Service Area Plan 2020/21

Part 1 - Service Information/links to policy
Part 2 – Managing Service Delivery
Part 3 – Managing and Improving People
Part 4 – Budget
Part 5 – Managing Planned Changes/Projects

Service Area :	Health and Community Protection
Service Area Manager:	Marianne Rolfe
Deputy Chief Executive:	Andrew Jones
Portfolio Holder(s):	Judith Falp

1   Purpose of the Services Provided

Purpose –   To protect individuals and the community from harm, improving their health & wellbeing and the quality of the environment.

I want protection from practices, nuisance, infection and pollution which could have an adverse effect; and support for the disadvantaged in the community towards improving health & wellbeing. This includes: -

- Effective and fast response to environmental health, nuisance, animal welfare and public protection issues.
- Effective use of regulatory and licensing controls to ensure business practices are appropriate, comply with legislation and guidance and protect the public.
- To provide high quality services which support sustainable development, maintains safety & security in the public domain and delivers effective solutions to meet the customer's needs.
- Building community capacity particularly in the most disadvantaged areas.
- Making my neighbourhood feel safer.
- In the event of Civil Emergencies, a quick and co-ordinated incident response with recovery, help & assistance to the community, whilst still being able to access Council services.
- Prompt and professional advice for businesses on legislative issues related to food safety, health & safety and environmental emissions; and to individuals across a wide range issues affecting health & wellbeing.
- A dog warden service providing effective control over stray dogs and dog fouling.

- A pest control service providing prompt and effective response to pest infestations having a public health significance, at low or no cost to those on low income.

1.1 Linkages to Fit For the Future Strategy

External	Direct	Indirect
Service **(Green, Clean and Safe)**	In order that residents, workers and visitors within our communities feel safe, the district requires monitoring, overview, and targeted interventions to deliver crime reduction, community cohesion and environmental health protection. • Analyse data in order to identify and agree priorities. • Work in partnership with other local authorities and agencies to deliver targeted interventions. • Ensure that all of our decisions, policies and strategies promote safer communities as a consideration. By Delivering: • CCTV service. • Crime and disorder, ASB and public places interventions. • Coordinate and leading of ASB multi agency groups • Undertaking Food Hygiene and Safety interventions. Inc illegally imported food. • Undertaking Health and Safety interventions. Inc accident investigations. • Licensing application processing and compliance interventions. • Advice provision to ensure safe & secure Events programme of WDC and third party events across the District. • Community Safety multi-agency partnership initiatives to deliver the priorities of the South Warwickshire Community Safety Partnership. • Work with the voluntary sector and Neighbourhood Watch to reduce the opportunity for crime and disorder. • Mitigation against malicious disruption to Crowded places in the Districts Towns with our multi-agency partners.	• Work to promote community cohesion, community resilience and community self-sufficiency. • Working with stakeholders to address the outcomes of this agenda. • Engaging stakeholders and other services in the delivery of agenda.

	• Emergency & Business Continuity planning. • Promoting Parish Resilience Emergency Planning. In order to deliver a clean and green environment, the district requires monitoring, overview and targeted interventions to deliver improvements to safeguard our communities, businesses, environment, district and services. • Ensuring the environment is protected so as to maintain or improve the current status. • Ensure that we represent sustainable values in our own organisation. • Promote sustainability within our communities. • Provide advice and support to our communities • Ensure that all of our decisions, policies and strategies take clean environment into account. • Work in partnership with agencies to deliver wider aims. • Investigate opportunities and programmes which promote our aims. By Delivering: • Deliver sustainability interventions both in the community and of the councils own impacts. • Air quality monitoring and interventions. • Contaminated land, private water supply monitoring. • Environmental process permitting. • Responsible dog ownership interventions. • Pest Control services. • Investigation of infectious diseases and undertaking of public health funerals.	

