to be neutral. Whilst all people currently supported by the service are White British, alternative care provision in the area take account of people's identity, culture and race in the assessment for and delivery of care services. This is addressed through person-centred assessment and our commissioning and quality assurance approach.
Gender reassignment	X			No evidence of an impact. The Council and our partners take account of people's identity, culture and race in the assessment for and delivery of care services. This is addressed through person-centred assessment and our commissioning and quality assurance approach.
Sexual orientation	X			No evidence of an impact. The Council and our partners take account of people's identity, culture and race in the assessment for and delivery of care services. This is addressed through person-centred assessment and our commissioning and quality assurance approach.
Religion or belief	X			No evidence of an impact. The Council and our partners take account of people's identity, culture and race in the assessment for and delivery of care services. This is addressed through person-centred assessment and our commissioning and quality assurance approach.

Pregnancy or maternity	X			No evidence for impact; not applicable to this service
Marriage or civil partnership	X			No evidence of an impact. The Council and our partners take account of people's identity, culture and race in the assessment for and delivery of care services. This is addressed through person-centred assessment and our commissioning and quality assurance approach.

Section 7. How will this proposal affect people who…	**No impact**	**Make things better**	**Make things worse**	**Why will it have this effect? Provide evidence from engagement, consultation and/or service user data or demographic information etc.**
...live in a rural area?		X		It is recognised that, whilst Malton is not in a strictly rural area, access to services can be challenging. Therefore the proposed alternative model is intended to retain the valued elements of the current service, including a safe, accessible local environment in the Malton area through provision of local anchor building-base or touchdown space, providing a safe, accessible setting with appropriate facilities such as accessible toilets, quiet or sensory space and equipment. The aim of the alternative model is to offer more flexible, personalised and sustainable support through a combination of local facilities, provider collaboration and community-based opportunities.
…have a low income?			X	It is recognised that the proposals have the potential to have a negative impact on the current staff of Cauwood Day Service. A sensitive and comprehensive formal consultation will be undertaken with staff, and wherever possible the Council will seek to redeploy staff within suitable alternative roles. Where redeployment has increased travel implications, time-limited financial protection can be offered. There are job vacancies within the local care sector, both within the Council and independent sector. The individual impact on staff will be picked up further during the staff consultation process.
…are carers (unpaid family or friend)?	X		X	It is likely that people supported by the service will have elderly family members and family carers involved in their care and support who may be negatively impacted by the closure of building currently used to deliver the

				Cauwood Day Service. Location of family/friends, personal choice and current friendship will all be considered as part of the assessment and identification of alternative care provision for people.

Section 8. Geographic impact – Please detail where the impact will be (please tick all that apply)	
North Yorkshire wide	
Craven district	
Hambleton district	
Harrogate district	
Richmondshire district	
Ryedale district	X
Scarborough district	
Selby district	
If you have ticked one or more districts, will specific town(s)/village(s) be particularly impacted? If so, please specify below.	
The proposal will have a specific impact on people living in Malton and surrounding towns and villages as Cauwood Day Service is in the centre of the town of Malton.	

Section 9. Will the proposal affect anyone more because of a combination of protected characteristics? (e.g., older women or young gay men) **State what you think the effect may be and why, providing evidence from engagement, consultation and/or service user data or demographic information etc.**

Cauwood Day Service supports adults over 18 with no upper age limit who have a range of physical and sensory disabilities. The service does not specifically support people with identified protected characteristics, and there are no exclusions of this nature. Therefore it is anticipated that the proposal will not affect anyone more because of a combination of protected characteristics.

Section 10. Next steps to address the anticipated impact. Select one of the following options and explain why this has been chosen. (**Remember:** we have an anticipatory duty to make reasonable adjustments so that disabled people can access services and work for us)	**Tick option chosen**
1. No adverse impact - no major change needed to the proposal. There is no potential for discrimination or adverse impact identified.	**X**
2. **Adverse impact - adjust the proposal -** The EIA identifies potential problems or missed opportunities. We will change our proposal to reduce or remove these adverse impacts, or we will achieve our aim in another way which will not make things worse for people.	

3. Adverse impact - continue the proposal - The EIA identifies potential problems or missed opportunities. We cannot change our proposal to reduce or remove these adverse impacts, nor can we achieve our aim in another way which will not make things worse for people. (There must be compelling reasons for continuing with proposals which will have the most adverse impacts. Get advice from Legal Services)	
4. Actual or potential unlawful discrimination - stop and remove the proposal – The EIA identifies actual or potential unlawful discrimination. It must be stopped.	

Explanation of why option has been chosen. (Include any advice given by Legal Services.)

The potential for immediate negative impact on people supported and their families, as well as staff of Cauwood Day Service, will be mitigated with overall and longer-term positive impact.

