

REPORT TO	ON
CABINET	Wednesday, 16 September 2020



TITLE	PORTFOLIO	REPORT OF
Quarter 1 (April - June) Performance Monitoring Report 2020/21	Leader of the Council	Interim Chief Executive

Is this report a KEY DECISION (i.e. more than £100,000 or impacting on more than 2 Borough wards?)	No
Is this report on the Statutory Cabinet Forward Plan ?	Yes
Is the request outside the policy and budgetary framework and therefore subject to confirmation at full Council? This should only be in exceptional circumstances.	No
Is this report confidential?	No

PURPOSE OF THE REPORT

1. To provide a summary of performance against the Corporate Plan during quarter 1 (April - June) 2020/21.

PORTFOLIO RECOMMENDATIONS

2. The Scrutiny Budget and Performance Panel are asked to consider the report and make comments and recommendations to the Cabinet.
3. Cabinet is asked to consider and comment on the report.

REASONS FOR THE DECISION





4. The Council's performance framework sets out the process for reporting progress against the objectives of the Corporate Plan. Robust monitoring ensures that the council continues to deliver its priorities and achieves the best outcomes for residents.

EXECUTIVE SUMMARY

5. This report presents performance for quarter 1 2020/21, April – June 2020 based on the progress of key projects and performance measures outlined within the current Corporate Plan 2019-2023.
6. During quarter 1, the COVID-19 pandemic and lock down continued to have a significant and sustained impact on all residents, businesses and communities. The council mobilised a highly effective and proactive response to protect all aspects of the borough. A summary of activity is included at appendix 2. The Covid-19 community response was the operational and financial priority throughout quarter 1 however despite this, performance of the corporate plan has been


maintained and remains positive with 85% of projects currently on track, exceeding expectations or complete.

7. The intelligence and experience gained through the Covid response will shape the approach to service delivery moving forward through the refresh of the Corporate Strategy and priorities, to be presented to Council for approval in September 2020. We now have an understanding of areas of vulnerability and how we can better support residents and communities to increase overall resilience. Six projects have been paused for review pending the refresh and to ensure that activity and resource is directed to meeting the needs of residents through the recovery phase. These projects are identified in Appendix 1.
8. Of the remaining 40 projects and activities 85% are performing well.

			
Completed/Closed	Exceeding	On-Track	Off-Track
12%	3%	70%	15%

Breakdown by Outcome				
Excellence, Investment & Financial Sustainability	1	-	4	1
Health, Wellbeing and Safety	2	-	9	1
Our People and Communities	2	-	5	2
Place, Homes and Environment	-	1	10	2

9. Of the 10 performance measures available to be reported this quarter, 7 are 'Exceeding', 1 is 'On-track' and 2 are 'Off-track'.
10. The performance indicators off track are: increase in income from commercially operated assets and increase in meeting hours which is due to the business and conference centre being closed as a result of the pandemic. A full explanation and action plan are provided within the report.

Breakdown by Outcome			
Excellence, Investment & Financial Sustainability	5	1	2
Health, Wellbeing and Safety	-	-	-
Our People and Communities	1	-	-
Place, Homes and Environment	1	-	-

11. The report provides a summary of all activities that support each of the outcomes in the Corporate Plan along with a summary of performance and project delivery. Where activity is off-track, an explanation and action plan is provided.
12. A summary of performance is provided at Appendix 1 including project status

CORPORATE OUTCOMES

13. The report relates to the following corporate priorities:

Excellence, Investment and Financial Sustainability	✓
Health, Wellbeing and Safety	✓
Place, Homes and Environment	✓

Projects relating to People in the Corporate Plan:

Our People and Communities	✓
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SUMMARY OF THE REPORT



Excellence, Investment & Financial Sustainability

Excellent services and a strong financial position that enables us to invest in the right way

1

People tell us that we are value for money and satisfied with the way we do things

