

**South Lakeland District Council**  
**Cabinet**  
**8 June 2022**  
**Council Plan Performance Monitoring Quarter 4**  
**2021/22**

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**Portfolio:** Councillor Jonathan Brook - Leader of the Council  
**Report from:** Dan Hudson – Strategy Lead Specialist  
**Report Author:** John Davies – Case Management Support Services  
**Wards:** (All Wards);  
**Forward Plan:** Not applicable

**Links to Council Plan Priorities:**

Performance Monitoring underpins service delivery and provides good value for money. Performance Monitoring supports the delivery of all four Council Plan Priorities.

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**1.0 Expected Outcome and Measures of Success**

1.1 Monitoring the success of the Council Plan 2021-2026 through scorecards informs improvements and ensures Council services address the needs of residents in an open and transparent way. Influenced by the key values in the Council Plan, this report sets out the Council Plan Priorities and Targets. Following recommendation of Council in February 2022 this report highlights many issues that members may wish to carry forward for the new Westmoreland and Furness authority.

**2.0 Recommendation**

**2.1 It is recommended that Cabinet notes:-**

- (1) the Summary of Performance as detailed in the report; and,**
- (2) the detailed risks information contained within Appendix 1; and,**
- (3) the detailed performance statistics in Appendix 2.**

**3.0 Background and Proposals**

3.1 The Council is committed to delivering high quality, cost effective services that meet the needs of residents and improve quality of life. To help achieve these goals performance is measured frequently in line with the priorities in the Council Plan. An updated Council Plan 2021-2026 was adopted by Full Council on 23rd February 2021 and reviewed in February 2022. This report will evolve in line with the move to the new Westmorland and Furness authority. As the new authority develops, South Lakeland will use its existing priorities to influence the strategy of the new authority in addressing the needs of the South Lakeland area and how a future unitary council may deliver stronger benefits for residents. For example integration of health and social care will be critical.

The Council Plan retains the vision of “South Lakeland as the best place to live, work and explore”. Whilst South Lakeland is already a very good place to live, work and explore in many ways for many people, there are areas where we need to do more and the plan identifies four priority areas where activity needs to be focussed to achieve the vision. Targets listed in this report are grouped under these four priorities. The Four priorities are:

- Working Across Boundaries – Delivering Sustainable Regional Growth
- Delivering A Balanced Community – A South Lakeland For All Ages
- Delivering A Fairer South Lakeland – A South Lakeland For Everyone
- Addressing The Climate Emergency – A Carbon Neutral South Lakeland

### 3.2 Summary of Performance

The targets listed within this report are showing very good performance - and demonstrate that South Lakeland is a very desirable place to live, work and explore. However in line with the national trend and the influence of Covid-19 the number of homeless households living in temporary accommodation has increased.

Economic benchmarks are not directly reflective of Council performance - as there are many external factors at play. The Council monitors the state of South Lakeland's economy, trends, strengths and weaknesses to help prioritise activities and interventions - and adapt and implement policies to positively affect the economy.

Following a review of the Strategic Risks for Quarter 4 2019/20 it was found that 65% of risks were above appetite. This significant change was due to the pressures brought about by Covid-19.

Commentary: Following a review of the Strategic Risks for Quarter 4 2019/20 it was found that 65% of risks were above appetite. This significant change was due to the pressures brought about by Covid-19. The most recent review during Quarter 4 2021/22 shows that 27% of risks are positioned above appetite.

Updates for each of the targets are listed in section 3.3 to 3.63 below. At Quarter 1 2021/22 reporting Cabinet requested that data be presented in graphical format to facilitate interpretation. This has been implemented and all graphs can be seen together within Appendix 2. This covering report provides links to the graphs in Appendix 2 by listing reference numbers at the relevant points.

### 3.3 Council Plan Priority: ‘Working Across Boundaries – Delivering Sustainable Regional Growth’

The plan seeks to secure the investment, growth and transport infrastructure that will deliver a thriving and diverse sub-regional economy with a skilled workforce, a balanced housing market to meet needs, great leisure services to encourage healthy lifestyles and a strong cultural offer. It sees opportunities to extend co-operation to health, carbon reduction and tackling deprivation and inequality.

