



**EXECUTIVE OVERVIEW & SCRUTINY  
COMMITTEE: 15 JUNE 2023**

**CABINET: 27 JUNE 2023**

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**Report of: Corporate Director of Transformation, Housing & Resources**

**Relevant Portfolio Holder: Councillor Rob Molloy**

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**SUBJECT: NEW COUNCIL PLAN DEVELOPMENT**

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Wards affected: Borough wide

## **1.0 PURPOSE OF THE REPORT**

1.1 To approve the draft of the new Council Plan 2023-28 for public consultation.

## **2.0 RECOMMENDATIONS TO EXECUTIVE OVERVIEW AND SCRUTINY COMMITTEE**

- 2.1 That the committee note the process for developing a replacement Council Plan to date.
- 2.2 That the committee note the draft Council Plan 2023-2028 priorities and areas of focus to be used in public consultation at Appendix 1.
- 2.3 That the process for approving a final plan outlined in section 4.1 is endorsed.

## **3.0 RECOMMENDATIONS TO CABINET**

- 3.1 That Cabinet approve the draft Council Plan 2023-2028 priorities and areas of focus at Appendix 1 to be used in public consultation.
- 3.2 That Call In is not appropriate for this item as the report was submitted to the Executive Overview and Scrutiny Committee on 15 June 2023.

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## **4.0 BACKGROUND**

- 4.1 In September, the Budget and Council Plan Committee approved principles and a development timetable for a new Council Plan from October 2023-2028, updated below.

<b>Process key steps</b>	<b>Estimated timescale</b>
Budget & Council Plan Committee agree principles for development	September 2022
Engagement with Councillors, key stakeholders and key staff seeking views on current plan – Pulse survey	18 Nov – 5 Dec 2022 (extended to 11 December)
Budget & Council Plan Committee update on survey responses and draft new plan	10 January 2023 (paper provided)
Budget & Council Plan Committee review new Plan emerging themes – based on views on current Plan, Pulse Survey and agreed principles ahead of Councillor workshop	28 February 2023
Councillor workshop – to seek cross-party views on the emerging themes	15 March 2023
Draft Plan incorporating Councillor workshop feedback to approve for public consultation	15 June 2023 - Executive Overview & Scrutiny 27 June 2023 - Cabinet
Public/stakeholder/Councillor/Staff consultation of draft Council Plan	June/July/August 2023
To approve the draft Plan incorporating public consultation feedback for adoption as the new Council Plan 2023-28	14 September 2023 - Executive Overview & Scrutiny 26 September 2023 - Cabinet 18 October 2023 - Council

## **5.0 CURRENT POSITION**

- 5.1 A Council Plan enables the Council to communicate its direction and priorities to the public, stakeholders and staff, and supports transparency and accountability. Having a clear statement of corporate priorities assists effective planning and prioritisation of work within services, informs the development of staff work programmes and annual development appraisals and is recognised good practice.
- 5.2 Draft themes and areas of focus for a new Council Plan for 2023-2028 to replace the current Council Plan 2023-2023 were developed using insight from various sources as well as feedback on the current Council Plan from Councillors, staff and key stakeholders.
- 5.3 A draft Plan was used in a cross-party Councillor workshop in March 2023. Feedback from the workshop was then used to inform further development of the draft Council Plan 2023-2028 priorities at Appendix 1. Summary comments from the Workshop are provided at Appendix 2.
- 5.4 The draft Council Plan 2023-2028 outlines the strategic ambitions of the Council where we can directly make an impact or influence significant changes and improvements across the Borough.
- 5.5 A draft Delivery Framework was developed as shown in Appendix 1 as key activities. These align with the draft Plan and use feedback provided at the workshop and activity and targets agreed in the main through existing Council processes where the Council will add most value and deliver the best outcomes. Finalising this framework of activity will not be possible until the draft Council Plan 2023-2028 is approved.
- 5.6 Since the draft new Plan is proposed to be in place by October 2023, it is anticipated that the first delivery framework will have a focus on the period

October 2023-March 2025 to bring its reporting period in line with usual corporate planning timescales. An annual refresh of the delivery plan will then take place. Reporting on the current Council Plan 2020-23 will continue until October.

