

Annex 1 – Procurement Strategy

Report to: Cllr Sanderson, Deputy Leader of Hammersmith and Fulham Council

Date: 13/10/2025

Subject: Procurement Strategy for the coordination of the Holiday Activity and Food Programme from 2026

Report Author: Marcus Robinson, Strategic Commissioner

Responsible Director: Jacqui McShannon, Executive Director of People's Services and DCS.

SUMMARY

This report seeks approval of a strategy to recommission, by way of a competitive procurement exercise, a coordinator of a local Holiday Activity and Food Programme for a three-year period with an option to extend up to 2 years.

The DfE Holiday Activities and Food (HAF) Programme is designed to provide healthy food and enriching activities during holidays to children who receive benefits-related free school meals and other vulnerable children. Helping them to eat more healthily, be more active, be safe and not socially isolated and to improve their knowledge on health and nutrition.

DfE Funding for this programme has been announced for 3 years from 2026.

RECOMMENDATIONS

That the Executive Director of People's Services in consultation with the Deputy Leader of Hammersmith and Fulham Council:

1. Approves this procurement strategy to procure a contract for the Coordination of the Holiday Activity and Food program for a duration of 3 years with a forecast contract spend of £542,000 per annum, bringing a total value £2,710,000 after extensions of up to 2 years.

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Corporate Plan and the H&F Values
Building shared prosperity	This provision will help vulnerable children to build knowledge and resilience over the school holidays
Creating a compassionate and inclusive council	This provision will help vulnerable children have access to food and support and support the council's food plan.
Doing things with local residents, not to them	This provision will work involve a significant partnership of local organisations that work directly with communities to develop provision that is accessible and reaches children across the borough
Being ruthlessly financially efficient	Makes use of grant funding to support residents, whilst also building resilience.
Taking pride in H&F	We will deliver high quality holiday provision
Rising to the challenge of the climate and ecological emergency	Provision will help children to have a greater knowledge of health and nutrition, that supports a more sustainable diet.

Financial Impact

The government has announced national funding of just over £200 million per year for three years. From the financial year 2025/26 to 2028/29.

The DfE allocation of Holiday Activities and Food Programme grant to H&F for FY2024/25 was £542,000. The DfE have indicated that the grant value will remain similar for the next three years, though there may be regional adjustments based on free school meal numbers.

This is a ringfenced grant and the grant conditions do not allow the grant to be carried forward to future years.

Under grant conditions the DfE has allowed for 10% of the HAF grant to be allocated to administration and coordination. Under the recommended option the council would commission a single provider, with maximum expenditure of £52,000 per annum for coordination.

The remaining DfE grant funding is for costs related to delivering the holiday provision. Under this contract the provider will disperse the majority of remaining HAF grant for the delivery of HAF provision.

The table below sets out the indicative maximum expenditure per year under this contract:

	New contract for co-ordination and delivery
Year 1 - FY2026/27	£542,000 (up to £52,000 for administration of delivery)
Year 2 - FY2027/28	£542,000 (up to £52,000 for administration of delivery)
Year 3 - FY2028/29	£542,000 (up to £52,000 for administration of delivery)
Year 4 (extension) - FY2029/30	£542,000 (up to £52,000 for administration of delivery)
Year 5 (extension) - FY2030/31	£542,000 (up to £52,000 for administration of delivery)
Total contract value	£2,710,000

This will be fully funded by the DfE grant for the Holiday Activity and Food grant programme.

The optional extensions after 2028/29 will be subject to notification from DfE of further funding being available for this purpose.

Implications by Tony Burton, Head of Finance Children's Services and Education 24 September 2025

Verified by: James Newman, AD Finance, 29 September 2025

Legal Implications

1. The Contract Value, assuming that any options to extend will be taken, means the procurement falls in-scope of the Procurement Act 2023, Procurement Regulations 2024, Light Touch Regime and the Councils Contract Standing Orders (CSOs).
2. An open tender for an external coordinator and funding distributor would be in compliance with the CSOs and the Procurement Act 2023.

Joginder Bola, Senior Solicitor (Contracts & Procurement), 17/9/2025

Procurement Comments

The Contract falls within the scope of the “light touch” regime as defined in the Procurement Act 2023, and due to the value is classified as a High Value contract under our Contract Standing Orders (CSO's). CSO's require all High Value (above threshold) Contracts to be compliantly procured, via a tender or compliant framework. The procurement route recommended will require an Open tender process.