#### 3.31 Housing and communities targets

**Target: Deliver 320 homes every year across the district:**

Commentary: In 2020/21 the covid-19 pandemic impacted on the housebuilding industry with delivery below the target of 320 homes a year. However build rates are

expected to recover for 2021/22. Whilst current planning applications for major housing development are reduced, there remains a sizeable number of future homes in delivery. At March 2021 there was a supply of 1,963 homes either under construction or with planning permission in the South Lakeland Local Plan area and a further supply of sites allocated in the Local Plan with an estimated capacity of 2,341 homes. *Appendix 2 reference: Graphic 1.*

The latest Government data shows that the number of long term empty homes, as at Oct 2021, reduced to 862 homes. The total number of long term empty homes fluctuate as homes are brought back into use - and as properties become empty. Homes become empty for a number of reasons - all of which are relevant to South Lakeland, for example: people needing care, properties becoming inhabitable due to widespread flooding and properties being inherited. Second homes also increase results until they are identified. *Appendix 2 reference: Graphic 2.*

The number of empty homes brought back into use since 2015 totals 561 at quarter 4 2021/22. Covid-19 has influenced results - empty homes interventions are influenced by reduced selling and repairing activity during lockdowns. As expected successful Empty Homes Interventions are now increasing. *Appendix 2 reference: Graphics 3-5.*

**Target: Produce draft Local Plan by mid-2022:**

Commentary: Recent counsel advice is to continue with a comprehensive approach to the Local Plan Review. It is estimated that with current resources, a draft Local Plan can be prepared for consultation by early 2023.

**Target: Support delivery of new Swarthmoor roundabout in 2021:**

Commentary: Construction of the new roundabout by National Highways started in September 2021 and is on course to be completed June 2022.

**3.32 Economic development and culture targets**

In light of the current situation regarding Covid-19 dedicated statistical information is available in Appendix 2. This includes specific Covid-19 statistics as well as standard business and economic statistics. The appendix is a collaboration between SLDC Specialist Services, SLDC Case Management Support Services and Cumbria Observatory. *Appendix 2 reference: Graphics 22 - 60.*

**Target: Complete Master Plan for GSK site in Ulverston by July 2021:**

Commentary: Masterplan in advanced draft form and to be finalised in April 2022 following endorsement from MP-led GSK Taskforce. This will set the aspiration to deliver a life sciences and advanced manufacturing park on the site.

**Target: Economic Development strategy setting out delivery framework and targets to be completed by December 2021:**

Commentary: Economic strategy is being reviewed in line with the local government reorganisation.

**3.33 Health and Environment targets**

**Target: Develop Morecambe Bay Population Health Strategy:**

Commentary: Approach to Population Health being led by Morecambe Bay CCG – SLDC input through Morecambe Bay Population Health Strategic Group.

**Target: Support Morecambe Bay CCG in managing Covid Pandemic:**

Commentary: Contact tracing/infection control – dedicated Environmental Health Specialists team within SLDC working in conjunction with other District Councils, Cumbria County Council, and PHE.

### **3.4 Council Plan Priority: ‘Delivering A Balanced Community – A South Lakeland For All Ages’**

This means addressing the challenges posed by our shrinking workforce and ageing population. It means retaining young people, attracting economically active people and young families and ensuring that housing, services and infrastructure meet the needs of older people. It also means promoting localism and helping communities to help themselves.

#### **3.41 Housing and communities targets**

**Target: Deliver 477 affordable homes for rent between 2020 and 2025; and Deliver 588 affordable homes to buy between 2020 and 2025:**

Commentary: There are currently 15 large housing schemes under construction in the District which will deliver around 400 affordable homes for rent and sale. Further planning applications are to be considered that could deliver more affordable homes subject to planning permission being granted. The pandemic has impacted on delivery of affordable homes with the cessation of construction work over a period of time and issues with the supply of some materials.

The Council has delivered 566 affordable homes for rent during the period 2014 to Q4 of 2021 to 2021. This will leave 434 affordable homes remaining from the Council’s 1000 homes to rent target between 2014 to 2025 - having reached the milestone of the 500th affordable rented home in 2020.

During the period 2014 to Q4 of 2021 to 2022 there were 191 affordable homes to buy completed.

There will be 72 affordable rent and sale extra care units as part of the scheme at Oxenholme due to be completed in the summer 2022.