People (Health, Homes and Communities)	In order for individuals, homes and communities to remain healthy, they need to be supported in order to establish resilient self-reliant and suitably graduated care packages. The individual, the community and the specialist.	• Working with stakeholders in the community to address the agenda. • Engaging stakeholders and other services in the delivery of Health and wellbeing.
	• Analyse data and deliver suitable targeted interventions based on evidence. • Use evidence to direct priorities. • Work in partnership with other local authorities and agencies to ensure a coordinated holistic approach. • Engage with those communities which are hard to reach. • Work in the community to establish effective community engagement, community capacity building • Identify gaps in available service provision and helping to establish mechanisms and arrangement to fill those gaps. • Concentrating on those with the greatest need. • Ensure that all of our decisions, policies and strategies promote health and wellbeing as a consideration. By delivering: • Advice and guidance through 'making every contact count' and other Health & Wellbeing mechanisms. • Delivering interventions in partnership to contribute to improvements in health and wellbeing. • Joint working on the Priority Families county-wide programme and on Anti-social behaviour issues. • Designing out crime and nuisance from new developments. • Overlap with direct measures listed above. • Co-ordinated response to Civil Emergency incident and recovery help & assistance. • Promotion of greater personal responsibility. i.e. good neighbour guide and Going Out & Staying Safe. • Advice and support to enable the voluntary and community sector to access grants and funding • Support for Community Forums.	

| Money (Infrastructure, Enterprise and Employment) | In order for businesses to compete, grow and stay current, they need support and engage with councils. Critical to this is that businesses find it easy to access the council support and services. Equally critical is that the council listens and considers the changing needs of the business. Work with growth hubs to develop a cohesive system of business support that is effective, sustainable and adds value that a business understands.

Undertake following actions to deliver statutory duty of supporting business growth
• Regular engagement with businesses and business community.
• Work in partnership with other local authorities to engage with business.
• Take steps to engage with businesses which are hard to reach.
• Data share regarding business needs, confidence etc.
• Embed 'Better Business for all' ethos (BBFA) to help promote business and economic development.
• Promote & deliver Primary Authority Arrangements
• Take graduated enforcement action to address non-compliance.
• Provide appropriate advice and guidance to assist in regulatory compliance. | • Encouraging greater use and diversity of our town centres attractions by delivering the outputs of Green, Clean and Safe.
• Deliver training opportunities.
• Embed social value, return and sustainability into our procurement activities. |

Internal	Direct	Indirect
Service (Maintain or Improve services)	In order to maintain or improve services operated by Health and Community Protection, the services strive for continuous improvement and take advantage of opportunities. • Make services accessible remotely to customers and staff. • Deliver payment solutions. • Ensure the staff have the required competence. • Ensure that staff are developed in order to meet the need of the future service. • Investigate opportunities and programmes of work.	

	• Develop services in order to meet the needs of the future demand. • Develop commercial opportunities and experience.	
People **(Effective Staff)**	Employees are the key to the successful delivery of the services of Health and Community Protection. Diversity, health and safety, workplace conditions, personal development, work/life balance and remuneration are all issues that responsible employers need to address to ensure a happy, motivated, competent workforce. • Ensure every member of staff has a personal development plan. • Promote shadowing, mentoring within teams and across service areas. • Ensure staff understand their role and contributions to the service plan and how their performance will be assessed. • Ensure that staff are treated fairly and that policies are consistently applied.	
Money **(Firm Financial Footing over long term)**	Health and Community Protection operate in a manner to ensure the firm financial footing of the service. • Operates a full cost recovery in the calculation of its fees (within legislative boundaries). • Develop services which operate in a cost effective manner. • Investigate and take advantage of commercial opportunities. • Deliver payment solutions. • Seek investment and partners in order to deliver specialised services.	

2   Managing Service Delivery

2.1   Service Overview

(NB – Specify main aspects of service delivery during the year)

	Service Being Delivered	Priorities (with Justification)	Service Demand/Service Requests	
Community Partnership	**Support for the Community Forums**	7 Locality Areas	**2/yr/e**	Meetings and administration activities
		Dealing with grant applications and monitoring delivery of spent		
	Voluntary and Community Sector Funding Support	Manage the contracts of the Voluntary Commissioned Service contracts to deliver identified priorities		
		Ongoing management and implementation of the new spending structures for VCS work		
		Build links with altruistic partners and funds		
	Community Development Work	Two CDWs in the community working out of 4 community hubs		
		Support for corporate projects e.g. Lillington Regeneration, Commonwealth Games,		
		Champion self-sustainability and community capacity building		
	Sustainability	Supporting the climate change action plan development		
		Delivery of the strategic actions identified in the approach until superseded by the climate change action plan		
		Energy efficient identification of projects and schemes		
		Work with communities and supporting voluntary agencies to increase community sustainability.		
		Delivery of Fuel Poverty campaigns in partnership with Act on Energy		

