

CAMBRIDGE CITY COUNCIL IMPROVEMENT PLAN June 2007- May 2010

Cambridge City Council – In Context

In its Comprehensive Performance Assessment (CPA) in 2003-04 the City Council was judged to be 'Excellent'. In subsequent annual Audit Commission assessments of the Council's Use of Resources, the Council has achieved the highest score of four in each of the last two years and has had a positive assessment of its Direction of Travel. It is against this background of sound corporate governance and effective service provision that the Council has drawn up its latest improvement plan.

The City Council, whilst always an ambitious council with influence beyond its geographical boundaries, is facing a period of unprecedented change and a substantial work programme to deliver, with our partners, the government's agenda for growth in the sub-region centred in and around Cambridge. A substantial number of new homes will be built in and around the city over the next few years. At present only a quarter of Cambridge residents can afford to buy even the cheapest 25% of homes in the city so the Council is seizing this opportunity to press for 40% of new homes on eligible sites to be well designed affordable homes. The Council wishes to see sustainable communities developing within the growth areas and is actively pursuing opportunities for investment in sustainable transport and new community facilities and open spaces.

This growth, however, will put pressures on the city's existing communities and facilities as a sub-regional centre for employment, shopping, leisure and recreation. These opportunities and pressures are reflected in the new Sustainable Community Strategy for the city for the period 2008-2011. Unfortunately though, they have not been recognised by the Government through the Council's three-year settlement for 2008-2011, which amounts to an increase of just 2% over the three years. This means that the Council will face difficult decisions in prioritising scarce resources to achieve its ambitions.

Medium Term Objectives

In July 2006 the City Council agreed a new set of Medium Term Objectives (MTOs) to aid the delivery of its vision for the city. Our MTOs will drive our corporate improvement plan for the next three years. They are:

- ◆ Promote Cambridge as a sustainable city, in particular by reducing carbon dioxide emissions and the amount of waste going into landfill in the city and sub-region
- ◆ Ensure that residents and other service users have an entirely positive experience of dealing with the Council
- ◆ Maintain a healthy, safe and enjoyable city for all, with thriving and viable neighbourhoods
- ◆ Lead the growth of Cambridge to achieve attractive, sustainable new neighbourhoods, including affordable housing, close to a good range of facilities, and supported by transport networks so that people can opt not to use the car.

These new MTOs are reflected in the three main themes of the Sustainable Community Strategy for Cambridge, which are:

- ◆ Tackling climate change
- ◆ Building sustainable communities
- ◆ Ensuring strong and inclusive communities

They are also reflected in the key themes of the Cambridgeshire Vision document, which brings together the aspirations from all five district-based community strategies and has been the starting point for LAA negotiations with the government:

- ◆ Managing Growth
- ◆ Economic Prosperity
- ◆ Environmental Sustainability
- ◆ Equality and Inclusion
- ◆ Safe and Strong Communities

Working in Partnerships

The City Council has for many years played an active role in partnership working setting up partnerships such as the Greater Cambridge Partnership (the sub regional economic partnership) long before there were statutory requirements to do so. Increasingly, in order to deliver our Medium Term Objectives effectively and to make the most efficient use of our resources, we need to work through and within a wide range of partnerships. The complexities of issues facing the city, such as growth agenda have made effective partnerships all the more essential. They are also key to the development of a successful and relevant Local Area Agreement (LAA) for Cambridgeshire that reflects the City Council's aspirations for Cambridge as well as the wider needs of the county. The City Council, through its Local Strategic Partnership and the active involvement of officers and members, has sought to make a significant contribution to the development of the LAA and to 'Cambridgeshire's Vision' the countywide Sustainable Community Strategy for 2007-2021.

Our corporate improvement plan includes actions to support the development and effectiveness of partnership working – both the need to work with partners to ensure that our partnerships are ‘fit for purpose’ and to ensure that we ourselves are active and proficient partnership members.

Organisational Development

The next three years represent a continuing period of development and change for the Council. As an organisation we need to ensure that we achieve our aim of being an ‘employer of choice’ and are able to recruit high quality staff who can contribute effectively to our vision for the future of Cambridge. We need to ensure that we have the employment policies, procedures and organisational structures in place to support the management of change and the delivery of our objectives.

Our corporate improvement plan includes actions to support organisational development and change management within the Council.

