

## Appendix 4

### Employee Equality Impact Assessment

#### Programme Name: Libraries Library Services Transformation Programme

[This document remains live with information being added at each critical milestone]

<b>Project Owner:</b>	<b>Duncan Tessier</b>
<b>Date process started:</b>	<b>November 2015</b>
<b>Date process ended:</b>	<b>31<sup>st</sup> March 2017</b>

<b>This EqIA is being undertaken because it is:</b>	<input type="checkbox"/> outlined within the equality scheme relevance assessment table <input type="checkbox"/> part of a project proposal submission to the programme management board <input checked="" type="checkbox"/> a result of organisation change <input type="checkbox"/> other – please specify:
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## 1. Introduction

The proposed structure has been developed and designed to enable the continuation of a library service at all 14 library sites whilst also reducing revenue costs by circa 70%.

Savings achieved by implementing this structure total £1.616m with a reduction of **50.3** FTE. In line with the Library Review proposals to reduce staffed opening hours at all 14 library sites, the most significant changes are reflected in the numbers of front-line library staff. The posts retained are sufficient to deliver the staffed hours detailed in the Library Review proposals.

Fewer changes are proposed to specialist and development teams. These teams were significantly reorganised and reduced during the 2012 staff restructure, with professional Librarians re-located from library sites to a small peripatetic team based at NLBP. These teams work well and their expertise will continue to be required if the service is to develop and grow over the coming years. Specifically the central professional teams will be important in maintaining services to customers with protected characteristics including children under 16 years of age.

It is recognised that a significant transformation of services is likely to have an impact upon staff. This impact will be monitored through the completion of an Employee Equalities Impact Assessment. This is a “live” document and will be updated at key milestones throughout the lifespan of the project. The employee data contained within this report remains relevant at this time. However the data will be updated at each milestone.

The London Borough of Barnet recognises the importance of ensuring due consideration is given to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different people when carrying out activities.

This is an initial analysis of the EQIA for the Libraries project and provides baseline figures. As the project develops the Equalities information will need to be reassessed.

A service user EQIA has been undertaken as a separate exercise.

This EQIA will be used to understand the impacts on groups of staff over the period of the Libraries project as well as being used as a baseline for any future decision making.

### 1.1 Aims and objectives of the Libraries Services Transformation Project

The transformation aims to:

- maintain the same number of libraries.
- maintain the home and mobile service.
- maintain the digital library service.
- invest in new technology to extend opening hours whilst reducing the number of staffed sessions.
- recruit more volunteers to support technology enabled opening hours and operate partnership libraries in four locations.
- maximise the income we generate through commercial or community use of library buildings and co-locating with other public services.

## 1.2 Description of the critical milestones

- 1 Initial EQIA on staff who will be affected by the proposals – the business case and the financial model identifies those in and out of scope.
- 2 A formal consultation process with employees from 7 July 2016 to 12<sup>th</sup> September 2016.
- 3 Recruitment to new roles.
- 4 Post restructuring review.

## 1.3 Key Stakeholders

Staff within Library Services who are in scope of the planned restructuring.

- Recognised Trade Unions.
- Senior Council Officers who are supporting the proposed changes.
- Workforce Board.
- Libraries Board.
- Councillors who will be required to approve the efficiency proposals at General Functions Committee.
- Key partner organisations.
- Schools.
- Service Users.

## 2. Any Anticipated Equalities Issues at each milestone and identified mitigation

### 2.1. Outset

The EQIA has been carried out in order to identify potential equalities issues that may arise as a result of the initial proposals, any issues that may arise should the proposals be approved and any that may arise as the project progresses.

Management have carried out a desk top job matching exercise to establish the potential impact of the proposals on individuals and groups of employees. Issues and mitigations have been identified at each key milestone.

### 2.2 Formal Consultation Process

- Opening and Closing Consultation

Attendance at the opening and closing consultation Briefing(s) and access to information during the consultation period may be difficult for some disadvantaged groups, mainly part time workers or those on maternity or long term sick leave.

A communication and engagement strategy has been developed in discussion with the Trade Unions to ensure that individuals are not disadvantaged in any way.