		Consultation and delivery of the council fuel poverty strategy.		
	Health and Wellbeing	Delivery of the Health and Wellbeing Approach actions		
		Work with other services to ensure that the Health and wellbeing is embedded in decisions.		
		Progression of projects to have a positive impact on Health and Wellbeing on community		
		Continued effective integration of the approach in corporate strategy's		
		contribute to the JNSA and work with partners to deliver against the JSNA findings		
Safer Communities	**Emergency Planning**	Work to support statutory local authority duties as Category 1 responder.		
		Continuous review of Emergency Plan and Business Continuity Plans		Annual Review of plans
		Testing of Emergency and Business Continuity Plans	1 event	
		Representing the Council at Warwickshire LRF Tactical Group		Monthly meetings
		Organise and Chair Safety Advisory Groups (representatives attend from across HCP)	Approx. 40 (events needing a SAG) plus virtual SAG 110	Internal and External Events
		Training programme to ensure complete understanding of roles responsibilities through organisation		
	Corporate Health and Safety	Programme of H&S Audits within the year	5	Internal Audits of services or processes
		Review and ongoing updating of H&S policy and procedures		
		Investigation and reporting of RIDDOR reportable Accidents		No. of reported incidents
		Monitoring, review and reporting on management systems		SMT, JCT, JMTUSP
		Training and induction sessions	30	No. training sessions delivered

		Participation in Corporate Asset Compliance Management		
		Overseeing the actions against action planning for the any audits undertaken.		
	Environmental Protection	Advice to Planning on Environmental Protection issues	700	
		Expert noise input on HS2		Requests for detained site information
		Investigation of complaints or service requests relating to domestic, commercial and industrial premises	3000	
		Monitoring of air quality – Operation of monitoring stations and equipment, preparation of reports as required by legislation.	60 (approx.) 3	Diffusion tubes locations Monitoring sites
		Delivery against the Air Quality Action Plan		
		Delivery of Air Quality projects in partnership with community and agencies		
		Advice to Licensing as a 'responsible authority' (public nuisance)		
		Permitting of polluting businesses (EPA Part 1)	37	No. current permits
		Public Health Funerals	10	
		Contaminated Land advice and monitoring		
		Delivery of Primary Authority Arrangements	4	PAP agreements
	CCTV	Identification of incidents and reporting to the police Identification and monitoring of suspicious individuals Identification of missing persons, vulnerable persons etc. Event CCTV monitoring of relevant events	15,000	
		Monitoring of Retail radio, rangers, police and events radios		
	Crime and Disorder	Deliver public education interventions. Including virtual reality		
		Participate in the tender for the weekend Street Marshal Services a partner of the University of Warwick contract for weekday marshals		
		Participate in the conduct of Domestic Homicide Reviews		

		Reducing incidents of anti-social behaviour	<100 (approx.)	Warning letters to perpetrators
		Reducing the risk to victims of high risk cases	<140	Victim profiles created
		Reviewing the policy		
		Support for Community Safety Partnerships		Meetings and associated document production
		Support the delivery of purple flag accreditation by partners		
	Services	Collection of Stray Dogs	55	No. of incidents
		Provide advice regarding those effected by and allegedly causing noise nuisance as a result of dogs		
		Promotion and education activities for responsible dog ownership		
		Investigation of dog fouling service requests	165	No. of incidents
		Investigation of other dog related incidents	160	No. of incidents
		Delivery of pest control services	1365	Enquires and requests for treatment
		Remain abreast of emerging vector management issues		
		Continuing the study of commercial opportunity for pest control		
Regulatory	**Food Safety**	Delivery of Food business inspection programme as part of FSA agreed work plan	75 430 130 20	Advisory Inspections Programmed Inspections None Programmed inspections FHRS rescore requests
		Revisits	155	Revisits
		Investigation of food complaints	18	
		Food Safety advice, enquiries, registrations, hygiene complaints etc.	950	
		Response to imported food notifications	25	
		Investigation of appropriate infectious disease notifications	140	

		Understanding of service costs to progress commercialisation opportunities		
		Delivery of Primary Authority Services	6	PAP agreements
		Sampling visits	30	
		Understanding and implementation of the required changes to the work undertaken at the Coventry Airport		
	Health and Safety Enforcement	Intervention inc visits	80	Interventions
		Complaints and enquires	175	
		Accident reports	90	
		Delivery of Primary Authority Services	3	PAP agreements
	Licensing	Alcohol & Regulated Entertainment Licensing	214 86 564 200	Premise applications, variations Personal Licence Applications Temporary Events Inspections
		Dealing with Taxi Licenses	164 664 11 152 27	Drivers Licences (New & renewal) Vehicle Licences (PH & HC) Operators Licences DBS Assessments Inspections
		Dealing with complaints and enquiries	343	
		Personal treatment registrations	22	
		Street Trading Consents and Collections	45 118	Street Trading Collections (Street & House to house)
		Animal Licensing	53 38	Animal Boarding, Breeding, Pet Shop, Hiring of Horses, Zoos, performing animals. Inspections

