

Council Meeting		Agenda Item: 9
Meeting Date	14 May 2014	
Report Title	Corporate Plan update 2014/15	
Cabinet Member	Cllr Bowles, Leader of the Council	
SMT Lead	Abdool Kara, Chief Executive	
Head of Service	David Clifford, Policy Manager	
Lead Officer	David Clifford, Policy Manager	
Key Decision	No	
Classification	Open	
Forward Plan	Reference number:	
Recommendations	Council is recommended to: 1. Adopt the version of the Corporate Plan presented here for 2014/15.	

1 Purpose of Report and Executive Summary

- 1.1 This report appraises Council of the work undertaken to update the Corporate Plan, and asks Council to adopt the version presented here for 2014/15.

2 Background

- 2.1 In May 2012 the Council adopted its second Corporate Plan, setting out the strategic direction of the organisation to 2015. The Plan introduced three new overarching corporate priorities:
- Embracing localism;
 - Open for business; and
 - Healthy environment.
- 2.2 In order to ensure the ongoing relevance of the Plan, the Council is committed to conducting an annual update to review the text and amend the 'priorities for action' which sit under it. The intention is to ensure that the detail of the Plan is kept up to date, rather than to alter the overall strategic direction. The next wholesale re-write of the Plan will take place during 2014/15 in time for 2015/16.
- 2.3 Discussions have taken place with Cabinet and SMT, as well as with individual cabinet members and senior officers, resulting in a number of updates to the text and the priorities for action. The updated Plan has also been considered by the Policy Overview Committee, which has made a number of recommendations,

most of which have been accommodated and which are discussed in Section 5 below.

3 Proposal

3.1 The version of the Corporate Plan attached at Appendices I and II represents the outcome from the discussions described above. As a key component of the Council’s policy framework, adoption of the updated Plan is a matter for full Council. Council is **recommended** to adopt the version of the Plan presented here.

3.2 In addition to the priorities for action at Appendix II, the Plan is supported by a set of corporate-level performance indicators, the content of which was agreed by Council last May. Provisional three-year targets were also agreed, and the Chief Executive has delegated authority, in consultation with the Cabinet Member for Performance, to agree any revisions. A complete set of indicators and targets for 2014/15 is attached at Appendix III for information.

4 Alternative Options

4.1 One alternative would be to dispense with the Corporate Plan altogether. However, this would leave the organisation without a clear statement of its strategic priorities, which in turn would lead to conflicting demands on resources and a lack of focus on the part of officers. This option is therefore not recommended.

4.2 A further alternative would be not to update the Plan for 2014/15. While the 2013/14 version remains serviceable, the amendments proposed in this report are desirable in order to maintain the Plan’s relevance to the day-to-day operations of the organisation. This option is therefore also not recommended.

5 Consultation Undertaken or Proposed

5.1 Cabinet members, directors, heads of service and a number of third-tier managers have been closely involved in the review of the Plan.

5.2 The Plan was also considered by the Policy Overview Committee in February. In addition to a number of suggestions for improvement which have been incorporated in the text and priorities for action, this resulted in seven formal recommendations to Cabinet, which are discussed in the table below.

Recommendation from POC	Cabinet response
<p>Recommendation 1: on page 6 of the text, under ‘Localism in practice in Swale’, amend text from ‘We will continue to help groups of residents with an interest...’ to ‘We will continue to help groups of residents and local organisations with an interest...’.</p>	<p>Cabinet agreed this recommendation and the Plan has been amended accordingly.</p>

<p>Recommendation 2: on page 11 of the text, under ‘Improving health and reducing inequality’, add the sentence ‘the council will continue to represent the interests of the borough at a strategic level with clinical commissioning groups and hospital trusts to ensure that residents of Swale receive excellent health care’.</p>	<p>Cabinet agreed this recommendation and the Plan has been amended accordingly.</p>
<p>Recommendation 3: on page 8 of the text, under ‘Creating an ‘open for business’ environment’, amend ‘...particularly for further progress on the relief roads and a new M2 junction...’ to read ‘...particularly for further progress on the relief roads, which are essential for the future of the borough, and a new M2 junction...’.</p>	<p>Cabinet agreed this recommendation and the Plan has been amended accordingly.</p>
<p>Recommendation 4: under priority for action OB 9, amend the activity area ‘Work with Visit Kent to promote awareness of the borough’ to ‘Work with Visit Kent to accurately promote the borough’.</p>	<p>Cabinet agreed this recommendation and the Plan has been amended accordingly.</p>
<p>Recommendation 5: under priority for action OB 10, amend the first outcome from ‘Adequate housing supply programmed in, together with supporting infrastructure’ to ‘Adequately diverse range of housing supply programmed in, including executive and starter homes and social housing, together with supporting infrastructure’.</p>	<p>Cabinet agreed this recommendation and the Plan has been amended accordingly.</p>
<p>Recommendation 6: add a new priority for action as HE 9 to ‘Implement <i>Move Ourselves</i>, the sport and physical activity framework for Swale’, with activity areas and outcomes drawn from the framework.</p>	<p>Cabinet agreed this recommendation and the Plan has been amended accordingly.</p>
<p>Recommendation 7: under priority for action HE 2, add a new activity area to ‘Promote Sustrans national cycle route one through the borough’.</p>	<p>Following consultation with Sustrans, officers are of the view that the age of the cycle route and the increase in motorised traffic along much of it since it was designated would make proactive promotion unadvisable, and Cabinet is therefore rejected this proposed amendment.</p>

5.3 A full public consultation was undertaken on the Plan when it was first developed in 2012. In view of the fact that the Council’s overall strategic direction will not be affected by the 2014/15 update, it is not intended that further public consultation will take place until a brand new Corporate Plan is produced to cover the period 2015/16-2018/19.

6 Implications

Issue	Implications
Corporate Plan	Implications are as outlined in the body of the report. The update does not propose any change to the Council's overall strategic direction.
Financial, Resource and Property	Proposed updates to the Corporate Plan have been made by Cabinet members, directors and heads of service in the light of draft budget proposals for 2014/15.
Legal and Statutory	There is no statutory obligation to prepare a corporate plan, but it is widely regarded as good practice to do so. The Plan is a policy framework document, so changes need to be agreed by full Council.
Crime and Disorder	There is a specific priority for action in the Plan relating to crime and disorder. The approach set out is consistent with the Council's legal obligations and partnership commitments.
Sustainability	There is a specific priority action in the Plan relating to Climate Local Swale. The approach set out is consistent with the Council's legal obligations.
Health and Wellbeing	The updated Plan contains a number of references to health and wellbeing, including a priority for action to 'continue to contribute to the local health and public health agendas'. This includes an outcome on reducing health inequalities within the Borough.
Risk Management and Health and Safety	The risks associated with not having a corporate plan are outlined in section 4 above. No specific health and safety implications have been identified at this stage.
Equality and Diversity	The Corporate Plan was subject to a full impact assessment when it was first produced. A further impact assessment has been undertaken on the updated priorities for action, and this is attached at Appendix IV.