In addition, briefings have been carried out at a date and time that allows the maximum number of affected employees to attend. The Library Service was closed to the public for a short period to enable all staff to attend a single briefing session. Invitations were sent to all staff including those off sick or on maternity leave, with additional payments made to those not scheduled to work at that time.

The issues detailed above also applied to the close of consultation meeting (12 September 2016), with the same mitigation measures put in place.

In order to assess the potential impact of the proposals on individuals a job matching exercise was carried out prior to opening formal consultation. This was undertaken at this time to ensure that, when consultation opened, employees would be fully informed on how they would be affected if the proposals were approved and implemented. In accordance with the Council's Managing Organisational Change Policy existing roles were assessed by Library Service managers against the new roles in the proposed structure to understand the status of role, whether each role would involve 'assimilation', 'ring-fenced competition' or whether there was 'no match' in the new structure.

The selection criteria for redundancy was discussed with the Trade Unions and published as part of consultation document.

After close of consultation the impact on individuals and teams was confirmed and accurate information made available regarding the number of staff:

- directly impacted by the proposal and 'At risk of redundancy'
- not matched to any roles
- matched to roles where there are more people than posts in the proposed new structure and therefore in ring-fenced competition.
- assimilated to roles or who are out of scope

## **2.2. Recruitment to roles in the new structure:**

The selection criteria and methods for recruiting to the new roles was developed in accordance with the Council's Recruitment Policy and discussed with the Trade Unions and published as part of the consultation document.

## **2.3 Impact of transformation on existing employees**

Due to the statistical makeup of the service it is known that the following groups are likely to be most significantly affected. :

- Female employees
- Employees over 50

- Race/ethnicity

The proposed changes are also likely to have a greater impact on staff employed on a part-time basis, since it is here that there are the most significant changes to proposed working patterns. Whilst most part-time staff currently work two full days in the working week plus alternate Saturdays, the proposed revised library opening hours will require part-time hours to be spread across a greater number of days in the week. This is may have a greater effect upon those with child care or other caring responsibilities. As there are more females in part time roles the transformation will have a greater impact on them.

Changes to library opening hours will also require a greater amount of travel between library sites, with each staff member beginning and ending each day at a different library. Whilst all staff are currently contracted to work at any library within the borough, in practice, most staff will spend a greater proportion of their time at one or two locations and most staff will generally start and end each day in the same place. Therefore, the proposed change may have a greater impact on those whose responsibilities outside work require them to be closer to home. This may have a greater impact on female employees.

**Mitigation:**

To try and mitigate the effects on all employees and particularly upon the above groups with protected characteristics the council has been providing a number of support channels including:

- A dedicated HR Resource
- Group briefings
- One: one meetings
- Pension Surgeries
- Trade Union and Employee Representatives
- Change and Me Workshops
- Employee Assistance Programme
- Personal support sessions on change
- Interview skills and CV writing workshops

With a large proportion of the service over 50 years of age, the council will provide Pension briefings for staff in this category and one:one pension meetings for all staff who are over 55 and at risk of redundancy and who request a meeting or discussion with Pensions..

Following the conclusion of the consultation period, changes were made to part-time working patterns to reduce the number of half days required from four to two. The revised working patterns, whilst not an exact match, more closely replicate the current arrangements for part-time staff.

As part of the selection process all staff have been asked to prioritise their preferred base-locations. Roles will be allocated as far as possible taking these preferences into account. One to one meetings have been held with several staff concerned about travel times and the potential impacts on their caring responsibilities.

### 3. Monitoring Summary

**3.1 Table 1- Employee EQIA Profile of the Project (this profile is in accordance with the requirements of the Equality Act 2010 and the Council will collect this information so far as we hold it)**

The councils overall workforce is:

- 1409 female (67%)
- 685 male (33%)
- 42% of both male and female are over 50 years of age
- 74% of the workforce are white (56%), black or black British (18%)

Initial analysis of the Library Services equality data indicates:

- 70% of the workforce is female
- 30% of the workforce is male
- 45% of the workforce, both male and female, are over 50 years of age
- 48% of the workforce are white (British), black and black British

Milestone 2 and 3 will be updated once staff are appointed into the Libraries restructure when it is then known which staff have not been successful need to be redeployed or made redundant.