		Gambling Licences	70	Including premises, lotteries, gaming, and animal.
		Understanding the impact of the change in legislation in animal licensing on service delivery and review and implement a new animal licensing policy by December 2019		

2.2 Performance Measures – NEED TO DO THE SO WHAT TEST AGAIN. UNDERSTAND AND AGREE THE DIFFERENCE BETWEEN OUR LEVELS OF PERFORMANCE MEASURE

Customer Measures – those important to the people/organisations directly relating to the service by those who use our services Note: these measures should be used on a daily, weekly or monthly basis to identify the impact of interventions in the system and to plan future interventions. Interventions may be very small adjustments to resources, or may involve transformational change				
	Qtr. 1	2	3	4
% Requests for Service received, first response to within defined target times (individual depending on request type) *Aim for 80% and above*				
% Requests for Service received, completed within defined target time (individual depending on request type) *Aim for 80% and above*				
Reduce the risk of 80% of all ASB victims assessed as high risk (only includes those to consent to secondary evaluation)				
Number of incidents observed by CCTV Control Room				
Operational Measures – other (non customer) measures essential to ensure that "purpose" can be achieved. Note: this section will not be used by most service areas as their Customer Measures are expected to be sufficient. However, there may be cases where an operational measure is required to ensure the smooth running of a service area.				
	Qtr. 1	2	3	4

Average time taken to resolve noise nuisance service requests				
Average time taken to resolve pest control and dog warden service requests				
Average time taken to resolve other environmental protection nuisance service requests				
% of Planning consultation requests completed within target time.				
% of monitoring sites exceeding national air quality standards (*unverified data as must be verified nationally at the end of the year ** sites are within or immediately surrounding the AQMAs).				
% of completed food hygiene inspections (from annual programme) *Accumulative*				
Number of arrests at time of incident from reported arrestable offences observation.				
Number of proactive operations undertaken in relation to hackney carriage /private hire and premises compliance monitoring (including CSE & related activity)				
% premises compliant with their licence at compliance visit (to include MEC)				
% of Armed Forces Community Covenant actions completed on target				
% of Sustainability/climate change plan actions completed *(to be included in CX service plan in future?)*				
% of Health and wellbeing action completed to target.				
% of community grants given out *(as % of available fund)*				
Number of volunteers recruited as a result of grant investment				
Return on investment/Social value equivalent of volunteering offered/obtained				
Number of referrals by community development workers				
Number of groups/events supported by grants				
Number of New and existing community groups supported				

2.3   Managing Risk

Risk	Planned Actions during year	Comments
Budget	• Regular budget monitoring (including accountants) • Delivering service within budget • Savings to be achieved without service impact • Reviewing opportunities to gain income for services • Ongoing budget management training	• Expansion of current Primary Authority Arrangements. • Continuing Development of the Commerciality of Services
Procurement	• Attendance of key officers at in-house Ongoing training • Regular meetings with procurement officers • Procurement project meetings for major projects including - Back office system procurement. Planned Procurement exercises in year: • Alarm System maintenance • Home energy advice and projects • Street Marshals (partnership with University Warwick) • CCTV maintenance • BT Line rental • Stray Dog Kennelling • Security for Riverside House • Unmet demand survey for Hackney Carriages • Public Health Funerals • Water Coolers • DPS for MOTS and Fleet Inspections • Consultant support for Climate change emergency • Clearance of properties (Public Health).	Ongoing training of officers and those participating in procurement. Scheduled procurement exercises and review of long term service level agreements.
Contract Management	• No. Contracts due for renewal during the year (as identified above) • Training in relation to contract monitoring • Quarterly update of the contract register • Report to Finance and Audit Committee	Ongoing training of officers and those managing contracts. Report due to F&A, April 2020
Audits	• Intra-Authority audit of Food Safety	

