

Cyngor Sir Powys County Council
Impact Assessment (IA)
The integrated approach to support effective decision making



This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.

Please read the accompanying guidance before completing the form.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.

Service Area	Economic Development & Regeneration	Head of Service	Lisa Griffiths	Strategic Director	Nigel Brinn	Portfolio Holder	Cllr Martin Weale
Proposal	Budget Savings for 2019 to 2023						
Outline Summary / Description of Proposal							

The Economic Development & Regeneration team currently has 22 members of staff. 10 of these are externally funded and can only work on the projects they are funded to do, an audit that found otherwise would result in the funding being removed. The remaining 12 staff occupy 9.6 full time equivalent posts. The team is very small and if this resource was cut any further the Authority would not be able to deliver the outcomes over the current timescale for the Economy programme. We would also struggle to engage effectively with our Growing Mid Wales partners to develop the Regional Economic Action Plan and deliver the work associated with the Growing Mid Wales Growth Deal.

There is a great deal of expectation for the delivery of the councils Vision 2025 Economy Programme through the Economic Development and Regeneration service. The service is currently operating at the limit of its effective delivery following ten years of significant budget reductions. These have severely impacted on the service which has just 37% of its original resource capacity.

The service has identified some potential savings and is also looking at full cost recovery on external funded activity and this income generated will offset the budget reduction requirement.

The service is fundamental to the Growing Mid Wales Strategic Partnership and is already delivering some of the expected outcomes of the partnership's framework for action.

The service is currently leading on the development of a Mid Wales Growth Deal Bid from central government to provide significant investment capital for the region. In the next 2 years a successful bid will provide resource to aid the delivery of the programme which will fund project management using the current structure, knowledge and expertise within the Economic Development & Regeneration service.

1. Our proposal to achieve savings for 2019/20:-

£30,320 = Glasi Admin PP340

£58,000 = Tourism Development & Marketing PP550

£15,000 = Tourism Research PP550

£12,680 = Grounds Maintenance CC219

Target: £274,657

Total Achieved: £116,000

Total Outstanding -£158,657

2. Our proposal to achieve savings for 2020/21:-

Workways 50% match funding £95,010

War Memorials 15% match funding £25,020

Target: £108,990 + outstanding amount of £158,657 = £267,656

Total Achieved: £120,030

Total Outstanding -£147,626

3. Our proposal to achieve savings for 2021/2022:-

Growth Deal funding of £200,000 to off-set service revenue funding

Target: £108,990 + outstanding amount of £147,626 = £256,616

Total Achieved: £200,000

Total Outstanding: -£56,616

4. Our proposal to achieve savings for 2022/23.

Growth Deal funding of £200,000 to off-set service revenue funding

Target: £108,990 + outstanding amount of £56,616 = £165,606

Total Achieved: £200k

We have identified saving of £116,000 for 2019/20 which would impact on the extent of some of our activities but which we could manage. Part of this proposal includes income which we know we would need to provide each year. If we have to find the full 21% the impact will wipe out our match funding and too much of our resource and we would not be able to participate and compete with our partners in Ceredigion to manage the considerable amount of work required to complete the business case to apply for the growth deal funding for our projects, that is without the need to have resource to support the delivery as well.

The ED&R team supports a very extensive number of small and large development projects that make a huge difference to the ongoing delivery of the Powys economy and the maintenance of our public spaces and our supporting infrastructure. We really need to build on this and become more strategic in our approach, looking for much more innovative projects that will make a huge difference to how prosperous our residents, towns and villages can become. We need to develop a thriving economy to enable a better future for our younger residents as well. There is a great deal of professional knowledge and expertise within the very small team we currently have. We need to maintain that talent and continue to grow the local economy for Powys.

Having a vibrant economy impacts on our residents in a very positive way, if they can have work and can earn money and can have nice places to socialise, they are more likely to live healthy active lives and have better mental health. All of which helps to reduce demand on the Authorities many services.

1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£274,657	£108,990	£108,990	£108,990	£601,629

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Choose an item.		Choose an item.

3. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
Version One	Lisa Griffiths	Manager Economic Development & Regeneration	19 th June 2018

4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)

PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY

The ED&R team supports a very extensive number of small and large development projects that make a huge difference to the ongoing delivery of the Powys economy and the maintenance of our public spaces and our supporting infrastructure. We really need to build on this and become more strategic in our approach, looking for much more innovative projects that will make a huge difference to how prosperous our residents, towns and villages can become. We need to develop a thriving economy to enable a better future for our younger residents as well. There is a great deal of professional knowledge and expertise within the very small team we currently have. We need to maintain that talent and continue to grow the local economy for Powys.

Having a vibrant economy impacts on our residents in a very positive way, if they can have work and can earn money and can have nice places to socialise, they are more likely to live healthy active lives and have better mental health. All of which helps to reduce demand on the Authorities many services.

The alternative to this, over time, would be a growing elderly population living in run down towns which would have less and less facilities, with poor infrastructure and growing levels of poverty as people have less well paid jobs available to them. If families start to move away to find better opportunities that also impacts on the standard of education we can afford to give those remaining. We would struggle even more to attract skilled workers to key jobs. We would have limited opportunities to make anything very much of our county.

Service Area informed:

Contact Officer liaised with:

Mitigation

The mitigation to avoid the outcome we don't want as described in the final paragraph above, is to continue to have the resource in the ED&R team to lead on the work for the 'Growing Mid Wales' framework with our partners from Ceredigion County Council and Welsh Government. By developing a Regional Economic Action Plan we stand a much better opportunity to succeed in identifying key projects that will enable the partnership to receive growth deal funding from Welsh Government. The funding will enable the partnership to continue to develop the economy for the Mid Wales region and keep the regeneration of our counties on going for the future benefit of all our residents and the services we deliver from the partnership Councils.

5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<p>The Economy</p> <p>We will develop a vibrant economy</p> <ul style="list-style-type: none"> • New business start-ups and relocations will increase • Skilled employment opportunities will increase • A greater supply and mix of suitable work space to support employment • More job opportunities and apprenticeships for young people • Local businesses benefit from good advice and support that help them thrive • Regulation supports business and communities and is proportionate • Powys is established as an innovation base for learning, skills and research for; <ul style="list-style-type: none"> ◦ Farming and land-use innovation ◦ Health and Care ◦ Rural teacher training accreditation • The economically active population will increase • Tourism and leisure based activity and attractions will increase • Local consortia competing for public sector contracts will increase • Council priorities are used to develop new industries and supply chains • There is significant investment in accessible and community based lifetime accommodation 	<p>If the full 21% savings have to be achieved for 2019/20 we will not be able to achieve the outcomes for the Economy Programme within the time scales proposed. Some outcomes are unlikely to be achieved at all without the budget and resource we currently have within the ED&R team.</p>	Poor	<p>Option 3 of the savings proposal will achieve some of the savings for the 2019/20 target without preventing the ED&R team from continuing to work towards the successful achievement of other key objectives and outcomes as identified within the Economy Programme brief.</p>	Good

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<p>Health and Care</p> <p>We will lead the way in effective, integrated rural health and care</p> <p>Our focus on well-being means:</p> <ul style="list-style-type: none"> • We focus on what matters to the individual • Young people, adults and families are able to create the foundations of good health throughout their life • We focus on safeguarding and supporting vulnerable people • The physical environment helps people maintain their health and well-being • There is an increasing supply of housing with care <p>Early help and support means:</p> <ul style="list-style-type: none"> • Technology enables people to self-care and remain independent • We ensure the maximum positive impact within the first 1,000 days of a child's life • A sufficient supply of appropriate placements for Looked After Children • Community role modelling is focused on basic life skills and money management <p>Joined up services means:</p> <ul style="list-style-type: none"> • Positive and co-productive partnerships • Significant investment in integrated health and care facilities and infrastructures • Health and Care teams work seamlessly with people, getting things right first time • Young people, adults and families have a fully integrated experience of health and care • Accessible and equitable services fit around people's busy lives <p>Tackling the big diseases (cancer, circulatory diseases, mental health, respiratory diseases)</p>	<p>The work carried out by the ED&R team supports the Authorities Health and Care programme, particularly through the achievement of the outcomes proposed within the Economy programme. The impact will be very negative without the necessary budget and resource in the ED&R team.</p>	Poor	<p>Applying option 3 from the savings proposal for the ED&R budget will help to mitigate the negative impact on the Councils priority for Health and Care.</p>	Good