		Total LBB data as at November 2015		Total Libraries Staff Milestone 1	
		No.	% of LBB	No.	% of service
<b>Number of employees</b>		<b>2094</b>	<b>100%</b>	<b>149</b>	<b>100%</b>
<b>Gender</b>	Female	1409	67%	104	70%
	Male	685	33%	45	30%
	Unknown	0	0%	0	0%
<b>Date of Birth (age)</b>	1998-1993 (18-23)	18	1%	*	*
	1994-1986 (22-30)	198	9%	12	8%
	1985-1976 (31-40)	441	21%	24	16%
	1975-1966 (41-50)	550	26%	36	24%
	1965-1951 (51-65)	822	39%	62	42%
	1950-1941 (66-75)	64	3%	*	*
	1940 and earlier (75+)	1	0%	0	0%
	Unknown	0	0%	<b>0</b>	<b>0%</b>
<b>Ethnic Group</b>	<b>White</b>	<b>1180</b>	<b>56 %</b>	<b>86</b>	<b>57.7%</b>
	British	935	44.5%	71	48%
	Irish	59	2.5%	*	*
	Other White	186	9%	10	6.7%
	<b>Mixed</b>	<b>50</b>	<b>2%</b>	<b>18</b>	<b>12%</b>
	White and Black	0		*	*
	Caribbean	10	0.47%	*	*
	African	9	0.43%	12	8%
	White and Asian	14	0.66%	*	*
	Other mixed	17	0.81%	*	*

	<b>Asian and Asian British</b>	191	0.9%	23	15%
	Indian	131	6%	12	8%
	Pakistani	15	1%	*	*
	Bangladeshi	20	1%	*	*
	Other Asian	25	1%	*	*
	<b>Black or Black British</b>	379	18%	0	0%
	Caribbean	120	6%	0	0%
	African	225	11%	0	0%
	Other Black	34	2%	0	0%
	<b>Chinese or Other Ethnic Group</b>	31	1%	22	15%
	Chinese	11	1%	*	*
	Other Ethnic Group	20	1%	*	*
	Prefer not to say/information refused	73	3%	17	11%
	Unknown	190	9%	*	*
<b>Disability</b>	<b>Physical co-ordination</b> (such as manual dexterity, muscular control, cerebral palsy)	0	0	0	0
	<b>Hearing</b> (such as: deaf, partially deaf or hard of hearing)	1	0%	0	0%
	<b>Vision</b> (such as blind or fractional/partial sight. Does not include people whose visual problems can be corrected by glasses/contact lenses)	2	0%	0	0%
	<b>Speech</b> (such as impairments that can cause communication problems)	0	0	0	0
	<b>Reduced physical capacity</b> (such as inability to lift, carry or otherwise move everyday objects, debilitating pain and lack of strength, breath, energy or stamina, asthma, angina or diabetes)	5	0%	0	0
	<b>Severe disfigurement</b>	0	0	0	0
	<b>Learning difficulties</b> (such as dyslexia)	1	0%	0	0%
	<b>Mental illness</b> (substantial and lasting more than a year)	5	0%	*	*
	<b>Mobility</b> (such as wheelchair user, artificial lower limb(s), walking aids, rheumatism or arthritis)	11	1%	*	*
	Other Disability	13	1%	*	*