2

We have more people using our online services

3

More people using online self service channels

4

We buy from local businesses as suppliers and contractors where we can

5

Investment in communities by delivering our Capital Programme

Achieving the corporate priorities


14. The Digital to Improve programme accelerated the roll out of devices and systems enabling remote and agile based working, which kept the Council functioning throughout the initial peak of Covid-19. Over 200 officers are now enabled to work from home with full access to systems they would normally be able to access in the office. Microsoft Teams has been made available to all staff and all members, which has played a significant role in the introduction of virtual and hybrid member and committee meetings. In support of this, 50 iPad Pro devices have been given to all Elected Members. The new devices support the move towards a paper light environment with access to Microsoft Teams, Outlook and Modern Gov. Greater digital access and mobility enables the provision of even better services for our customers as part of being an excellent council.
15. There has been a 12% increase in online transactions in quarter 1 compared to the same time last year, accounting for 37% of all contacts. Residents are becoming more familiar with accessing services online achieving the overall aim of having more people using self-service channels. South Ribble and Chorley Council have been working jointly to procure refreshed websites for each council. Following approval to award the contract, South Ribble has now moved on the implementation phase with a view to introducing the new website in the autumn 2020, further enabling people to use services online and self-serve at their convenience.
16. The development of Shared Services continued to progress throughout quarter 1. This quarter, relocation works for the Civic Centre have been delivered to enable teams to work together in a modern working environment. Shared IT systems access has been rolled out to the shared

services senior team and staff. The Digital Governance Board has developed joint information security framework and began the review of IT service catalogues in order to identify procurement opportunities, align digital thinking and feed into the development of the joint digital strategy. Work has begun on the preparation for the Phase 2 business plan for shared services which will set out how the councils aim to further extend opportunities to work together more effectively and efficiently.

17. Ensuring that the Council delivers value for money, the review of leisure management options has been completed together with the strategic business case. The options outline the significant benefits from both a social and economic perspective including how any future delivery model could support increased employment and health and wellbeing benefits. The leisure management options, and strategic business case options will be presented to cabinet at the beginning of August for review and decision on which options are taken forward.


Key Projects


18. Of the 6 projects under this corporate outcome, 1 is complete, and 4 are 'On-track'. Customer Experience is complete. The projects rated as 'On-track' are:
- ▶ Shared Services;
 - ▶ Conference and Business Centre;
 - ▶ Leisure management options;
 - ▶ Implement first year of the Councils digital strategy.
19. At the end of the quarter, 1 project was 'Off-track', and an action plan is provided below.
- ▶ Review of Surplus Sites

Key Project	Status	Project description
Review of the Council's Surplus Sites		The Strategic asset review shall enable the Council to identify land and buildings which may be under -performing and provide for options to enable the asset to perform more effectively or look to dispose the asset on the open market.
Reason for off track and action to address:	A draft assets review report has been received in Quarter 1. In August, Cabinet approved the decision to undertake a stock condition survey of the Council's assets. The tender process is now at the stage of being finalised and it is expected that a further update will be made to Cabinet in December 2020 with the overall completion of the asset review expected by March 2021.	

Performance Measures

20. Of the 8 performance measures reported under this outcome, 5 are 'Exceeding': % of telephone calls answered within 90 seconds; % of calls abandoned before being answered in a quarter; Complaints as a % of total contacts to our customer contact centre (Gateway); Complaints against the Council Upheld and the Average days to process a new Housing Benefit claim. One is 'on track': the % of self-service channels access vs phone/face to face. One measure is 'off track' as below:

Key Performance Indicator	Baseline / Target	Comparable Period	Quarter 1 2020/21	Status
Increase in income from commercially operated assets: Business and Conference centre	10% increase	20% (Q1: 2019/20)	0	
Commentary	<p>The reduction in income generated for the Conference and Business Centre this quarter is due to the Covid-19 pandemic.</p> <p>The closure by the government of premises such as conference centres as well as the closure of the Civic Centre in general has simply meant the building has not been open and no income taken for this period.</p> <p>As restrictions ease, the situation will be reviewed.</p>			

Key Performance Indicator	Baseline / Target	Comparable Period	Quarter 1 2020/21	Status
Increase in meeting hours in the Business and Conference Suite	10% increase	4% (Q1: 2019/20)	0	
Commentary	<p>As above, the closure by the government of premises such as conference centres as well as the closure of the Civic Centre in general has simply meant the building has not been open and any bookings previously placed have not taken place.</p> <p>As restrictions ease, the situation will be reviewed.</p>			