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Learning and skills We will strengthen learning and skills <ul style="list-style-type: none"> • School leavers have the right qualifications to progress • Access to education provision and good career advice is equitable • Working in partnership with schools, colleges, universities and businesses will improve career opportunities • High quality teaching and learning environments embrace new technology for the population • Pupils have access to remote/alternative learning opportunities <p>Early years provision is helping families to return to meaningful employment</p>	The work carried out by the ED&R team supports the Authorities Learning and Skills programme, particularly through the achievement of the outcomes proposed within the Economy programme. The impact will be very negative without the necessary budget and resource in the ED&R team	Poor	Applying option 3 from the savings proposal for the ED&R budget will help to mitigate the negative impact on the Councils priority for Learning and Skills.	Good
Residents and Communities We will support our residents and communities <ul style="list-style-type: none"> • Residents take responsibility for their actions and support one another • Communities have access to a choice of both affordable and market housing • Communities have access to services that allow all to flourish and enjoy life <p>Communities have an active role in the design and delivery of the services they need</p>	The work carried out by the ED&R team supports the Authorities Residents and Communities programme, particularly through the achievement of the outcomes proposed within the Economy programme. The impact will be very negative without the necessary budget and resource in the ED&R team	Poor	Applying option 3 from the savings proposal for the ED&R budget will help to mitigate the negative impact on the Councils priority for Residents and Communities.	Good

Source of Outline Evidence to support judgements

Economy Programme Brief.



Programme Brief
Economyv0.3.docx

Growing Mid Wales Framework for Action



Growing Mid Wales
Framework for Action

6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
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<p>A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>Providing effective support and suitable premises will enable existing businesses to grow, generating wealth and jobs. Supporting vocational training and apprenticeships will provide opportunities for people to develop their skills and meet local business needs.</p> <p>Promoting Powys as a tourism destination will support existing businesses, generate new business opportunities and create jobs.</p> <p>Supporting the delivery of improved digital connectivity and helping businesses to take advantage of the technology will generate greater economic opportunities.</p> <p>Transport is a Key Driver for the economy, especially in Mid-Wales which is a rural county with many SMEs across the county. Transport relies on good infrastructure and a high standard of frequent transport services. Currently the Regional Transport Plan, Marches & Mid Wales Freight strategy and National Transport Plan set out the aspirations for a range of interventions and schemes for all modes of Transport.</p>	<p>Good</p>	<p>Adopting option 3 of the savings proposal will help to mitigate any negative impacts.</p>	<p>Good</p>
<p>A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>Our economic activities will respect our environment and help manage and conserve our landscapes. Our new 'Home Grown Homes' project will use locally grown timber building products reducing the environmental impact of our house building. Increased forestry will also help alleviate flooding by absorbing water and CO₂ reducing the causes of climate change.</p>	<p>Good</p>	<p>Adopting option 3 of the savings proposal will help to mitigate any negative impacts.</p>	<p>Good</p>

A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	Using our influence to develop a healthy and enterprising economy with good quality job opportunities and good quality housing will be major contributors to improving social and mental well-being.	Good	Adopting option 3 of the savings proposal will help to mitigate any negative impacts.	Good
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	Supporting local events and festivals will help to strengthen communities and bring cultures together.	Good	Adopting option 3 of the savings proposal will help to mitigate any negative impacts.	Good
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	Better access to improved digital connectivity will provide global market opportunities for Powys businesses.	Good	Adopting option 3 of the savings proposal will help to mitigate any negative impacts.	Good
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>	A vibrant economy has the potential to enable greater opportunities for all and that would include education.	Good	Without a vibrant economy access to a range of educational opportunities will be reduced.	Poor
<i>Opportunities to promote the Welsh language</i>		Neutral		Neutral
<i>Welsh Language impact on staff</i>	A vibrant economy has the potential to enable greater opportunities for all and that would include education.	Good	Without a vibrant economy access to a range of educational opportunities will be reduced.	Poor
<i>People are encouraged to do sport, art and recreation.</i>	A vibrant economy has the potential to enable greater opportunities for all and that would include sport, art and recreation.	Good	Without a vibrant economy access to a range of sport, art and recreation opportunities will be reduced.	Poor
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>		Neutral		Neutral