What is not included in our Improvement Plan.

The City Council recognises that in the medium term the limitations of its resources and capacity mean that not everything can be a priority nor can we continue to make improvements to all areas of the Council’s performance against national indicators. We have taken the decision, for example, to consolidate our work around equalities and will not be seeking to advance beyond Level 3 of the Equalities Standard at the present time. We also recognise that because of the extent of shared student accommodation and the number of flats in the city achieving kerbside collection of recyclables for the whole population will present a considerable challenge. We are, therefore, focussing on reducing the amount of waste collected per head and our overall recycling and composting rate. Our performance in both these areas was in the top quartile for 2006-07. The considerable demands of the growth agenda on our planning resources mean that improving our performance against the planning indicators will also be a challenge in the medium term. Achieving stability at the current level of performance may be more realistic than achieving significant improvement.

1. Promote Cambridge as a sustainable city. In particular by reducing carbon dioxide emissions and the amount of waste going into landfill in the city and sub-region

The City Council is clear that there is the potential for the city and its citizens to suffer adversely from the affects of climate change. We believe that carbon dioxide emissions contribute significantly to the causes of climate change. As community leaders we believe we should be leading by example by minimising our own carbon footprint as well as supporting local people and organisations to reduce their carbon dioxide emissions. We also have a role in supporting local people and organisations in adapting and responding to the wider climate change agenda so that a positive contribution can be made locally to reducing its causes and mitigating against its adverse impacts. We know that we can make a greater difference to this agenda if we work effectively with our neighbouring authorities and other partners, and climate change is an issue that features strongly in the city's Sustainable Community Strategy and in the countywide Sustainable Community Strategy.

Our improvement objectives in relation to this MTO are:

Improvement Objective	Improvement Action/Target	Key Officer Involvement			Progress Update
		CMT	Heads of Service	Support Services	
1. Climate Change i) Ensure that the Council sets a good example to local organisations and businesses by minimising its own carbon footprint.	a) Develop a comprehensive action plan for climate change and carbon reduction for the Council itself by September 2008	DEP CEX	Brian Human/ Simon Chubb		b) SAP rating at December 2007 = 66% and on target for 2007-08. c) Employee Travel Plan produced in draft November 2007. Launched 29 th February 2008.
	b) Continue to improve energy efficiency as measured by the SAP rating, of all City Homes' properties. Target: 71% 2008-09 73% 2009-2010 75% 2010-2011	DCS DCYS	Bob Hadfield/ Sam Griggs		
	c) Develop and implement a travel plan for staff to reduce car use and encourage greater use of sustainable travel methods by March 2008 .	DEP HoHR	HoHR	Transport Planning Finance	

Improvement Objective	Improvement Action/Target	Key Officer Involvement			Progress Update
		CMT	Heads of Service	Support Services	
ii) Support local people and organisations in adopting and responding to climate change so that a positive contribution can be made locally to reducing its causes and mitigating its impacts	a) Prepare a Climate Change Strategy for the city by September 2008 and implement actions arising from the strategy by March 2009 .	DEP	Brian Human/ Simon Chubb		a) Draft Climate Change Strategy to Environment Scrutiny Committee April 2008.
	b) Publish a Supplementary Planning Document on Sustainable Design and Construction in June 2007	DEP	Brian Human/ Eithne Flanagan		b) Document published June 2007.
	c) Seek to achieve a leading edge sustainable development of affordable housing on the Council's land at Clay Farm by 31 March 2009	DEP DCS	Brian Human/ Sally Pidgeon		c) Design, sustainability and affordability research completed, negotiations with stakeholders initiated, local community consulted, scrutiny process for members to be developed in first half of 2008.
	d) Encourage use of low emission cars by introducing a new season ticket pricing structure in our car parks by April 2007 with further refinements in April 2008 , and providing battery-charging facilities for electric bikes and cars by April 2008 .	DCYS	Paul Necus		
	e) Aim to achieve our recycling target of 43.25% by end of March 2009 . To achieve this we will: <ul style="list-style-type: none"> ▪ seek to extend recycling to flats and other hard to reach properties ▪ work with tenants to improve recycling rates (subject to successful LPSA reward grant bid). ▪ trial ways in which material from on- street litter collection can be recycled ▪ expand cardboard and glass trade recycling collection ▪ introduce two further battery recycling points 	DEP DCYS	Jas Lally/ Robert Hollingsworth		

2. Ensure that residents and other service users have an entirely positive experience of dealing with the Council.

The City Council provides a wide range of services to city residents and others. We want customers to have, as far as possible, a positive experience when they have dealings with the Council and to make sure they are able to access services in ways and at times best suited to their needs. To help realize this objective, the Council has, over the past three years, developed a Customer Access Strategy that has led to a major review and relaunch of our website and the opening of a new Customer Service Centre in April 2008.