## 6.0 NEXT STEPS

- 6.1 As per the timetable at section 4.1 a public consultation will gauge views on whether the draft Council Plan 2023-2028 in Appendix 1 is focused on the right areas, where we should focus our resources and whether it clearly communicates the Council's strategic priorities. The consultation will be held with Councillors, staff, residents, businesses, stakeholders and partners.
- 6.2 Following consultation feedback a final version will be brought back to Committee and Cabinet with the intended outcome of a Council Plan developed and supported with Councillor and Officer input and endorsed through public consultation.

## 7.0 SUSTAINABILITY IMPLICATIONS

- 7.1 There are no significant sustainability impacts associated with this report and, in particular, no significant impact on crime and disorder.

## 8.0 FINANCIAL AND RESOURCE IMPLICATIONS

- 8.1 There are no significant financial or resource implications arising from this report.

## 9.0 RISK ASSESSMENT

- 9.1 The risk associated with this report have been included in the service risk register.

Service	Title	Potential Effect	Internal Controls	Latest Note	Current Risk Matrix	Risk Score
Corporate & Customer Services	BIDR05a – Failure to replace the Council Plan to timescale	Failure to have a current plan in place would hinder the Council in communicating its direction with the public, stakeholders and staff and in supporting transparency and accountability. Having a clear statement of corporate priorities assists effective planning and prioritisation of work within services, informs the development of staff work programmes and annual development appraisals, and is recognised good practice.	Documented process. Project plan. Engagement of officers. Secured engagement and support of Member Services and Consultation and Engagement.  The work has a timetable and will be progressed including public consultation for Council in October 2023.	Early draft stages of the plan progressing		6

## **10.0 HEALTH AND WELLBEING IMPLICATIONS**

10.1 There are no health and wellbeing implications arising from this report although the Plan it refers to will have implications.

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### **Background Documents**

There are no background documents (as defined in Section 100D(5) of the Local Government Act 1972) to this Report.

### **Equality Impact Assessment**

There is a direct impact on members of the public, employees, elected members and / or stakeholders, therefore an Equality Impact Assessment is required. A formal equality impact assessment is attached as an Appendix to this report, the results of which have been taken into account in the Recommendations contained within this report

## **APPENDICES**

APPENDIX 1 – DRAFT COUNCIL PLAN 2023-2028

APPENDIX 2 – COMMENTS FROM THE COUNCILLOR WORKSHOP

APPENDIX 3 – EQUALITY IMPACT ASSESSMENT

# **APPENIDIX 1 – DRAFT COUNCIL PLAN 2023-2028**

## **West Lancashire together; the place of choice to live, work, visit and invest**

Our vision remains the same. Our four priorities are:

- Create clean and environmentally sustainable places
- Generate prosperity in our borough
- Nurture inclusive and healthy communities to grow
- Manage a resilient, financially strong Council that listens to its customers

## Create clean and environmentally sustainable places

Area of Focus	Key activities to deliver this difference
Reduce our Carbon Footprint	Increase electric vehicle charging points in the borough
	Explore the potential of developing a community led energy company
	Facilitate green employment opportunities within West Lancashire
	Develop the carbon management programme
	Stipulate green build through Local Plan development
	Review our approach to printing - reduce paper systems and processes through digital transformation
	All Council homes to achieve Energy Performance Certificate 'C' rating by 2030
	Deliver our Climate Change Strategy 2022-2030
	Include low carbon design as part of the new leisure centres
	Embed 'green' environmental considerations in our procurement process
Reduce waste production and increase reuse and recycling	Develop a new recycling offer for residents and businesses
	Explore supporting the creation of Pop-Up Shops for recycled & reusable goods (Community/VCSE delivered)
Preserve and enhance our natural and built environment	Review our approach to commercial estate and clean environment
	Increase community involvement for maintaining a cleaner borough
	Introduce Cycle Schemes as part of the leisure insourcing - an outreach programming opportunity
	Improve our housing stock in the next 5 years through the investment plan
	Develop a new vision for Beacon Country Park in consultation with citizens
Enhance the natural landscape, biodiversity and green environment	Create more natural habitats within our green spaces through the rewilding of natural areas
	Seek inward investment for biodiversity projects
	Become a 'Sustainable Food Place' - take a holistic and systems approach to sustainable and healthy food
	Increase the number of allotment plots within the borough
	Increase community participation in managing greenspaces
	Develop and implement a tree management strategy for West Lancashire