7 Appendices

7.1 The following documents are to be published with this report and form part of the report:

- Appendix I: Corporate Plan 2014/15 text.
- Appendix II: Corporate Plan 2014/15 priorities for action.
- Appendix III: Corporate performance indicators and 2014/15 targets.
- Appendix IV: Corporate Plan 2014/15 – community impact assessment.

8 Background Papers

- Corporate plan 2012-2015 updated for 2013/14. This is available from <http://www.swale.gov.uk/corporate-plan/>.

Swale First

Corporate Plan 2012-2015: Updated for 2014/15

Foreword

Two years ago, as we were developing this Corporate Plan, the world was still mired in the depths of the worst economic conditions since the Great Depression. Our desire to help Swale take advantage of new freedoms from Whitehall control was given particular urgency by the need to stimulate the local economy and empower our communities to take charge of their own futures.

We are at last beginning to see the first signs of a sustained economic recovery, but the scale of the national debt is such that public spending will need to be severely constrained for many years to come. Local authorities, which have already borne the brunt of massive across-the-board spending reductions, will not be exempt from this.

As Council budgets continue to shrink, there is an ongoing impetus for communities to step up and take responsibility for the assets and services they value – but our successes over the last two years have demonstrated that community involvement in services is about much more than saving money. Across the Borough, from sports clubs to village halls, Swale is supporting people to play an active role in the future of the amenities that matter to them.

In the economy too, our hard work is paying off, making a real difference to people's lives. Over 1,000 young residents per year are now seizing the chance for high-quality vocational training through the apprenticeship scheme, and more than 120 potential and existing small employers have so far benefited from the free business support service and interest-free business loans we have facilitated.

But there is still much to be done, and we must continue to work with our communities to find imaginative and cost-effective solutions to local issues, whether these are social, economic, or environmental. I am confident that this updated Corporate Plan will provide us with the springboard we need to work together to make Swale a better place for everyone.

Councillor Andrew Bowles, Leader of the Council

Contents

...

Introduction

This updated Corporate Plan sets out:

- what the Council aims to achieve in making Swale a better place for its residents over the next year;
- the priorities that will help us get there;
- the key actions we will undertake or engage in to achieve those priorities; and
- how we will manage and monitor our performance to deliver our objectives.

It is organised around our three interlinked corporate priorities – ‘embracing localism’, ‘open for business’ and ‘healthy environment’. It focuses specifically on areas of significant change and focus for improvement rather than attempting to cover everything the Council does.

Figure 1: The Corporate Compass (to be inserted)

The Council’s overarching purpose is to ‘make Swale a better place’. The Corporate Compass sets out the interrelated priorities, values, and competencies that we as an organisation need to achieve this.

A Portrait of the Borough in Numbers

In developing our priorities, we have considered evidence from a wide range of sources, including residents' views of what is important and what needs improving, as well as demographic and statistical facts about the Borough and how it compares to other parts of the UK.

Swale at a glance

Figure 2: Map of Swale (to be inserted)

Area: 140 square miles (360km²)

Population: 137,700

This section summarises some of Swale's main demographic features and key social and economic challenges, and outlines some of the successes the Borough has had in addressing these. Further information is available in our publication *Swale in 2014*, available to download from <http://www.swale.gov.uk/corporate-plan/>.

Quality of life: the indices of deprivation

There are significant disparities in the quality of life enjoyed by Swale's residents in different areas. The Borough is a mix of rural and urban, and of affluent and less affluent. While prosperity is returning following the recession, Swale still encompasses pockets of poverty and disadvantage not typically associated with the South-East.

The English indices of deprivation are calculated by central government based on a range of indicators of social and economic wellbeing in individual neighbourhoods. These neighbourhood scores can be combined to give an overall score for each local authority as an indicator of the quality of life enjoyed there.

Swale is ranked as the 99th most deprived area out of 326 in England, meaning that our residents' socioeconomic wellbeing is among the lowest third of local authorities in the country. This overall figure masks considerable variation within the Borough, with more than one-fifth of Swale's neighbourhoods among the worst-off 20 per cent nationally, and almost one-tenth among the worst-off ten per cent.

Many of these least well-off areas are situated in the west of the Borough, in the urban centres of Sheerness and Sittingbourne. However, there are also pockets of deprivation in Faversham, as well as significant levels of isolated rural poverty, particularly on eastern Sheppey.

Swale's economy: skills, jobs and income levels

Swale's economy has historically been most strongly associated with manufacturing, port activities and agriculture, but the last 25 years have seen a successful diversification towards a broad range of small and medium-sized businesses. Closures and job losses exacerbated by the recent economic crisis have been partially mitigated by new opportunities, but the need to continue to diversify and improve the range of local jobs remains.

One of the legacies of Swale's industrial past is its 'skills gap', with a higher than average proportion of residents having insufficient workplace skills and fewer than average highly qualified professionals. However, the Borough has seen dramatic improvement in young people's GCSE attainment in recent years, bringing the overall proportion of the workforce with no qualifications closer to the national and regional averages and improving employability.

Figure 3: Qualifications and jobs: key indicators, relativised so that Great Britain = 100 (to be inserted)

Nonetheless, this relative lack of professional jobs and marketable skills means that unemployment remains higher than the regional average, and salaries are lower. Together these explain why the average income level of Swale's households is well below that of a typical district in the South-East.

Figure 4: Salaries, benefits and household income: key indicators, relativised so that Great Britain or England = 100 (to be inserted)

These are issues which have the potential to exact a continued toll on the Borough even as the economy recovers, leaving Swale with fewer good jobs and greater welfare dependency than other areas. It is these issues, which impair people's lives and hold back their potential, that the Council's priorities – especially being 'open for business' – are intended to address.