We know that the standard of our basic services is a very important factor in determining how satisfied our citizens are with the Council and their perception of their quality of life in the city. We are continuing to focus on improving performance in areas that we know are priorities for our citizens or that enable us to make better use of the resources. We understand that effective management of performance requires accurate, timely and good quality data so we are working with partners in the county to upgrade our performance management information and systems.

Our improvement targets in relation to this MTO are:

Improvement Objective	Improvement Action/Target	Key Officer Involvement			Progress Update
		CMT	Heads of Service	Support Services	
2. Improving Service to our Customers i) To ensure that our customers have a positive experience in their dealings with the Council and are able to access services in ways and at times best suited to their needs.	a) We will work to achieve our target for 2008-09 of 80% of calls to be resolved at the first point of contact by: i) opening a new customer service centre in Mandela House with first tranche of services in place during April 2008 , second tranche in October 2008 and final tranche in July 2009 ii) Introducing EDRMS to aid the efficient recording and storage of documents to achieve process efficiencies and support improved customer services by February 2008 with roll-out over the following three years.	DCDS	Nova Roberts/ Fran Barrett	IT Property HR Finance	
		DoF	James Nightingale	IT	

	<p>b) Develop our IT systems so planning applications can be submitted and viewed on the web by November 2009.</p> <p>c) Improve services to achieve a two-star Housing Service by November 2008.</p> <p>d) Introduce choice-based lettings by February 2008.</p>	<p>DEP</p> <p>DCS/D CYS</p> <p>DCS</p>	<p>John Summers</p> <p>DCS Mgt Team</p> <p>Jon Feasey</p>	<p>IT</p> <p>S&P</p>	<p>d) Scheme went live 18th February. First bidding round w/b 22nd February.</p>
<p>3. Performance Improvement</p> <p>i) To achieve service improvement as measured by National Indicators in reduction of levels of sickness absence and speed of processing planning applications.</p> <p>ii) To improve the quality of data collection recording, monitoring and reporting within the Council and with our partners.</p> <p>iii) To ensure the achievement of national and local efficiency targets.</p>	<p>a) Number of working days lost to sickness absence to reduce to 7.7 days per employee by 2010-2011</p> <p>b) Continue to meet government targets for the processing of planning applications under BV 109/NI 157. Local Target for 2007-08:</p> <ul style="list-style-type: none"> ▪ 70% for minor applications ▪ 80% for 'other' applications <p>a) With the County Council to jointly procure performance management software by April 2008 that will enable improved data transfer, sharing and recording and support improved performance management of partnership working.</p> <p>a) Undertake a programme of service reviews for completion by October 2010.</p>	<p>HoHR/ CMT</p> <p>DEP</p> <p>DCDS</p> <p>CEX/ DoF</p>	<p>HoHR/All Managers</p> <p>John Summers</p> <p>Trevor Woollams/ Alison Kemp</p> <p>Heads of Service</p>	<p>S&P/IT/Legal</p> <p>S&P Legal Finance HR</p>	<p>a) Health and Wellbeing Framework launched November 2007.</p> <p>a) Contract awarded to CorVu - March 2008.</p>

3. Maintain a healthy, safe and enjoyable city for all, with thriving and viable neighbourhoods.

The City Council has a key role to play in the quality of life of people who live in, work in or visit the city.

Tackling crime and fear of crime with our partners is one way of enhancing that quality of life.

A key objective of both the Council and its partners is to ensure an adequate housing supply that is both of high quality and affordable. The Council retains a significant housing stock and now has over 1,000 leaseholders. We are confident that the city will achieve the Decent Homes Standard for its stock by 2010. We also know that many of our tenants are now over 60 and may need additional support in their tenancies in the form of physical adaptations or social care. This will have implications for resourcing and we are developing an Older People's Strategy to help us manage the needs of our older tenants.