Health, Wellbeing and Safety

Residents are happy, healthy and safe, active and independent

1

More people telling us they feel safe at home and out and about

2

Fewer people homeless

3

More businesses and high streets are dementia friendly

4

More people engaged in physical activity

5

Improvements and extensions of multi use pathways across our Green Links

Achieving the corporate priorities


21. Progress has been made this quarter in supporting the Council's objectives to get more people engaged in physical activity. The Council's Active Travel team (Sports Development) has launched 'Cycling in South Ribble', a webpage which comprises a wide range of information relating to cycling which includes:
 - local cycle routes;
 - a directory of South Ribble cycling businesses to visit for a new bike, repairs or parts;
 - training opportunities.
22. Sports Development coaches have delivered 'Active Streets' which provides a programme of positive activities and engagement through street games and play over the course of a 5-week period. The work is targeted at low income families who are provided with a pack of sports equipment and a number of structured activities are delivered with the families supporting parents to learn new games to play with children, empowering them to be more active. The project began on Broad Green Close, delivered in partnership with the local Youth Support Worker at 'The Base Community Centre'. The activities on Broad Green Close engaged 9 families on their doorstep. Following positive feedback, the Council seek to replicate the project across other streets in the Borough.
23. Improvements and extensions of multi-use pathways across green links has progressed with works at Shruggs's wood having recommenced this quarter (having been delayed due to Covid) The planting season has been missed, but the park is set to re-open in October 2020. The Multi-use pathways are designed to link where people live and work with parks, leisure amenities and green spaces. The open access nature of this network allows access for all and promotes health and wellbeing through sustainable travel and leisure options. The work to improve access to Shruggs wood removes the physical barriers that restrict certain users and provides a welcoming open atmosphere.
24. During Covid-19, the government responded with several measures which impacted homelessness. Principally this was the suspension of any evictions and the direction to house anyone who was homeless, whether this was within the statutory duty or not. As a result, a total of 60 households were placed in temporary accommodation. The Housing Options Team together with the South Ribble Together Hub, have been working with partners to provide positive interventions. As a result, Housing Options has been part of a multi-disciplinary team which is able to look at a range of services to provide positive interventions and support. The agencies involved included, Lancashire County Council Social Care, mental and physical health services, substance misuse services and probation.
25. It is expected presentations to the service will increase in numbers for those in temporary accommodation due to the Government's recent announcement that additional categories of vulnerability have been added to include those more vulnerable to COVID 19.
26. As a result of the work undertaken and the ending of the Covid-19 homeless interventions, services within the council are developing a sustainable approach to maintaining the type of

approach to interventions supporting those at risk but fall outside of the statutory duty. As the team moves out of the COVID19 response and back into proactive and preventive work, Housing Options is to seek funding through the Government focused on this area.

27. Progress has been made in rephrasing the Dementia Action Alliance's Delivery Plan 2020-21 to take account of the impact of the Covid-19. The alliance's Living Well Guide has been updated to ensure that information relating to services and additional support for those impacted by Covid-19 with the delivery of monthly Dementia updates through the monthly newsletter and the Councils Website. Working towards a more dementia friendly high-street, the Alliance has been working with businesses to begin on virtual dementia friends' sessions. The first of these sessions was delivered to businesses from the Business Before Breakfast network in June.

Key Projects

28. Of the 12 projects under this corporate outcome, 2 are closed, 9 are 'On-track'. Activities and events for people of all ages and MH2K have progressed as far as they can under their current scopes and have now been closed. MH2K will be taken forward in its next stages as part of the Councils implementation of the Strategic Review of Community Involvement, where the Neighbourhoods team will be developing a project to take forward implementation of key recommendations from the final report.
29. The projects rated as 'On-track' are:
- ▶ South Ribble Dementia Action Alliance;
 - ▶ Open space sports and recreation;
 - ▶ Improving our existing leisure centres;
 - ▶ Reduce the number of Homeless
 - ▶ First class advice services
 - ▶ Interact with the Council digitally;
 - ▶ Community safety to tackle crime and disorder;
 - ▶ South Ribble Partnership;
 - ▶ Mind the Gap
30. At the end of the quarter, 1 project is 'Off-track' and an action plan is provided below:
- ▶ Green Links;

