

## Equality Impact Assessment (EIA) Report

This form should be completed for each Equality Impact Assessment on a new or existing function, a reduction or closure of service, any policy, procedure, strategy, plan or project which has been screened and found relevant to equality.

**Please refer to the 'EIA Report Form Guidance' while completing this form. If you need further support please contact [acesstoservices@swansea.gov.uk](mailto:acesstoservices@swansea.gov.uk).**

<b>Where do you work?</b>
Service Area: Communication and Customer Engagement / Access to Services Team
Directorate: Corporate Services

**(a) This EIA is being completed for a...**

Service/ Function <input type="checkbox"/>	Policy/ Procedure <input type="checkbox"/>	Project <input type="checkbox"/>	Strategy <input type="checkbox"/>	Plan <input checked="" type="checkbox"/>	Proposal <input type="checkbox"/>
--	--	-------------------------------------	--------------------------------------	---	--------------------------------------

**(b) Please name and describe below...**

Draft Swansea LSB Healthy City Ageing Well and Strategy for Older People Action Plan 2015-19. Provides a framework for implementing the Welsh Government Strategy for Older People and the Ageing Well in Wales Programme. To be delivered in partnership with the Local Service Board.

**(c) It was initially screened for relevance to Equality and Diversity on...(dd/mm/yyyy)**

**(d) It was found to be relevant to...**

Children/young people (0-18) .....	<input checked="" type="checkbox"/>	Religion or (non-)belief.....	<input checked="" type="checkbox"/>
Any other age group (18+).....	<input checked="" type="checkbox"/>	Sex.....	<input type="checkbox"/>
.....	<input checked="" type="checkbox"/>	Disability .....	<input checked="" type="checkbox"/>
.....	<input type="checkbox"/>	Sexual orientation .....	<input checked="" type="checkbox"/>
Gender reassignment .....	<input checked="" type="checkbox"/>	Welsh language .....	<input type="checkbox"/>
.....	<input checked="" type="checkbox"/>	Marriage & civil partnership .....	<input type="checkbox"/>
.....	<input type="checkbox"/>	Poverty/social exclusion .....	<input checked="" type="checkbox"/>
Pregnancy and maternity .....	<input checked="" type="checkbox"/>	Carers (inc. young carers) .....	<input type="checkbox"/>
.....	<input checked="" type="checkbox"/>	Race .....	<input checked="" type="checkbox"/>
.....	<input type="checkbox"/>	Community cohesion .....	<input checked="" type="checkbox"/>

**(e) Lead Officer**  
Name: Euros Owen

**(f) Approved by Head of Service**  
Name:

**Job title: Coordinator, Strategy for Older People**      **Date (dd/mm/yyyy):**

**Date (dd/mm/yyyy): 8<sup>th</sup> October 2015**

## Section 1 – Aims (See guidance):

Briefly describe the aims of the initiative:

### What are the aims?

Each local authority has been asked to develop an ageing well plan that responds to the Ageing Well in Wales programme. The overall aim of the programme is to ensure that there is an improvement in the wellbeing of people aged 50+ in Wales and it has the following priority areas:

- Age Friendly Communities
- Dementia Supportive Communities
- Falls Prevention
- Opportunities for Learning and Employment
- Loneliness and Isolation

These areas support the local achievement of the outcomes of the third phase of the Strategy for Older People which has the vision that:

- *people in Wales feel valued and supported, whatever their age.*
- *all older people in Wales have the social, environmental and financial resources they need to deal with the opportunities and challenges they face.*

To create coherence across organisations with older people at the centre of decision making and build on existing strategic developments.

To maximise the quality and quantity of life for older people in Swansea

### Who has responsibility?

The City and County of Swansea has lead responsibility with implementation through the Local Service Board and the Older People's Strategy Partnership Group, chaired by the Director of People.

### Who are the stakeholders?

The population of the City and County of Swansea who are aged 50 and over.

Carers of those who are aged 50+ who may or may not be over 50 themselves.

Children and people under the age of 50 who receive care from people aged 50 and over.