*Appendix 2 reference: Graphics 6-7.*

**Target: Deliver 300 extra care units between 2020 and 2025; and Deliver 337 self and custom build dwellings between 2020 and 2025:**

Commentary: Construction is underway for a 104 unit extra care scheme at Oxenholme that is on target for completion in the summer 2022. Outline planning consent is in place for a potential extra care scheme in Grange over Sands at Allithwaite Road. *Appendix 2 reference: Graphics 8-9.*

#### **3.42 Economic development and culture targets**

**Target: Implementation of Kendal Town Centre Strategy including provision of new employment floorspace:**

Commentary: Town Team formed for Kendal to work towards delivery and development of agreed priority areas, including the development of a Levelling Up Fund bid. Partnership approach with Kendal Futures, including Council financial contribution towards a new Vision Manager for the town.

**Target: Commencement of development on 5 allocated employment sites by 2025:**

Commentary: Continued engagement and expressions of interest on allocated employment sites. The Council continues to provide planning and economic advice to landowners/agents and developers. Review of the Council's Local Plan also in progress.

**Target: Delivery of Great Places programme:**

Commentary: Majority of programme now successfully delivered. Approach to legacy activity now the subject of discussion by partners.

**3.43 Health and environment targets**

**Target: Completion of Customer Connect Transition programme:**

Commentary: The Customer Connect report 'Customer Connect five years on, the outcomes, benefits and future' updated Council during December 2021. The report recognises the achievements of the Customer Connect Programme since inception in 2016 and notes the outcomes and benefits the programme has delivered. The report also covers the work still to be completed and how it will be delivered over the next 18 months.

**Targets: Ensure that community interests championed in National Park plans and strategies; and, Ensure that population health strategies make relevant provision for the elderly:**

Commentary: SLDC is represented on both National Park partnerships. SLDC comments on community interest fed into plan process.

**Target: Ensure that social programmes address loneliness:**

Commentary: Approach under development through fairness and public health work.

**3.5 Council Plan Priority: 'Delivering A Fairer South Lakeland – A South Lakeland For Everyone'**

This means taking action to address housing, health and income inequalities and increasing financial resilience. This means working in partnership with the third sector to rebuild financial resilience following the impact of the Covid pandemic, preventing homelessness and supporting vulnerable people, addressing inequalities in access to housing, addressing issues such as accessibility to people with disabilities and working through the Cumbria Joint Public Health Strategy and through Population Health strategies in Morecambe Bay to improve health outcomes and reduce health inequalities.

### 3.51 Housing and communities targets

#### **Target: Halve the proportion of households in poverty and eliminate child poverty:**

Commentary: SLDC have a work programme in place to deliver the Council priority of “Delivering a Fairer South Lakeland”, comprising regular project team meetings, an ongoing action log and a South Lakeland Partnership (Building Financial Resilience Partnership). Current actions in progress include: the formation of a South Lakeland Poverty Truth commission, work with the County Council on supporting the development of food banks, a communications campaign with partners highlighting key messages and signposting where support can be found for those with financial difficulties. Within SLDC there is a range of schemes, arrangements and referrals readily available to clients from trained and well briefed staff. *Appendix 2 reference: Graphics 12-15.*

#### **Target: Implement Homelessness & Rough Sleeping Strategies:**

Commentary: The Council has a Homelessness Strategy and Action Plan for South Lakeland. The work of the Housing Options team aligns with this and is summarised below:

- The Housing Options team work with partners to identify cases who may need housing advice - such as young people and victims of domestic abuse. They also work closely with registered providers to identify social housing tenants who may be facing losing their homes. The team are proactive in seeking out bespoke solutions to individuals circumstances and have a ‘prevention toolbox’ to assist. Often this work involves negotiating and mediating, providing legal advice on tenancy matters, income maximisation and safeguarding of vulnerable adults and families. The team also work with other council departments to prevent homelessness such as Housing benefits and housing standards services.
- SLDC are running several initiatives funded by MHCLG to target individuals who are roofless and at risk of or rough sleeping. The Rough Sleeping initiative has provided a rough sleeper coordinator, two support staff and a private rented access officer. This small team work with individuals to find sustainable solutions in the private rented sector and focus on getting work ready to reduce dependencies on the benefit system.
- SLDC were also the only district to receive funding through the first round of Rough Sleeper Accommodation Programme which is over a 3 year period and totals £388,987 and will provide 12 units of supported accommodation. This service is provided in conjunction with Home group and operates a non-eviction policy alongside proving Assured tenancy to individuals rather than the traditional licence agreements. MHCLG recognised this approach as good practise and an example to other local authorities seeking to provide a similar response to supporting those most vulnerable.