Key Project	Status	Project description
Green Links		The Green Links project will promote and develop new green corridors where people can walk and cycle safely. These Green corridors will also promote biodiversity, ecology and improve Air Quality of a given area.
Reason for off track and action to address:		<p>Due to furlough there have been delays on the work for Green Links. However, within the quarter work has recommenced on Shruggs Wood, and will be completed by end of quarter 2, though the planting season has been missed.</p> <p>Approximately 60% of planned works for Howick – Penwortham Holme Ribble Corridor should be achieved within year. As a result, a revised programme taking into account in year underspend will be factored into specification enhancements for Green links infrastructure linked to the Environment Agency flood defence program (Phase 1 and 2) along the river corridor including Ribble sidings scheme.</p> <p>Work on the Leyland Loop, where land is in the Council's ownership has in the majority been completed. Dialog is continuing with Lancashire County Council (LCC) and Cuerden Valley Park Trust (CVPT) together with other significant landowners to bring forward less complex schemes that could be completed within year. A clearer understanding of the likely outturn will be available at the end of quarter 2.</p>

Performance Measures

31. There are no performance measures under this corporate outcome due to be reported this quarter.



Our People & Communities

Strong and active communities where people are engaged and have a voice.

1

We have more people getting involved in their communities and with us as a Council as they have the right space and place to make their voice heard.

2

A Time Credits scheme is developed and piloted to encourage people to volunteer or engage who haven't done so before.

3

People pay less to the Council in fees and charges such as the green waste charges and council tax support.


Achieving the corporate priorities


32. Within this quarter the revised Council Tax Scheme (CTS) for 2020/21, came into effect and approximately one third (2,382) of households have been removed from paying the £3.50 a week charge, delivering on the commitment to people paying less in fees to the Council. There has also been a reduction in the fees for garden waste collection. Compared with the number of subscriptions last year, there have been 2,123 additional subscriptions, indication that the reduction may have made more amenable to households, which may be for a number of reasons.
33. Recruitment for the Community Involvement team, whilst initially delayed due to Covid-19, has now moved forward with job descriptions and adverts approved for release. These roles will provide the capacity to support the implementation of the recommendations of the community involvement review which was completed earlier this year the interviews will take place on the 3rd and 4th of September 2020, with the expectation that the individuals will be appointed by October 2020.
34. Tempo who deliver Time Credits have been working with South Ribble Partnership and the Council to reshape outputs to enable the outcomes and objectives of the project to be met. As a result of the rescoping, the benefit area of the project has been expanded from Penwortham and Leyland to cover the whole borough. Faced with limited access to community groups, the focus has been over the past quarter to engage with community organisations and partners to assess the impact on the voluntary and community sector, mapping the various groups and needs. Approximately 70 community groups have been identified through an initial mapping exercise. Over the coming months, work will be undertaken to get them listed on to a new local volunteer and community platform Tempo Communities' which is open to any groups irrespective of them being a member of time credits.

Key Projects

35. Of the 9 projects under this corporate outcome, 2 are complete, 5 are 'On-track'. The complete projects are Review Community Involvement approach and Revised Council Tax Support Scheme for 2020-21.
36. The projects rated as on-track are:
- ▶ My Neighbourhood Plans Gain
 - ▶ Accreditation as a Living Wage Employer
 - ▶ Apprentice Factory Phase 2
 - ▶ Community Bank/Credit Union
 - ▶ Council's Approach to Volunteering and Active Citizens
37. At the end of the quarter, 2 are 'Off-track' and an action plan is provided below:
- ▶ Member Induction Programme and Member Development Programme;

► Develop a Youth Council.

Key Project	Status	Project description
Member Induction Programme and Member Development Programme		The Council's Corporate Plan includes a project to bring forward a comprehensive Member Development programme, aligning with the first level of the North West Employers' Organisation Member Development Charter.
Reason for off track and action to address:	<p>It has not been possible to provide the usual training and development programme for Members and the Member Development Steering Group has been unable to meet due to Covid-19. During lockdown:</p> <ul style="list-style-type: none"> ► Several online development opportunities have been made available to Members; ► A written weekly update provided to Members and Democratic Services has made regular telephone calls to check-in with Members; ► New iPads and appropriate Covid-19 safe training and guidance has been provided to Members on their iPads. <p>A key piece of work towards achieving the Member Development Charter has been personal development review meetings with individual Members. However, as the model is to meet face to face, this has not been possible. Telephone personal development review meetings are currently being piloted. Arrangements are now being made to hold a virtual Member Development Steering Group to help shape our future offering with regards Member training and development. Investigations are taking place to see if the personal development review process could be developed into a web-based tool to assist Members. We are also investigating other online and e-learning packages that Members might benefit from.</p>	