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<i>Disability</i>		Neutral		Neutral
<i>Gender reassignment</i>		Neutral		Neutral
<i>Marriage or civil partnership</i>		Neutral		Neutral
<i>Race</i>		Neutral		Neutral
<i>Religion or belief</i>		Neutral		Neutral
<i>Sex</i>		Neutral		Neutral
<i>Sexual Orientation</i>		Neutral		Neutral
<i>Pregnancy and Maternity</i>		Neutral		Neutral

Source of Outline Evidence to support judgements

Economy Programme Brief.

Growing Mid Wales Framework for Action

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	The work carried out by the ED&R team supports the Authorities Vision 2025 programme, particularly through the achievement of the outcomes proposed within the Economy programme. The impact will be very negative without the necessary budget and resource in the ED&R team.	Poor	Adopting option 3 of the savings proposal will help to mitigate any negative impacts. A vibrant economy has the potential to enable greater opportunity for all.	Good
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	The work carried out by the ED&R team supports the Authorities Vision 2025 programme, particularly through the achievement of the outcomes proposed within the Economy programme. The impact will be very negative without the necessary budget and resource in the ED&R team.	Poor	Adopting option 3 of the savings proposal will help to mitigate any negative impacts. A vibrant economy has the potential to enable a greater opportunity for all.	Good
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	The work carried out by the ED&R team supports the Authorities Vision 2025 programme, particularly through the achievement of the outcomes proposed within the Economy programme. The impact will be very negative without the necessary budget and resource in the ED&R team.	Poor	Adopting option 3 of the savings proposal will help to mitigate any negative impacts. A vibrant economy has the potential to enable a greater opportunity for all.	Good

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Prevention: Understanding the root causes of issues to prevent them from occurring.	The work carried out by the ED&R team supports the Authorities Vision 2025 programme, particularly through the achievement of the outcomes proposed within the Economy programme. The impact will be very negative without the necessary budget and resource in the ED&R team.	Poor	Adopting option 3 of the savings proposal will help to mitigate any negative impacts. A vibrant economy has the potential to enable a greater opportunity for all.	Good
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	The work carried out by the ED&R team supports the Authorities Vision 2025 programme, particularly through the achievement of the outcomes proposed within the Economy programme. The impact will be very negative without the necessary budget and resource in the ED&R team.	Poor	Adopting option 3 of the savings proposal will help to mitigate any negative impacts. A vibrant economy has the potential to enable a greater opportunity for all.	Good
<hr/>				
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	The work carried out by the ED&R team supports the Authorities Vision 2025 programme, particularly through the achievement of the outcomes proposed within the Economy programme. The impact will be very negative without the necessary budget and resource in the ED&R team.	Poor	Adopting option 3 of the savings proposal will help to mitigate any negative impacts. A vibrant economy has the potential to enable a greater opportunity for all.	Good
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	The work carried out by the ED&R team supports the Authorities Vision 2025 programme, particularly through the achievement of the outcomes proposed within the Economy programme. The impact will be very negative without the necessary budget and resource in the ED&R team.	Poor	Adopting option 3 of the savings proposal will help to mitigate any negative impacts. A vibrant economy has the potential to enable a greater opportunity for all.	Good
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	The work carried out by the ED&R team supports the Authorities Vision 2025 programme, particularly through the achievement of the outcomes proposed within the Economy programme. The impact will be very negative without the necessary budget and resource in the ED&R team.	Poor	Adopting option 3 of the savings proposal will help to mitigate any negative impacts. A vibrant economy has the potential to enable a greater opportunity for all.	Good

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Impact on Powys County Council Workforce	The work carried out by the ED&R team supports the Authorities Vision 2025 programme, particularly through the achievement of the outcomes proposed within the Economy programme. The impact will be very negative without the necessary budget and resource in the ED&R team.	Poor	Adopting option 3 of the savings proposal will help to mitigate any negative impacts. A vibrant economy has the potential to enable a greater opportunity for all.	Good
Source of Outline Evidence to support judgements				
Economy Programme Brief. Growing Mid Wales Framework for Action				

8. Achievability of proposal? How likely are you to achieve successful implementation of the proposed change? (I.e. what is the risk of not delivering this proposal?)

