

CABINET - 7TH APRIL 2022

Report of the Director of Corporate Services Lead Member: Leader of the Council, Cllr Jonathan Morgan

Part A

ITEM CORPORATE DELIVERY PLAN 2022-23

Purpose of Report

To propose the Council's Corporate Delivery Plan for 2022-23.

Recommendations

1. That the 2022-23 Corporate Delivery Plan, appended to this report, be approved.
2. That indirect key performance indicators are replaced with a suite of place indicators that will evolve throughout 2022-23.
3. That delegated authority be given to the Chief Executive, in consultation with the Leader to make amendments to the Corporate Delivery Plan, including to the suite of place indicators.

Reasons

1. To identify the Council's key activities and performance indicators for 2022-23 that support the objectives set out in the Corporate Strategy (2020-2024).
2. To provide an overview of key place metrics for Charnwood Borough Council, benchmarking these against a regional and national picture to provide wider context and comparison.
3. To allow minor corrections and amendments to be made in a timely manner prior to publication and throughout the 2022-23 Corporate Delivery Plan.

Policy Justification and Previous Decisions

Cabinet approved the Corporate Strategy (2020-2024), on 16 January 2020, as the longer-term vision for Charnwood. The Corporate Strategy will act as a guide to the development of future corporate strategies and plans and wider partnership working where appropriate.

This Corporate Delivery Plan is a one-year plan for 2022-23 which supports the delivery of the Corporate Strategy, by setting out both the key activities that services will undertake to deliver the objectives and the key corporate indicators that will be used to monitor progress.

This is the third Corporate Delivery Plan of the 2020-2024 Corporate Strategy.

Implementation Timetable including Future Decisions and Scrutiny

If approved the Corporate Delivery Plan will be published and made available to the public and staff.

The performance indicators actions set out in the Corporate Delivery Plan will be reported on quarterly to the relevant scrutiny committees and an annual report will be published.

Report Implications

The following implications have been identified for this report.

Financial Implications

The Corporate Delivery Plan 2022-23 will be funded within the financial strategy and budget approved by Council. At this stage, on the basis of the financial strategy, the Corporate Delivery Plan 2022-23 does not have any additional financial implications.

Risk Management

The risks associated with the decision Cabinet is asked to make and proposed actions to mitigate those risks are set out in the table below.

Risk Identified	Likelihood	Impact	Overall Risk	Risk Management Actions Planned
Further reductions in funding or income over the lifetime of the Corporate Delivery Plan may result in objectives not being delivered, impacting on customers	Unlikely (2)	Significant (3)	Moderate (6)	The outcomes will be monitored operationally by the Senior Leadership Team and reviewed regularly considering any potential changes.

Equality and Diversity

An overarching Equality Impact Assessment has been undertaken on the Corporate Strategy (2020-2024) to consider the overall impact on our communities. Subsequent Equality Impact Assessments will be undertaken on individual tasks and activities, if appropriate.

In supporting the Corporate Strategy (2020-2024), the Corporate Delivery Plan 2022-23 has a strong focus on activities and performance indicators which support residents' priorities and those areas that the Council recognises as requiring additional support; therefore, the Corporate Delivery Plan should be beneficial for many of those within the community who need us the most.

The overall impact of the Corporate Delivery Plan can be considered to be positive. However, it is important that as specific initiatives are undertaken to deliver the

Corporate Delivery Plan that where appropriate they are assessed individually to ensure that the Council complies with its statutory duty to give due regard to the need to:

- Eliminate discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.
- Encourage participation by people with disabilities in public life and take account of the disabilities of individuals, even when that involves treating people with disabilities more favourable.

Crime and Disorder

The Corporate Delivery Plan specifically covers crime and disorder under the second theme within the plan, “Healthy Communities.” The theme features an objective to “continue to work with partners to make our towns and villages safer places to live, work and visit.” This objective will focus on the work of the Council will be doing to reduce anti-social behaviour, reduce burglaries and reduce re-offending as well as reassuring residents and increasing confidence that effective action is being taken by the Council and its key partners in this area.

Sustainability

The Corporate Delivery Plan specifically covers sustainability under the first theme within the plan, “Caring for the Environment.” The theme features two objectives to “take action to become a carbon neutral organisation by 2040, to help tackle climate change” and “help protect our environment by using all powers available to tackle those who threaten it”. These objectives will focus on the work the Council will be doing to tackle support sustainability.

Key Decision: Yes

Background Papers: Cabinet, 16th January 2020, Item 8, Corporate Strategy 2020-2024

Cabinet, 12th March 2020, Item 7, Corporate Delivery Plan 2020-2021

Cabinet, 11th March 2021, Item 9, Corporate Delivery Plan, 2021-2022

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Part B

Background

1. A Corporate Strategy for 2020-2024 was agreed by Cabinet on 16 January 2020. The Corporate Strategy was influenced by the priorities gathered from residents during consultation in autumn 2019 and verified by a further survey in autumn 2021.
2. This Corporate Delivery Plan, which covers 2022-23, is the third Plan of the new Corporate Strategy.
3. The Corporate Delivery Plan is structured in three parts: firstly, it includes an introduction from the chief executive and outlines the performance management framework at the council and the current financial statement; secondly, it outlines the activities and tasks which will support the objectives set out in the Council's Corporate Strategy; thirdly, it identifies key indicators which will monitor the Council's corporate performance.
4. Heads of Service completed the Corporate Delivery Plan by outlining the activities that they would be undertaking in the forthcoming year to support the objectives within the Corporate Strategy.
5. As this Corporate Delivery Plan only measures corporate initiatives, activities and indicators, each service area also produces an individual service plan and service indicators. Service plans will be primarily for the use of services to manage their activity on an ongoing basis. Activities which feature in the Corporate Delivery Plan will be outlined in greater detail in these service plans.
6. This Corporate Delivery Plan will be used by Directors and Elected Members to monitor progress and achievement against the activities, ensuring that activities are delivered, and targets are on track.
7. In conjunction with the Corporate Strategy and Medium-Term Financial Strategy, this document will help the Council meet a range of challenges and shape the future direction.

Appendices

Appendix 1 – Corporate Delivery Plan Introduction

Appendix 2 – Corporate Delivery Plan (2022-23)

Appendix 3 – Place Indicator Example

Appendix 4 – Corporate Plan 2020-2024 Equality Impact Assessment

Corporate Delivery Plan 2022/23

Charnwood Borough Council

Introduction from the Chief Executive

Welcome to the Council's Corporate Delivery Plan for 2022-23. This is the third year of our Corporate Strategy and despite the pandemic significantly affecting the first two years of this strategy, we continue to make excellent progress towards becoming a more efficient, effective and dynamic organisation.

The purpose of this document is to identify the key activities Charnwood Borough Council will deliver during 2022-23. It sets out our commitments and actions and how these will be measured.

Each year, the Council adopts a Corporate Delivery Plan with specific targets based on the objectives in the Corporate Strategy. These corporate objectives then cascade into service delivery plans and the objectives and actions of individual staff members through the performance management system.

It is fair to say 2021/22 was another challenging year and we will continue to feel the effects of the pandemic as we move into 2022/23. However, this plan outlines the scale of activity that will be undertaken to ensure we continue to improve the borough, help its recovery and transform service delivery.

Values

The foundations of all the council's activities are a set of values – employees and members will work together as one council, living and breathing these values:

- **Pride in Charnwood** – We take pride in our work and our borough and are ambitious for improvement.
- **Customer Focused** – We listen to our customers and are focused on delivering excellent services.
- **Working Together** – We work together with pace and positivity as one council and in partnership with others.

