

BARNSELY METROPOLITAN BOROUGH COUNCIL

This matter is not a Key Decision within the Council's definition and has not been included in the relevant Forward Plan.

**Report of the Executive
Director of Place**

The Barnsley Bus Partnership

- 1. Purpose of report**
 - 1.1 To inform members of the Barnsley Bus Partnership, its objectives and potential benefits.**
 - 1.2 To seek member approval for the proposed bus service changes from early 2017, as shown in Appendix D.**
 - 1.3 To inform members of the next steps which will see the start of the Barnsley Bus Partnership in early 2017.**
- 2. Recommendations**
 - 2.1 It is recommended that:**
 - 2.2 Members note the details of the Barnsley Bus Partnership.**
 - 2.3 Members approve the proposed bus service changes as set out in Appendix D.**
- 3. Introduction**
 - 3.1 The Barnsley Bus Partnership (BBP), also known as a Voluntary Bus Agreement (VBA), is a negotiated agreement between Barnsley Metropolitan Borough Council (BMBC), South Yorkshire Passenger Transport Executive (SYTPE) and bus operators. It sets out minimum standards which will apply to all services covered by the scheme and any additional negotiated standards with individual operators on a voluntary basis depending on their particular service patterns and circumstances, with BMBC committed to providing improved highway measures.**
 - 3.2 The BBP aims to promote investment in the bus network through better buses and highway measures such as problem solving, analysis of bus route issues and corrective action work to improve the standard of bus services offered to the general public.**

4. Proposal and Justification

- 4.1 The emerging Local Plan, Jobs and Business Plan and Housing Strategy set out an ambitious vision which will see large scale economic and housing growth to regenerate the Barnsley economy and to bring it up to regional and national standards.
- 4.2 The current bus network in Barnsley, although adequately serving our present needs does face a number of challenges going forward, especially if Barnsley is to deliver its economic and housing aspirations.
- 4.3 The Barnsley Transport Strategy, approved in early 2015, sets out four main aspirations which need addressing. These include:
- Better Connectivity
 - Affordable and Inclusive Travel
 - A Cleaner Environment
 - A Healthier Population.
- 4.4 To meet our growth aspirations it is vital we have a bus network which fully meets the needs and aspirations of the Transport Strategy. The ability of the current bus network to do this is however, hampered. The principal towns and villages are dispersed and the bus network is based on a 'hub and spoke' pattern. Bus services to and from the town centre to the principal towns have relatively good connectivity, whilst travel between the principal town to principal town often has long journey times and infrequent services. This hampers our efforts to improve connectivity and tackle social exclusion and bring about improvements to the quality of the environment.
- 4.5 In general, transport projects that improve overall accessibility (i.e., they improve businesses ability to provide goods and services, and people's ability to access education, employment and services) and reduce transportation costs (including travel time, vehicle operating costs, road and parking facility costs, accident and pollution damages) tend to increase economic productivity and development.
- 4.6 Good public transport links increases a community's access to other areas. This increases businesses' labour pool, reduces their costs to obtain input materials and services, and expands their potential market. This may increase "economies of scale" in production processes, which means higher productivity through lower costs per unit of output.
- 4.7 Efficient mobility creates economic opportunities, enables trade, facilitates access to markets and services and makes efficient use of resources. As public transport forms the backbone of any efficient urban mobility system, adequate public transport provision helps to make towns and cities more dynamic and competitive as well as create more jobs.
- 4.8 The BBP will complement the Statutory Bus Quality Scheme (SBQS) which was adopted in April 2010 and guaranteed minimum bus standards for services using the Transport Interchange, town centre stops and the A61 Quality Bus Corridor.
- 4.9 A report was presented to Cabinet seeking approval to sign the 'Barnsley Bus Partnership – Heads of Terms' on the 18th May 2016. This sets out the principles of the partnership in broad terms and the previous cabinet report explained the

objectives and its links to our own strategies, including the Transport Strategy, Housing Strategy and the Jobs and Business Plan. The previous cabinet report also set out the next steps which included work around the Bus Network Review.