Key Project	Status	Project description
Develop a Youth Council		Community involvement is at the heart of the way in which the Council undertakes its business. A key stakeholder group is young people and ensuring they are actively involved in shaping their communities, engaged with the Council and play their part in improving the Borough. This project will look at how best we can engage with young people to ensure we strengthen the voice of young people.
Reason for off track and action to address:	<p>The development of a Youth Council has been impacted by Covid-19 while resources were redeployed and recruitment to the community involved posts delayed. The new Community Development posts are expected to be appointed to by October 2020 and work will be accelerated to engage with young people to co-produce and design how the Youth Council looks and works.</p>	

Performance Measures

38. One indicator was due to be reported under this outcome, the number of people removed from the minimum £3.50 per week contribution (Council Tax Support Scheme) is 'Exceeding'. A full performance summary is included at Appendix 1.



Place, Homes & Environment

Our green spaces are valued, and development is well managed.

1

We have more green spaces protected as Fields in Trust

2

Masterplans for Leyland, Penwortham and Lostock Hall all completed

3

We deliver affordable homes

4

We deliver the actions of our air quality plan

5

We have planted 110,000 trees

Achieving the corporate priorities

39. The Council has a priority to provide good quality, secure and affordable homes for the residents of South Ribble to live in. A full planning application was submitted to the Council's Planning Department in May 2020 for the development of 15 affordable homes at the former McKenzie Arms site. The application will be considered for determination at the Council's Planning Committee.
40. The Council has carried out refurbishment works to three playgrounds; these include facilities for predominately younger children at Worden Park and the full refurbishment of the playgrounds at Leadale Green and Seven Stars Road. This refurbishment programme will continue over the coming months and will include the following sites; Hurst Grange Park, Penwortham, Bellis Way, Walton-le-Dale and Haig Avenue, Leyland.
41. The scope of the Leyland Master plan is dependent on the bid for the Town Deal. The funding round has extended its timeline for delivery and South Ribble Borough Council are currently working with the newly established Leyland Town Board on preparing a Leyland Town Investment Plan (TIP) to be submitted to the Ministry of Housing, Communities and Local Government (MHCLG) in October 2020. Once submission of the TIP to MHCLG and if successful, further work will be undertaken to develop a full business case for the projects within the TIP. The emerging key projects in the TIP include the following:
- ▶ The BASE – a skill and enterprise hub in the town centre providing a space for local people and businesses to learn, work and grow together.
 - ▶ An expanded regeneration of the existing market building – part of the land will also be used to support the expansion and/ regeneration of the existing market building improving its quality and providing a leisure offer that Leyland does not currently have.
 - ▶ A new town square – this is linked to wider a public realm investment and will provide a focal point within the town centre, linking the BASE and regenerated Market Building.
 - ▶ A replacement high quality car park including electric charging point and photo-voltaic panels. The existing car park will then become the development site for the BASE building.
 - ▶ New commercial space including food/drink and evening uses to diversify this part of the Town Centre, along with new Town Centre residential opportunities.

Projects Paused for Review

42. A number of projects under this priority have been paused for a full review either due to the impact of Covid restrictions and or co-dependency on partners who are involved in delivery. The projects will be revised and rescope to ensure that they are deliverable and meet future priorities.

Key Projects

43. Of the 19 projects under this corporate outcome, 1 is 'Exceeding', 10 are 'On-track', and 6 have been paused for review. The project that is exceeding is Plant 110,000 trees in South Ribble.

44. The projects rated as on-track are:


- ▶ Carbon Neutral by 2030;
- ▶ Single use plastics;
- ▶ Scope and prepare masterplans for Leyland, Bamber Bridge and Penwortham town centres;
- ▶ Review the Local Plan;
- ▶ River Ribble Green Link;
- ▶ Provide quality homes that people can afford to live in;
- ▶ Bring Worden Hall back in to use;
- ▶ Invest and develop our parks and play areas;
- ▶ Manage the rate of delivery of new homes and commercial floor space;
- ▶ Prepare strategy for supporting new and small businesses.