Performance Management Framework

Our strategic priorities and plans identify the objectives that we aim to deliver, and our performance management framework provides the mechanism for how the Council achieves these objectives and monitor's progress.

The Corporate Strategy 2020-24 sets out what the Council will be doing over a four-year period to make Charnwood a stronger and more vibrant place for people to live, work, visit and invest in.

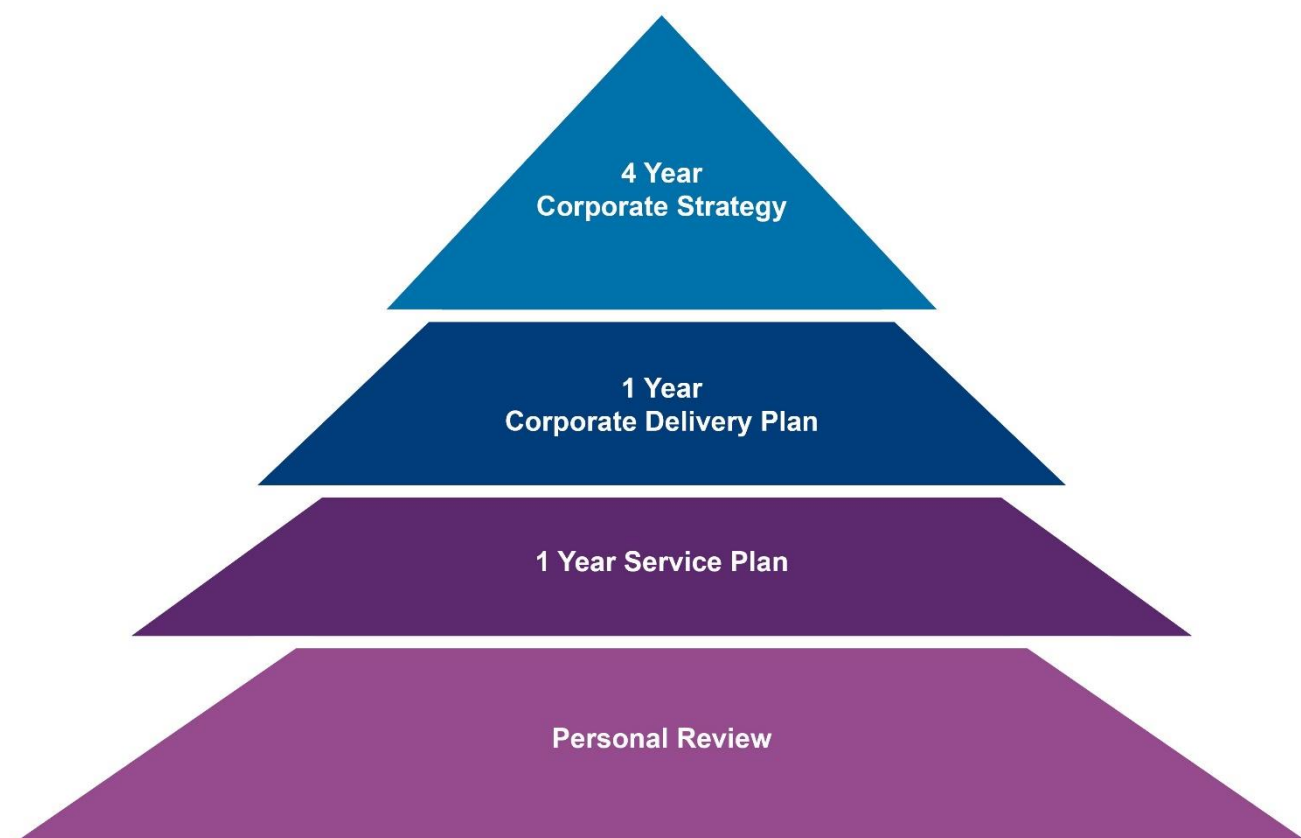
The strategy is supported by this annual Corporate Delivery Plan – this is a key document for recording how service areas and corporate activity will work to deliver the objectives of the strategy.

The Corporate Delivery Plan will be monitored by the Senior Leadership Team (SLT), Heads of Service and Scrutiny Committees to ensure that progress is made against the objectives and that targets are on track and delivered.

All areas of the Council contribute to the delivery of the Corporate Strategy. Therefore, each service area will also produce a Service Delivery Plan.

Individual personal reviews will also reflect the key themes and objectives of the Corporate Strategy and allow all staff to identify the importance of their role in delivering the strategy.

This is outlined in the diagram below:



Strategies underpin the direction of the council, these include the Equality, Diversity and Inclusion Strategy, People Strategy, ICT Strategy and Customer Service Strategy. Each one has an action plan and governance structure to ensure that the objectives are delivered.

A number of Boards have been established to ensure oversight of delivery of key programmes of work, these include:

- SWaP Board – The Service, Workspace and People programme
- Capital Projects Board
- Climate Action Board
- Growth and Regeneration Board

The Council will continue to commission a survey of residents' priorities and identify their views on a range of issues. Feedback received will be incorporated into the corporate strategy and associated delivery plan.

Financial Statement

A financial challenge exists which is the key driver for change, Charnwood has a proven track record of excellent financial management which the organisation is extremely proud of.

Charnwood Borough Council is committed to growing the local economy, creating healthy communities, looking after our environment and creating a more efficient Council. In order to achieve this, our financial management strategy must be sustainable and realistic to provide excellent services.

COVID-19 continues to have a significant impact on our finances, presenting a continuous challenge. The continued uncertainty caused by the pandemic, combined with reductions in Government funding, is likely to make it difficult to maintain services at current levels.

Our transformation and commercial agenda will continue to be critical factors to increasing revenue, maximising efficiency, and stabilising our future financial position.

The Council's overall draft budget for 2022/23 is £17.6 million, and the Council is proposing to make approximately £600,000 of savings and generate income of around £400,000. This strategy will continue to help secure the long-term financial stability of the organisation.

CARING FOR THE ENVIRONMENT

Corporate Strategy Outcome (2020-2024)	SMART Delivery Plan Action (2022-2023)	Responsibility	Start / End Date	
Climate Change: Take action to become a carbon neutral organisation by 2030, to help tackle climate change.	Complete replacement of the Street Management Fleet Vehicles with new vehicles to achieve the best reduction in CO2 emissions in line with the budget provision available.	Head of Regulatory Services / Head of Cleansing and Open Spaces	Q1	Q4
	Complete the replacement of the Pest Control Fleet Vehicles with new vehicles to achieve the best reduction in CO2 emissions in line with the budget provision available.	Head of Regulatory Services / Head of Cleansing and Open Spaces	Q1	Q4
	Upgrade the Electric Supply within Beehive Lane Car Park to allow the expansion of Electric Vehicle Charging Points.	Head of Regulatory Services	Q1	Q2
	Following the completion and installation of the EV Charging points at Sileby and Anstey Car Parks, undertake further feasibility of the further expansion of Electric Vehicle Charging Points in other car parks.	Head of Regulatory Services	Q1	Q4
	Undertake a Green Fleet Review with the assistance of the Carbon Trust.	Head of Cleansing and Open Spaces	Q1	Q4
	Undertake a smart bin trial in one part of the borough.	Head of Cleansing and Open Spaces	Q1	Q3
	Deliver the Hathern Woodland Project (deferred from 21/22) by planting c. 14,000 trees.	Head of Cleansing and Open Spaces	Q1	Q3