What Swale residents think

Each year, the Council runs a survey of residents to find out their views on the positive and negative features of local life and the priorities they think we should be concentrating on. Residents are asked to choose the five features of local life which they believe are most important in making somewhere a good place to live, and the five which are most in need of improvement in Swale. The most popular answers in 2013 are shown below.

<i>Residents' views on features of local life</i>	
<i>Most important in making somewhere a good place to live</i>	<i>Most in need of improvement in Swale</i>
Level of crime Clean streets Health services Good schools Road and pavement repairs	Road and pavement repairs Activities for teenagers Job prospects Traffic congestion Shopping facilities

Some of the features in the table above are the direct responsibility of Swale Borough Council, but many of them are the responsibility of our partners such as Kent County Council and Kent Police, underlining the continuing importance for Swale of good partnership working between local agencies.

You said, we did

It is important to us that the community helps shape our priorities and activities, and so between December 2011 and March 2012 we asked for your views on the priorities in the first draft of this Plan.

The feedback we received broadly fell into five areas:

- engaging communities and support for new community groups;
- support for local business;
- the importance of growing local jobs and improving skill levels;
- improving the local transport network; and
- issues relating to tackling climate change and enhancing the environment more generally.

These comments have helped us shape our detailed plans, and have influenced the key projects and priority actions we have set out in this updated Corporate Plan.

Embracing Localism

Swale favours pushing decision-making to the most local and appropriate level, devolving power over local problems away from the state to the local people who are best placed to know how to solve them. The intention is to reinvigorate the grassroots of our society, pruning back the state, and encouraging greater personal and community responsibility for the wellbeing of people and places.

A responsive and empowering Council

In Swale, we are working hard to ensure that this 'localist' approach to public services is more than just a concept. In part, this is about improving how we listen to the views of our residents and design our services accordingly, but it is also about supporting communities to develop their own solutions to the issues that matter to them, and then handing over the power to make those solutions happen.

As a responsive Council with a passionate drive to do the best for our communities, localism was already high on Swale's agenda long before it appeared on the government's. We already enjoy good relationships with the grassroots organisations which are fundamental to making localism work, and we want to continue to build on this track record.

Localism in practice in Swale

We will continue to transfer the responsibility for assets and services to the community and voluntary organisations which have the passion and the local knowledge to run them most effectively. We will continue to help groups of residents and local organisations with an interest in an asset or service to acquire the skills necessary for a successful transfer of responsibility for that asset or service. We will also implement our 'Local First' Policy, maximising the social value of our contracts by supporting local businesses and organisations to win them.

We are also working hard to embed a 'localist' ethos across the full range of the Council's activities. This includes areas such as spatial planning, where we will continue to support parish councils and community groups to develop and adopt neighbourhood plans; and housing, where our new Allocations Policy will include a criterion requiring applicants to demonstrate a genuine connection with the local area.

Ward councillors as community champions

We recognise the crucial role councillors have to play in making localism work, both as champions for the interests of their wards and as catalysts for grassroots activism in their communities. We believe that councillors as elected representatives should be visible to residents, helping them to voice any concerns, and accountable to their communities for decisions on the allocation of public money.

This gives councillors an essential role in scrutinising decision-making and ensuring that public services, however they are delivered, are accountable, accessible, and inclusive.

Priority projects and actions

During 2014/15 we will deliver a number of key projects and actions under this corporate priority. [...]

Open for Business

This priority is about working with our private and public sector partners to stimulate economic growth and ensure that the benefits of this are experienced by local people and businesses. We want to promote a positive image for the Borough as a place to do business – and as one of the best places in Britain in which to live, work and invest.

Creating an ‘open for business’ environment

In order to support economic growth, we need to ensure an ongoing supply of new development opportunities capable of attracting inward investment, as well as tackling barriers which could deter that investment. Many of these barriers are infrastructure-related, and despite the challenging financial climate we will continue to lobby for solutions, particularly for further progress on the relief roads, which are essential for the future of the Borough, and for a new M2 junction for Sittingbourne, as well as for improvements at the existing junctions 5 and 7. We will also work with partners to enhance public transport and broadband connectivity.

We will ‘plan for growth’, providing sites capable both of meeting the needs of expanding businesses and attracting major new investment. We also need to support key employment locations, focusing especially on regeneration plans for town centres, as well as on the continued success of Kent Science Park, Eurolink, Neatscourt, and Kemsley Fields Industrial Estate.

Understanding and supporting local businesses

While attracting inward investment is important, much of the diversification of the Borough’s economy to date has been the result of growth in existing local businesses. We will continue to provide support for the Borough’s employers through a dedicated advice service, and by signposting to the TIGER interest-free loan fund. We will also lobby for parts of the Borough to be given ‘assisted area’ status’.

It is important that the Council values and builds its relationship with business. We need to create opportunities for a broad cross-section of the business community, including microbusinesses, to get involved, and establish better mechanisms through which we can capture their views, perceptions and concerns. This will help to improve our understanding of businesses’ needs and how we can help meet them.

Promoting Swale as a location for investment and tourism

Swale has an improving offer, both as a business location and as a visitor destination. We need to develop a coherent ‘story’ for Swale which highlights what the Borough has to offer, and we need to work both directly and with partners such as Visit Kent and Locate In Kent to promote this to a wider audience across the UK and globally. We will

also work to develop greater confidence in the Borough's attractiveness among existing businesses and communities.

Retaining the benefits of economic growth within the Borough

Wherever possible, we want local jobs to go to local residents. As well as supporting access to employment for those with lower skill levels, we will also seek to encourage higher-skilled workers to live and work in the Borough. Young people's life chances were hit especially hard by the recent recession, and we will work to prevent this temporary lack of opportunities from creating a 'lost generation'.

Using our links with KCC, schools and employers, we will continue to promote high-quality apprenticeships, as well as lobbying for improved vocational training aligned to business need. Where we can, we will also support employers and organisations to help their people improve their skills.

In implementing our new 'Local First' Policy, we will also further our commitment to ensuring that the Council's own spending secures additional social benefits for the Borough. This includes providing more opportunities for local businesses to be suppliers of goods and services to the Council.

Priority projects and actions

During 2014/15 we will deliver a number of key projects and actions under this corporate priority. [...]

Healthy Environment

This priority is about our responsibility to nurture the place that is Swale, both as a geographical area and as a community. Council activities in fields as diverse as town planning, community safety, and regulatory services all have a significant impact on the quality of the physical environment and the health and wellbeing of the population. Swale's residents consistently rank low crime, clean streets, and good health services as the three most important things in making an area a good place to live.