The procurement project must be set up on and undertaken using the capitalEsourcing eProcurement portal. All associated details and documents must be

attached to the project, and all applicable legal notices must be published within their legislated deadlines.

The Commercial and Procurement Team will continue to work closely with the procuring officer to ensure that the procurement strategy outlined within this report complies with regulatory requirements

Joe Sardone Category Lead – People. Procurement and Commercial 17th September 2025

Background Papers Used in Preparing This Report

NONE

DETAILED ANALYSIS

Background

3. Holiday Activities and Food (HAF) funding has been provided by the DfE since 2021. Local authorities are asked to ensure that an offer of free holiday club provision is available for all children eligible for free school meals in their area, though not all are expected to participate. Up to 15% of the funding may be used to provide free or subsidised places for other children not in receipt of benefit related free school meals but who are considered by the local authority to need this provision.
4. On 28 August 2025 the DfE announced that the HAF programme would be extended for a further 3 years from FY 2026/27 with funding of just over £200 million per year.
5. The council has provided additional funding to this programme. This has enabled: support for provision over half-term holidays, family events, and extending number of places and reach, in particular to reach other vulnerable children. The programme has also utilised other grant funding, including the DWP Household Support Fund, to enhance provision.
6. The aim of the programme has been to deliver Face-to-face provision for the equivalent of at least 4 hours a day, 4 days a week, 6 weeks a year; 4 weeks in the summer and a week's worth of provision in each of the Easter and Christmas holidays. Local authorities and their providers have had flexibility about how they deliver this level of provision to best serve the needs of children and families in their area. Local authorities may either coordinate the provision themselves or choose to work with another organisation to coordinate the provision on their behalf.
7. In 2021 and 2023 the Council ran a competitive tendering process to appoint a local coordinator for this provision. With LMP Action CIC appointed. This contract ends on 31 March 2026.

8. Since Easter 2021 LMP Action CIC in their role as coordinator have been using their expertise to design, develop and oversee the successful delivery of all our HAF holiday provision, working with a wide range of council departments and external partners, delivering an exciting holiday programme. By commissioning a dedicated external organisation our provision has benefitted from on the ground knowledge, experience and community connections, delivering improved value, assurance and capacity to respond quickly.
9. Initially funding for delivery and other costs were retained by the council but distributed by LMP Action CIC for each holiday period. This proved to be burdensome, creating unneeded administration and delaying the process for passing on funding to our partners delivering services. Since 2023 the contracted coordinator also distributes HAF grant funding to local organisations in order to deliver HAF provision. Allocations are made in discussion, and with approval, from the council. Over 30 organisations, mostly local 3rd sector organisations receive funding through this. This has been a successful model, both reducing administrative burden on the council and allowing for quick adjustments that often needed.
10. Through this strategy we are looking to build on this success, continuing the use of external expertise, whilst cutting out the unnecessary administration. We are therefore proposing to commission both the coordination and distribution of funding in one lot. The processes that have been established over the last two years will remain and the children's commissioning team will continue to oversee these with funding will be passported directly to the successful bidder to distribute.
11. The full grant terms for this round of funding has not yet been published by the DfE. Reasonable adjustments through the contracting and contact period will be made in order to comply with any changes to the funding terms.

Reasons for Decision

12. This utilises government grant funding to help many of our vulnerable children and other residents over the holidays.
13. Appointing an external coordinator will draw upon knowledge, expertise and relationships held by the market.
14. An external coordinator is also expected to provide additional value, for example through expanding the offer and bringing in additional support.

Contract Specification Summary

15. The contract specification will set out requirements for a Coordinator of Holiday Provision with Food. This will include coordination of delivery over the Easter, Summer and Christmas holidays and related events (such as uniformed services week over the summer holidays).