## Section 2 - Information about Service Users (See guidance):

Please tick what information you know about your service users and provide details/evidence of how this information is collected.

Children/young people (0-18) .....	<input checked="" type="checkbox"/>	Carers (inc. young carers) .....	<input checked="" type="checkbox"/>
Any other age group (18+) .....	<input checked="" type="checkbox"/>	Race .....	<input checked="" type="checkbox"/>
Disability .....	<input checked="" type="checkbox"/>	Religion or (non-)belief .....	
.....	<input checked="" type="checkbox"/>	Gender reassignment .....	<input checked="" type="checkbox"/> Sex
.....	<input checked="" type="checkbox"/>		
Marriage & civil partnership .....	<input type="checkbox"/>	Sexual orientation .....	<input checked="" type="checkbox"/>
Pregnancy and maternity .....	<input checked="" type="checkbox"/>	Welsh language .....	<input checked="" type="checkbox"/>

### What information do you know about your service users and how is this information collected?

Between 2003 and 2013 in the City & County of Swansea:

- the total population (all ages) has increased by 14,000
  - in the 45-54 age group there has been an increase of 2,800 (+9.7%)
  - those aged 60-69 have increased by 4,400 (+19.1%)
  - those aged over 85 estimated to have increased by 1,200 (25%) to around 6,100 people in 2013.
- In addition compared with figures for 2011, in the City & County of Swansea, by 2030 it is predicted that there will be an increase of:
- 34% in people aged 65+ (from 43,140 to 57,870)

- 78% in people aged 85+ (from 6,200 to 11,030)
- 33% in people aged 65+ living alone (from 19,642 to 26,197)
- 34% in unpaid carers aged 65 + (from 7,765 to 10,418) with the same percentage increase for those caring for more than 50 hours per week (from 1,726 to 2,315)
- 47% in people aged 75+ with Limiting Long Term Illness (from 13,560 to 19,941)
- 43% in people aged 85+ living with dementia (from 1,427 to 2,504)
- 74% in people aged 85+ unable to carry out at least one self-care activity on their own (from 4,075 to 7,102)
- 77% in people aged 85+ receiving community based services and residential/nursing care
- 50% in people aged 65+ (77% increase for those over 85) admitted to hospital because of a fall from 1,112 to 1,673) [the same increase is predicted for attendance at A&E because of a fall].

#### **Protected Characteristics and Welsh Language:**

19% of the total population has some Welsh Language Skills

11.4% of the population can speak Welsh

9,017 people (4%) aged 50+ are able to speak Welsh

17% of those aged 85+ are able to speak Welsh (Stats Wales)

#### **BME**

16,138 people in Swansea aged 3yrs do not have English or Welsh as their main language including 2,114 residents who are aged 50 and over and 347 people aged 75+

#### **Religion**

74% of over 50s in Swansea state that their religion is Christian

1.5% of over 50s state that they have a religion other than Christianity

16% of over 50s state that they have no religion

There are 512 Muslims aged 50+ making it by far the most common religion after Christianity.

#### **Gender:**

20% of the over 50s population is female and 17% male

12,790 women are aged 75+ as opposed to 8829men

At aged 85+ women outnumber men by almost 2:1 (4104 female :2106 male) (ONS Mid 2014)

#### **LGBT**

In 20011, 326 people aged 16+ were in a registered same-sex civil partnership

### Any Actions Required?

Analysis of available census and other information on older people by protected characteristic  
 Certain actions within the plan may need their own profiling information, e.g., age friendly community pilot.

For example. As far more women than men are over 75yrs there is a risk that services may be geared more towards women than men. Need to consider gender balance in the workforce and aim to ensure that the specific needs of each group is met. Need to engage specifically with men and with women.

37% of women aged 55-64yrs have no private pension compared to 19% of men (UK)  
 One in 3 women will enter a care home at some time in their life as opposed to 1 in 5 men  
 International Longevity Centre UK, Ready for Ageing Alliance, The Myth of the Baby Boomers 2015

Gender pay gaps widen with age. For those aged 50 and over the gaps have changed little since 2005, whereas in younger age groups the gaps are narrowing (Dept for culture media & sport 2014 cited in "Is Britain Fairer? EHRC 2015

A high percentage of the over 85s are Welsh Speakers and services should be sensitive to their needs and offer face to face services in Welsh.