Protecting and enhancing the natural environment

Swale's varied natural environment includes internationally protected wetlands on both sides of the Swale estuary, part of the Kent Downs area of outstanding natural beauty, and an extensive coastline with a variety of economic uses. Approximately 75 per cent of the land area of the Borough is covered by an environmental designation. Through its planning policies, the Council will continue to play an important role in safeguarding and enhancing these natural environments. The effects of climate change represent a particular threat for Swale, with its long coastline of low-lying land, and we will continue to work to mitigate this.

Improving the built environment

Important though the countryside is, most people live in towns and villages. Our planning policies will continue to protect our built and historic heritage wherever possible, and we will encourage new building which is well designed, attractive, and environmentally sustainable. Good services and good planning, including the incorporation of public open space, will make our town centres better places to be. We will continue to reduce the amount of through-traffic, and especially heavy goods vehicles, in our town centres, reducing air pollution and improving pedestrian safety as a result. We will also work with developers to provide adequate affordable housing for our residents.

A cleaner and safer Borough

The new contract for waste collection came into operation in late 2013, eliminating the need for residents to separate glass from other recycling, and introducing new collections of clothing and small electricals. There will also be weekly collections of food waste starting in Spring 2014, and we anticipate that the new contract will result in a significant improvement to the proportion of the Borough's household waste which is recycled or composted.

Close joint working with the police, fire service, and other partners to keep Swale safe remains another key area of focus for the Council, and we are keen to build on the success we have enjoyed in recent years in reducing both crime itself and residents' fear of crime.

Improving health and reducing inequality

The health of Swale residents compares poorly with other areas overall, but there are stark inequalities in people's health between different neighbourhoods within the Borough, with average male life expectancy over 14 years lower in the worst-off areas than in the most affluent¹.

The Council plays a major role in enabling people to make healthier life choices, but responsibility for many health-related functions lies with other local agencies. We will therefore continue to work with Kent County Council in delivering its new public health obligations, for example through our planning, housing, regulatory and leisure services. We convene and chair the Swale Health and Wellbeing Board, and are active participants in the C4G Health and Wellbeing Board, which covers a significant proportion of our residents in the east of the Borough.

We will continue to use these forums as a means of influencing decisions on the services provided in the Borough by our partners within the local health economy. We will also continue to represent the interests of the Borough at a strategic level with clinical commissioning groups and hospital trusts to ensure that residents of Swale receive excellent healthcare.

Priority projects and actions

During 2014/15 we will deliver a number of key projects and actions under this corporate priority. [...]

¹ Source: Public Health Mortality File, 2008-12; Office of National Statistics; South-East Public Health Observatory; Kent and Medway Public Health Observatory. See <http://www.kmpho.nhs.uk/health-and-social-care-maps/swale/>.

Financial Summary

For 2014/15, Swale Borough Council will have a gross revenue budget (excluding benefits) of £25.4m, which represents a 15% reduction on the budget four years ago. This year's budget thus once again reflects the impact of the Government's aim of eliminating the structural deficit by 2017.

Swale has seen sizeable falls in government funding across all four years since the 2010 Comprehensive Spending Review. Despite this, the Council has successfully produced a balanced budget each year without the need to increase council tax. Instead, the funding difficulties have driven a major programme of value-for-money initiatives, which to date have been successful in limiting the impact of cuts on frontline services. These include:

- improved commissioning and procurement of goods and services, including substantial savings on renegotiated waste and street cleansing contracts;
- sharing services with other Kent councils to achieve economies of scale in areas including building control, HR, internal audit, legal services, parking and planning administration;
- adoption of a Council-wide 'category management' approach to smaller items of spend such as IT consumables, utilities and communications;
- efficiency reviews of transactional systems and processes in areas such as revenues, benefits and planning;
- encouraging 'channel shift', maximising self-service arrangements and supporting customers to choose less expensive ways to access services; and
- continual reviews of operational methods.

Our achievement in protecting frontline services in the face of severe budget cuts was recognised in 2013 by our external auditor, who awarded Swale the highest possible score for securing financial resilience.

Figure 5: Where our money comes from (to be inserted)

Looking ahead

From April 2013 business rates were partially localised, so that while the rate in the pound is still set nationally, local authorities now retain 50% of the income collected locally. The system is subject to a highly complex set of tariffs, levies and safety nets, which resulted in the Council retaining around £4m in 2013/14, compared with a total amount collected of £40m. Nonetheless, the new system accentuates the importance of supporting local business rate growth to the financial future of the Council.

The Council prepares a budget projection for three years in its Medium-Term Financial Strategy, which is available at <http://www.swale.gov.uk/medium-term-financial-strategy/>.

We recognise that with no end to the national austerity programme likely for the foreseeable future, the Council will need to go further and faster in its search for efficiencies if it is to continue to maintain frontline services. We are confident that this Plan, with its emphasis on localist innovation and economic growth, provides us with the necessary springboard to do this.

Capital programme

The Council's general policy is to remain free from external borrowing and not to undertake borrowing to fund capital expenditure, other than in exceptional circumstances. Given this, the capital budget is now very limited and is almost wholly dependent upon specific government grant, primarily for disabled facilities.

How We Manage and Measure Our Performance

This Plan has outlined our priorities for the medium term through to 2015, and the actions we will undertake to achieve them during 2014/15.

We have in place a robust framework for monitoring and reviewing progress towards delivering these priorities. These include:

- using the corporate priorities to direct what we do strategically;
- identifying the activities on which we will focus our attention and resources in order to deliver those priorities;
- each service area developing a bespoke service plan showing the contribution it will make to achieving those priorities;
- using those service plans as the basis for setting clear objectives and targets for individual members of staff, and holding those staff accountable for them;
- regularly reporting progress to our strategic management team, Cabinet and Scrutiny Committee; and
- reviewing our effectiveness through ongoing performance management, overview and scrutiny, internal and external audit, and involvement in one-off exercises such as peer reviews.

Up-to-date information on the Council's performance against key indicators can be downloaded from <http://www.swale.gov.uk/Monthly-performance-monitoring/>.

We review this Plan annually as an opportunity to take stock of what we are doing and how effectively we are doing it. This includes reviewing the evidence to ensure that our priorities continue to reflect the views of local people and businesses.