For the last two years the maximum number of households in temporary accommodation at any one time has been outside target. For 2020/21 there were a maximum of 39 households accommodated, which was largely due to the increase in cases presenting during the peak of the Covid-19 pandemic - however for Q4 2021-22 this number has fallen to 19 households.

The main reasons for homelessness are: Loss of private rented accommodation with an increasing number due to landlords wanting to either sell the property or seek alternative business opportunities with the property, relationship breakdown with

family and friends which is often due to increased stress within families due to the lack of affordable accommodation and financial difficulties. Preventing homelessness still remains the number one priority for the service however with a reducing private rented sector, high demand on social housing and the impact of benefit caps this is becoming more difficult. *Appendix 2 reference: Graphic 16.*

**Target: Reduce the percentage of private sector homes with category 1 hazards to less than 15% by 2025:**

Commentary: The Council has a robust approach to the reduction of hazards. This includes information on Private Sector Stock Condition and carrying out both Housing Standards and Houses in Multiple Occupancy inspections for conditions.

### **3.52 Economic development and culture targets**

**Target: Distribute grants to aid businesses through the Covid crisis:**

Commentary: Covid-19 business grants totalling £156m distributed to those affected, with 40,000 unique grant payments. *Appendix 2 reference: Graphics 22-26.*

**Target: Widen and improve the quality of broadband coverage:**

Commentary: Continued dialogue and partnership working with Connecting Cumbria and others to improve broadband provision in South Lakeland. Promoting the government broadband voucher scheme to eligible residents and businesses.

**Target: Advise businesses:**

Commentary: Continued advice provided to businesses and new business start-ups across sectors through the Economy & Culture team and Invest in South Lakeland programme. Subsidised business support provided through partners including Cumbria Chamber of Commerce, Cumbria Action for Sustainability, Future Fixers and Green Small Business.

**Target: Deliver new business space in Kendal Town Hall:**

Commentary: Refurbishment of South Lakeland House and Kendal Town Hall to create additional town centre employment space, meeting rooms and conference facilities is near completion, with full extent of business space expected to be available by May 2022.

### **3.53 Health and environment targets**

**Target: Complete Kendal Air Quality Management Plan implementation:**

Commentary: Air quality emission data has varied over the past 24 months due to long periods of lockdown and reduced vehicle movement through Kendal Town Centre. This has resulted in lower than anticipated pollution levels which are not thought to reflect the current situation. Monitoring will continue in this area, and across district to establish a clear picture.

**Target: Review the third sector commissioning and the delivery of financial advice and support to vulnerable people:**

Commentary: New two year funding agreements with key third sector partners (Citizen's Advice, ACT, CALC, CVS, South Lakes Hydrotherapy and a contribution towards CVS delivery of a poverty truth commission for South Lakeland) will enable targeted delivery of Council plan priorities and support vital community services in the District.

**Targets: Work with partners to safeguard people against exploitation – and Work with partners to protect people against domestic abuse:**

Commentary: Progress on actions and priorities is being made through the Local Focus Hub, which covers the South Lakeland District. This multiagency hub works to ensure all partners are sharing resource to tackle and mitigate the effects of the priority community safety issues identified by the CSP. CSP oversees domestic homicide reviews and disseminates action plans and learning in South Cumbria. *Appendix 2 reference: Graphic 18.*

### **3.6 Council Plan Priority: 'Addressing The Climate Emergency – A Carbon Neutral South Lakeland'**

This means enshrining the Council's carbon reduction targets (for SLDC to be carbon neutral by 2030 and for the District to be carbon neutral by 2037) A comprehensive action plan for carbon reduction is being implemented. The Council Plan sets the strategic direction for this work and is the means by which carbon reduction is mainstreamed within the Council.

#### **3.61 Housing and Communities targets**

**Target: Reduce the percentage of homes in the lowest energy performance certificate (EPC) bands (F and G) from 16.4% to less than 10% by 2025:**

Commentary: The Council has published a Statement of Intent on the website - and has arrangements with several companies providing energy efficiency improvements. We will continue to support CAfS on their Cold to Cosy scheme and also work with Cumbria authorities to prepare a bid for the Local Authority Delivery Scheme for the Green Homes Grant. The Council will consider any other future grant schemes that are proposed. *Appendix 2 reference: Graphic 17.*

**Target: Updated environmental standards for new development to be included in Local Plan:**

Commentary: The Issues and Options consultation ran from 30 June to 29 October 2021. It presented a range of possible policy options for comment, including whether to increase local standards above the levels being set by the Government through the forthcoming Future Homes Standard. A draft Local Plan will be consulted on through to early 2023.