4.10 The bus network review has now been undertaken and will deliver the Barnsley element of the Sheffield City Region Devolution Deal with regard to transport, which aspires to have a bus network that is co-ordinated, efficient and integrated. The bus network review looked at what worked well with the existing bus network, what does not, where the gaps were and what needs to be improved. The strategic objectives of the Devolution Deal will be adopted by the Barnsley Bus Partnership.

4.11 The resulting bus network will underpin and support the Bus Partnership to deliver its objectives and deliver a sustainable bus network that will meet the needs of Barnsley commuters and businesses, whilst also taking into account the existing funding pressures associated with tendered services.

4.12 Partnership Objectives

4.13 The main objectives of the partnership are as follows:

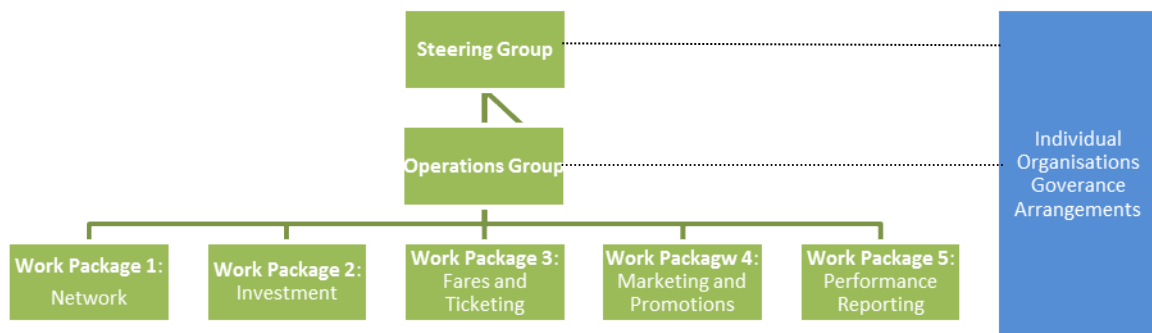
- To secure improvements in the quality of vehicles used for the provision of local services for the benefit of customers, with progressive improvements to bus specifications, including improving emissions standards to help reduce air pollution;
- Secure other bus quality and operational improvements to benefit users, including joint promotion of an agreed service pattern and performance (which rationalises the services offered), and simplification and inter-availability of ticketing to reduce customer confusion, delays and inconvenience;
- Ensure consultation before implementation of 'major' service changes (involving change of route or defined drop in frequency) and restricting minor changes to fixed periods during the year;
- Provide a bus network that:
 - Is co-ordinated for better delivery of a limited resource;
 - Minimises congestion and pollution by avoiding excess duplication;
 - Is efficient, being more sustainable to both operators and the taxpayer;
 - Has improved performance in terms of reliability and punctuality;
 - Is integrated, providing more access to services;
 - Provides a more stable bus network which in the long term helps to support economic growth and encourages modal shift to support patronage growth;
 - Allows reinvestment to improve access or reduce fares.
- Ensure fare increases are reasonable and limited to once per year for each fare;

- Deliver BMBC and SYPTE investment in highway measures;
- Agree targets, data sharing and performance monitoring;
- Agree and deliver the principle of 'save resource'. Saved hours/miles/peak vehicle requirement (PVR) from service changes will be reinvested elsewhere in the network or in some other way to benefit customers;
- Agree protocols on operational matters such as breakdowns and on-road driver behaviour;
- The establishment of a Joint Marketing Plan.

5. Governance

- 5.1 The bus partnership is voluntary but each party agrees to fully co-operate with each other in the spirit of collaboration to achieve the objectives of the Partnership. Each party is accountable to its own governance arrangements.