This review process, in turn, informs the annual budget-setting process each autumn. It also allows adjustments to be made to the Corporate Plan and service plans as appropriate. This is illustrated in Figure 6.

Figure 6: High-level planning cycle (to be inserted)

Your Councillors

...

Priority	Priority action	Activity areas	Outcomes	Director	HoS	Cabinet Mbr
EL 1	Conclude the community governance review and implement the outcomes agreed by Council.	Undertake Stage 2 consultation. Analyse consultation results and take report/recommendations to Council for relevant orders to be made.	Decisions implemented by May 2015.	Mark	Katherine	Cllr Bowles
EL 2	Produce a localism framework.	Provide a clear policy statement on SBC's approach to subsidiarity and devolved decision-making. Provide clear guidelines for parish and town councils on the support available from SBC to take advantage of the full range of localist opportunities, including neighbourhood planning.	Residents, KCC and parish and town councils have greater clarity on the scale and nature of decisions which SBC believes should be taken more locally. Parish and town councils have clarity on the support available, and are enabled to take advantage of opportunities.	Pete Abdool	Emma (David)	Cllr Whiting
EL 3	Continue to transfer responsibility for assets and services to parish/town councils and voluntary/community groups.	Continue to develop working relationships with voluntary organisations and trusts. Implement the procurement strategy and Local First to improve local voluntary organisations' opportunities to bid for Council work. Consider development of a trust mentoring scheme. Continue to provide grant funding to Swale CVS and CAB.	Successful engagement events held and capacity-building opportunities created. Greater voluntary sector involvement in SBC's commissioning and consultation exercises. Assets transferred and services commissioned as appropriate.	Pete	Emma	Cllr Whiting
EL 4	Ensure the aims of the volunteering strategy are delivered.	Support voluntary organisations in their recruitment of volunteers. Promote volunteering opportunities and the benefits of volunteering, and highlight the positive work of existing volunteers. Collate volunteering opportunities in the Borough through the volunteering centre. Increase the use of volunteers by public and private sector organisations.	Higher rates of volunteering in the Borough. Greater recognition of the work done by volunteers and its benefits. Greater range of opportunities for potential volunteers.	Pete	Emma	Cllr Whiting
EL 5	Continue to support residents through welfare reform.	Continue to offer the best possible support to residents, including homelessness prevention and housing options. Work with partners to monitor and respond to the effects of welfare reform on local demographics. Ensure that people with a local Swale connection are given priority when applying for social housing.	Residents signposted to relevant services. Homelessness cases prevented. Homelessness strategy and allocations policy implemented. Demographic shifts monitored and responses developed with partners as appropriate.	Pete Abdool	Amber Brian	Cllr Dewar-Whalley Cllr Wright
EL 6	Raise awareness of our commissioning and procurement processes.	Implement the procurement strategy and 'local first' policy. Continue to produce a timetable of procurement opportunities. Promote registration of local businesses on the procurement portal. Continue to undertake options appraisal to ensure best possible service delivery. Maximise service user involvement in service design.	Greater proportion of Council spend retained within the Borough. Greater social value derived from contracts, including the creation of employment and training opportunities for Swale residents, particularly the long-term unemployed. More local businesses receiving notifications of forthcoming tendering opportunities. Service specifications informed by options appraisals and user input.	Abdool Pete	Dave Emma	Cllr Dewar-Whalley Cllr Cosgrove Cllr Whiting
EL 7	Develop the corporate communications strategy.	Deliver key communications campaigns. Implement the communications strategy.	Council reputation enhanced. Satisfaction with Council services improved.	Abdool	Emma	Cllr Bowles
EL 8	Commemorate the 1914 centenary.	Provide local partners and community groups with access to opportunities to communicate and promote events and activities commemorating the centenary of World War I in 2014, including signposting to funding sources.	Wide range of people enabled to learn about and understand heritage, develop skills, change attitudes/behaviours and volunteer time. Heritage assets in better condition and with better interpretation available.	Abdool	Emma	Cllr Bowles

Priority	Priority action	Activity areas	Outcomes	Director	HoS	Cabinet Mbr
OB 1	Work with partners to deliver regeneration in Sittingbourne and Sheerness town centres and help strengthen Faversham's vitality.	Grant detailed planning consent for Phase 1 sites in Sittingbourne town centre and outline planning permission for Phase 2, improving the Borough's range of retail shops and leisure facilities. Develop the Trinity Road site in Sheerness and progress the Townscape Heritage Initiative bid. Continue to support, and develop relationship with, Faversham traders' group. Progress plans for a Swale skateboard park.	Additional housing and leisure facilities provided in Sittingbourne town centre. Key Sheerness sites regenerated. Greater proportion of retail spend retained within the Borough. Skate park realised.	Pete Mark	Anne Emma	Cllr Cosgrove Cllr Whiting
OB 2	Promote Swale for business investment and expansion.	Develop a coherent 'Open for Business' story for Swale. Hold an annual regeneration conference. Use a range of media to promote Swale's offer to target audiences. Develop and build a suite of Invest in Swale materials, including a web portal.	Invest In Swale website established. More positive perceptions of the Borough as an investment location. Positive impact on the business rates collected locally. Marketing to target audiences attracting interest from potential investors.	Pete	Emma	Cllr Cosgrove
OB 3	Encourage and promote the creation of opportunities for young people to enter employment and learning.	Work in partnership to increase the range of vocational learning opportunities available locally. Promote apprenticeships to local employers.	More young people in education, employment or training. More apprenticeships in the Borough. More grants secured by local businesses.	Pete	Emma	Cllr Cosgrove
OB 4	Create an 'Open for Business' environment, supporting existing businesses and new investment.	Lobby for necessary improvements to local transport infrastructure, including the completion of the Sittingbourne northern and southern relief roads, a new J5a for the M2 and a solution to the issues at J5. Contract and oversee the delivery of high-quality business support to encourage start-ups and help existing microbusinesses and SMEs. Help local business to have a stronger voice with local decision-makers. Support the continued expansion of Eurolink Industrial Estate. Support local activity that improves the environment and vibrancy of Faversham, Sheerness and Sittingbourne town centres. Implement the procurement strategy and Local First to improve local businesses' ability to bid for Council work. Continue to work with Locate In Kent and other partners to raise awareness of local opportunities. Create and promote an 'Invest In Swale' package and hold launch event.	Adaptable economic policy statement produced. Increase in business births and in businesses surviving three or more years. Private-sector involvement in SERP extended. Supply of employment land provided, offering flexibility and choice to investors. Economic vitality of the Borough's town centres improved. Inward investment encouraged.	Pete	Emma	Cllr Cosgrove
OB 5	Support the roll-out of fibre-based broadband within the Borough.	Monitor the roll-out of BDUK/KCC-funded fibre broadband provision in Swale and continue to offer assistance to parish councils and community groups in bidding for funding and developing schemes to plug gaps in BDUK provision.	Fibre-based connectivity available to all but the hardest-to-reach premises of the Borough by December 2015. Parish councils and community groups supported to enhance local fibre provision.	Abdool	(David)	Cllr Cosgrove
OB 6	Promote and support growth in green industries in the Borough where appropriate.	Facilitate and support further green industries within the Borough where appropriate.	Further businesses facilitated and supported.	Pete	James	Cllr Cosgrove