In Wales the overall suicide rate increased from 10.7 to 15.6 per 100,000. Middle aged men are particularly at risk of suicide "Is Britain Fairer? EHRC 2015 pages 5 and 53

### Section 3 - Impact on Protected Characteristics (See guidance):

Please consider the possible impact on the different protected characteristics. This could be based on service user information, data, consultation and research or professional experience (e.g. comments and complaints).

	Positive	Negative	Neutral	Needs further investigation
Children/young people (0-18)	➔ <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group (18+)	➔ <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	➔ <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	➔ <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	➔ <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	➔ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Race	➔ <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion or (non-)belief	➔ <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sex	➔ <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual orientation	➔ <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Welsh language	➔ <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers)	➔ <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Thinking about your answers above, please explain in detail why this is the case?**

The intention of the plan is to have positive impact on older people (as part of age as a protected characteristic). However, as the plan is implemented through the individual actions and projects regard will need to be given to ensure the inclusion of older people with different protected characteristics. To monitor this the EIA will remain open to:

- be updated as the plan is implemented and reviewed taking account of the outcomes of the involvement of older people.
- and to consider whether any of the actions within the plan need their own EIAs as the plan is implemented.

Pilot an age friendly audit in partnership with the Older People's Commissioner's Office within 2 contrasting communities to determine what the strengths and weaknesses are for older people. The pilot will identify, define the role of and support Ageing Well Champions within the community and organisations.

First point of contact initiative:

If a staff member from any LSB partner organisations visits an older person at home they should complete a checklist covering the 5 priority areas to find out if the person has particular needs and/or leave the individual with concise information on support services within the themes.

Develop a dementia forum to meet quarterly. 50% of members to be people living with dementia and/or their carers and 50% from organisations that offer support or services.

LSB to support the provision of Dementia Awareness Training for and with :

Key people/services and groups within the communities

Schools and colleges (e.g as part of the Baccalaureate / citizenship and community element).

Through Falls prevention group create a falls awareness day programme of activities including promoting national initiatives –Steady On and Timed Up and Go test.

Maintain detailed mapping of learning provision available publically on the Regional Learning Partnership portal

Promote and raise awareness of volunteering (e.g at key life transition points with older people as a basis of community participation).

Commit to co-ordinating information that partners across the LSB hold on older people who live alone and, where appropriate, provide information that could help reduce loneliness and isolation.

Inclusion of older people in the consultation on the Active Travel Act.

**What consultation and engagement has been undertaken (e.g. with the public and/or members of protected groups) to support your view? Please provide details below.**

Older people's views and issues have been represented and considered during the work in the following ways:

- Three members of the Network 50+ Reference Group represent the interests of older people on the LSB Older People's Strategy Partnership Group
- Members of the Network 50+ Reference Group represent the interests of older people on each of the four planning groups and are informed by engagement work undertaken:
  - At a city centre drop in event on ageing well held on 27<sup>th</sup> March attended by 60 older people and a number of partners
  - In an online survey covering each of the five ageing well priorities (with 73 respondents)
  - Past work with Swansea Voices (Citizen's Panel) on the priorities for ageing well.
- Two forums on ageing well to discuss the draft plans and outcome statements were held

at the end of July (35 participants).

- A forum for BME communities was held in August (20 participants).

The outcomes of the engagement have been used to inform the development of the ageing well plan (key outcomes included in Appendix 1 of the plan) and will continue to be used as the plan is implemented as well as the end of year evaluation. Continued involvement of older people through the Network 50+ Reference Group will continue to inform the plan.