The Bus Partnership governance structure is as follows:



5.2 Steering Group

- 5.3 Each party will nominate an individual within its organisation to represent it on the Steering Group. The group will meet quarterly and its principle roles will be:

- To oversee the work of the operations group;
- To give strategic direction to ensure alignment of the outputs to objectives;
- Approval of changes to VBA's
- Accountability for the performance of, and the future development of the Partnership.

This group will be formed once the full Bus Partnership is approved in early 2017.

5.4 Operations Group

5.5 Each party nominates an individual within its organisation to represent it on the Operations Group who have responsibility for day to day contact within the other parties in connection with the VBA. The operations group meets monthly.

5.6 The principle roles of the Operations Group include:

- Reporting to the Steering Group on activities, outcomes and performance;
- Set targets annually for Key Performance Indicators KPI's;
- Monitor performance against KPI's;
- Provide advice to the Steering Group, to help it develop a strategic direction;
- Oversee the work of the Work Package Outputs in delivering objectives.

5.7 The Work Package Group

5.8 Each party has representation on each of the 5 Work Package Groups. Each Group nominates a lead for each Partnership whose primary responsibility is to co-ordinate and report on the work of the group between all parties.

The five Work Package Groups are:

- **WP1 – Network and Services:** This is the agreed Bus Network and frequency of services. The agreement of the network provides greater stability and requires bus operators to agree any changes prior to implementation whereas they can currently make changes without agreement.
- **WP2 Investment Programme:** This provides a structured approach for developing, implementing and monitoring improved highways network management and bus operating environments - such that overall bus speeds and the overall passenger environment are improved.
- **WP3 – Fares & Ticketing:** The need for affordable, simple and easy to understand ticketing arrangements that offer value for money will be recognised with the need to continually assess the demand for changes to existing arrangements.
- **WP4 – Marketing & Promotions:** commitment to information and marketing in relation to the Bus Partnership which will include promotion of the scheme and ticketing options. It will provide additional support to communicate service changes to those areas most affected by the changes. The recent consultation event was carried out through this work package.
- **WP5 – Performance Reporting:** Will cover analysis on performance and will be linked to Key Performance Indicators including passenger growth targets, fleet improvements, journey times and customer satisfaction.

The principal roles of the Work Package Groups are:

- Make recommendations to the Operations Group
- Co-ordinate activities to deliver objectives and to meet targets
- Report to the Operations Group on activities, outcomes and performance.

- 5.9 In line with the other VBA's in South Yorkshire, the Transport Users Group will continue to allow members of the public to meet with representatives of the SYPTE, BMBC and bus operators to allow them to raise any issues and concerns they may have. At the South Yorkshire level, the South Yorkshire Transport User Advisory Group (SYTUAG) meets quarterly. This group supports activities aimed at improving public transport in each local authority. It champions the interests of passengers and independently scrutinises transport policies and priorities.
- 5.10 The Member Liaison Group will also continue at a local level to allow Council members to engage with the Bus Partnership once it starts in early 2017.
- 5.11 In addition to the meetings mentioned in 5.9 and 5.10, the Bus Partnership will consider any petition received from the public, which will be referred through from Cabinet under the normal procedure. Any petition with over 1500 signatures will trigger a meeting to allow key issues and concerns to be raised and discussed with members of the Bus Partnership. This meeting will be chaired by the cabinet spokesperson for Place.

6. BARNSELY BUS SERVICE NETWORK REVIEW

- 6.1 In March 2015 the Sheffield City Region's Devolution Transport Working Group asked SYPTE to undertake a program of network reviews to deliver the bus element of Sheffield City Region's Agreement on Devolution.
- 6.2 Under this agreement, the Sheffield City Region (SCR) and central Government agreed to deliver a more sustainable , integrated and affordable network. This ambition included delivering an optimised network which minimised bus congestion and pollution, integrated with other public transport modes and designed around people's travel patterns.
- 6.3 On the 7th November 2016 SYPTE will seek approval from Transport Committee to support the proposed changes to bus services in the Barnsley area following a review of the bus network.
- 6.4 The bus network review was undertaken by the following organisations which make up over 90% of the registered local bus service mileage operated in the Barnsley area:
- BMBC;
 - Globe Coaches;
 - Stagecoach Yorkshire;
 - SYPTE
 - TM Travel;
 - Waterson's

The bus network is a mixture of commercial and tendered services.