CARING FOR THE ENVIRONMENT

Corporate Strategy Outcome (2020-2024)	SMART Delivery Plan Action (2022-2023)	Responsibility	Start / End Date	
	Give away 5,000 garden trees to residents and community groups	Head of Cleansing and Open Spaces	Q3	Q3
	Deliver the "green market" plan, in partnership with the market traders to encourage new and existing traders to embrace environmental initiatives that collectively support the delivery and promotion of a "green market".	Head of Leisure and Culture	Q1	Q4
	Complete solar farm feasibility work.	Strategic Director - Commercial Development, Asset and Leisure	Q1	Q3
	The Council will actively engage in the county-wide partnership to deliver Sustainable Warmth across Leicestershire and continue to explore options and funding opportunities.	Head of Strategic and Private Sector Housing	Q1	Q4
Parks and Open Spaces: Develop, improve, and continue to care for our parks and open spaces, so they can be enjoyed by everyone.	Maintain Green Flag status for key sites across the borough.	Head of Cleansing and Open Spaces	Q1	Q4
	Obtain gold standard for Loughborough in Bloom.	Head of Cleansing and Open Spaces	Q1	Q3
	Open the new Cemetery at Nanpantan Road.	Head of Cleansing and Open Spaces	Q1	Q3
	Investigate the possibility of undertaking mowing trials in some locations. The trails will look at altering mowing frequencies to improve biodiversity at a number of sites across Charnwood.	Head of Cleansing and Open Spaces	Q1	Q2
Protecting our Environment: Help protect our environment by using all powers available to tackle those who threaten it.	Under the provisions of the Environment Act 2021, review any proposed emerging Air Quality targets and the impact on the current Air Quality Management Areas. Develop relevant monitoring and actions as required by the new requirements when implemented.	Head of Regulatory Services	Q1	Q4

CARING FOR THE ENVIRONMENT

Corporate Strategy Outcome (2020-2024)	SMART Delivery Plan Action (2022-2023)	Responsibility	Start / End Date	
	Undertake a consultation and review the Dog Control Public Spaces Protection Orders. Report outcome to Cabinet along with recommendations for the PSPOs concerning any changes.	Head of Regulatory Services	Q1	Q4
	Develop and implement an enviro-crime enforcement campaign for waste and litter to target problem locations for littering and waste and achieve a 10% reduction in waste and litter in targeted locations.	Head of Regulatory Services	Q1	Q4
	Deliver improved end of summer term waste arrangements for students.	Head of Cleansing and Open Spaces	Q1	Q2
	Scrutinise the level of fly-tipping across the Borough (Annual Review through scrutiny).	Head of Cleansing and Open Spaces / Head of Regulatory Services	Q1	Q3
Waste and Recycling: Improve and develop our outstanding waste and recycling service to make it more efficient, more resilient, and better for the environment.	Remove the need for Garden Waste stickers by using in-cab technology.	Head of Cleansing and Open Spaces	Q1	Q1
	Review the Council's own waste and recycling arrangements following changes in working practices.	Head of Cleansing and Open Spaces	Q1	Q4

HEALTHY COMMUNITIES

Corporate Strategy Outcome (2020-2024)	Delivery Plan Action (2022-2023)	Responsibility	Start / End Date	
Safer Charnwood: Continue to work with partners to make our towns and villages safer places to live, work and visit	Complete a minimum of 90% of the Food Safety High Risk (A-C rated food businesses) Inspection Programme in line with the Food Law Enforcement Plan 2022-23 and the Food Standards Agency Recovery Plan.	Head of Regulatory Services	Q1	Q4
	Following consultation, obtain Full Council approval for the draft 2022 Licensing Act 2003 Policy.	Head of Regulatory Services	Q1	Q2
	In conjunction with partners, deliver 10 crime and ASB prevention campaigns / events with the aim of preventing and deterring crime, ASB and creating safer communities free from harm and violence.	Head of Neighbourhood Services	Q1	Q4
	Work with partners to prevent violence and exploitation, including that targeted at women and girls, through the delivery of 2 local reduction initiatives.	Head of Neighbourhood Services	Q1	Q4
Supporting our communities: Invest in services to help those who are most vulnerable, empower people to make a positive difference in their local areas and ensure community cohesion remains a top priority	Continue to recognise and support an effective and viable local voluntary and community sector through the provision of 4 learning and development events.	Head of Neighbourhood Services	Q1	Q4
	Support community recovery, especially in our priority neighbourhoods, through the delivery of 6 local initiatives aimed at building community resilience, capacity, and cohesion.	Head of Neighbourhood Services	Q1	Q4
	Support the wellbeing of our residents through the delivery of 10 targeted physical activity interventions to our least active communities with the aim of reducing health inequalities.	Head of Neighbourhood Services	Q1	Q4

HEALTHY COMMUNITIES

Corporate Strategy Outcome (2020-2024)	Delivery Plan Action (2022-2023)	Responsibility	Start / End Date	
Healthy and happy residents: Provide high-quality leisure facilities and sports activities for people and offer services to improve wellbeing, either directly or with our partners	Work with the Football Foundation to deliver to football infrastructure across the borough with at least one Football Foundation Grant being secured.	Head of Cleaning and Open Spaces	Q1	Q4
	To operate our leisure centres to the highest industry standard, maintaining customer service excellence. To manage the contract extension ensuring that the Capital investment c£1 million is invested by March 2023.	Head of Leisure and Culture	Q1	Q4
Housing: Help those in need of accommodation by continuing to make our council homes better for tenants and work with developers and the privately rented sector to ensure high-quality homes are available to residents	Continue to meet the housing needs of households on the housing register by bringing 35 Empty Homes back into use through housing advice/ assistance and partnership grants.	Head of Strategic and Private Sector Housing	Q1	Q4
	Purchase between 10 and 20 properties in 2022-2023 to meet the housing needs of the Borough using RTB receipts.	Head of Strategic and Private Sector Housing	Q1	Q4
	Undertake a representative sample stock condition survey and produce a high-level energy study.	Head of Landlord Services	Q1	Q3
	Deliver kitchen, bathroom, and heating programmes.	Head of Landlord Services	Q1	Q4
	Produce an updated Asset Management Strategy setting out future investment priorities.	Head of Landlord Services	Q1	Q3
	Sheltered housing review Cabinet report for options for St Michaels Court to be completed and presented.	Head of Strategic and Private Sector Housing	Q2	Q3
	Implement the changes to the Lightbulb team structure to increase capacity.	Head of Strategic and Private Sector Housing	Q1	Q4
	Implement the HMO and selective licencing schemes	Head of Strategic and Private Sector Housing	Q2	Q4

A THRIVING ECONOMY

Corporate Strategy Outcome (2020-2024)	Delivery Plan Action (2022-2023)	Responsibility	Start / End Date	
Economic growth: Continue to support and foster strong economic growth in Charnwood.	Review the Charnwood Economic Development Strategy to respond to the Covid Pandemic by end of September 2022. This strategy promotes employment growth and support for businesses.	Head of Planning and Regeneration	Q1	Q2
	Service the local plan examination and adopt the draft local plan before end of March 2023.	Head of Planning and Regeneration	Q1	Q4
	Prepare the council's response to the Government's prospectus for the UK Shared prosperity Fund and submit the Investment Plan to Government by December 2022.	Head of Planning and Regeneration	Q1	Q3
Towns: Whilst respecting the heritage of our town centres, lead, support and collaborate (with partners and the private sector) to progress regeneration opportunities across Charnwood, ensuring future generations have access to high-quality jobs, growing Charnwood's reputation as a place where businesses thrive and helping our high streets become more diverse places...	Review the Charnwood Regeneration Strategy before the end of December 2022. This strategy pulls together the Towns Fund UKSPF programmes and other regeneration activities in Charnwood.	Head of Planning and Regeneration	Q2	Q3
	Ensure the construction of the Bedford Square Gateway Project is completed in accordance with the Project timetable.	Head of Planning and Regeneration	Q1	Q2
	Bring forward proposals for the improvement of the Shepshed Public Realm and seek agreement to proceed with the construction contract by July 2022.	Head of Planning and Regeneration	Q2	
	Support the delivery of the Town Deal Investment Plan by ensuring all project business cases are submitted by July 2022.	Head of Planning and Regeneration	Q1	Q2
	Submit a business case before July 2022 to support the installation of the Hope Bell and Lanes and Links from Wards End and Devonshire Square to deliver the first phase of the Lanes and Links and Hope Bell Project included in the Town Deal.	Head of Leisure and Culture	Q1	2023/24