An Annual forum will be organised in June/July where members of Swansea Network 50+ and over 50s in the community and a questionnaire to be available on line where people can be invited to share their views on:

- What makes an age-friendly community?
- What makes a Dementia Supportive community?
- How can we help someone with dementia continue to live in, and contribute to, their community?
- How can public awareness of dementia and understanding of living with dementia be increased?
- What barriers are there to older people learning and developing new skills?
- What learning opportunities can you currently access?
- What barriers are there to older people volunteering?
- What increases our risk of falling as we grow older?
- What could help reduce the risk of falling amongst older people/
- What are the main causes of loneliness and isolation amongst older people?
- What could help reduce loneliness and isolation amongst older people?

The plan includes an action to undertake engagement with Children and Young People and include outcomes in the work on ageing well.

**Any actions required (to mitigate adverse impact or to address identified gaps in knowledge).**

- Ongoing consultation with groups with protected characteristics – are there any gaps that we have identified / need to explore?
- Continued involvement of older people in the implementation and evaluation of the plan. How will this be done?
- Members of Swansea Network 50+ Reference Group contribute through being on the Ageing Well theme working groups and are represented on the Older People's Strategy Partnership Group.
- Consultation with Older People at the annual forum/online questionnaire /Network web pages and social media.

**Section 4 - Other Impacts:**

Please consider how the initiative might address the following issues.

You could base this on service user information, data, consultation and research or professional experience (e.g. comments and complaints).

<b>Foster good relations between different groups</b>	<b>Advance equality of opportunity between different groups</b>
<b>Elimination of discrimination, harassment and victimisation</b>	<b>Reduction of social exclusion and poverty</b>

**(Please see the specific Section 4 Guidance for definitions on the above)**

**Please explain any possible impact on each of the above.**

## What work have you already done to improve any of the above?

1. Foster good relations between different groups

And

2. Advance equality of opportunity between different groups

A number of actions within the plan should positively impact on this area including:

- Work on age friendly communities (includes areas on shared public spaces, inclusion of all generations and identification of community assets)
- Develop information packs and training and development resources on the Ageing Process /ageing well and age-friendly communities.
- 

3. Elimination of discrimination, harassment and victimisation

A number of actions within the plan should positively impact on this area including:

- Work on developing dementia supportive communities
- Provide Dementia Awareness Training

4. Reduction of social exclusion and poverty

There are actions in relation to:

- Increasing the numbers of people aged 50+ in Wales who are economically active.
- Raising awareness amongst older people of current governmental and other advice and information schemes to assist in building their financial resilience.
- Developing and improving older people's financial inclusion schemes
- Ensuring that older people have access to housing schemes that promote social interaction and inclusion.
- Raising the profile of loneliness and isolation as public health issues and empowering older people to be aware of the risks of loneliness and Isolation.
- Ensure older people are properly and meaningfully consulted regarding public transport provision.

The priorities in the Third phase of the Welsh Government's Strategy for Older People have been mapped to the ageing well action plan and as part of the engagement work on the strategy in CCS through Network 50+ the following key priorities were highlighted Health and Support, Finance and Getting out and about and social activity.

### **Is the initiative likely to impact on Community Cohesion? Please provide details.**

A potential advantage of implementing the plan via the Local Service Board is to ensure that Ageing Well becomes embedded in the work plans of key public service providers. This will ensure that the needs of older people and ageing are seen in a wider context and included, in particular, in initiatives that aim to strengthen communities.

**It would be good to link this to the priority areas of the Ageing Well Programme**

### **Age Friendly Communities**

Using national guidance and indicators being developed LSB partners sign up to, and implement, the key provisions and principles of an age friendly City & County of Swansea in the following domains:

- Outdoor spaces and buildings
- Transportation
- Housing
- Social participation
- Respect and social inclusion
- Civic participation and employment

- Communication and information
- Community support and health services

LSB to promote the initiative through joint publicity, press releases and sharing good practice.

Undertake engagement with children and Young People through the Big conversation and include outcomes in the work on ageing well. This would include dialogue between younger and older people on the key components of age friendly communities.

Pilot an age friendly audit using national guidance & indicators and in partnership with the Older People's Commissioner's Office within two contrasting communities to determine what the strengths and weaknesses are for older people. This will be to establish baseline evidence and outcomes for co-ordinated service delivery, community volunteering and involvement of older people in ageing well. The pilot will include identifying, defining the role and supporting Ageing Well Champions within the community and organisations.