- 6.5 The collapse of Tates travel in February 2016 which had operated largely in the Barnsley area necessitated the emergency re-tender of some contracts and procurement of some services which had previously been contracts commercially. This contributed significantly to an overspend on the SYPTE's

tendered service budget amounting to approx. £235k per annum; consequently, as part of the network review, SYPTE was obliged to rationalise these tendered services, primarily in the Penistone area, in consideration of tendered services criteria, the budget available, value for money and provision of services appropriate to level of use.

6.6 **Bus Network Review Consultation**

6.7 To undertake the Bus Network Review a public consultation was organised and financed by South Yorkshire Passenger Transport Executive (SYPTE). This took place from the 13th June to the 31st July 2016 and introduced the proposed bus network to members of the public and illustrated any planned changes to the existing network in their local area.

The aims and objectives of the public consultation were as follows:

- To allow the residents of Barnsley to have their say on the proposed network changes;
- To develop bus services throughout Barnsley and the surrounding areas for the benefit of the public;
- To offer high quality, reliable and accessible services;
- To provide value for money fares;
- To determine public perception of the current problems and experiences when travelling by bus in Barnsley;
- To capture public perception of the proposal and build and maintain dialogue with communities, businesses and commuters.

Public consultation events were also set up which enabled members of the public to speak to representatives of SYPTE, BMBC and bus operators, to have their questions and concerns answered. These were held at Barnsley Central Library, the Transport Interchange and also at the public Libraries in each of the principle towns. Originally, 12 consultation events were held of which the average attendance was around 10 people. The exception to this was the Penistone event on the 7th July when around 70 people attended. Subsequently a further consultation event was held for the Penistone area on 21st July.

The consultation used a range of specific techniques to engage with MP's, local elected members, parish councillors, stakeholders, bus operator staff (including bus drivers), and members of the public. It also used a series of methods to ensure outreach, engagement and provide contact for anyone requiring further information or assistance in completing the questionnaire.

6.8 Methodology included:

- Drop in sessions in the town centre and interchange and in each of the principle towns where changes might have a detrimental effect on some users;
- Paper copies of consultation were made available at customer service desks, council buildings and libraries;

- Posters on buses;
- Real time screens promoting the surveys throughout the consultation;
- TSY customer newsletter;
- SYPTE CRM system;
- Letter to stakeholder groups;
- Media Releases;
- Social Media posts promoted to encourage participation.

- 6.9 Respondents were able to respond either online or via paper format for those without access to the internet. The online consultation was hosted on the SYPTE website with links from the Travel South Yorkshire and partner websites. The public consultation resulted in a total of 1162 responses being received.
- 6.10 As well as the public consultation itself, a members drop-in session was held on the 25th May for councillors, parish councillors and MP's to talk through the consultation and discuss individual routes. Barnsley Transport User Groups were also set up where members of the public could attend meetings to raise concerns directly to members. The first meeting was held on the 25th May with a further meeting on the 12th September.
- 6.11 Parish Council discussions, together with Ward councillors and invited MP's took place on the 11th July and 18th August at Thurogland Village Hall.
- 6.12 Marketing and publicity was co-ordinated between BMBC, SYPTE and bus operators with a brief to design publicity material and also to liaise with press briefings and marketing. This has been ongoing before and throughout the consultation process and marketing of the partnership will continue throughout the lifetime of the scheme.
- 6.13 Following the public consultation a 242 signatory petition was received from the South Yorkshire Freedom Riders on the 29th July 2016. This petition was presented at cabinet on the 24th August 2016, following which it was formally handed to the SYPTE to resolve.