	No Disability	1757	84%	126	85%
	Not stated	148	7%	16	11%
	Unknown	151	7%	*	*
<b>Same gender as at birth</b>	No	5	0%	0	0%
	Yes	1092	52%	113	76%
	Prefer not to say/information refused	55	3%	*	*
	Unknown	942	45%	27	18%
<b>Pregnancy and Maternity</b>	Pregnant	4	0%	*	*
	Maternity Leave (current)	29	1%	*	*
	Maternity Leave (in last 12 months)	48	2%	*	*
<b>Religion or Belief</b>	Christian	935	45%	59	40%
	Buddhist	11	1%	0	0%
	Hindu	106	5%	13	9%
	Jain	7	0%	0	0%
	Jewish	52	2%	*	*
	Muslim	91	4%	*	*
	Sikh	8	0%	*	*
	Other Religions	66	3%	*	*
	No Religion	270	13%	17	11%
	Not Stated	16	1%	0	0%
	No form returned	240	11%	0	0%
	Atheist	70	3%	*	*
	Agnostic	44	2%	*	*
	Humanist	2	0%	0	0%
	Prefer not to say	176	8%	31	21%
	Not Assigned	0	0%	*	*
<b>Sexual Orientation</b>	Heterosexual	1329	63%	91	61%
	Bisexual	16	1%	*	*
	Lesbian or Gay	34	2%	*	*
	Prefer not to say	511	24%	50	34%
	Unknown	204	10%	*	*
	Not Assigned				
<b>Marriage and civil partnership</b>	Married	744	36%	58	39%
	Single	606	29%	41	28%
	Widowed	15	1%	0	0%
	In Civil Partnership	16	1%	0	0%
	Cohabiting	133	6%	13	9%
	Divorced	84	4%	*	*
	Separated	25	1%	*	*
	Unknown	365	17%	*	*
	Other	9	0%	0	0%
	Prefer not to say	97	5%	17	11%
	Not Assigned	0	0	0	0

<b>Relevant and related grievances</b>	Formal
	Upheld
	Dismissed

**1. How are the equality strands affected?** *Please detail the positive/negative or neutral effect on each equality strand, and any mitigating action you have taken / required. Please include any relevant data and source. If you do not have relevant data please explain why and when you will capture the data.*

**Notes:**

The analysis behind this Equality Impact Assessment is based the EHRC guidance, which states that patterns of variances of greater than +/-3% should be investigated further and individual variances greater than +/-5% should be investigated further.

<b>Equality Strand</b>	<b>Affected?</b>	<b>Explain how affected</b>
1. Age	Libraries staff – Yes	Positive <input type="checkbox"/> Negative <input checked="" type="checkbox"/> Neutral <input type="checkbox"/>

**Explanation of impact:**

The overall impact of the Libraries restructure is to reduce posts therefore the impact is negative.

There are two specific age categories where there is a slightly disparate impact and these are explained below.

There is an impact on employees in the age category of 40-49 which affects 36 staff (24%) and the second age category of 50 to 54 which affects 62 staff (42% of the workforce). The majority of the Library Service employees are in these age ranges and will be negatively impacted as they are at risk of redundancy.

This will mean that those staff over 55 who are potentially made redundant will be entitled to their pension and lump sum. There will potentially be a pension strain which the service will have to bear.

**Indicate any action planned or taken to mitigate negative impact?**

There has been a thorough analysis of cost of redundancies and pension strain. Redeployment of employees is a priority to find suitable job opportunities so that staff can remain in employment and also avoid redundancy costs.

Staff in these age groups have received interview and assessment briefings to assist them with the ring fence interview process. Staff in these age groups whilst experienced may require re-training and will be given support to apply for redeployment opportunities.

Redeployment is being sought not only in Barnet Council but job opportunities in other Local Authorities, Barnet Schools and Joint Ventures are also being publicised to staff to encourage

them to apply and remain in employment thereby reducing redundancy and pension costs. The Managing Change policy includes a period of salary protection to cushion the blow of employees receiving a reduced salary as a result of the Council's proposals.

Equality Strand	Affected?	Explain how affected
2. Disability	Libraries staff – No	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input checked="" type="checkbox"/>

**Explanation of impact:**

There are fewer than 10 staff with a disability and therefore their details cannot be disclosed.

**Indicate any action planned or taken to mitigate negative impact?**

Support has been provided to all staff including disabled staff with preparation for interview workshops and during selection assessments. Staff in these groups whilst experienced may require re-training and will be given support to apply for redeployment opportunities.