#### **3.62 Economic development and culture targets**

**Target: Enabling agile and home working:**



Commentary: Work ongoing with partners to help provide the right conditions for flexible working through better provision of broadband, increasing digital skills and engagement and more co-working space.

**Target: Completion of Kendal Flood defences:**

Commentary: Environment Agency are leading of the design, implementation and delivery of this scheme, with work having commenced on the first of the three phases in Kendal – work is expected to be completed in 2023.

**3.63 Health and environment targets**

**Target: SLDC to be carbon neutral in its own operations by 2030:**

Commentary: The Council's declaration of a Climate Emergency has delivered both a Council Plan with carbon neutrality targets and a Climate Change Action Plan to drive progress. There has been excellent progress in establishing a baseline and a reporting and monitoring process. This has been driven by the introduction of energy management software to capture Scope 1 and 2 emissions, further developed by reports and analysis of fleet emissions, procurement emissions, offsetting potential and staff travel. Work on reducing emissions is underway, the Council is working towards bidding for the Public Sector Decarbonisation scheme and establishing a plan for Fleet decarbonisation - with one Electric Van purchased and on the fleet. The assets team have established a programme of energy efficiency work to undertake over the next 12 months to reduce energy - and a Water Source Heat Pump is being planned at Ferry Nab. The Climate Action Projects Team are planning to deliver engagement across the Council on reducing emissions and are working with Human Resources on staff travel and incentives for EV's. *Appendix 2 reference: Graphic 19.*

**Target: South Lakeland to be carbon neutral by 2037:**

Commentary: The Council's newly revised Climate Change Action Plan has set new ambitious and achievable actions over the next 12 months. The council is taking a lead role in the community on Green economy and green business. Continuing to support Future Fixers, Green Small Business and providing grant funding to Cumbria Action for Sustainability to support South Lakeland businesses in tackling Climate Change. SLDC have been used as a national case study of councils supporting Green Business, which indicates progress. The existing projects established with CAFS focusing on Solar energy generation and energy efficiency through Cold to Cosy are progressing well. SLDC have supported residents from lower income households attain energy efficiency improvements through the LAD2 scheme. The Council is also engaging with countywide groups such as the Zero Carbon Cumbria Partnership, the Local Nature Recovery Strategy, a Local Authority Climate Policy Group and Cumbria EV infrastructure group to contribute to larger scale Climate Change Solutions. The Council is also making steps in understanding their Scope 3 emissions, and formulating strategies in reducing these emissions which have a wider affect upon the district.

The percent of household waste sent for reuse, recycling and composting: for 2020/21 the result of 43.5% reflects the suspension of green waste during the Covid-19 pandemic. Green waste influences recycling results significantly. This is because green waste is produced in large quantities and contributes to significant tonnages compared to lighter plastic and cardboard. If feasible to collect food waste this would help recycling rates - however food processing plants are currently too distant from

South Lakeland to make this viable. Plastic and cardboard kerbside collection covers 100% of households. *Appendix 2 reference: Graphic 20.*

The amount of residual household waste not sent for reuse, recycling and composting: South Lakeland's residual household waste is sent for reuse rather than to landfill. The residual waste is processed to provide refuse derived fuel for large industrial processes. In line with other councils, residual waste includes grey bin waste, waste from litter bins, street sweepings and other sources. The tonnage of street sweepings varies significantly each year and therefore impacts on residual waste totals. The level of residual waste is measured in kilos of waste per household per year. Grey bin waste on its own has fluctuated from 479kg in 2009/10 down to 391kg for 2019/20. The result of 426kg for 2020/21 reflects people being at home during Covid-19 Pandemic. *Appendix 2 reference: Graphic 21.*

**Target: Supporting preparation and implementation of Kendal cycling and walking strategy:**

Commentary: The Council is supporting Cumbria County Council with the Kendal Local Cycling and Walking Plan. Cumbria County Council consulted on a Draft Local Cycling and Walking Infrastructure Plan in late 2021. This is to improve the cycling and walking network in Kendal and the surrounding area, in order to promote more active travel and to make everyone feel confident they can walk or cycle.