The longer-term effect of the re-provision of services locally is anticipated to be positive for people supported; enabling access to alternative outcomes-based community-based support options allowing people a more varied and fulfilling life in their local area.

Section 11. If the proposal is to be implemented how will you find out how it is really affecting people? (How will you monitor and review the changes?)

Adult social care teams will work sensitively and collaboratively with the current people supported and their families/carers to identify alternative care and support services, which for some people will include the alternative service model, and will support them with the transition of their care. They will be best placed to see how the changes are affecting the people and their families. The staff team at Cauwood Day Service will also support people and their families, whilst being offered additional support, counselling and support throughout the process by Care Provider Services Service Managers and HR. This will allow us to know the real effect on staff.

HAS Service Development continuously monitor the demand on services in the local area and will be able to identify if and how the local area is impacted by the proposal.

A regular steering group will be set up to coordinate and monitor the process, with representation from Care Provider Services, Adult Social Care teams and HR. The steering group will monitor impact on people.

Section 12. Action plan. List any actions you need to take which have been identified in this EIA, including post implementation review to find out how the outcomes have been achieved in practice and what impacts there have actually been on people with protected characteristics.

Action	Lead	By when	Progress	Monitoring arrangements
Work with people to ensure that they are supported to find an alternative service which best meets their current needs with their personal choice, current friendships and	Adult Social Care team(s)	To be concluded during August if proposal approved, with individual person-led transitions	Work has commenced and is ongoing	Steering Group

family circumstances considered.				
Continuously monitor demand in the local area to ensure that local need is being met.	Service Development Team	Continuously	Ongoing	Steering Group / BAU Service Development
Continuously assess and monitor the impact on people and family members.	Adult Social Care team(s)	Continuously		Steering Group
Make advocacy and additional support available to both staff and people supported during the consultation process	Adult Social Care team(s)	Before, during and after the consultation process.		Steering Group

Section 13. Summary Summarise the findings of your EIA, including impacts, recommendation in relation to addressing impacts, including any legal advice, and next steps. This summary should be used as part of the report to the decision maker.

Overall, the closure of the Cauwood building and re-provision and transformation of the service will have a positive impact on local people. Due to the property condition and service model, Cauwood Day Service does not meet emerging and future local care and support needs. Through involvement of people who use services it is known that adults with learning disabilities and/or autism, or indeed other care needs, are now less likely to wish to spend their days predominantly at one site-based day service and are seeking a more varied life in their local area. The service is keen to ensure community-based support is exactly that - about supporting people to live well and as independently as possible within their communities.

The proposed alternative model is intended to retain the valued elements of the current service, including the Cauwood identity while offering more flexible, personalised and sustainable support through a combination of local facilities, provider collaboration and community-based opportunities.

The decision to close the Cauwood building will enable the wider site to be considered for the development of a new Extra Care Housing scheme for Malton.

There is the potential for negative impacts on current people supported by the service due to the need to identify alternative provision, and impact on their families. To mitigate this Care and Support teams will work closely and sensitively with people and their families throughout the process; before, during and after their move. Choice will be promoted throughout the assessment process, and current friendships alongside personal and social needs will be taken into account, with counselling and advocacy services available to residents throughout. Best practice will be used and where possible staff experienced in managing service closures will support residents.

The potential loss of the Changing Place facility could reduce access to fully accessible toilet and changing provision in Malton, affecting some people’s ability to take part in community

activities with dignity and confidence. However, current public use is limited, and the proposed model would retain accessible local facilities while the Council explores how Changing Place provision in Malton could be maintained.

Staff will undoubtedly be impacted by the proposals. This will be mitigated by clear communications and sensitive consultation with the staff team, supported by HR, with staff involved in all elements of the process as much as possible. Staff will also have access to additional support, counselling and/or advocacy. Any additional needs of staff will be discussed as part of the consultation, and reasonable adjustments made to enable people with disabilities to take part in the consultation and identify alternative employment and re-deployment options, where appropriate. As part of the staff consultation, wherever possible, the staff team from Cauwood Day Service will be offered alternative roles. The preferred option is to retain staff within the Council's Care Provider Service, and within the proposed alternative model, wherever possible.

Next steps will depend on the outcome of the decision to be taken at Executive Committee on 4th August 2026. If the recommendation is approved, staff, people supported and their families will be informed on or as soon after the mandatory call-in period. The formal staff consultation will then commence thereafter, and individual sensitive reviews of people's care and support needs will be concluded. Development of the alternative model will also be concluded. A steering group will be set up to coordinate and monitor the process.

Section 14. Sign off section

This full EIA was completed by:

Name: Hannah Brown
Job title: Commissioning & Provider Services Development Manager
Directorate: Health and Adult Services
Signature: Hannah Brown

Completion date: 14/07/26

Authorised by relevant Assistant Director (signature): A. Barron

Date: 17/07/26