On-going support and reasonable adjustments are provided to disabled staff to comply with Equality legislation. The changing work patterns will mean that some staff who may currently work two days will need to work three days and have to travel to more sites but in the same number of hours. The travelling to different sites may have an impact on disabled staff and reasonable adjustments will be made where possible to comply with the requirement to work the spread of hours.

Equality Strand	Affected?	Explain how affected
3. Gender reassignment	Yes <input type="checkbox"/> / No <input type="checkbox"/>	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input type="checkbox"/>

**Explanation of impact:**

Not analysed – insufficient data

**Indicate any action planned or taken to mitigate negative impact?**

N/A

Equality Strand	Affected?	Explain how affected
4. Pregnancy and maternity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input checked="" type="checkbox"/>

**Explanation of impact:**

There are fewer than 10 staff and therefore their details cannot be disclosed.

**Indicate any action planned or taken to mitigate negative impact?**

Staff on maternity leave have been assimilated to their position to comply with legislation.

Equality Strand	Affected?	Explain how affected
5. Race / Ethnicity	Libraries staff– Yes	Positive <input type="checkbox"/> Negative <input checked="" type="checkbox"/> Neutral <input type="checkbox"/>

**Explanation of impact:**

The overall impact of the Libraries restructure will be to reduce posts to meet the requirements of the Medium Term Financial Strategy and will therefore have a negative impact on staff.

The main Race category that shows a disparate impact connected with the Libraries restructure proposals in the Council is White-British. 56% of Council employees are 'White-British' but 57.7% of employees detrimentally affected are in this race category.

**Indicate any action planned or taken to mitigate negative impact?**

Staff in this group have received interview and assessment briefings and support to assist them with the ring fence interview process. Staff in this group whilst experienced may require re-training and will be given support to apply for redeployment opportunities.

Redeployment into Council posts will be optimised via publicising and placing staff into redeployment roles to ensure staff can remain in employment and avoid payment of redundancy and pension.

The Managing Change Policy includes a period of salary protection to cushion the blow of employees reducing salary as a result of the Council's proposals.

Equality Strand	Affected?	Explain how affected
6. Religion or belief	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input type="checkbox"/>

**Explanation of impact:**

There is no disparate impact on the protected characteristic of religion or belief.

**Indicate any action planned or taken to mitigate negative impact?**

Support has been provided to all staff with preparation for interview workshops and during selection assessments.

On-going support and reasonable adjustments are provided to disabled staff to comply with Equality legislation

The council's proposals include a period of salary protection to cushion the blow of employees receiving a reduced salary as a result of the Council's proposals.

Redeployment into Council posts will be optimised via publicising and placing staff into redeployment roles to ensure staff can remain in employment and avoid payment of redundancy and pension.

Equality Strand	Affected?	Explain how affected
7. Gender / sex	Libraries staff – Yes	Positive <input type="checkbox"/> Negative <input checked="" type="checkbox"/> Neutral <input type="checkbox"/>

**Explanation of impact:**

There are a higher proportion of female employees negatively impacted by the proposals in the Libraries restructure with 70% of the workforce female and 30% male.

As the main focus of the restructure is to reduce posts there will be a greater impact on females in the restructure.

**Indicate any action planned or taken to mitigate negative impact?**

Support has been provided to all staff with preparation for interview workshops and during selection assessments.

Redeployment into Council posts will be optimised via publicising and placing staff into redeployment roles to ensure staff can remain in employment and avoid payment of redundancy and pension.

The Managing Change Policy includes a period of salary protection to cushion the blow of employees receiving a reduced salary as a result of the Council's proposals.

Equality Strand	Affected?	Explain how affected
8. Sexual orientation	Yes <input type="checkbox"/> / No <input type="checkbox"/>	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input type="checkbox"/>

**Explanation of impact:**

Not analysed – insufficient data

**Indicate any action planned or taken to mitigate negative impact?**

N/A

Equality Strand	Affected?	Explain how affected
9. Marital Status	Libraries staff – Yes	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input checked="" type="checkbox"/>

**Explanation of impact:**

39% of staff affected by the restructure are married and 28% single. The Libraries restructure includes periods of time when Libraries operate via technology and this has led to revised staff working hours being required in the new restructure. Staff with caring responsibilities will be affected by the restructure as they may have to change their working hours and travel to different Library sites.