	• Peer Review of Health & Safety • British Standard 7958 Management & Operation of Closed Circuit Television (June 2019) Internal audit programme 2020/2021 • Emergency Planning • Licensing • Statutory Monitoring Functions (IPPC, Contaminated Land, Private Water Supply and Air Quality) • Sutainability & Delivery Outcomes • Crime and Disorder	
Risk Register	• Regular review at departmental management meetings • Annual review • Quarterly PH review • Peer Review at SMT, by Risk Manager and Insurance Officer • Implementation of mitigation and control	Report due to F&A and O&S in April 2020
Service Assurance	• Actions arising out of Annual SA document include: - • Amendment of customer measures • Refresher training in procurement and finance procedures, where appropriate • Update of Business Continuity Plan • Completion of the statutory returns. • Completion of the statutory Regulatory Service Plan • Completion of the SWSCP review.	
Corporate Health and Safety	• Delivery of the H&S Audit programme • Delivery of corporate Training programme • Attendance at the Asset management group and the TBC group • Chair of the Safety Representatives Group • Regular Reports to SMT, Joint Communications Forum and Members Trade Unions Safety Panel.	
Service Delivery	• Horizon forecasting review • Integration of horizon forecast within service plan team operational plans and statutory service plans	

		Keeping up to date with key change programmes from statutory agencies	
		Monitoring growth and demand for service need	
Brexit			

3   Managing and Improving People

3.1   Staff Resource

There are currently 44.35FTE posts in the department. There are three posts (2.85FTE) vacant at the time of writing.

3.2   Workforce Planning TO HERE

Category	Sponsor	Activity	Budget Impact	Impact on other Service Areas	Milestones
1. Workforce Planning	Marianne Rolfe	Review of the service organisational structure & recruitment to vacant posts.	TBC	In liaison with HR Consultation with service areas, external partners and the staff of HCP.	Ongoing
	Marianne Rolfe	Review of impact of horizon forecast (inc demand from growth of district)	Within Budget	In liaison with HR	Ongoing
	Marianne Rolfe	Review of impact of the climate change action plan on workforce planning	TBC	In liaison with HR	Ongoing Executive report February 2020
	Marianne Rolfe	Ongoing Authorisation review in light of brexit	Within Budget	None	TBC

	Marianne Rolfe, Lorna Hudson, Elizabeth Young	Apprentices & Environmental Health Officers Placements	Within Budget	In liaison with HR In liaison with other Warwickshire LAs for placement	September 2020
2. Skills, Training, Competency Needs	Marianne Rolfe	Continuing development of post holders	Within Budget	In liaison with HR	Ongoing
	Marianne Rolfe	Ongoing requirements for professional and technical staff including shadowing and mentoring	Within Budget	In liaison with HR	As required and identified in Personal Development Plans
	Marianne Rolfe, Lorna Hudson, Elizabeth Young	Meeting continuing development needs of portfolio holder and relevant members	Within Budget	In liaison with HR and other service areas	Ongoing
	Marianne Rolfe,	Development of Corporate H&S, Emergency Planning, Prevent and Counter Terrorism.	Within Budget	In liaison with HR and other service areas	Ongoing
	Marianne Rolfe	Develop commerciality skills	Within Budget	In liaison with HR	As identified in Personal Development Plans
3. Service Changes –	Marianne Rolfe, Lorna Hudson, Elizabeth Young	Continued horizon scanning with focus on Brexit changes, Food Standards Agency, Office of Product Safety and Standards & Chartered institute of Environmental	Within Budget Where demand exceeds budgets this is TBC	Lead Service areas for corporate projects.	Consultation reports General Meetings and update events

		Health Officers with their proposed changes; councils own climate change action plan and demand created by corporate projects			
4. Determining the need for additional resource	Marianne Rolfe	Demand management and district growth	TBC	TBC	

Part 4 **BUDGET – Main budgetary pressures and changes**   ~~Part 4~~

Activity	Budgetary Impact	2020/21	2021/22	2022/23
Delivery of the VCS contracts and reduction in spend in this area	Budget saving (Included in MTFS)	£18,000 (in addition to previous savings)	TBC	TBC
Digitalisation of the CCTV service	Some budget in place as part of the HQ relocation. Additional budget to be secured through April 2019 Executive. Opportunities for income to be explored once project completed.	Remaining Project spend allocated – £303,478.94 exc VAT Estimated £72,097 saving	£70,732 saving	TBC
Upgrade of CIVICA app system/ alteration to another system.	Costs to be confirmed	TBC	TBC	TBC
Commonwealth Games Projects Electric Buses Community Bikes DEFRA air quality	Grant award from LEP. Awaiting notification regarding grant from DEFRA. External partner funding secured.	TBC	TBC	TBC