Priority	Priority action	Activity areas	Outcomes	Director	HoS	Cabinet Mbr
OB 7	Continue to support the success of key employment locations including Eurolink, Port of Sheerness, Kent Science Park, Kemsley Fields and Neatscourt.	Work with site owners and partners to promote and develop the offer at key sites.	Investment at key locations attracted and retained. Increase in number of jobs available within the Borough.	Pete	Emma	Cllr Cosgrove
OB 8	Bring the vanguard neighbourhood planning process for Faversham Creek to a successful conclusion.	Continue to work with the local community to develop the Faversham Creek neighbourhood plan.	Faversham Creek referendum undertaken.	Pete	James	Cllr Lewin
OB 9	Support the local tourism industry.	Work with Visit Kent to accurately promote the Borough. Greater use of a micro website to promote the Borough. Facilitate scoping and development of eco-tourism projects. Encourage environmental sustainability within the tourism industry.	Inward tourism encouraged and developed. Increase in green accreditations among tourist businesses.	Pete	Emma	Cllr Cosgrove
OB 10	Work with partners to shape the future of the Borough through the local plan.	Ensure there is adequate housing supply to meet the demands of employment growth and demographic change. Work with partners to deliver the Queenborough and Rushenden masterplan.	Adequately diverse range of housing supply programmed in, including executive and starter homes and social housing, together with supporting infrastructure. Queenborough and Rushenden masterplan implemented.	Pete	Amber James	Cllr Lewin Cllr Wright Cllr Cosgrove
HE 1	Implement the new joint waste contract.	Introduce fully commingled recycling collections. Introduce weekly food waste collections. Improve performance on key waste and recycling indicators.	Proportion of household waste reused, recycled or composted increased from 32% to 44%. Residual household waste reduced from 558kg to 520kg per household. Improved resident satisfaction with street cleanliness.	Abdool	Dave	Cllr Simmons
HE 2	Support and encourage the development of shared routes for cycling, walking and horseriding.	Work with Sustrans and other partners to implement the cross-Sheppey greenway. Work with communities developing neighbourhood plans to encourage provision for cycling and walking.	Communities better connected to countryside, town centres and places of work and leisure via footpaths and cycleways.	Pete	Emma	Cllr Simmons Cllr Cosgrove
HE 3	Continue to support initiatives to help troubled families across Swale.	Work with partners to deliver the local delivery model to engage with identified families. Implement the troubled families programme.	Reduction in offending/ASB, truancy/exclusion and worklessness in targeted families. Troubled families helped to secure better life chances. Demand for public services reduced over the longer term.	Pete	Emma	Cllr Pugh
HE 4	Continue to provide excellent stewardship of the countryside and coastline.	Continue to implement management plans for open spaces, and support management plan initiatives through the Kent Downs area of outstanding natural beauty. Pursue the policies within the shoreline management plan for the Swale area. Continue to work in partnership with other local councils and agencies to support common environmental, biodiversity and sustainability objectives.	Biodiversity and landscapes protected and enhanced. Coastal slopes managed, flood risk reduced and air quality improved. Contribution of coast and open spaces to health and wellbeing maximised. Economic development and regeneration remains sustainable.	Abdool Pete	Brian Emma	Cllr Simmons
HE 5	Improve the built environment.	Use the planning system to protect the natural and built environment from damage. Enhance the built environment.	Local tourism initiatives and businesses supported. Empty homes brought back into use. Older properties retrofitted to improve energy efficiency and sustainability.	Pete	James Amber	Cllr Lewin Cllr Wright

Priority	Priority action	Activity areas	Outcomes	Director	HoS	Cabinet Mbr
HE 6	Continue to mitigate and adapt to climate change	Work to achieve targets agreed in Climate Local Swale. Work in partnership to deliver the Sustainable Sheppey programme.	Climate Local Swale commitments progressed and delivered. Sheppey communities prepared for the challenges/opportunities of climate change, empowered to make greener choices and equipped to use assets and resources more effectively.	Abdool	(David)	Cllr Simmons
HE 7	Continue to tackle crime, disorder and antisocial behaviour.	Work with partners to deliver the annual community safety plan.	Further reductions in crime and antisocial behaviour.	Pete	Emma	Cllr Pugh
HE 8	Continue to contribute to the local health and public health agendas.	Work with partners to ensure the CCG-level health and wellbeing boards provide the Council with a means to exercise its democratic legitimacy in local health decisions. Contribute to the joint strategic needs assessment, and work with partners to implement the joint health and wellbeing strategy. Continue to support KCC's public health role through the provision of services enabling residents to make healthier lifestyle choices.	Effective partnership architecture which adds value and enhances each partner's contribution through common understanding, shared ambitions and aligned activity. Improved performance against a range of health metrics. Reduction in health inequalities.	Pete	Amber	Cllr Pugh
HE 9	Implement <i>Move Ourselves</i> , the sport and physical activity framework for Swale.	Encourage provision of the right activities in the right places to the right people. Encourage active and healthier lives through regular participation in sport and physical activity. Support provision of accessible, affordable and good quality facilities and places to participate in sport and physical activity. Enable opportunities to develop skills and learning and achieve potential through sport and physical activity. Work with the voluntary/community and education sectors to increase participation in sport and physical activity. Raise the profile and recognition of sport and physical activity in contributing to wider outcomes.	Increased participation of adults in at least 1 x 30 minutes of sport or physical activity per week and decreased number of adults with zero days' activity. Halted child and adult obesity rates. Increased satisfaction in sport and leisure facilities. More adults regularly volunteering to deliver sports and physical activities at least an hour a week. More older people living independently for longer.	Pete	Emma	Cllr Cosgrove