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
High	High	High
Mitigation		
Adopting option 3 of the savings proposal for 2019/20		

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9. What are the risks to service delivery or the council following implementation of this proposal?

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
ED&R team further loss of resource which would prevent the achievement of key objectives, in particular the development of the Regional Economic Action Plan and successful access to growth deal funding from Welsh Government.	High	Adopting option 3 of the proposed savings plan for the ED&R service, will mitigate these risks whilst at the same time enabling the service to contribute in 2019/20 to a proportion of the Authority's 21% savings target and enable the service to put in place options that will enable the full achievement of the 46% savings target over the 4 year period.	Low
The full 21% reduction in the service budget for 2019/20 would also prevent the achievement of key objectives, in particular the development of the Regional Economic Action Plan and successful access to growth deal funding from Welsh Government.	High	Adopting option 3 of the proposed savings plan for the ED&R service, will mitigate these risks whilst at the same time enabling the service to contribute in 2019/20 to a proportion of the Authority's 21% savings target and enable the service to put in place options that will enable the full achievement of the 46% savings target over the 4 year period.	Low
Being unable to build a vibrant economy either through the Growing Mid Wales partnership or through our own economic development and regeneration activities for the county of Powys, will have a negative impact on council services, staff and residents in many ways as outlined throughout this assessment.	High	Adopting option 3 of the proposed savings plan for the ED&R service, will mitigate these risks whilst at the same time enabling the service to contribute in 2019/20 to a proportion of the Authority's 21% savings target and enable the service to put in place options that will enable the full achievement of the 46% savings target over the 4 year period.	Low
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		Medium Risk	

10. Indicative timetable for actions to deliver change proposal, if approved

Action	Target Date	Outcome	Decisions made
Portfolio Holder decision required	Choose an item.	Date required	
Cabinet decision required	Choose an item.	Date required	
Council decision required	Choose an item.	Date required	

11. Indicative resource requirements (FTE) – link to Resource Delivery Plan

Support Requirements	2018-19				2019-20				2020-21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

12. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
<p>The ED&R team supports a very extensive number of small and large development projects that make a huge difference to the ongoing delivery of the Powys economy and the maintenance of our public spaces and our supporting infrastructure. We really need to build on this and become more strategic in our approach, looking for much more innovative projects that will make a huge difference to how prosperous our residents, towns and villages can become. We need to develop a thriving economy to enable a better future for our younger residents as well. There is a great deal of professional knowledge and expertise within the very small team we currently have. We need to maintain that talent and continue to grow the local economy for Powys.</p> <p>Having a vibrant economy impacts on our residents in a very positive way, if they can have work and can earn money and can have nice places to socialise, they are more likely to live healthy active lives and have better mental health. All of which helps to reduce demand on the Authorities many services.</p>	

13. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
Economy Programme Brief.
Growing Mid Wales Framework for Action

14. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
The IA will be monitored by the Economy Programme Board which meets on a quarterly basis. The board has an approved terms of reference and governance structure and is jointly chaired by the Sponsor David Powell and Cllr Martin Weale.
Please state when this Impact Assessment will be reviewed.

A full review of the IA will be carried out in 12 months' time.

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Lisa Griffiths		19 th June 2018
Head of Service:	Lisa Griffiths		19 th June 2018
Strategic Director:	Nigel Brinn		19 th June 2018
Portfolio Holder:	Cllr Martin Weale		19 th June 2018

16. Governance

Decision to be made by	Portfolio Holder	Date required	

FORM ENDS