## Generate prosperity in our borough

Area of Focus	Key activities to deliver this difference
Support regeneration that creates sustainable growth	<ul style="list-style-type: none"> <li>Deliver Skelmersdale Town Centre phase 2</li> <li>Review Ormskirk market operations</li> </ul>
Provide opportunities for housing and economic business growth	<ul style="list-style-type: none"> <li>Develop a new Council housing business plan to support housing growth and investment</li> <li>Develop a new business plan to support investment in our commercial properties</li> <li>Encourage the growth of business start-ups across the borough through support from partners</li> <li>Progress the Local Plan 2023-2040 for adoption at full council</li> <li>Develop new homes for shared ownership and rent to buy</li> <li>Explore the potential of developing new business units to support local businesses</li> </ul>
Attract investment, support businesses and direct wealth into the local economy	<ul style="list-style-type: none"> <li>Develop a calendar of events for the borough</li> <li>Relaunch Ambassador Programme and Skelmersdale Place Board</li> <li>Develop ethical local procurement spend in West Lancashire</li> <li>Approve new Economic Development Strategy for the borough</li> <li>Deliver the new Community Wealth Building Strategy</li> </ul>
Attract high quality skills, careers and job opportunities locally	<ul style="list-style-type: none"> <li>Develop commercial opportunities linked to our future housing developments</li> <li>Skelmersdale/Ormskirk and Burscough Master planning</li> </ul>
Support people to achieve their full potential through employment & training	<ul style="list-style-type: none"> <li>Deliver training &amp; support to help people into employment</li> <li>Develop apprenticeship and graduate schemes for the Council through partnership with higher education organisations</li> </ul>

# Nurture inclusive and healthy communities to grow

Area of Focus	Key activities to deliver this difference
Work with partners to improve health and wellbeing	Develop Health and Wellbeing Action Plan linked to other local priorities
	Chair the new West Lancashire Health & Wellbeing Partnership and collaboratively deliver the strategic direction
	Establish a network of Workplace Health Champions in West Lancashire businesses
	Deliver the authority's new domestic abuse duties
	Renew the Homelessness Strategy
	Support the delivery of Holiday/Hunger Campaigns (Food Insecurity Action Plan) tackling key local priorities
	Support the valuable work of our local foodbanks
	Increase Dementia Friendly facilities
	Establish a participatory budgeting exercise to tackle social isolation and loneliness in Northern Parishes
	Support introduction of Family Network Hubs
Design services around people and place	Establish face to face service to help alleviate digital exclusion
	Design and develop neighbourhood model (neighbourhood plans) addressing local needs and wider determinants of health and making a positive difference to lifestyles, homes and our communities
	Establish multi-disciplinary neighbourhood teams
	Refresh our website
	Codesign our services with partners and residents
	Target investment in housing stock based on tenant feedback and engagement
Working through partnerships to create better outcomes for our citizens	Use the UK Shared Prosperity Fund to empower communities, businesses and people to identify and build on their own strengths and needs at a local level building pride in place and life expectancy
	Deliver training, skills and employment support to improve employability for our most vulnerable
	Deliver More Positive Together
	Develop the West Lancashire Customer Engagement Strategy
	Establish West Lancashire Annual Vision Conference for partners and leaders of all sectors
	Establish West Lancashire Pride/Neighbourhood Weekender (funded through contributions)
	Host and Coordinate PIVOT - Multi agency team around vulnerable adults
Provide safe, quality and affordable homes	Implement our Damp Strategy
	Deliver Housing Standards in accordance with Housing Regulations
	Ensure compliance across all housing stock
	Deliver Housing Investment Programme based on outcome of the Stock Condition Survey
	Deliver Digmoor Regeneration Plan



## Manage a resilient, financially strong Council that listens to its customers

Area of Focus	Key activities to deliver this difference
Maintain financial sustainability and strong council management	Explore the potential of developing a Solar Farm for financial return
	Attract investment into the borough for Council Projects
	Undertake reviews of car parking
	Implement changed governance structure for managing council decisions
	Develop and implement income generating activities
Continually improve and deliver value for money	Refresh our Value for Money Strategy
	Design, approve and implement the Council's Procurement Strategy/Policy
	Implement Accommodation Strategy
	Deliver front line staff digitalisation transformation e.g. mobile devices for field workers
Attract and retain an engaged, skilled and motivate workforce	Review & enhance our Organisational Development Strategy (People Strategy)
	Review and roll out mandatory training programme through the Councils new E-Learning system
	Revitalise and relaunch Wellbeing Workforce Group
Deliver great services shaped by insight and data	Develop new ways to seek feedback from our customers
	Use customer feedback to improve and shape our services