A THRIVING ECONOMY

Corporate Strategy Outcome (2020-2024)	Delivery Plan Action (2022-2023)	Responsibility	Start / End Date	
<p>Culture and visitor: Help make Charnwood, and its beautiful open countryside and thriving market towns, a key destination for local, national, and international visitors.</p>	Undertake a review of the Council's car parks to develop a Long-Term Car Parking Strategy.	Head of Regulatory Services	Q1	Q4
	Commission and launch a destination website with branding, images, and content to reflect the unique features of Charnwood, its heritage, attractions, activities, and events, alongside a heritage publication aimed at visitors in the area.	Head of Leisure and Culture / Communications Manager	Q1	Q1
	Submit a business case before July 2022 to secure Town Deal Funding for the delivery of the Living Loughborough Project.	Head of Leisure and Culture	Q1	2023/24
	Apply for a Heritage Lottery fund grant to support the Carillon Trust to redisplay the museum collections and to tell the story of the Carillon Tower in readiness for July 2023 which marks the centenary of the tower.	Head of Leisure and Culture	Q1	Q2
	Subject to successful grant application for the Carillon Tower effectively deliver the "Iconic Carillon Tower project" including an audience development programme and a centenary celebration plan with the Carillon Museum Trust and other key partners.	Head of Leisure and Culture	Q2	Q4
	Publish and deliver a programme of events in Loughborough and support events across the Borough. This will include events for the Queens Platinum Jubilee, Armed Forces Day, Remembrance Sunday, and Loughborough Fair, as well as events aimed at supporting local business and Loughborough Market.	Head of Leisure and Culture	Q1	Q4

YOUR COUNCIL

Corporate Strategy Outcome (2020-2024)	Delivery Plan Action (2022-2023)	Responsibility	Start / End Date	
Customer Service: Commit strongly to improving customer service, delivering outstanding services and working together to create a more vibrant and prosperous Charnwood.	Develop and implement a Customer Focus Programme.	Head of Customer Experience	Q1	Q2
Transformation and Efficiency: Transform into a more efficient, effective, and innovative organisation. In addition, continue to build our digital services using technology that will help us be more effective, efficient, and flexible to meet customers' needs.	Complete the implementation of the ASSURE back-office system in Housing, Planning and Regulatory Services.	Head of Customer Experience, Planning and Regeneration & Regulatory Services	Q1	Q2
	Develop options for the replacement of the CRM system.	Head of Customer Experience	Q1	Q3
	Compile a work programme for the Services, Workspace and People Board (SWaP) for 2022-23 and deliver over the course of the year - meeting individual review and project timescales.	SWaP Board	Q1	Q4
	Introduce a recruitment process which is attractive to applicants and is more streamlined for the council. Resulting in a revised recruitment and selection policy.	Organisational Development Manager	Q1	Q2
	Complete a strategic review of development control.	Head of Planning and Regeneration / SWaP Board	Q1	Q4
	Complete rollout of report writing modules for Modern.Gov	Head of Strategic Support	Q1	Q2

YOUR COUNCIL

Corporate Strategy Outcome (2020-2024)	Delivery Plan Action (2022-2023)	Responsibility	Start / End Date	
<p>Developing Staff: Develop our staff to help them deliver outstanding services and ensure our employees and elected members work together, as one council, to bring positive change to Charnwood.</p>	<p>Develop opportunities to embrace cultural change in the organisation through: a) Launching a culture framework with new appraisal process b) Identifying ways to incorporate culture framework in R&S process, c) Consulting with staff forum to identify further actions to promote the culture framework</p>	SWaP Board	Q1	Q3
	<p>Develop a new performance management process that meets the needs of a modern, flexible workforce and promotes regular high performance and regular communication.</p>	SWaP Board	Q1	Q4
	<p>Develop an action plan based on the recent staff survey.</p>	SWaP Board	Q1	Q4
<p>Financial stability: Continue to carefully manage our budgets, particularly by using effective procurement and well-managed contracts.</p>	<p>Retender the insurance contract.</p>	Organisational Development Manager	Q1	Q1
	<p>Develop a new set of savings for the current and future years</p>	Strategic Director of Environment and Corporate Services	Q1	Q4
<p>Commercialism: Operate more commercially and reducing the burden on the taxpayer and government support will be a key element of this transformation.</p>	<p>Increase income from chargeable services as per the approved budget.</p>	Head of Cleansing and Open Spaces	Q1	Q4

YOUR COUNCIL

Corporate Strategy Outcome (2020-2024)	Delivery Plan Action (2022-2023)	Responsibility	Start / End Date	
<p>One Council: Collaborate with partners, in the public and private sector, to improve services and ensure employees and members work together, as one council, and listen, talk, and engage with residents to bring positive change to Charnwood.</p>	Undertake a polling places review to implement the ward boundary changes arising from the LGBCE review and to ensure the May 2023 borough elections can be delivered effectively.	Head of Strategic Support	Q1	Q4
	Complete a communications campaign to promote and highlight the borough's open spaces, particularly in light of the pandemic and benefits of outdoor exercise and leisure time.	Communications Manager	Q1	Q4
	Complete a series of communications activity including content for media and digital channels around the Loughborough Town Deal and the benefits it will bring to the town.	Communications Manager	Q1	Q4

Key Indicators 2022-2023

Ref	Indicator	Quarterly/ Annual	Owner	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual Target
KI 3	Percentage of food establishments that achieve level 3 (broadly compliant) within the Charnwood Food Hygiene Rating System	Quarterly	Head of Regulatory Services	92%	92%	92%	92%	92%
KI 4(a)	Percentage of household waste sent for reuse, recycling, and composting <i>(Stretch Target)</i>	Quarterly	Head of Cleansing and Open Spaces	50%	50%	50%	50%	50%
KI 4(b)	Percentage of household waste sent for reuse, recycling, and composting	Quarterly	Head of Cleansing and Open Spaces	43%	43%	43%	43%	43%
KI 5	Percentage non-decent council general needs homes	Annual	Head of Landlord Services					1.5%
KI 6	Percentage rent collected (Including arrears brought forward) <i>(Cumulative Target)</i>	Quarterly	Head of Landlord Services	86.50%	90.50%	95.38%	95.70%	95.70%
KI 7(a)	Time taken to process Housing Benefit/Council Tax new claims	Quarterly	Head of Customer Experience	18 Days	18 Days	18 Days	18 Days	18 Days
KI 7(b)	Time taken to process Housing Benefit/Council Tax change of circumstances	Quarterly	Head of Customer Experience	8 Days	8 Days	8 Days	8 Days	8 Days