**Indicate any action planned or taken to mitigate negative impact?**

Following consultation, proposed part-time contracts have been amended as much as possible within the scope of revised library opening hours to most closely match the current pattern of working hours.

Base locations for successful candidates will be allocated as far as possible according to candidates stated preferences to reduce travel times as much as is feasible.

Redeployment into Council posts will be optimised via publicising and placing staff into redeployment roles to ensure staff can remain in employment and avoid payment of redundancy and pension.

The Managing Change policy includes a period of salary protection to cushion the blow of employees receiving a reduced salary as a result of the Council's proposals.

Equality Strand	Affected?	Explain how affected
10. Other key groups?  Carers	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>  Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Please assess Young, Parent and Adult carer.  Not recorded but could have an impact on staff groups. Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input type="checkbox"/>

**Explanation of impact:**

Staff that have responsibilities for young children, parents or adult carer is currently not recorded. The Libraries restructure includes periods of time when libraries operate via technology and this has led to revised staff working hours being required in the new restructure. Staff with caring responsibilities will be affected by the restructure as they may have to change their working hours and travel to different Library sites.

**Indicate any action planned or taken to mitigate negative impact?**

Following consultation, proposed part-time contracts have been amended as much as possible within the scope of revised library opening hours to most closely match the current pattern of working hours.

Base locations for successful candidates will be allocated as far as possible according to candidates stated preferences to reduce travel times as much as is feasible.

One to one meetings have been held with several staff concerned about travel times and the potential impacts on their caring responsibilities.

Redeployment into Council posts will be optimised via publicising and placing staff into redeployment roles to ensure staff can remain in employment and avoid payment of redundancy and pension.

The Managing Change policy includes a period of salary protection to cushion the blow of employees receiving a reduced salary as a result of the Council's proposals.

The overall impact of the Libraries restructure is to reduce posts therefore the impact is negative.

**3.2 Evidence****3.3 List below available data and research that will be used to determine impact on different equality groups**

HR data provided from transactional HR  
Staff/Trade Union/Stakeholder feedback

**3.4 Evidence gaps**

There are no evidence gaps

**3.5 Solution, please explain how you will fill any evidence gaps?**

No solution required as no gaps identified

**4. Project Milestone Outcomes, Analysis and Actions**

**4.1 Summary of the outcomes at each milestone**

**4.1.1 Milestone 1 Consultation Period**

There is a need to ensure that all individual's and teams contained within the Library Service are afforded the same opportunities to attend briefing sessions and have access to feedback channels.

This EQIA was updated following close of consultation.

**4.1.2 Milestone – 2 Recruitment to new roles**

All assessment criteria for ring fenced roles and redundancy selection criteria was developed in accordance with the LBBs Managing Organisational Change Policy and Recruitment Policy and Procedures. All criteria was communicated to the appropriate TU representatives and was included in consultation documents provided to all staff.

**4.1.3 Milestone – 3 Post restructure review**

The EQIA will need to be updated when all posts within the structure have been filled and it is known which staff have been unsuccessful.

## 1. Equality Improvement Plan

Please list all the equality objectives, actions and targets that result from the Equality Analysis (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer responsible	By when
Ensure staff consultation is accessible to all	<p>Monitor consultation for any potential barriers for particular staff groups</p> <p>Ensure accessible consultation methods are provided for those who need them e.g. staff members with disabilities.</p>	N/A	Hannah Richens	Throughout consultation period.
Restructure proposals and processes take account of equalities issues	<p>Take account of feedback received during consultation period and make amendments to proposals where possible.</p> <p>Ensure equalities issues and special circumstances are reflected in selection processes adopted and reasonable adjustments applied.</p> <p>Ensure any voluntary redundancy process takes account of equalities issues.</p>	N/A	Hannah Richens	Throughout restructure process

<b>1<sup>st</sup> Authorised signature (Lead Officer)</b>	<b>2<sup>nd</sup> Authorised Signature (Delivery Unit management team member)</b>
<b>Date:</b>	<b>Date:</b>