## APPENDIX 2 - COMMENTS FROM THE COUNCILLOR WORKSHOP

Themes	Areas of focus - COMMENTS
Sustainable Organisation	None for removal.
	<ul style="list-style-type: none"> <li>• <b>Maintain financial sustainability and strong corporate governance</b></li> </ul> <p>Suggest specific mention of: Recognising the importance of how we procure can positively impact our communities. E.g. more local procurement to support entrepreneurial growth and resilience, training etc.</p> <p>Recognise the importance of having targets for delivery – we can be held to account.</p> <p>Need to 'achieve' financial sustainability</p>
	<ul style="list-style-type: none"> <li>• <b>Work as One Council and collaborate with partners to deliver better shared outcomes</b></li> </ul> <p>This should include other County and Borough Councils</p>
	<ul style="list-style-type: none"> <li>• <b>Improve efficiency and effectiveness of services through evidenced change and transformation</b></li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Attract and retain a healthy, engaged and motivated workforce with the right skills and behaviours</b></li> </ul> <p>It is important that staff members input into this There needs to be training and career opportunities / progress</p>
	<ul style="list-style-type: none"> <li>• <b>Understand our residents and customers so they feel listened to, respected, treated fairly and part of the service offer</b></li> </ul> <p>Consultation needs to listen, not be presented when already a done deal as a PR exercise</p> <p>Maybe heart of the service offer, rather than part Importance of understanding residents needs Understand and demonstrate to our residents...</p>

Safe, Clean & Green Environments	<p>Could say "places" instead of "environments" as that strongly associates with "the green environment", not "built" as also covered here.</p> <p>Assume 'safe' intended to cover env health/community safety, e.g. 'built' environmental protection (noise, nuisance, air pollution, food safety, building safety etc (other than tenants' homes / general housing / homeless which is still in 'communities'))</p>
	<p>None for removal. Suggest specific mention of:</p> <ul style="list-style-type: none"> <li>— 'safety' e.g. ASB as referenced in the theme and no focus</li> <li>— Nature &amp; wildlife</li> <li>— Flooding</li> <li>— Water Hazards – increase education/prevention</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Limit the climate impact of our activities and influence the behaviour of others by example</b></li> </ul> <ul style="list-style-type: none"> <li>— Reducing our impact on climate vs climate change resilience is different and both important</li> <li>— 'by example' probably not needed?</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Minimise waste production and increase reuse and recycling</b></li> </ul> <ul style="list-style-type: none"> <li>— Supporting people to recycle including messages for people new to the area</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Look after and improve a clean, attractive built environment</b></li> </ul> <ul style="list-style-type: none"> <li>— Be clear on what the word 'Environment' means – it is where we live work eat</li> <li>— Consider Rural villages not just URBAN</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Safeguard the natural landscape, biodiversity and enhance our green environment</b></li> </ul>
Stronger Economy	<p>None for removal. Very broad theme – does it need to be clearer that it means what we influence locally</p> <ul style="list-style-type: none"> <li>— Preserve of areas of natural beauty</li> <li>— Not to massively over urbanise – balance with we still need places to live</li> </ul>
Economic Prosperity	<ul style="list-style-type: none"> <li>• <b>Enable well-planned infrastructure, sustainable growth and renewal</b></li> </ul> <p>Suggest specific mention of:</p> <ul style="list-style-type: none"> <li>— transport links and connectivity. E.g., "Encouraging clean and reliable transport links"</li> <li>— connectivity &amp; public transport infrastructure – this is so important to attracting new residents, people getting to work. Also, safer cycles and footpaths</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Provide development opportunities, including new employment and housing land allocations</b> <ul style="list-style-type: none"> <li>— concerned about the type of development, e.g. huge warehouses near the motorways may attract employees from out of the borough rather than benefitting West Lancs and look bad</li> <li>— want to use land that is already built on first so that not eating into green space</li> <li>— More effective use of existing availability as opposed to 'new' land</li> <li>— it needs to be high value employment – meet the needs of residents and attractive to people to move to the area.</li> <li>— plenty of manual work vacancies in northern parishes unfilled</li> <li>— Need to meet housing targets, but don't want to only associate with word "new" in the phrasing as should be looking at utilising/developing existing built on sites (e.g. old buildings converted)</li> <li>— The importance of addressing the shortage of housing – strategic way understanding future need and meeting the need: recognising the importance of services and amenities to support the growth</li> <li>— Development goes against what we are trying to achieve on biodiversity</li> <li>— If reference to housing should include reference to protecting agricultural sector</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Attract investment and support diverse businesses to connect and succeed</b> <ul style="list-style-type: none"> <li>— importance of bringing community wealth building through this area</li> <li>— More in depth look at the Community Wealth Building Strategy – what does this mean – improve a stronger local economy</li> <li>— support entrepreneurial growth and resilience, training etc.</li> <li>— focus on homegrown growth to attract other businesses to join</li> <li>— importance of night-time economy</li> <li>— No mention of 'rural economy' – Grade A soil –</li> </ul> </li> </ul>
<p>Healthy &amp; Inclusive Communities</p>	<ul style="list-style-type: none"> <li>• <b>Help support and enable people to achieve their full potential through employment &amp; training</b></li> </ul> <p>None for removal. Suggest specific mention of:</p> <ul style="list-style-type: none"> <li>— Listening to the community and being responsive to our residents needs</li> <li>— Meaningful engagement with communities – communities shape and mould services. Mustn't just be tick box but genuinely shaping how we do things.</li> </ul> <ul style="list-style-type: none"> <li>• <b>Provide quality services that are designed around people and place to improve health and wellbeing</b></li> </ul> <p>Suggest specific mention of:</p> <ul style="list-style-type: none"> <li>— importance of partnership and facilitating to deliver strong outcomes for citizens - also recognising the role of statutory organisations</li> <li>— must ensure we provide an enabling environment</li> </ul>