Ref	Indicator	Quarterly/ Annual	Owner	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual Target
KI 8	Percentage of Council Tax Collected <i>(Cumulative Target)</i>	Quarterly	Head of Customer Experience	29.32%	57.38%	85.48%	97.80%	97.80%
KI 9	Percentage of non-domestic rates collected <i>(Cumulative Target)</i>	Quarterly	Head of Customer Experience	30.24%	56.53%	84.19%	97.20%	97.20%
KI 10	The number of working days / shifts lost to the local authority due to sickness absence <i>(Cumulative Target)</i>	Quarterly	Organisational Development Manager	1.8 Days	3.4 Days	5.3 Days	7.5 Days	7.5 Days
KI 11 (a)	Percentage rent loss from void properties (Proxy Target) Age restricted properties	Quarterly	Head of Strategic and Private Sector Housing	3%	3%	3%	3%	3%
KI 11 (b)	Percentage rent loss from void properties (Proxy Target) Non age restricted properties	Quarterly	Head of Strategic and Private Sector Housing	2.5%	2.5%	2.5%	2.5%	2.5%
KI 13	Percentage of Major Planning applications determined in 13 weeks or agreed timescale	Annual	Head of Planning and Regeneration					70%
KI 14	Percentage Minor Planning Applications determined within 8 weeks or agreed timescale	Annual	Head of Planning and Regeneration					80%
KI 15	Percentage of Other Planning Applications determined within 8 weeks or agreed timescale	Annual	Head of Planning and Regeneration					90%
KI 18	Sustained reduction of CO2 from the 2018/19 baseline	Annual	Head of Planning and Regeneration	To be determined following the refresh of the Carbon Neutral Plan				

Ref	Indicator	Quarterly/ Annual	Owner	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual Target
KI 19	Percentage of air quality monitoring locations which comply with the National Air Quality Objective Limits	Annual	Head of Regulatory Services					95%
KI 20	Percentage of customers not proceeding past Stage 1 of the corporate complaint process	Quarterly	Head of Customer Experience	90%	90%	90%	90%	90%
KI 21	Number of people attending shows & events at the Town Hall	Quarterly	Head of Leisure & Culture	12,200 Attendees	6,500 Attendees	32,000 Attendees	12,000 Attendees	56,200 Attendees
KI 22	Total number of email subscribers	Annual	Communications Manager					15,500
KI 23	Total combined Twitter and Facebook audience	Annual	Communications Manager					20,500
LS10 (a)	Leisure Centres- total number of visits	Quarterly	Head of Leisure & Culture	91,000 Visits	130,000 Visits	137,500 Visits	204,000 Visits	562,000 Visits
LS10 (b)	Number of new members at Leisure Centres (including Swim School programme)	Annual	Head of Leisure & Culture					600 New Members
NI 191	Residual household waste per household	Quarterly	Head of Cleansing & Open Spaces					460kg
KI 24	Museum – total number of attendees	Quarterly	Head of Leisure & Culture	6,500 Attendees	9,000 Attendees	4,500 Attendees	5,000 Attendees	25,000 Attendees

Place Indicator Example

Charnwood Borough Council

Place Indicators

Please note that Charnwood Borough Council is not responsible for place indicators, however, does work with partners to influence change.

Officers will not be in a position to answer detailed questions on this information but can signpost queries to relevant agencies.

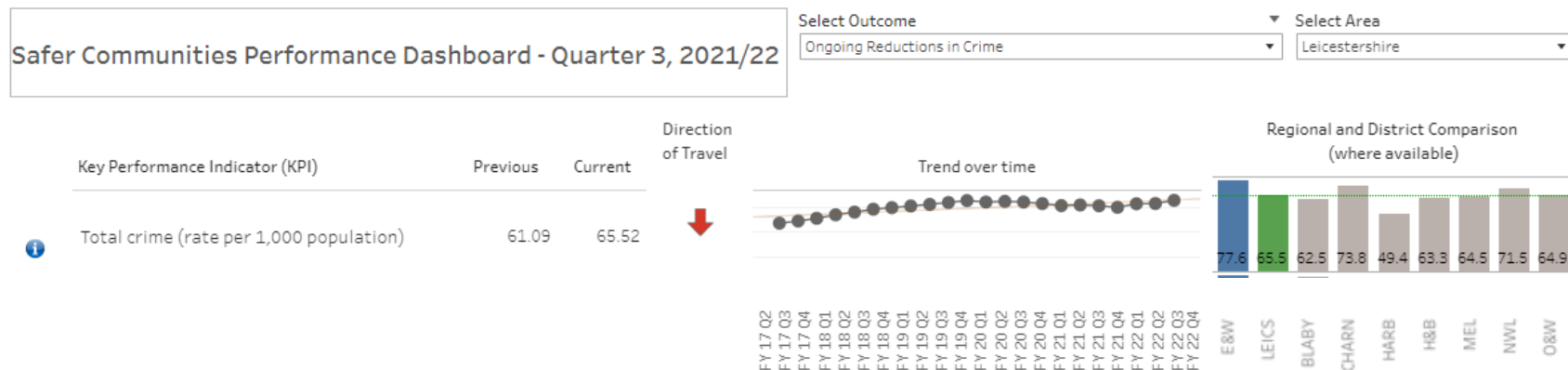
Including place indicators provides context against key themes and domains. Place indicators may change throughout the lifecycle of 2022-23 dependent on emerging themes and available data sets.

Frequency of data

The intention is to share a 6 monthly update on key themes and domains, this will be shared with Finance and Performance Scrutiny Committee.

Examples of place information for future reporting can be seen below.

Crime Overview



**Source – Leicestershire Insight Survey, Leicestershire Police ASB statistics and Leicestershire Police SENTINEL case management system

Period – Rolling 12 Months**

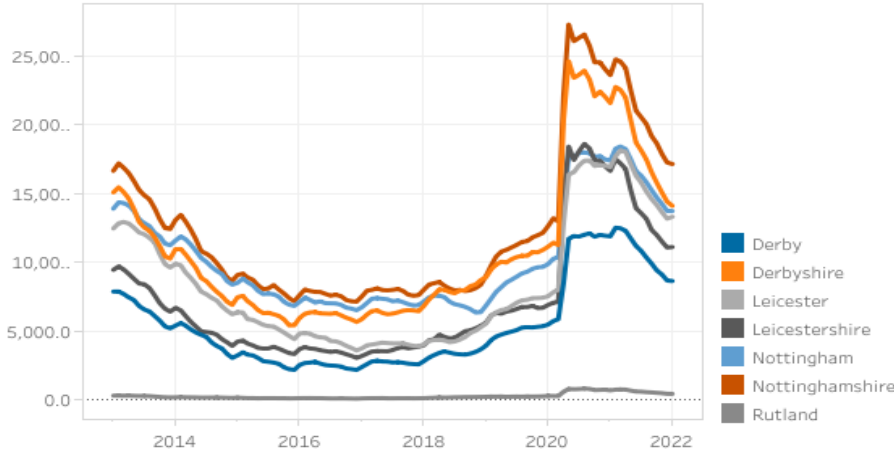
Unemployment Overview



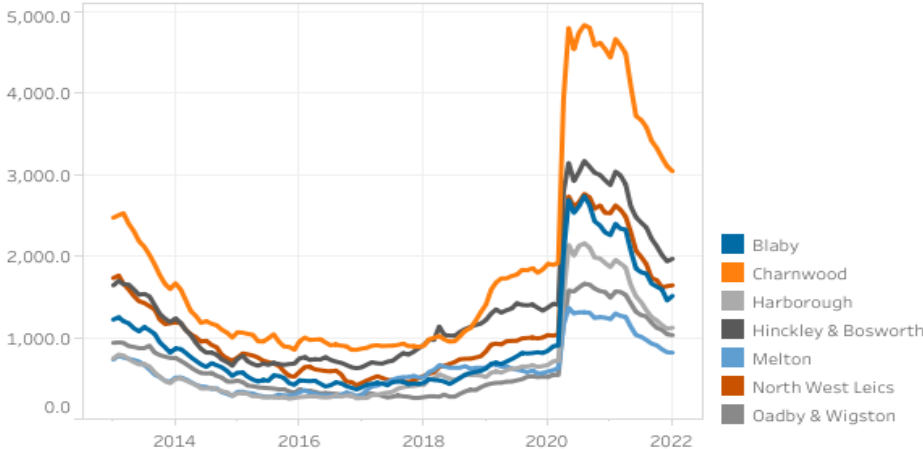
Local Authority JSA & UC Claimants (Jan 2013 - Jan 2022)