**3.7 Strategic Risk Register – Appendix 1**

The Strategic Risks have been reviewed in line with risk management arrangements. The Strategic Risks are being managed continuously and effectively - and a summary is shown below. Further detail for all Strategic Risks are visible within appendix 1.

| <b>Risks Summary - Quarter 4 2021/22</b> |   |
|--|---|
| Total number of risks:                   | 15 risks  |
| New risks:                               | 0 risks   |
| Archived Risks:                          | 1 risk  |
| Risks above appetite:                    | 4 risks<br>27% of risks are currently above appetite.<br>Following a review of the Strategic Risks for Quarter 4 2019/20 it was found that 65% of risks were above appetite. This significant change was due to the pressures brought about by Covid-19. The review this Quarter 4 2021/22 shows that 27% of risks are positioned above appetite.<br>Risks above appetite are reviewed at least on a quarterly basis. |
| Risks below appetite:                    | 11 risks<br>73% of risks are currently below appetite.<br>Risks below appetite are reviewed annually during Quarter 4.  |

#### 4.0 Appendices Attached to this Report

| Appendix No. | Name of Appendix        |
|--------------|-------------------------|
| 1            | Strategic Risk Register |
| 2            | Performance Statistics  |

#### 5.0 Consultation

5.1 This report details measures of success against each of the priorities within the Council Plan. These have been consulted on extensively prior to the Plan being adopted by Full Council.

#### 6.0 Alternative Options

6.1 No alternative options – the purpose of the report is to receive a performance update. The Council must note successes, monitor progress and take action where appropriate.

#### 7.0 Implications

##### Financial, Resources and Procurement

7.1 There are no financial implications associated with this report. However, strategic risks can relate to financial issues and are considered as part of the Council's Medium Term Financial Plan, budget preparation and monitoring process.

##### Human Resources

7.2 There are no human resources implications associated with this report.

##### Legal

7.3 There are no legal implications associated with this report.

##### Health and Sustainability Impact Assessment

7.4 There are no Health and sustainability implications associated with this report. Performance monitoring supports the delivery of all Council Plan Priorities and has a positive impact on organisational objectives.

##### Equality and Diversity

7.5 There are no Equality and Diversity implications associated with this report. Performance monitoring supports Equality and Diversity needs.

##### Risk

| Risk Management   | Consequence   | Controls required   |
|---|---|---|
| Risk that performance measures are not monitored and corrective action is not identified. | Ambitions as set out in the Council Plan are not achieved.          | Robust performance management arrangements are implemented.<br>Recommendations for corrective action are implemented. |
| Risk that good performance is not acknowledged.   | Missed opportunity to maintain high morale and performance culture. | Successes are recognised and celebrated regularly.  |

## Contact Officers

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## Background Documents Available

| Name of Background document   | Where it is available                                  |
|---|--|
| Council Plan – South Lakeland   | <a href="#">South Lakeland Website</a>                 |
| Performance Management Framework – South Lakeland                               | <a href="#">South Lakeland Website</a>                 |
| Risk Management Arrangements – South Lakeland                                   | <a href="#">South Lakeland Website</a>                 |
| Description of Nearest Neighbours Model - CIPFA                                 | <a href="#">CIPFA Website</a>                          |
| Benchmarking data - Local Government Association                                | <a href="#">Local Government Association Website</a>   |
| Economy data - Office for National Statistics Official Labour Market Statistics | <a href="#">Office for National Statistics Website</a> |
| Health data - Public Health England Public Health Outcomes Framework            | <a href="#">Public Health England Website</a>          |

## Tracking Information

| Signed off by       | Date sent | Date Signed off |
|---------------------|-----------|-----------------|
| Section 151 Officer | 19/04/22  | 21/04/22        |
| Monitoring Officer  | 19/04/22  | 21/04/22        |
| CMT                 | 21/04/22  | 21/04/22        |

| Circulated to                   | Date sent |
|---------------------------------|-----------|
| Lead Specialist                 | 19/04/22  |
| Human Resources Lead Specialist | 19/04/22  |
| Communications Team             | 19/04/22  |
| Leader                          | 23/05/22  |
| Committee Chairman              |           |
| Portfolio Holder                |           |
| Ward Councillor(s)              | NA        |
| Committee                       |           |
| Executive (Cabinet)             | 08/06/22  |
| Council                         | N/A       |