45. The six projects that have been paused for review are:

- ▶ Prepare and implement a Central Lancashire Economic Strategy;
- ▶ Implement Phase 2 of the Employment and Skills Plan (Cuerden);
- ▶ Develop a programme for festivals and events, with at least 1 music festival;
- ▶ Review the projects listed in the City Deal Business and Delivery Plan;
- ▶ Ensure our parks and existing cherished local open spaces can be protected.

At the end of this quarter, 2 are 'Off-track' and an action plan is provided below:

- ▶ Borough's Air Quality Action Plan;
- ▶ Private Sector Stock Condition Survey.

Key Project	Status	Project description
Borough's Air Quality Action Plan		Following the Declaration of 5 Air Quality Management areas, South Ribble Borough Council has produced an Air Quality Action Plan, detailing the actions that the local authority and its partners will undertake to maintain and improve air quality.
Reason for off track and action to address:		This project is progressing in a limited manner, some planned work has been hindered by the national response to the Covid-19 pandemic. This has included working with schools and colleges, anti-idling campaign, and the promotion of air quality and work with Lancashire County Council on curriculum-based activities. As schools and colleges return, and when Lancashire County Council public health resources allow, we will resume activities in these areas. Officers have been continuing to work in partnership with several other local authorities across the County to secure external funding for the provision of several electric vehicles charging points across the Borough. The implementation timescale was the end August 2020; however, it is anticipated that this will have to be extended due to Covid-19.

Key Project	Status	Project description
Private Sector Stock Condition Survey		Using the 2012 stock condition survey as a baseline, the 2019 survey will be evaluated and analysed with a series of recommendations for changes to be made to the council's Housing Assistance Policy, ensuring that financial assistance is targeted at the areas identified to qualifying Owner Occupied Households.
Reason for off track and action to address:	This project was deferred earlier this year, but a plan is in place to report back to Cabinet in November. The report to Cabinet will be focused around amending the assistance policy to widen the number of properties that are eligible for home improvement grants.	

Performance Measures

46. One indicator was due to be reported under this outcome, the number of new residential homes (per annum) is 'Exceeding'. A full performance summary is included at Appendix 1.

CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION

47. N/A

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

48. N/A

AIR QUALITY IMPLICATIONS

49. N/A

RISK MANAGEMENT

50. As reported in the previous performance monitoring report the key risk to the Corporate Plan delivery is the impact of the Covid-19 pandemic and the government guidance/restrictions. However, in mitigating this risk the Council is taking proactive steps on a recovery plan and will be aligning the Corporate Plan and the projects to ensure that they are relevant and respond to the changing environment that both the Council, its partners and residents find themselves in

EQUALITY AND DIVERSITY IMPACT

51. Equality and Diversity is embedded within the Corporate Plan and how the council acts. Ongoing work around reducing inequalities, improvements to the outdoor environment and reducing the financial burden on residents are all demonstrable ways in which the council seeks to meet its equality and diversity duties and objectives.

COMMENTS OF THE STATUTORY FINANCE OFFICER

52. This report provides Cabinet with an update for Quarter 1 of performance against the programmes and projects which were agreed by Council. The funding for these projects was reflected in the 2020/21 budget and MTFs (Medium Term Financial Strategy) which was approved by Council in February 2020. Some projects identified within the report are also dependent on successful bids for external funding such as the Towns Deal and Hurst Grange Park.

53. The first budget monitoring report for 2020/21 is a separate item on this agenda. The budget monitoring report sets out the key outturn variances to budget which are anticipated and reflects some of the financial implications of the improvements and reductions in performance highlighted in this Quarter 1 report. The report also highlights the additional funding received and costs incurred during Covid-19 including the additional support provided for housing those in need of temporary accommodation.

COMMENTS OF THE MONITORING OFFICER

54. It is important of course that the council reports openly and transparently on how it is performing against the objectives in the Corporate Plan. This is important for public confidence. Members of the public – and indeed Members – need to have reassurance that targets are being delivered on. This is more true than ever in these COVID 19 affected days.

BACKGROUND DOCUMENTS

55. Corporate Plan 2019-23 (Approved September 2019)

APPENDICES

- ▶ Appendix 1 – Performance Data Quarter 1 (2020/21)
- ▶ Appendix 2 – Covid 19 Response

Gary Hall
Interim Chief Executive

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