First Point of Contact initiative - if a staff member from any of the LSB partner organisations visits an older person at home (or is in touch/visited by an older person) they:

- complete a checklist/questionnaire with the individual covering the five priorities to find out if the older person has any particular needs
- or if the individual does not wish to fill in the questionnaire to provide the individual with concise information on available support services for the five priorities.

Responses to the checklist/questionnaire fed back to an agreed coordinated central point of contact where appropriate referrals made to partner organisations.

Participating LSB organisations to undertake joint promotion and awareness raising of the service.

### **Dementia Supportive Communities**

Develop and distribute concise information on available support services and referral points for use by front line staff and the public across LSB partners.

Engage with Swansea Bay Regional Equality Council to address the needs of people living with dementia from BAME communities.

Engage with the Lesbian, Gay, bisexual and transgender forum to address the needs of people living with dementia from LGBT communities.

Each LSB partner to commit to providing Dementia Training (*awareness; front line; specialist*) for staff within their organisation (different levels of training according to need) including City Centre businesses (through Business Improvement District, Swansea Economic Regeneration Partnership and Swansea Dementia Supportive Community Forum). Promote the use of "This Is Me" document as part of the training and awareness.

LSB to support the provision of Dementia Awareness Training for, and with:

- key people/services and groups within communities
- schools & colleges (e.g., as part of input to citizenship and community element within the Welsh Baccalaureate).

Promote the use of "This Is Me" document as part of the training and awareness.

### **Falls Prevention**

Through the Falls Prevention Group explore possibilities of wider distribution, and developing a short summary, of the Falls Prevention Guide as basis for disseminating the key messages to staff and for raising public awareness. This would include, for example, with family and carers, cyclists and the public (e.g., if witness older person



falling in the street). Test messages and outcomes through Network 50+.

### **Opportunities for Learning and Employment**

As part of detailed plan implementation group to link to work covered by the Council's Poverty Strategy and locally support any national work on this area.

Continue to support student led groups. Encourage a sustainable approach as part of an exit strategy for classes using learners to create a cooperative so they can buy in tutors and /or materials as required.

### **Loneliness and Isolation**

LSB partners to develop and train front line staff on loneliness and isolation (how to recognise it) and where to signpost for support (as part of Age Friendly Community Outcome 3.3 to raise awareness of social isolation). Include information on local service provision that can help combat loneliness and isolation and how to access this, e.g. , Third Sector broker, community connectors, Local Area Coordination (as determined in outcome 1.2 below)

### **How will the initiative meet the needs of Welsh speakers and learners?**

The Welsh language should be treated as favourably as English.

### **Actions (to mitigate adverse impact or to address identified gaps in knowledge).**

#### **Continue to use and develop EIA to inform the Plan's implementation?**

Ongoing engagement with the Welsh Language population through the Network, Social media and Menter Iaith Abertawe is essential.

Expected outcomes of the initiative include:

"I can engage and participates including using new technologies, leisure, cultural, sporting/exercise activities if I wish and in the Welsh Language"

"My linguistic needs are met".

"I receive services through the medium of Welsh"

## **Section 5 - United Nations Convention on the Rights of the Child (UNCRC):**

**In this section, we need to consider whether the initiative has any direct or indirect impact on children. Many initiatives have an indirect impact on children and you will need to consider whether the impact is positive or negative in relation to both children's rights and their best interests**

Please visit <http://staffnet/eia> to read the UNCRC guidance before completing this section.

### **Will the initiative have any impact (direct or indirect) on children and young people? If not, please briefly explain your answer and proceed to Section 6.**

Some of the actions in the plan will impact on children and young people including:

Creating age friendly communities:

Work to promote the inclusion of all generations in discussions about their community.

This would include dialogue between younger and older people.

Creating Dementia supportive communities:

Developing a dementia forum for people living with dementia and their carers (children

and young people may be amongst the carers and also children, teenagers and young people can develop dementia due to certain rare diseases).