Discretionary Savings	Budget saving	TBC	TBC	TBC

Part 5 – Managing Planned Changes, Major Work streams and Projects

Change/Project	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
Flood mitigation project • St John's Warwick	Marianne Rolfe SLA with WCC	Not known £100,000.00 earmarked for project contribution	Finance Neighbourhood	Response to decision by Environment Agency. Project contribution	2020/2021 TBC
Budgetary pressures • Following corporate decisions	Marianne Rolfe	Not known	Unknown	Unknown	March 2021
Contribution to Major Corporate Projects • Relocation, • Commonwealth games	Marianne Rolfe	Not Known Community Bike Scheme Electric buses Emergency planning	Corporate project	NB: Staff leave during Jan – Sept 2022 needs considering once know the impacts of the games & planning	2022 (TBC)
Night Noise service • Implement the findings of the review of the Night Noise • Undertake terms and conditions review of the night noise staff	Marianne Rolfe	Not Known	HCP project	Terms and conditions consultation to be mapped	March 2021
CCTV • Digitisation of the CCTV service to enable relocation into new HQ	Marianne Rolfe	Budget allocated for relocation. Additional budget agreed in April 2019 Executive		Ongoing Digitisation of Control Room Digitisation of Cameras Creation of Wireless Spine	Nov 2020
Enterprise & Commercial Opportunities	Marianne Rolfe Lorna Hudson Elizabeth Young	Within Existing budget			March 2021

• Assess current services for feasible enterprise opportunities. • Understand commercial operating models. • Identify relevant skills gaps of staff in this area. • Raise the profile of our business offer • Review charging for intervention (i.e.pre application advice)					
Air Quality • Delivery against the air quality action plan • Investigation of opportunities and programmes which would enhance air quality • Ensure linked to the Climate Change Action Plan • Engage in strategy development where air quality can be influenced • Work in partnership to bring forwards a Community Bike Scheme	Marianne Rolfe Elizabeth Young	Within existing budget, raised grant funding	Development Services	September 2020 Annual air quality status report Annual report to Health Scrutiny Committee	March 2021
Voluntary and Community Sector Commissioned Services • On-going management of the Voluntary Commissioned Service contracts to ensure delivery of identified priorities	Marianne Rolfe Elizabeth Young	Within Existing budget		Contracts expire 2021 – with possible year on year extension subject to performance Planning for the possibility of contract extensions based on performance	March 2021

Health & Wellbeing • Thrive accreditation progress • Supporting the roll out and delivery of the findings of the Place based Joint Strategic Needs Assessments.	Marianne Rolfe Elizabeth Young Tracy Dolphin	None	Cross-cutting HR Regular updates to SMT, O&S subcommittee and Health and Wellbeing Board.	Annual submission for HWB (Jun 20) Director of Public Health report (Sept 20) PH statement updates for the WHB. Reports to Health Scurrility sub committee	March 2021
Sustainability & Climate Change • Ongoing Development of the Climate Emergency Action Programme • Delivery of the climate change action plan and allocated projects to the service area with in Year 1. • Plan for the delivery of the climate change actions for future years. • Identification and engagements with projects and opportunities which enhance sustainability and contribute to the reduction of carbon footprint.	Marianne Rolfe Elizabeth Young	Within existing budget	Cross-cutting work. Need for regular updates to SMT	Report Executive Feb 2020 Reports Executive march 2020	March 2021
Cash & Cheque Handling: • Ensure that cash and cheque handling is reduced.	Marianne Rolfe Lorna Hudson	Within exiting budget Projects through ITCSG allocation	ICT Chief Executives Office	Ongoing monitoring of the cheques and cash received to order to review relevant systems to prevent cash & cheque receipts	March 2021
Digital transformation: • Participate in FSA opportunities for digital registration of businesses	Marianne Rolfe Lorna Hudson Elizabeth Young	Within existing budget	ICT		Within ICTSG work

• Development of specification for software provider (end of Civica app contract 2022) • Further online form integration activities • Continuous improvement of information for customers on website		Projects through ITCSG allocation or TBC			programme
Brexit • Continuing to monitor legislation changes and community tensions	Marianne Rolfe Lorna Hudson Elizabeth Young	TBC			