16. The requirements of the coordination role, will include:
 - Mapping and ensuring there is adequate universal holiday provision, targeted towards those most in need
 - Working with providers to meet framework requirements including safeguarding, risk assessments and monitoring visits
 - Working with other agencies to link provision
 - Promoting provision and ensuring good uptake.
 - Working with providers to support council outcomes for children and young people
 - Reporting to the council and DfE
17. As part of the contract the provider will be passported grant funding. The provider is expected to run a fair and transparent process to allocate funding for delivery of provision to predominantly local providers; any funding distributed will be approved by the council link officer.
18. In addition to HAF funded provision, the coordinator is also expected to support and promote other holiday activities for school aged children that may be funded, including activity during half-term holidays; to support an integrated holiday offer.
19. The contract will be for delivery during from 1 March 2026 to 31 March 2029 with the option to extend for an additional 2-year period. Extensions would be highly dependent continued national funding.
20. During the term of this contract there is an expectation of continuous improvement. This includes working to develop provision that supports early help outcomes, developing market capacity, addressing gaps in provision, improving reach, engagement with families and working to increase the financial sustainability of future provision.

Procurement Route and Analysis of Options

21. The supplies, service, and/or works being procured have been identified as falling within the scope of CPV 85312400 : Welfare services not delivered through residential institutions. The Contract Value, assuming that any options to extend will be taken, means the procurement falls in-scope of the Procurement Act 2023, Procurement Regulations 2024, Light Touch Regime and the Councils Contract Standing Orders (CSOs).
22. Since 2021 Hammersmith and Fulham have delivered its implementation of the Holiday Activity and Food programme through an external coordinator, working with a wide range of partners that can provide the range high quality, inclusive provision that the council expects. Feedback from delivery partners over the last four years of delivery has been positive about this model of delivery. Through this procurement process we are looking to bring expert knowledge of managing holiday delivery as well as partnership competencies that exist within this market.

The options considered for the re-procurement of these services include:

Option 1: In-house coordination

There is no current capacity to run this and therefore would likely require recruitment. It also does not harness any knowledge, expertise and relationships that exist within the market.

Option 2: Open tender for an external coordinator and funding distributor (Recommended)

This is the current model the Council has implemented since 2023.

Under this option the contracted organisation would provide coordination and distribution of grant funding for provision funded by HAF.

Contract funding (Element 1) would be up to £52,000 p.a. for the administration and coordination of the scheme.

A grant for delivery (Element 2) would be passported through the provider, predominantly to be allocated to other local organisations for delivery of HAF provision following a grant award process.

This option continues the current successful model. It retains key contract controls, with the council overseeing all stages of the process and having a final say on how funding for provision is distributed and for what activities. Marketing will also still be developed with and signed off by the council. Administrative tasks for funding distribution will be undertaken by the supplier, reducing pressure on the local authority.

This approach allows for continued, robust accountability of the provider, as well greatly improving efficiency of delivery, giving more time to develop, adjust and promote holiday provision.

It also supports opportunities to innovate further and have a stronger plan for continuous improvement, looking at systems to enhance delivery for residents, such as looking at opportunities for additional funding, developing skills and capacity of the market, providing booking systems, events and other family engagement opportunities and other ways to support council outcomes for children.

Option 3: Open tender for an external coordinator with separate provider framework for provision

Under this option, the council would still tender for an external coordinator, however instead of grants to providers, the council would establish a contract framework that providers would have to join, going through a qualification stage and bidding to be awarded contracts for delivery.

This would provide stronger controls on how work was delivered.

There is no requirement for this. DfE funding guidance allows provision to be awarded through grants or through a larger scale tendering process, however they encourage a flexible approach, in particular ones that support 'smaller community organisations who hold existing relationships with children and families' and that funding is on a cost-recovery basis.

Our current funding mechanism, supporting work of local, predominantly VCSE organisations, to deliver work that aligns with HAF principles. The current grant approach provides good value – with some providers also drawing on other funding as well, it is flexible, and has been a successful model that has allowed us to deliver a rich and varied offer and is in line with Council principles of reducing barriers for VCSEs and small organisations.

Under the current grant mechanism all providers are inspected and report on delivery. Further contract mechanisms would significantly erode value, reduce flexibility and be administratively burdensome.

Market Analysis and Engagement

23. We have surveyed all our providers of HAF providers for each past year of delivery, in our 2024/25 survey 100% of respondents reported that way the programme is managed is 'good' or 'excellent'; and that they felt well informed of the process and expectations of delivery.
24. Preliminary Market Engagement (PME) was undertaken for this requirement. To notify the market and to allow both interested organisations and affected holiday activity providers to comment on the proposed delivery model.