- Chart Display**
- Monthly Figure
 - Diff from Previous
- Measure**
- Count
 - Rate

Upper Tier Authorities



Leicestershire Districts



	Nov 2021	Dec 2021	Jan 2022
Derby	9,125.0	8,690.0	8,655.0
Derbyshire	15,080.0	14,425.0	14,120.0
Leicester	13,655.0	13,195.0	13,325.0
Leicestershire	11,515.0	11,090.0	11,125.0
Nottingham	14,260.0	13,750.0	13,745.0
Nottinghamshire	17,885.0	17,270.0	17,165.0
Rutland	500.0	455.0	450.0
LLEP	25,175.0	24,285.0	24,450.0
East Midlands	117,680.0	113,200.0	113,290.0
England	1,617,805.0	1,560,280.0	1,557,415.0
United Kingdom	1,881,715.0	1,815,325.0	1,812,535.0

	Nov 2021	Dec 2021	Jan 2022
Blaby	1,590.0	1,455.0	1,510.0
Charnwood	3,205.0	3,100.0	3,040.0
Harborough	1,150.0	1,110.0	1,120.0
Hinckley & Bosworth	2,010.0	1,935.0	1,965.0
Melton	855.0	820.0	815.0
North West Leics	1,615.0	1,630.0	1,640.0
Oadby & Wigston	1,095.0	1,040.0	1,030.0

Source: Claimant count, ONS, 2022. For more information, please visit www.nomisweb.co.uk. Produced by the Strategic Business Intelligence Team, Leicestershire County Council, 2022.

Health Overview

Staying healthy and well– public health data

Indicator	Period	Charnwood		Region England			England		Best
		Recent Trend	Count	Value	Value	Value	Worst	Range	
Smoking Prevalence in adults (18+) - current smokers (APS)	2019	–	18,033	12.0%	14.8%	13.9%	27.5%		3.4%
Percentage of physically active adults	2019/20	–	-	65.7%	65.9%	66.4%	49.4%		80.2%
Percentage of adults (aged 18+) classified as overweight or obese	2019/20	–	-	59.4%	65.4%	62.8%	78.3%		41.6%
Excess winter deaths index	Aug 2018 - Jul 2019	–	26	5.3%	16.4%	15.1%	36.4%		-8.2%
New STI diagnoses (exc chlamydia aged <25) / 100,000 New data	2019	→	702	573	624	917	4,562		294
TB incidence (three year average)	2017 - 19	–	41	7.5	7.3	8.6	45.0		0.2
Smoking Prevalence in adults in routine and manual occupations (18-64) - current smokers (APS)	2019	–	-	19.7%	25.5%	23.2%	60.3%		3.5%

Charnwood performs relatively well on the indicators listed above with only one indicator (% of physically active adults) performing very slightly below the national and regional value.

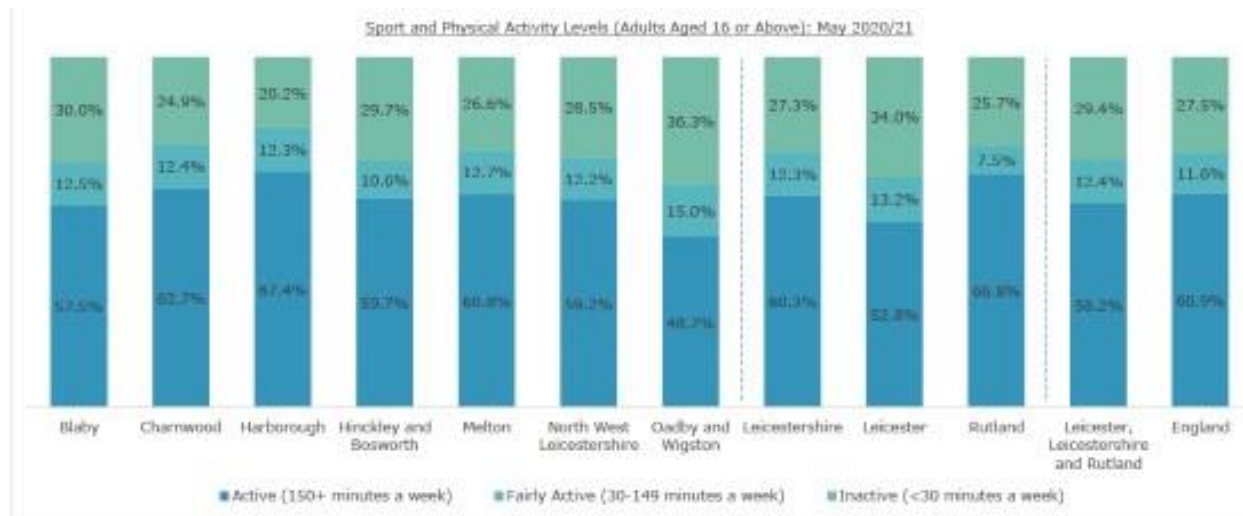
Source, PHE, Fingertips, 2021

Physical activity and wellbeing

Active Together physical health and wellbeing survey, 2021:

- 450 responses for Charnwood residents
- 67% saying health was good or very good, 24.9% stating it was 'fair', 8% stating bad or very bad

Active Lives Adult Survey, May 2020/21:



Charnwood has the second lowest levels of inactive residents of all of the Leicestershire districts and the second highest level of active residents

Planning Overview

Indicator	2020/21	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	Direction of travel	Commentary	Regional Commentary	National Commentary
Net additional homes provided (cumulative Target)	1,116 Homes	278 Homes	555 Homes	834 Homes	1,111 Homes		To be updated 6 monthly	To be updated 6 monthly	To be updated 6 monthly
Number of affordable homes delivered (gross) (cumulative target)	213 Homes	45 Homes	90 Homes	135 Homes	180 Homes		To be updated 6 monthly	To be updated 6 monthly	To be updated 6 monthly
Number of years housing supply	4.1 Yrs.	Annual Indicator – to be reported in quarter 4 only					To be updated end of Q4	To be updated end of Q4	To be updated end of Q4
Direction of travel to 5-year housing supply							To be updated end of Q4	To be updated end of Q4	To be updated end of Q4

Housing Delivery Test: 2021 Measurement

Area Name	Number of homes required			Total number of homes required	Number of homes delivered			Total number of homes delivered	Housing Delivery Test: 2021 measurement
	2018-19	2019-20	2020-21		2018-19	2019-20	2020-21		
Charnwood	820	751	658	2228	1117	993	1116	3225	145%
Harborough	542	496	366	1404	729	938	1011	2678	191%
Hinckley and Bosworth	468	418	301	1188	464	285	267	1016	86%
Leicester	1280	1474	1154	3908	1437	1448	1050	3935	101%
Melton	170	156	113	440	222	334	310	866	197%
North West Leicestershire	368	347	239	954	713	754	702	2169	227%
Oadby and Wigston	144	136	99	378	93	170	215	478	127%

The housing Delivery Test is published annually and covers the previous 3 financial years.