Reference	Description	Priority	Unit	Target 2014/15	Target 2015/16	Comparison group: best quartile	Comparison group: median	Comparison group: worst quartile	Comparison source
CSP/001	All crime per 1,000 population	Embracing Localism	Number	TBC	TBC	NA	NA	NA	NA
LI/CSC/005	Proportion of complaints responded to in 10 working days	Corporate Health	%	87.5	90.0	NA	NA	NA	NA
LI/CSC/006	Proportion of complaints escalating from Stage 1 (Service Unit) to Stage 2 (Chief Executive)	Corporate Health	%	8	7	NA	NA	NA	NA
LI/CSC/002	Proportion of abandoned calls	Corporate Health	%	5	5	NA	NA	NA	NA
LI/CSC/004	Proportion of calls answered in 20 seconds	Corporate Health	%	83	83	NA	NA	NA	NA
NI 14	Avoidable contact within the CSC: the proportion of customer contact that is of low or no value to the customer	Corporate Health	%	5	5	NA	NA	NA	NA
LI/ICT/006	Website availability	Corporate Health	%	85	85	75	50	25	Sitemorse
LI/ICT018	Website league table	Corporate Health	%	85	85	75	50	25	Sitemorse
NI 195i	Improved street and environmental cleanliness (levels of litter)	Healthy Environment	%	5	5	3	5	7	CIPFA VFM Toolkit (Dec 2012)
NI 195ii	Improved street and environmental cleanliness (levels of detritus)	Healthy Environment	%	8	8	6	10	15	CIPFA VFM Toolkit (Dec 2012)
NI 195iii	Improved street and environmental cleanliness (levels of graffiti)	Healthy Environment	%	1	1	0	2	3	CIPFA VFM Toolkit (Dec 2012)

Reference	Description	Priority	Unit	Target 2014/15	Target 2015/16	Comparison group: best quartile	Comparison group: median	Comparison group: worst quartile	Comparison source
NI 195iv	Improved street and environmental cleanliness (levels of fly-posting)	Healthy Environment	%	1	1	0	0	1	CIPFA VFM Toolkit (Dec 2012)
LI/TBC	Missed bin collections	Healthy Environment	Number per annum	1976	1976	NA	NA	NA	NA
CLG082-01	Residual household waste	Healthy Environment	kg	530	500	429	468	509	LGInform 31 March 2013
CLG082-02	Proportion of household waste sent for reuse, recycling and composting	Healthy Environment	%	38	44	49	43	36	LGInform 31 March 2013
CLG067-01	Planning to adapt to climate change	Healthy Environment	Level	2	3	1	0	0	Audit Commission (All England 2008/09)
BV218a	Proportion of new reports of abandoned vehicles investigated within 24 hours of notification	Healthy Environment	%	99.75	99.75	99.70	96.00	87.90	Audit Commission (All England 2007/08)
LI/TBC	Parking penalty charge notice recovery rate	Healthy Environment	%	69	70	NA	NA	NA	NA
LI/IA/001	Achievement of annual audit plan	Corporate Health	%	90	90	NA	NA	NA	NA
BV 8	Proportion of invoices for commercial goods and services paid within 30 days of receipt or within agreed terms	Corporate Health	%	97	97	97	96	94	Audit Commission (All England 2007/08)
CLG043-01	Proportion of council tax collected in the year	Corporate Health	%	97.25	97.30	98.52	98.18	97.66	LGInform (All England District Councils 2012/13)
CLG043-02	Proportion of non-domestic rates collected	Corporate Health	%	97.40	97.50	98.77	98.19	97.49	LGInform (All England District Councils 2012/13)

Reference	Description	Priority	Unit	Target 2014/15	Target 2015/16	Comparison group: best quartile	Comparison group: median	Comparison group: worst quartile	Comparison source
CLG146x	Speed of processing new housing benefit/council tax benefit claims	Corporate Health	Days	24.00	Responsibility for this function due to transfer to DWP	17.0	20.0	24.0	LGInform (All England District Councils 2012/13)
CLG146x	Speed of processing changes in circumstances for housing benefit/council tax benefit claims	Corporate Health	Days	10.00	Responsibility for this function due to transfer to DWP	4	7	11	LGInform (All England District Councils 2012/13 Q4)
CLG147	Proportion of recoverable benefit overpayments recovered during the period	Corporate Health	%	76.00	Responsibility for this function due to transfer to DWP	NA	NA	NA	NA
CLG009-01	Number of households living in temporary accommodation	Open for Business	Number	80	80	9	20	44	LGInform (2013 Q3)
CLG002-01	Number of affordable homes delivered (gross)	Open for Business	Number	55	60	110	70	40	LGInform 2012/13
LI/HS/001	Number of long-term empty homes brought back into use	Healthy Environment	Number	60	70	NA	NA	NA	NA
BV 12a	All sickness absence	Corporate Health	Days	7.28	7.00	8.40	9.30	10.60	Audit Commission (2007/08)
BV 12b	Short-term sickness absence	Corporate Health	Days	3.45	3.45	NA	NA	NA	NA
CLG021-01a	Proportion of major planning applications determined within 13 weeks	Healthy Environment	%	62.0	72.0	72.0	62.0	50.0	CLG (PSF Return) Table P132 All England (Year-ending Sept 2013)
CLG021-01a	Proportion of minor planning applications determined within eight weeks	Healthy Environment	%	70	78	78	70	61	CLG (PSF Return) Table P132 All England (Year-ending Sept 2013)
CLG021-01c	Proportion of other planning applications determined within eight weeks	Healthy Environment	%	84	90	90	84	78	CLG (PSF Return) Table P132 All England (Year-ending Sept 2013)

Reference	Description	Priority	Unit	Target 2014/15	Target 2015/16	Comparison group: best quartile	Comparison group: median	Comparison group: worst quartile	Comparison source
CLG021-11	Proportion of planning decisions delegated to officers	Healthy Environment	%	93	96	95	92	89	CLG (PSF Return) Table P132 All England (Year-ending Sept 2013)
LI/TBC	Proportion of planning applications refused	Healthy Environment	%	16	15	NA	NA	NA	NA
LI/TBC	Proportion of major planning applications overturned at appeal	Healthy Environment	%	10	10	NA	NA	NA	NA
LI/LS/LCC01	Proportion of all land searches completed in five working days	Healthy Environment	%	95	95	NA	NA	NA	NA
LI/TBC	Planning enforcement performance indicator (major breach)	Healthy Environment	%	98	98	NA	NA	NA	NA
LI/TBC	Planning enforcement performance indicator (medium breach)	Healthy Environment	%	90	90	NA	NA	NA	NA
LI/TBC	Proportion of spends over £500 with businesses whose HQ is Swale (by number of transactions)	Open for Business	%	36.0	36.0	NA	NA	NA	NA
LI/TBC	Proportion of spend over £500 with businesses either whose HQ are in Swale or which have a significant local presence and employ a significant number of local people (by value)	Open for Business	%	42.0	42.0	NA	NA	NA	NA

Colour coding of targets relates to comparative performance.