Conflicts of Interest

25. All officers and decision makers, including elected members (where appropriate), have been required to complete a Conflict of Interest Declaration form to record any actual, potential, and/or perceived conflicts, along with appropriate mitigations (as appropriate), on the Conflicts Assessment.
26. Approval of this Procurement Strategy by the elected member constitutes their declaration that they do not have any actual, potential, and/or perceived conflicts, relevant to this procurement, except where a specific Conflict of Interest Declaration form has been completed and provided, advising differently.
27. The Conflicts Assessment will be kept under review and updated throughout the life of the project (from project inception to contract termination).

Local Economy and Social/Added Value

28. The national rollout of the HAF programme in 2021 means there are more regional organisations that have the experience in delivering this nature of coordination and are familiar with the HAF programme. However delivery

models vary by council, and it is highly desirable that the provider would have established knowledge of the borough and links with local partners. This means the market remains limited.

29. The Element 2 funding is passported and covered by Section 31 Grant Determination for the Holiday Activity and Food Programme and as such relates to grants not contracts.
30. Contract funding for coordination will be subject to Social Value criteria, which will be built into the tendering opportunities. It is expected that this contract will have opportunities to support Social Value, for example through offering volunteering / employment opportunities to young people.

Duty to Consider Small and Medium-sized Enterprises (SMEs) and Voluntary, Community, and Social Enterprises (VCSEs)

31. The HAF coordination contract is important to many of our local VCSE organisations, it provided the mechanism for funding dozens of local groups to support their work with children and young people. We remain committed to a process that supports these organisations.
32. The HAF coordination contract is currently delivered by a community interest company. The size, scope and emphasis on working closely with local organisations continues to make this tender opportunity suitable for SMEs, CICs and VCSE organisations that can bring significant value.

Risk Assessment and Proposed Mitigations

33. Although the current contract for coordination of HAF activity ends in March 2025, the last major holiday covered by the existing contract are the Christmas holidays 2025. It is important that a new contract be in place by the start of February to allow for planning and mobilisation for delivery in the Easter Holidays 2026 (start of April 2026). The procurement process will be run at the end of 2025 to enable a new provider to be in place in time for mobilisation and delivery during for this date.
34. There is a limited market of providers who both have suitable experience to coordinate HAF delivery and have a strong local knowledge of providers and residents, however after four years of national HAF delivery the market is more mature and we are engaging with providers to ensure local expectations are understood.

Contract Duration Considerations

35. The contract will run for 3 years to align with national funding, with the option for 2 (two) further 12 (twelve) month extensions dependent on extensions to national funding.

Timetable

36. The table below provides an estimated timetable of the competition process through to contact commencing.

Action	Date
1. Key Decision Entry (Strategy)	Thursday, 28 August 2025
2. Contracts Assurance Board (Strategy)	Wednesday, 8 October 2025
3. SLT/Cabinet Member/Cabinet Sign-Off (Strategy)	Monday, 6 October 2025
4. Preliminary Market Engagement Notice	Monday, 22 September 2025
5. Tender Notice Published	Monday, 20 October 2025
6. Closing Date for Clarifications	17:00 on Monday, 3 November 2025
7. Closing Date for Procurement Responses	12:00 noon on Friday, 14 November 2025
8. Evaluation of Procurement Responses	Monday, 17 November 2025
9. Moderation	Monday, 24 November 2025
10. Award Recommendation Report	Thursday, 11 December 2025
11. CAB (Award)	Wednesday, 10 December 2025
12. Cabinet Member (Award)	Monday, 15 December 2025
13. Key Decision Entry (Award)	Monday, 27 October 2025
14. Contract Engrossment	Monday, 12 January 2026
15. Contract Details Notice Published	Monday, 19 January 2026
16. Contract Start Date	Tuesday, 3 March 2026
17. Contract Mobilisation and Implementation	Monday, 2 February 2026
18. Service Start Date	Monday, 2 March 2026
19. Contract End Date (initial term, excluding extension periods)	Saturday, 31 March 2029
20. Contract End Date (including all extension periods)	Monday, 31 March 2031

Selection and Award Criteria

37. Providers will be required to provide costings for two elements. Element 1 will be for coordination costs and Element 2 will be a proposed budget for delivery costs.

38. Bids will be based on 70% quality and 30% price, based on Element 1 costs. We expect HAF funding to be fully utilised to provide the best quality and reach possible, therefore the award criteria focuses predominantly on quality.