We strongly believe that viable and sustainable communities will not result from the provision of housing alone. Housing must be accompanied by appropriate transport, education, health, recreation and employment infrastructures. To ensure the development of a sense of community identity and social cohesion, both new and existing communities may need planned and structured community development support. We are developing a Community Development and Facilities Strategy to ensure that we have a coherent approach to this area of development for all the major growth sites. **Our improvement objectives on these issues are outlined in more detail in section 4 on growth below.**

Much of the proposed new growth around the city is on the city boundaries and many of the proposed new developments, and some of our existing communities, spread across the authority boundaries of South Cambs District Council and the City Council. This complicates service delivery and may make a sense of community harder to develop. The City Council and South Cambs District Council are, therefore, currently in discussion over proposed boundary changes that will aim to rationalise local administrative arrangements.

Our improvement objectives in relation to this MTO are:

Improvement Objective	Improvement Action/Target	Key Officer Involvement			Progress Update
		CMT	Heads Of Service	Support Services	
4. Council Housing Stock and Housing Need	a) Undertake a 100% stock condition survey to be completed by September 2009	DCS	Bob Hadfield		
	b) Achieve the Decent Homes Standard by 2010 by reducing levels of non-decency to 960 in 2007-08 395 in 2008-09 0 in 2009-10	DCS	Alan Carter/Brian Human/Robert Hollingsworth		
	c) Contribute to the production of the Sub-regional Housing Strategy and produce the Cambridge sub-elements of the strategy by January 2009	DCS	Alan Carter/Helen Reed		
	d) Develop an Older Peoples Strategy for Cambridge by November 2008 .	DCS	Alan Carter/Julie Abbey-Taylor		
	e) Work with Cambridge Housing Society to develop a zero carbon affordable housing scheme on the Simons House sheltered scheme site. Progress review: September 2008 Completion by: January 2010	DCS	Alan Carter/Julie Abbey-Taylor		e) Bid for funding submitted to Housing corporation Nov '07. Decision expected March '08. Start on site October '08.
	f) Achieve the government's target of 50% reduction in the number of households in temporary accommodation by 2010 Target: 84 households 2008-09 70 households 2009-10	DCS	Jon Feasey		f) 108 households were in temporary accommodation as at 31 December 2007.

5. Viable neighbourhoods	a) Work with the Marshall Group of companies on a feasibility study for a public/private sector neighbourhood project to regenerate the Abbey area. Decision by February 2009 . b) Negotiate a boundary review with South Cambs District council to address the issues of growth on the city fringe. If successful a recommendation will be made to the Boundary Commission in May 2008	DCS CEX DCDS	Ken Hay CEX	 Legal	a) Consultants' first draft Community Plan for Abbey circulated for consultation.
6. Tackling Crime	a) Work with the Community Safety Partnership to achieve our target of 21% reduction in crime in Cambridge from the 2003-04 baseline, by 31 March 2008	DCS	DCS/Tom Kingsley		e) Exceeding target as at the end of the third quarter of 2007-08.

4. Lead the growth of Cambridge to achieve attractive, sustainable new neighbourhoods, including affordable housing, close to a good range of facilities, and supported by transport networks so that people can opt not to use the car.

Cambridgeshire is at the heart of the London-Stansted- Cambridgeshire-Peterborough growth area. Cambridge City Council in partnership with *Cambridgeshire Horizons* (the local delivery vehicle), Cambridgeshire County Council and South Cambs District Council is a major partner in the delivery of the growth agenda. The partners have recognised the value of pooling resources to manage and deliver the physical development in and around Cambridge. This has resulted in the setting up of a Joint Urban Design Team and the introduction of joint development control decision-making arrangements for the fringe sites.

A Sub-regional Strategic Housing Market Assessment has identified that the total gross affordable housing need in the city is for around 1,600 new homes every year over the next five years. The present Local Plan (2006), therefore, seeks 40% or more affordable dwellings from privately developed sites larger than 0.5 hectares or greater than 15 dwellings. In the three years to

March 2007 just over 29% of overall new homes completions (636 homes) were affordable but this percentage is set to increase as new developments are completed.

Our concern is not just with numbers of homes, but also with the quality of the build and the need to minimise the adverse environmental impact of the new developments. With our partners we are developing a Quality Charter for Growth in the Cambridge area that sets out a joint vision for the quality of the built environment. We are also concerned with ensuring that viable and sustainable communities are created and maintained as outlined in section 3 above.