7. Summary of Proposed Changes

- 7.1 The proposed changes to the network that have been detailed in Appendix D have been developed in consideration of the following:
- The consultation process – section 6.6 of this report and Appendix B;
 - Compliance with competition law;
 - The consultation responses detailed in Appendices B and C;
 - The Equality Impact Assessment – Appendix E

7.2 Appendix B

Appendix B: *Barnsley Bus Partnership Consultation – Topline Summary Report* provides an analysis of the responses to the consultation on the original proposals put to the public in mid-June. It details the issues and changes that raised the most concerns. The main analysis of the consultation is set out in section 3 with service specific analysis covered from section 3.8.1 onwards.

7.3 Appendix C

Appendix C matches the comments against original proposals, and describes the resulting changes to the plans. It shows the key consultation responses and the key areas of concern raised along with the actions proposed by SYPTTE and bus operators to mitigate these concerns.

Not all the issues raised have had mitigation but an explanation as to why has been provided and includes issues explanations such as funding issues or lack of demand at the present time.

7.4 Appendix D

Appendix D details the **final proposed changes**, the reasons why, and the resulting impacts. It details the final changes which will occur in all the different wards and key areas of Barnsley and also key services such as doctors and schools.

7.5 Appendix E

Appendix E is an Equality Impact Assessment describing potential impacts resulting from implementation of the final proposed network.

7.6 **Positive Impacts of the changes to bus services**

7.7 Implementation of the revised network aims to deliver the Devolutions Deal's aim to provide a more sustainable, integrated and affordable network by having more:

- Co-ordinated services, for better delivery of limited resource:
 - Revised contracted services in the Penistone East and West Wards with services coordinated between Penistone and Thurgoland to maximise service availability.
 - Rerouting of service 92 between Barnsley and Dodworth to provide a coordinated 10 minute service with the 20/21 and 22.
 - Introduction of a daytime service 67a, partially replacing tender journey of the 7/7a and 8/8a, and coordinated with service 67 to provide half hourly services along common sections.
 - Maintain coordination of services along key corridors including Pontefract Road, Wombwell, Royston and Barnsley Hospital.
- Efficient sustainable services for both Operators and the taxpayer:
 - Rationalisation of tendered services in the Penistone East and West wards in consideration of the tendered service criteria, the budget available, value for money, and provision of service appropriate to the level of use;
 - Commercial routes introduced partially replacing current funded services with the use of reduced levels of funding to pay for additional mileage rather than standalone services.

- Reallocation of funded services resource elsewhere on the network by introducing interchange at key locations onto high frequency routes e.g. service 29 at Chapeltown connecting service 1/1a every 6 minutes and service 203 at Wombwell connecting with 7/8 minute coordinated corridor.
- Integrated services, providing access to other services:
 - Coordination of timetables to allow easy interchange between different services at key interchange points such as Barnsley town centre, Hoyland and Wombwell.
- Stable network that will support economic growth:
 - The agreed network will be less prone to further shrinkage, being more efficient and economically viable;
 - Introduction of the partnership will enable greater consultation on change and network development.
- Encourages modal shift to support patronage growth:
 - Stable network with continually improving performance. Discussions are ongoing to introduce a reduced cost ticket for any bus operator to match the offer available in the other three districts of South Yorkshire;
- Reinvestment to improve access or reduce fares:
 - The Network proposals have enabled Operators to offer an attractively priced Barnsley Connect ticket, subject to approval at Travelmaster Board.