The Housing Delivery Test compares the net homes delivered over 3 years to the homes required over the same period.

Source – Department for Levelling Up, Housing and Communities

Charnwood Borough Council

Equality Impact Assessment 'Knowing the needs of your customers and employees'

Background

An Equality Impact Assessment is an improvement tool. It will assist you in ensuring that you have thought about the needs and impacts of your service/policy/function in relation to the protected characteristics. It enables a systematic approach to identify and record gaps and actions.

Legislation- Equality Duty

As a local authority that provides services to the public, Charnwood Borough Council has a legal responsibility to ensure that we can demonstrate having paid due regard to the need to:

- Eliminate discrimination, harassment and victimisation
- Advance Equality of Opportunity
- Foster good relations

For the following protected characteristics:

1. Age
2. Disability
3. Gender reassignment
4. Marriage and civil partnership
5. Pregnancy and maternity
6. Race
7. Religion or belief
8. Sex (Gender)
9. Sexual orientation

What is prohibited?

1. Direct Discrimination
2. Indirect Discrimination
3. Harassment
4. Victimisation
5. Discrimination by association
6. Discrimination by perception
7. Pregnancy and maternity discrimination
8. Discrimination arising from disability
9. Failing to make reasonable adjustments

Note: Complete the action plan as you go through the questions.

Step 1 – Introductory information

Title of the policy	Corporate Plan 2020-2024
Name of lead officer and others undertaking this assessment	Helen Gretton Suzanne Kinder
Date EIA started	October 2019
Date EIA completed	December 2019

Step 2 – Overview of policy/function being assessed:

Outline: What is the purpose of this policy? (Specify aims and objectives)
The Corporate Plan 2020-2024 is a strategic plan which outlines what Charnwood Borough Council plans to deliver to the community over the next four years. It sets out the activity to be undertaken by the authority, and with partners, and identifies real and achievable targets, which in turn will create positive outcomes for individuals and communities in service design, delivery and employment.
What specific group/s is the policy designed to affect/impact and what is the intended change or outcome for them?
The whole population of Charnwood will be affected. The Corporate Plan 2020-2024 is an overarching document which is designed to create positive impacts for people who live, work and visit in the Borough. It should not have an adverse impact on any groups or individuals as its purpose is to make the Council's practices and services more effective, fair and accessible for all.
Which groups have been consulted as part of the creation or review of the policy?
A resident's survey was undertaken for 12 weeks, from July- September 2019. This was an opportunity to consult with a cross range of residents, across each of the protected characteristics throughout the Borough. The survey was conducted by M.E.L Research, on behalf of Charnwood Borough Council, who ensured a quota sampling approach was used to ensure that the sample represented the population of Charnwood Borough. Independent quotas were set by ward, gender, age and ethnicity (White and BME) based on the 2011 census data, with 550 responses was set in order to achieve a margin of error of $\pm 4\%$ at the 95% confidence level (based on a population of 166,100). A further 4-week consultation took place in December 2019 (in line with the Budget & Policy Framework) to consult with stakeholders on the final draft version of the Corporate Plan 2020-2024. Results from other appropriate service specific consultations were also used to influence the content of the Corporate Plan 2020-2024.

Step 3 – What we already know and where there are gaps

List any existing information/data do you have/monitor about different diverse groups in relation to this policy? Such as in relation to age, disability, gender reassignment, marriage and civil partnership, pregnancy & maternity, race, religion or belief, sex, sexual orientation etc. Data/information such as:

- Consultation
- Previous Equality Impact Assessments
- Demographic information
- Anecdotal and other evidence

1. Demographic information (based on Census 2011) which provides information on a range of the protected characteristics, in particular age, disability, race, religion or belief and sex.
2. Residents Survey (2019) which surveyed a cross range of residents across the borough of Charnwood.
3. Various information based on service specific consultations and monitoring of services.

What does this information / data tell you about diverse group? If you do not hold or have access to any data/information on diverse groups, what do you need to begin collating / monitoring? (Please list)

This information/ consultation informs the council of the specific needs and priorities of residents and service users across the Borough. The development of the Corporate Plan 2020-2024, ensures that the actions and objectives embedded within the Plan provide positive outcomes for everyone living, working and visiting the Borough.

The following information was highlighted as pertinent from analysis of the 551 responses to the Residents Survey (2019):

93% felt that their local area is a place where people from different backgrounds get on well together. However, this was statistically lower in the Rothley & Thurstaston ward.

A difference was found between age groups, with respondents aged 18 to 24 significantly happier (99%) compared to those aged 35 to 44 (90%) and 55 to 64 (92%).

Being able to go to sports and leisure facilities: Residents under 35 (57%) are less likely to be satisfied than those aged 35-44 (73%) or those aged 55-74 (74%).

Being able to go to sports and leisure facilities: 65% of those without a disability report satisfaction compared to 81% of those with a disability (limited a lot).

Encouraging and investing in business and jobs: Residents aged between 35-44 (67%) were more likely to be satisfied than residents in the 18-24 (46%) or 65-74 age group (51%).

Feeling safe in my home and the local area: 83% of 35-44 year olds report satisfaction compared to 94% of 65-74 year olds.

Climate change and looking after the environment: 70% of 45-54-year olds report satisfaction compared to 84%-85% of 18-44 year olds and 90% of those aged 65-74.

My rubbish collected on a regular and reliable basis: 93% of 35-44 year olds report satisfaction compared to 100% of 18-24 year olds.

Availability of affordable housing to buy: Residents aged 18-24 (52%) are less likely to be satisfied compared to older residents (64%-84%).

Availability of affordable housing to rent: 35% of those with a disability (limited a little) report satisfaction compared to 63% of those without a disability and 68% of those with a disability (limited a lot).

Cleanliness and tidiness of my local area: 91% of 18-34 year olds report satisfaction compared to 79% of 45-54 year olds.

Significantly fewer white residents (71%) were satisfied with the variety of shops and markets available, compared to non-white residents (83%).

My rubbish collected on a regular and reliable basis: 89% of those with a disability (limited a lot) report satisfaction compared to 96% of those without a disability.

Only 29% of all respondents felt it was easy to influence decisions that might affect them and 36% were satisfied with how they can get involved in local decision making.

Where a potential adverse impact has been identified through consultation and engagement, this will either be addressed via mitigating action within the Corporate Plan (2020-2024) and/or the associated Business Plan, or where appropriate in specific Team Plans to address any inequality within specific service delivery.

Additionally, a further potential barrier is access to, and availability of, relevant information on sexual orientation and gender reassignment from within the Council and from other organisations. As the Corporate Plan 2020-2024 is an overarching strategic document, this will not create any adverse impacts on any diverse groups within the community, but when implementing the individual projects and initiatives within the plan it is important to consider collecting information in these areas in order to inform service delivery and to mitigate any potential adverse impact.

Step 4 – Do we need to seek the views of others? If so, who?

In light of the answers you have given in Step 2, do you need to consult with specific groups to identify needs / issues? If not, please explain why.

Not in this circumstance. The Corporate Plan 2020-2024 is an overarching strategic plan which includes a range of initiatives and different projects which are designed to provide positive outcomes for the wider community. Further consultation, with individuals of protected characteristics, will take place as part of the ongoing development and implementation of these specific projects and initiatives which make up the Corporate Plan 2020-2024.

Step 5 – Assessing the impact

In light of any data/consultation/information and your own knowledge and awareness, please identify whether the policy has a positive or negative impact on the individuals or community groups (including what barriers these individuals or groups may face) who identify with any 'protected characteristics' and provide an explanation for your decision (please refer to the general duties on the front page).