39. Quality will be assessed on the basis of a Tenderer's written submissions in the Technical Envelope to the award criteria as set out below. Each Tender will be considered initially by individual members of the evaluation team against each of the evaluation areas. Each award criteria has a sub-weighting (Tier 2) to ensure its relative importance is reflected in the overall scores.

Category for assessment	Weighting (%) (Tier 2)
Partnership working	5
Delivery methodology of the Service Specification	30
Inclusion and engagement	5
Quality and continuous improvement	10
Achieving outcomes for children and young people	5
Maximising KPIs	5
Added value	10
Commercial	30
Total (100%)	

40. The Contract has a defined annual budget. Potential suppliers will be assessed on the value and volume of services they can deliver within the fixed budget. Potential suppliers must provide a detailed pricing schedule showing direct and indirect costs. Evaluation will consider:

41. Direct Costs Ratio
Ratio of indirect costs vs. direct costs to encourage allocation of resources towards service delivery and minimise overhead (head office fee/surplus/profit).

$$= \frac{\text{Bid DS Ratio}}{\text{Highest DS ratio}} \times \text{Marks}$$

42. Contact Hours
Reward bidders that deliver the maximum number of staff hours working directly with front facing day to day service delivery.

$$= \frac{\text{tendered No. Hours}}{\text{Highest No. Hours}} \times \text{Marks}$$

43. Each potential supplier's overall combined score for price and quality will be used to identify the preferred supplier, who provided the Most Advantageous Tender (MAT), that being those with the highest overall score(s), being recommended for a contract award

44. Each potential supplier's overall combined score for price and quality will be used to identify the preferred supplier, who provided the Most Economically Advantageous Tender (MEAT), that being those with the highest overall score(s), being recommended for a contract award.

Contract Management

45. The contract management will continue to be led by Children's Commissioning. Funding allocations, marketing and delivery plans will all be reviewed and agreed with the council before implementation. Contract monitoring meetings will also review contract key performance indicators, outcomes and ensure all deliverables are being met.

46. A maximum budget for Element 2 spend for delivery will be set by the council each year, informed by the DfE grant award. Payment of element 2 spend will be dependent on agreed delivery plans and auditable valid spend by the provider.

47. As with current contract arrangements the provider will be required to evidence that it is supporting the following outcomes for children:

- a) to eat more healthily over the school holidays;
- b) to be more active during the school holidays;
- c) to take part in engaging and enriching activities which support the development of resilience, character and wellbeing along with their wider educational attainment;
- d) to be safe and not to be socially isolated;
- e) to have greater knowledge of health and nutrition;

as well as supporting families:

- f) To have a better understanding of nutrition and food budgeting for families taking part in programme
- g) To have improved signposting in place for example with regards to health, employment and education services

48. The contract will be monitored against the same KPI's as the current contract:

KPI	Description
Uptake	The number of eligible children participating is maximised.
Inclusion	The number of vulnerable children participating is maximised. <ul style="list-style-type: none"> - Children eligible for FSM (min. top 50th percentile nationally) - Vulnerable children not eligible for FSM
Additional provision	The number of additional hours of provision that families are able to affordably access is maximised.
Food	<p>The number of eligible children receiving healthy and nutritious meals during the holidays is maximised.</p> <p>The number of sustainable and low waste meals is maximised.</p>

Quality	<p>The number of families considering holiday provision good or excellent is maximised (min. 90% during in main holiday periods)</p> <p>The number of holiday providers who rate the coordination of the programme as good or excellent is maximised (min. 90% during in main holiday periods)</p>
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Equality and Inclusion Implications

49. There are no anticipated negative implications for groups with protected characteristics, under the Equalities Act 2010, by the proposed procurement exercise set out in this report. An EIA has been undertaken and can be found in Annex 1

Positive implications include:

- Targeting vulnerable children: The programme prioritises children eligible for free school meals and allows up to 15% of funding to support other children identified as vulnerable.
- Inclusive delivery model: The use of local VCSEs and CICs supports community-based, culturally competent provision.
- Monitoring of protected groups: The contract includes KPIs for inclusion, specifically tracking participation of children with SEND and FSM eligibility.
- Social Value: The tender includes a 10% weighting for Added Value, with expectations around volunteering and employment opportunities for young people.