Opportunities for Learning and Employment:

Raising awareness amongst older people of current governmental and other advice and information schemes to assist in building their financial resilience. (children and young people are, in some cases, supported financially by grandparents).

**Is the initiative designed / planned in the best interests of children and young people? Please explain your answer.**

*Best interests of the child (Article 3): The best interests of children must be the primary concern in making decisions that may affect them. All adults should do what is best for children. When adults make decisions, they should think about how their decisions will affect children. This particularly applies to budget, policy and law makers.*

Gaps & challenges include work with schools and involvement of younger people including more intergenerational work,

The needs of children and young people will be sought through engagement with them via the Big Conversation and by including outcomes in the work on ageing well. This would include dialogue between younger and older people on the key components of age friendly communities.

**Actions (to mitigate adverse impact or to address identified gaps in knowledge).**

Undertake ongoing engagement with Children and Young People and include outcomes in the work on ageing well. Need to talk about this in your answer to the best interests question above.

## **Section 6 - Monitoring arrangements:**

**Please explain the arrangements in place (or those which will be put in place) to monitor this initiative:**

**Monitoring arrangements:** : Each action will have a process for evaluation and during 2015-2016 the LSB will review progress on the plan at every meeting and consider any barriers to implementation.

As this is a 3-4yr plan actions will be reviewed on an annual basis and revised or changed as required and reported to the LSB. The review will include work with members of Swansea Network 50+ every June/July with outcomes included in the annual review report to the LSB.

Actions specific to the Council will be reviewed in the annual review of the Council's Strategic Equality Plan.

**Actions:** As above arrangements

## **Section 7 – Outcomes:**

Having completed sections 1-5, please indicate which of the outcomes listed below applies to your initiative (refer to the guidance for further information on this section).

Outcome 1: Continue the initiative – no concern



Outcome 2: Adjust the initiative – low level of concern



Outcome 3: Justify the initiative – moderate level of concern



Outcome 4: Stop and refer the initiative – high level of concern.



**For outcome 3, please provide the justification below:**

**For outcome 4**, detail the next steps / areas of concern below and refer to your Head of Service / Director for further advice:

## **Section 8 - Publication arrangements:**

On completion, please follow this 3-step procedure:

1. Send this EIA report and action plan to the Access to Services Team for feedback and approval – [accesstoservices@swansea.gov.uk](mailto:accesstoservices@swansea.gov.uk)
2. Make any necessary amendments/additions.
3. Provide the final version of this report to the team for publication, including email approval of the EIA from your Head of Service. The EIA will be published on the Council's website - this is a legal requirement.

## Action Plan:

Objective - What are we going to do and why?	Who will be responsible for seeing it is done?	When will it be done by?	Outcome - How will we know we have achieved our objective?	Progress
Engagement with wider public	50+ coordinator in conjunction with Swansea Network 50+	July 31 <sup>st</sup> 2016 and annually thereafter	Outcomes included in the annual review report to the LSB	
Each action will have a process for evaluation	LSB will review progress on the plan.	Every 2 months during 2015 -2016 And annually thereafter.		
Evaluate Strategic Equality Plan	Sherill Hopkins	Annually		
Analysis of available census and other information on older people by protected characteristic.	Research and Information	Just need to finish completing the action plan		
Certain actions within the plan may need their own profiling information, e.g., age friendly community pilot.	50+ coordinator Access to Services Team			
Ongoing consultation with groups with protected characteristics	50+ coordinator in conjunction with Swansea Network 50+			
Continued involvement of older people in the implementation and evaluation of the plan.	50+ coordinator in conjunction with Swansea Network 50+			

Consider whether any of the actions within the plan need their own EIAs as the plan is implemented.	50+ coordinator Access to Services Team			
Undertake ongoing engagement with Children and Young People and include outcomes in the work on ageing well.	CYP Planning Officer and 50+ coordinator			

**\* Please remember to be 'SMART' when completing your action plan (Specific, Measurable, Attainable, Relevant, Timely).**