Our improvement objectives in relation to this MTO are:

Improvement Objective	Improvement Action/Target	Key Officer Involvement			Progress Update
		CMT	Heads Of Service	Support Services	
<p>7. Managing the Growth Agenda</p> <p>i) Take action to ensure that the City Council has the resources and structures in place to deal with the implications of growth</p> <p>ii) Work closely and effectively with partner agencies in the delivery and management of growth and seek to achieve targets for key worker and affordable housing</p>	<p>a) Conclude, with partners, allocation of Housing Growth Fund (HGF) round 3 monies for April 2008-2010 by April 2008.</p> <p>b) Set up and recruit to a new Major Sites Development Team and Joint Urban Design Team in conjunction with South Cambs District Council, to manage planning applications for the growth sites by April 2008.</p> <p>a) Negotiation of S106 agreements successfully concluded for</p> <ul style="list-style-type: none"> ▪ Southern Fringe by April 2008 ▪ NW Cambridge NIAB by May 2008 University Site by April 2009 ▪ Cambridge Station area (CB1) by September 2008. 	<p>DEP</p> <p>DEP DCS</p> <p>DEP DCS</p>	<p>Brian Human</p> <p>Brian Human/John Summers</p> <p>John Summers</p>	<p>HR</p>	<p>a) £14.2 million allocated to the growth area in 2008-09 and £19.9 million for two years 2009-2011. prioritisation against projects underway.</p>

Improvement Objective	Improvement Action/Target	Key Officer Involvement			Progress Update
		CMT	Heads Of Service	Support Services	
	<p>b) Deliver 6,000 new homes from the urban extensions and 6,500 new homes from sites within the built-up area between 1999 and 2016.</p> <p>Targets: 550 - 2008-09 1,045 - 2009-10 1,270 - 2010 – 11</p>	DEP DCS	Brian Human/ John Summers/Alan Carter		<p>b) Planning policies in place; negotiations with developers on-going and planning applications received. Planning applications to be determined from February 2008. Trumpington Meadows outline application for 1,200 homes approved March 08.</p>
	<p>c) Consult on and adopt a new affordable housing Supplementary Planning document and associated policies and procedures by December 2007.</p>	DEP DCS	Brian Human/Alan Carter		<p>c) Adopted 8th January 2008</p>
	<p>d) Work with Cambridge Partnership Limited, the County Council and South Cambs District Council to maximise affordable housing. Targets:</p> <ul style="list-style-type: none"> ▪ 40% affordable housing across all fringe sites. ▪ Number of new homes built on eligible sites as part of affordable housing programme: 2008-09 = 150 2009-10 = 669 2010-2011 = 1347 ▪ Percentage of new homes built during the year which are affordable housing: 2008-09 = 27% 2009-10 = 30% 2010- 11 = 33% 	DCS	Alan Carter/Kate Taylor		<p>d) First bid to the Housing Corporation for funding expected April-October 2008.</p>

Improvement Objective	Improvement Action/Target	Key Officer Involvement			Progress Update
		CMT	Heads Of Service	Support Services	
<p>iii) Ensure that development delivered as part of the growth agenda is well-designed, embodies sustainable construction, promotes sustainable solutions to accessibility and transport, coordinates house-building with the provision of community facilities</p>	a) Work with developers and other authorities to develop a Quality Charter for Growth in the Cambridge area that sets out a joint vision for the quality of the built environment by April 2008 .	DEP DCS	Brian Human		a) Draft published for consultation September 2007; report seeking adoption to Environment Scrutiny Committee 8 th April 2008; final version to be launched April 2008.
	b) Consult on and adopt a new Planning Obligations Strategy by July 2009 .	DEP	John Summers		
	c) Contribute to the compilation of a Strategic Housing Market Needs Assessment for the Cambridge Sub-region. Final version to be published by April 2008 .	DCS	Alan Carter/Helen Reed		c) SHMA published on the web April 08.
	d) Development of area development strategies and the core development strategy; Milestones: i) Local Development Framework Core Strategy – Examination in Public by end of April 2009 . ii) Cambridge East Area Action plan – strategic master plan to be prepared by the end of March 2009 . iii) North-west Cambridge Area Action Plan – receipt of Inspector's binding plan by end of June 2009 .	DEP	Brian Human		d) i) Preferred strategy being drafted. Aiming for scrutiny in July 2008 cycle. ii) Area Action Plan expected to be adopted February 2008; preliminary draft Master Plan for Marshalls' for discussion first half of 2008. iii) Submission of draft Area Action Plan to be considered at Environment Scrutiny Committee April 2008.
	v) Ensure the effective integration of 'old' and 'new' communities within the city.	a) Consult on and publish a Community Development and Facilities Strategy for all major growth areas by March 2009	DCS	Ken Hay	