50. As part of the coordinator's role, quality of service and reach to groups with protected characteristics will be monitored regularly, with actions taken to improve access for underserved and underrepresented groups.

Verified by: Yvonne Okiyo, Strategic Lead for Equity, Diversity, and Inclusion (EDI),
22 September 2025

Risk Management Implications

51. In addition to the risks defined above the following risks have been identified.

52. There is an operational risk that the supplier will be unable to meet either the required quality levels, or size of portions.
This risk must be reduced. Quality KPIs should be defined and measured. In addition, it is recommended that quality levels are assessed through spot checks as well as engagement with residents.

53. There is a financial risk that external funding is reduced or ceased
This risk should be reduced or ceased. It is recommended the situation regarding continuance of external funding is monitored, and alternative sources of funding be identified should the likelihood of the risk being realised increases.

Jules Binney, Risk and Assurance Manager, 11th September 2025

Climate and Ecological Emergency Implications

54. This contract will require that the coordinator develop a programme of activity that supports the objectives of the council's climate strategy. This includes supporting nutritional education that promotes healthy, low carbon and sustainable diets to children and young people.
55. The coordinator will be required to monitor sustainability of food purchased by providers, including number of meat free days and information on food waste.
56. The contract will also build on previous collaborative work between the holiday programme and climate team to integrate climate activity and information into holiday activity.

Hulya Ataoglu, Climate Finance and Programme Lead, 22 September 2025.

Local Economy and Social Value Implications

57. In line with the Council's Added Value Policy and Sourcing Strategy, this procurement will dedicate a minimum of 10% of the overall weighting to Added Value.
58. On award of the contract(s), the commissioner will ensure that the Added Value commitment offered at tender stage is stated as a contractual output.
59. Our standard contracts include clauses which refer to penalties for non-delivery against social value commitments.
60. It is recommended the Social Value Officer and commissioner meet at each stage of this procurement to ensure that the Added Value received is aligned with the 3 categories within the Added Value strategy and the Added Value Matrix (Inclusive Economy, Happier and Kinder H&F, Responding to the Climate Emergency).
61. Social Value Portal will be used for evaluating the Added Value element of all tender submissions in compliance with the agreed corporate procurement approach. The commissioner will work closely with the Social Value Officer to ensure commitments are reported regularly on the Social Value Portal by their suppliers.

Harry Buck, Social Value Officer (Procurement), 11th September 2025

Digital Services and Information Management Implications

- 62. Digital services have been involved in the procurement of the room booking system which will be used as part of the Holiday Activity and Food program offer. Depending on the chosen option there may be a need for other IT systems to be procured or employed. It is therefore important Digital Services should remain engaged and be consulted when the service plan to use a provider IT application or system.
- 63. Data Protection: Based upon the chosen option, the provider has an updated Data Protection policy in place and staff will be expected to have received Data Protection training.
- 64. Based upon the chosen option, the provider will need to include H&F's data protection and processing schedule. This is compliant with the UK Data Protection law.
- 65. SSQs/DPIA: Based upon the chosen option, the provider will need to update the current Data Privacy Impact Assessment or produce a new one for the functionality. The service should ensure there is an up to date (Cloud) Supplier Security Questionnaire for the provider.
- 66. Cyber Security: H&Fs approved cyber security clauses must be incorporated into all new and renewed contracts regardless of value, or framework. Legal advice should be sought on how to incorporate the cyber security clauses into agreements which do not use our H&F contract templates.
- 67. AI: The service should engage with DS prior to enabling any generative AI functionality which may be provided in a future update by the provider based on the chosen option., to ensure compliance with corporate AI strategy, governance, security, and privacy requirements. The AI Governance Framework form must be completed for any enhancements to existing solutions, as well as all new projects and contracts deploying AI capabilities. If colleagues are unsure as to whether a new function falls within the AI framework, they should discuss it with DS.

Umit Jani, SRM for People, Digital Services, September 11th 2025

Consultation

- 68. This procurement strategy has been developed with consideration of positive feedback regularly gathered from parents and providers during the first four years of delivery of the HAF programme, as well as consultations that have took place as part of the development of the Early Intervention strategy in 2022. It also considers feedback from our Youth Council and Youth Board.

LIST OF APPENDICES

Annex 1 – Equalities Impact Assessment (EIA)

Annex 1

Equalities Impact Assessment (EIA)



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