	Comments
Age	<p>The actions and objectives set out in the Corporate Plan 2016-2020 are likely to have a positive impact on individuals and communities with regards to the protected characteristic of age.</p> <p>Specific initiatives have been included in the Corporate Plan to support vulnerable members of our community, including younger people and older people. This should create a greater positive impact on this protected characteristic.</p> <p>However, given the disparity of some issues/ elements of service delivery, across different age ranges, which were highlighted in the Residents Survey 2019 any potential adverse impact will either be addressed via mitigating action within the Corporate Plan (2020-2024) and/or the associated Business Plan, or where appropriate in specific Team Plans to address any inequality within specific service delivery.</p>
Disability (Physical, visual, hearing, learning disabilities, mental health)	<p>The actions and objectives set out in the Corporate Plan 2020-2024 are likely to have a positive impact on individuals and communities with regards to the protected characteristic of disability.</p> <p>Specific initiatives have been included in the Corporate Plan to support vulnerable members of our community, including</p>

	<p>people with disabilities. This should create a greater positive impact on this protected characteristic.</p> <p>However, given the disparity of some issues/ elements of service delivery, based on the protected characteristic of disability, which were highlighted in the Residents Survey 2019 any potential adverse impact will either be addressed via mitigating action within the Corporate Plan (2020-2024) and/or the associated Business Plan, or where appropriate in specific Team Plans to address any inequality within specific service delivery.</p> <p>The publication of the Corporate Plan 2020-2024 will be provided in an accessible format if required and requested by specific individuals/ community groups.</p>
Gender Reassignment (Transgender)	<p>The actions and objectives set in the Corporate Plan 2020-2024 are likely to have a positive impact on individuals and communities with regards to the protected characteristic of gender reassignment.</p> <p>A potential barrier may be access to and availability of relevant information as there is little national and local information on gender re-assignment both within the Council and other organisations. Therefore, additional monitoring of this protected characteristic may be required.</p>
Race	<p>The actions and objectives set out in the Corporate Plan 2020-2024 are likely to have a positive impact on individuals and communities with regards to the protected characteristic of race.</p> <p>The published Corporate Plan 2020-2024 will be available in alternative languages if required and requested by specific individuals/ community groups.</p>
Religion or Belief (Includes no belief)	<p>The actions and objectives set out in the Corporate Plan 2020-2024 are likely to have a positive impact on individuals and communities with regards to the protected characteristic of religion or belief.</p>
Sex (Gender)	<p>The actions and objectives set out in the Corporate Plan 2020-2024 are likely to have a positive impact on individuals and communities with regards to the protected characteristic of sex.</p>
Sexual Orientation	<p>The actions and objectives set out in the Corporate Plan 2020-2024 are likely to have a positive impact on individuals and communities with regards to the protected characteristic of sexual orientation.</p> <p>A potential barrier may be access to and availability of relevant information as there is little national and local information on sexual orientation both within the Council and other organisations. Therefore, additional monitoring of this protected characteristic may be required.</p>
Other protected groups (Pregnancy & maternity, marriage & civil partnership)	<p>The Corporate Plan 2020-2024 will provide positive impacts for all members of the community and this fully includes individuals within the protected characteristics of pregnancy & maternity and marriage & civil partnership.</p>
Other socially excluded groups	<p>The actions and objectives within the Corporate Plan 2020-2024 also cover a variety of other groups such as; rural</p>

<p>(carers, low literacy, priority neighbourhoods, health inequalities, rural isolation, asylum seeker and refugee communities etc.)</p>	<p>isolation, deprived or disadvantaged communities (priority neighbourhoods), health inequality, asylum seeker and refugee communities. The specific actions in the Corporate Plan 2020-2024 are likely to have a positive impact on all individuals and communities.</p> <p>The Corporate Plan 2020-2024 aims to create inclusive communities and foster good community relations. Key initiatives are focussed on involving communities, giving them a voice and supporting them to be involved in decision making within their own communities. Therefore, there is likely to be a further positive impact on individuals and communities with regards to community involvement and cohesion.</p>
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Where there are potential barriers, negative impacts identified and/ or barriers or impacts are unknown, please outline how you propose to minimise all negative impact or discrimination.

Please note:

- a) If you have identified adverse impact or discrimination that is illegal, you are required to take action to remedy this immediately.
- b) Additionally, if you have identified adverse impact that is justifiable or legitimate, you will need to consider what actions can be taken to mitigate its effect on those groups of people.

Further consultation for individual protected characteristics will take place as part of the ongoing development and implementation of these specific projects and initiatives which make up the Corporate Plan 2020-2024 and associated Business Plan.

Equality Impact Assessments will also be undertaken, where appropriate, on the individual elements of the projects and initiatives which make up the Corporate Plan 2020-2024 and associated Business Plan.

Summarise your findings and give an overview as to whether the policy will meet Charnwood Borough Council's responsibilities in relation to equality and diversity (please refer to the general duties on the front page).

The Corporate Plan 2020-2024 aims to provide positive impact for all individuals living, working and visiting the Borough and therefore meets the Council's responsibilities in relation to equality and diversity.

Step 6- Monitoring, evaluation and review

<p>Are there processes in place to review the findings of this Assessment and make appropriate changes? In particular, how will you monitor potential barriers and any positive/ negative impact?</p>
<p>If any negative impacts occur/ potential barriers arise then this will be monitored and evaluated via our Corporate Customer Complaints Procedure.</p> <p>Where appropriate, individual Equality Impact Assessments will be conducted as part of the ongoing development and implementation of specific projects and initiatives which make up the Corporate Plan 2016-2020. This will seek to mitigate any barriers or adverse impact to any of the protected groups.</p>
<p>How will the recommendations of this assessment be built into wider planning and review processes? e.g. policy reviews, annual plans and use of performance management systems.</p>
<p>All actions within the Corporate Plan are monitored through the Annual Business Plan via the Council's Performance Management System. This is monitored via the Council's Corporate Management Team, Senior Management Team and Performance Scrutiny Panel and any negative impacts will be picked up through this scrutiny process.</p>

Step 7- Action Plan

Please include any identified concerns/actions/issues in this action plan: The issues identified should inform your Service Plan and, if appropriate, your Consultation Plan			
Reference Number	Action	Responsible Officer	Target Date
001	Further consider the protected characteristics of gender reassignment and sexual orientation when developing and implementing specific projects and initiatives within the Corporate Plan 2020-2024.	Heads of Service in all service areas across Charnwood Borough Council	Ongoing
002	Further consider consultation for individual protected characteristics as part of the ongoing development and implementation of specific projects and initiatives which make up the Corporate Plan 2020-2024.	Heads of Service in all service areas across Charnwood Borough Council	Ongoing

Step 8- Who needs to know about the outcomes of this assessment and how will they be informed?

	Who needs to know (Please tick)	How they will be informed (we have a legal duty to publish EIA's)
Employees		This EIA will be published on Charnwood Borough Council's webpage and intranet. Service users, partners and stakeholders can also request this EIA in alternative formats if required.
Service users		
Partners and stakeholders		
Others	N/A	N/A
To ensure ease of access, what other communication needs/concerns are there?	N/A	N/A

Step 9- Conclusion (to be completed and signed by the Service Head)

Please delete as appropriate
I agree with this assessment / action plan
If <i>disagree</i> , state action/s required, reasons and details of who is to carry them out with timescales:
Signed (Service Head): Adrian Ward
Date: 04/12/19

Please send completed & signed assessment to Suzanne Kinder for publishing.