7.8 Negative Impacts of changes to bus network

- 7.9 Some passengers losing direct links to some destinations would be required to interchange. However, waiting times are generally reasonably short, and in most cases shelters and seating are available to provide comfort when waiting. 41.2% of all respondents were aged 65 or over, and 23.4% of all respondents considered themselves to have mobility issues.
- 7.10 For those that are required to pay fares, multi journey ticket options will reduce the impact but it is understood that there is likely to be a financial disbenefit.
- 7.11 The consultation did raise a number of issues of how well we have engaged with certain segments of the population. Page 3 – section 3.2 of the Appendix B shows that the largest group of respondents were from the 65-74 age group at 24.10%. If you combine all the respondents from 55-59 to 75+ age groups the combined number of respondents comes to 686 or 59%. Section 3.6 of Appendix B also mentions 429 or 36.9% of respondents consider themselves to have a disability. These are represented highest amongst the 65-74 and 75+ age group. However, only 161 or 13.86% of responses were received from those aged 34 years and under.

The partnership will make plans to better engage all segments of the Barnsley population through better marketing and engagement. Publicity releases will be

made every 6-8 weeks and publicity will be provided in the Better Barnsley shop in the town centre. Once the full partnership is approved in early 2017 a marketing budget will be provided which will help with ongoing publicity.

8. Next Steps

- 8.1 The final decision on the proposed bus network will be held at Transport Committee on the 7th November 2016.
- 8.2 Once approval has been given further work will be made in relation to ticketing, timetables and marketing.
- 8.3 As part of BMBC's internal processes, this report is scheduled to go to Scrutiny on the 6th December 2016.
- 8.4 Further cabinet approval will be required to enable ratification of VBA sign off to the completed Barnsley Bus Partnership with an anticipated start in late January 2017.

9. Consideration of Alternative Approaches

- 9.1 Cabinet has already approved signing the 'Barnsley Bus Partnership – Heads of Terms' and had been informed of the further work required relating to the Bus Network review.
- 9.2 Not approving this will compromise the level of buy-in and support that BMBC can expect to deliver its ambitions from bus operators and SYPTE, which in turn could compromise the borough's economic and transport aspirations with subsequent knock-on effects to social exclusion, connectivity and congestion. The directly elected Mayor of the Sheffield City Region Combined Authority will by 2017 exercise functions, devolved to the Combined Authority, for the franchising of bus services in the area of the Combined Authority, subject to local consultation. This will be enabled through a specific Buses Bill, which will provide for the necessary functions to be devolved. Prior to these arrangements being enabled however it will be necessary to have the partnership in place to meet bus aspirations at least in the short term. Also by not signing up to the Barnsley Bus Partnership will mean Barnsley will be the only district in South Yorkshire with no VBA. **This course of action is not recommended.**
- 9.3 The VBA is a key enabler as identified within the SCR Devolution Deal. Being within a deregulated market, there is no other efficient method to influence the bus network and help obtain our aspirations within the Transport Strategy. **This course of action is not recommended**

10. Implications for Local People / Service Users

- 10.1 The implementation of the Barnsley Bus Partnership will bring changes to the bus network which will benefit the local population through improved bus services, network stability and new buses, as well as new highway measures, which will improve bus journey times, aiding reliability.

11. Financial Implications

- 11.1 Consultations on the financial implications have taken place with representatives of the Director of Finance, Assets & IT. These are detailed in Appendix A.
- 11.2 There are no immediate financial implications associated with this report. However, the implication of adopting the BBP is there will be some financial obligations on Barnsley MBC in the future, once the full version is initiated.
- 11.3 These financial obligations will consist of the provision of highway measures to ease congestion and improve bus journey times. This will be funded from a combination of existing highways capital funding, external funding from SYPTE and other external parties. There is no additional internal funding available to meet these measures.
- 11.4 In addition, when the full BBP is adopted, a marketing budget will be required, estimated at £20,000 per year, and this will be funded from within existing Highways revenue budgets, as no additional funding is available to cover this cost.