		Key Officer Involvement			
Improvement Objective	Improvement Action/Target	CMT	Heads Of Service	Support Services	Progress Update
					plan for linking new and existing communities in the Southern Fringe has been circulated for consultation.

5. Developing Capacity to achieve our Objectives

In order to achieve our objectives we need to improve the capacity of our key partnerships and improve our capacity as an organisation to make an effective contribution to those partnerships. We also need to ensure that we have the employment policies, procedures and organisational structures in place to support the management of change and the delivery of our objectives.

Our improvement objectives in these areas are:

		Key Officer Involvement			
Improvement objective	Improvement Action/Target	CMT	Heads of Service	Support Services	Progress Update
8. Partnership Working i) Work with partners to deliver an effective community leadership role for the city and joined-up services that give value for money.	a) With our partners agree a new Local Area Agreement for Cambridgeshire by June 2008 and deliver associated targets by 2011	DCDS	DCDS	S&P	
	b) Contribute to the LAA Board county-wide review of partnerships and implement actions for the City Council arising from the review by March 2009 .	DCDS	DCDS/Trevor Woollams	S&P	
	c) Through the LSP develop and publish a Sustainable Community Strategy and Action Plan for Cambridge by January 2008 .	DCDS	Trevor Woollams		

	<p>d) Undertake a peer review of our Local Strategic Partnership with the support of Building Capacity East (BCE) by March 2008 and use the lessons from this to develop the LSP.</p> <p>e) Investigate the feasibility of developing City Centre Management and Tourism as a partnership arms length from the City Council. The study to be completed and the way forward determined by June 2008.</p>	DCDS	Trevor Woollams		d) Peer review conducted 12 th /13 th February 2008. Final report received March 08.
		DEP	Emma Thornton		
<p>8. Organisational Development and Change Management</p> <p>i) Ensure that the policies, procedures and organisational structures are in place to support the growth agenda and the Council's change programme over the next three years.</p>	<p>a) Undertake a staff attitude survey by December 2007 and develop an action plan to implement actions arising by March 2008.</p> <p>b) To ensure that the Council is planning for and managing its staffing and skills needs by September 2008 we will:</p> <p>i) Develop and implement a succession planning and annual workforce planning process with departments</p> <p>ii) Undertake a workforce skills audit alongside the implementation of the Customer Access Strategy</p> <p>c) Procure new temporary staff supplier to ensure best value and the realisation of efficiency savings by November 2008.</p>	HoHR	Marian Mair	Finance Legal Strategic Procurement	<p>a) Survey completed and results presented in a Managers' Briefing December 2007.</p> <p>bii) Skills Audit undertaken as part of recruitment to Customer Service Centre Summer 2007. This will be used to inform the whole Council audit.</p> <p>c) Authorisation to proceed with preferred delivery model and tender to award contract - Strategy and Resources Committee January 2008.</p>
		HoHR	Marian Mair/Vicki Davidson/OD Manager		
		HoHR	HoHR		

	<p>d) Conduct a review of occupational health provision to support a strategic approach to the management of staff health and well-being by April 2009.</p> <p>e) Aim to retain the Council's liP accreditation when it comes up for renewal in December 2009.</p> <p>f) Action priority risks for factors identified in the 2007 Equal Pay Audit to reduce/remove risks and deliver fairness in the Council's pay and reward systems by August 2008.</p> <p>g) Provide learning and development in strategic leadership for HoS and Managers that is aligned to our strategic objectives and competency frameworks by March 2009.</p>	<p>HoHR</p> <p>HoHR CMT</p> <p>HoHR</p> <p>HoHR</p>	<p>Strategic HR Manager</p> <p>OD Manager/All Managers</p> <p>Chris Fagan</p> <p>OD Manager</p>		
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