	Best quartile. Performance at this level would place Swale among the best 25% of councils in the comparison group.
	Better than median. Performance at this level would place Swale among the best 50% of councils in the comparison group.
	Worse than median. Performance at this level would place Swale among the worst 50% of councils in the comparison group.
	Worst quartile. Performance at this level would place Swale among the worst 25% of councils in the comparison group.
	No comparison data is available for these indicators.

Community Impact Assessment

Lead officer:	David Clifford, Policy Manager
Decision maker:	Council
People involved:	David Clifford, Policy Manager Dominique Lescott, National Graduate Scheme Trainee
Decision:	To update the corporate plan for 2014/15.
Date of decision: The date when the final decision is made. The CIA must be complete before this point and inform the final decision.	14 May 2014
Summary of the decision: <ul style="list-style-type: none"> • Aims and objectives • Key actions • Expected outcomes • Who will be affected and how? • How many people will be affected? 	<p>In May 2012 the council adopted its second corporate plan, setting out the strategic direction of the organisation to 2015. The plan introduced three new overarching corporate priorities:</p> <ul style="list-style-type: none"> ▪ Embracing localism; ▪ Open for business; and ▪ Healthy environment. <p>In order to ensure the ongoing relevance of the plan, the council is committed to conducting an annual update to review the text and amend the 'priorities for action' which sit under it. The intention is to ensure that the detail of the plan is kept up to date, rather than to alter the overall strategic direction. The next wholesale re-write of the plan will take place during 2014/15.</p>
Information and research:	Discussions have taken place with cabinet and SMT, as well as with individual cabinet members and senior officers, resulting in a number of updates to the text and the priorities for action. The updated plan has also been considered by the policy overview committee, which has made a number of recommendations. These are set out in Section 5 of the report.
Consultation: <ul style="list-style-type: none"> • Has there been specific consultation on this decision? • What were the results of the consultation? • Did the consultation analysis reveal any difference in views across the protected characteristics? • Can any conclusions be drawn from the analysis on how the decision will affect people with different protected characteristics? 	<p>Cabinet members, directors, heads of service and a number of third-tier managers have been closely involved in the review of the plan. The latest iteration of the plan was also considered by the policy overview committee in February. In addition to a number of suggestions for improvement which have been incorporated in the text and priorities for action, this resulted in seven formal recommendations to cabinet, which are discussed in the full report.</p> <p>A full public consultation was undertaken on the plan when it was first developed in 2012. This consultation did not result in any views or feedback which was of interest from a specifically equalities-focused perspective. In view of the fact that the council's overall strategic direction will not be affected by the 2014/15 update, it is not intended that further public consultation will take place until a brand new corporate plan is produced to cover the period 2015/16-2018/19.</p>

Is the decision relevant to the aims of the equality duty?

Guidance on the aims can be found in the EHRC's [PSED Technical Guidance](#).

Aim	Yes/No
1) Eliminate discrimination, harassment and victimisation	Yes
2) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it	Yes
3) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it	Yes

Assess the relevance of the decision to people with different protected characteristics and assess the impact of the decision on people with different protected characteristics.

When assessing relevance and impact, make it clear who the assessment applies to within the protected characteristic category. For example, a decision may have high relevance for young people but low relevance for older people; it may have a positive impact on women but a neutral impact on men.

Characteristic	Relevance to decision High/Medium/Low/None	Impact of decision Positive/Negative/Neutral
Age	High	Positive ¹
Disability	High	Positive ²
Gender reassignment	Medium	Neutral
Marriage and civil partnership	Medium	Neutral
Pregnancy and maternity	Medium	Neutral
Race	Medium	Neutral
Religion or belief	Medium	Neutral
Sex	Medium	Neutral
Sexual orientation	Medium	Neutral
Other socially excluded groups ³	High	Positive ⁴

Conclusion:

- Consider how due regard has been had to the equality duty, from start to finish.
- There should be no unlawful discrimination arising from the decision (see [PSED Technical Guidance](#)).

Advise on the overall equality implications that should be taken into account in the final decision, considering relevance and impact.

Summarise this conclusion in the body of your report

The corporate plan sets the 'tone' and the overall strategic direction for the council's work for the year ahead. It therefore has an impact on all staff and all residents to some extent, hence our categorisation of relevance as 'medium' in most cases. However, the impact of the plan on people with most protected characteristics will be neutral. In the cases where there may be higher relevance or a more differentiated impact, this has been explained in footnotes below.

Timing

- Having 'due regard' is a state of mind. It should be considered at the inception of any decision.
- Due regard should be considered throughout the development of the decision. Notes should be taken on how due regard to the equality duty has been considered through research, meetings, project teams, committees and consultations.
- The completion of the CIA is a way of effectively summarising the due regard shown to the equality duty throughout the development of the decision. The completed CIA must inform the final decision-making process. The decision-maker must be aware of the duty and the completed CIA.

¹ Potential for high, positive impact on young people – refer to the 'Open for Business' priority.

² Potential for high, positive impact on disabled people – refer to the 'Healthy Environment' priority.

³ Other socially excluded groups could include those with literacy issues, people living in poverty or on low incomes or people who are geographically isolated from services

⁴ Potential for high, positive impact on people in disadvantaged socioeconomic groups – refer to the 'Healthy Environment' priority.

Full technical guidance on the public sector equality duty can be found at:

http://www.equalityhumanrights.com/uploaded_files/PSD/technical_guidance_on_the_public_sector_equality_duty_england.pdf

This Community Impact Assessment should be attached to any committee or SMT report relating to the decision. This CIA should be sent to the Website Officer (Lindsay Oldfield) once completed, so that it can be published on the website.