12. Employee Implications

- 12.1 There are no significant employee implications associated with this report, however there will be some implications in terms of workload for Design and Transportation staff within Highways, Engineering and Transportation Service once the full partnership is adopted.

13. Communication implications

- 13.1 There are no communication implications in terms of this report.

14. Consultations

- 14.1 A full public consultation has already taken place detailing the proposed bus network review which was fully organised and financed by SYPTE.

15. Corporate Plan

- 15.1 The Barnsley Bus Partnership will help achieve the ambitions of the Corporate Plan by providing a bus service which contributes to a thriving and vibrant economy, helping people to achieve their potential and building strong and resilient communities.

16. Tackling Health Inequalities

- 16.1 A full equality impact assessment has been conducted and is included in Appendix E. The Barnsley Bus Partnership will improve bus services and access to health facilities, ensuring viable access for non-vehicle owners. SYPTE and bus operators working under the SQPS have already initiated many schemes, such as low floor buses and raised curbs across the existing bus network. This new bus partnership will maintain these schemes and also look to further improve and explore measures which help to make the bus network accessible for all.

16.2 The partnership will see an upgrade of the bus fleet to include more Euro 6 buses to tackle poor air quality and associated impacts on health. Stagecoach is already a member of the Eco Stars Fleet Recognition Scheme.

17. Climate Change and Sustainable Energy Act 2006

17.1 The implementation of the Barnsley Bus Partnership will improve bus journey times and reliability, which will encourage modal shift from the private motor car to buses. This will mean fewer vehicles on the road and lower carbon emissions which will help to tackle climate change.

18. Risk Management Issues

18.1 There is a risk that once the full version is adopted, there will be a shortage of funding for investment in infrastructure schemes. For bus operators, this may result in poor reciprocal response for investment in new and more environmentally friendly buses, which will impact on achieving the partnership's objectives.

18.2 There is also the risk that the targets set within the Barnsley Bus Partnership are too high, deterring many smaller operators from entering into the final partnership, resulting in a single operator partnership.

18.3 Furthermore, it is envisaged that the scheme will contribute to the mitigation of a number of broader risks, including:

- Improving the poor connectivity within the borough / region;
- Reducing Social Exclusion;
- Reducing Environmental damage and pollution;
- Improving access to education, employment and services;
- Increasing economic productivity; and,
- Increasing urban mobility.

19. Tackling Impact of Poverty

19.1 Appendix E sets out the inequalities faced by people who are financially disadvantaged. It sets out the negative financial impacts on younger and older people, including the potential effective impacts on access to employment for young people who are unwilling or unable to drive or who cannot afford a car, and older groups who rely on buses. It is reasonable to assume that both these groups are likely to experience the impact of poverty due to their limited income s many be likely to be negatively affected by the proposal. In response, Appendix E confirms the proposal allows reinvestment to improve access or reduce fares for those on low incomes. This will be looked at as an ongoing basis but will be a tool to be used to tackle poverty relating to the bus changes.

20. Health, Safety and Emergency resilience Issues

20.1 There are no health and safety implications

21. Compatibility with the European Convention on Human Rights

21.1 No issues

22. Promoting Equality, Diversity and Social Inclusion

22.1 Please see section 4 – Proposal and Justification for details.

22.2 An Equality Impact Assessment has been included in Appendix E.

23. Reduction of Crime and Disorder

23.1 No issues

24. Conservation of Biodiversity

24.1 No Issues

Glossary

Barnsley Metropolitan Borough Council - BMBC

Voluntary Bus Agreement – VBA

Barnsley Bus Partnership - BBP

South Yorkshire Passenger Transport Executive – SYPTE

Statutory Bus Quality Scheme (SBQS)

List of Appendices

Appendix A - Financial Implications

Appendix B - Consultation Topline Summary Report

Appendix C - Recommended Network Amendments following consultation feedback

Appendix D - Final Summary of Changes

Appendix E - Equality Impact Assessment

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2016