	<ul style="list-style-type: none"> <li>— No mention of social issues – social exclusion, food poverty, child poverty, homeless provision – these key themes are exceptionally important/ our role in addressing them</li> <li>— Foodbank preservation</li> <li>— Achieving Wellbeing is much broader than being healthy; needs to be a greater focus on supporting communities to achieve wellbeing; consider Wellbeing to be a priority. E.g. Covid &amp; the impact</li> <li>— Consider Marmot reports as they provide a framework for improving wellbeing (psyco-social model)</li> <li>— support on mental health</li> <li>— better access to joined up services; should include 'other organisations'; look at active initiative</li> <li>— Supporting LGBTQ – wider inclusivity and diversity on the map – West Lancs Pride</li> </ul>
	<ul style="list-style-type: none"> <li>• <b><i>Provide excellent wellbeing and leisure facilities and green leisure spaces</i></b> <ul style="list-style-type: none"> <li>— Conflict within this statement given that the Ormskirk new build will be built on green space gifted to the people of Ormskirk</li> <li>— It's essential we focus on Community facilities not just leisure facilities – critically important part of health &amp; wellbeing</li> <li>— Not just about leisure – Arts &amp; Cultural Strategy development – protecting fine art and supporting growth in that area – attached to wellbeing mentally</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• <b><i>Work collaboratively with voluntary and community groups to improve our place</i></b> <p>Suggest specific mention of:</p> <ul style="list-style-type: none"> <li>— examples of groups we work with, for example, County Council, NHS, GPs etc.</li> <li>— Council needs to do more to get greater volunteer input and help instil civic pride. One way would be to <b>recognise and celebrate</b> those volunteers that already help. Don't only use social media channels to promote as miss out on a section of community.</li> <li>— Community cohesion</li> <li>— Annual Vision Conferences – bringing all leaders together – full panoramic view of WL coming together and delivering outcomes</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• <b><i>Help residents meet their housing needs and be sustainable and safe in their homes</i></b> <p>Suggest specific mention of:</p> <ul style="list-style-type: none"> <li>— the types of housing we seek to provide, e.g. affordable homes, shared ownership, housing for elderly</li> <li>— Need to look at sustainable and energy efficient solutions.</li> <li>— Need a housing mix that satisfies need and affordable housing</li> </ul> </li> </ul>

Many of the comments refer to specific actions that will be included in Council work programmes/delivery framework rather than specifically mentioned in the Council Plan (Priority / Area of Focus).

# Equality Impact Assessment Form



<b>Directorate:</b> Transformation, Housing & Resources	<b>Service:</b> Business Transformation and Change
<b>Completed by:</b> Alison Grimes	<b>Date:</b> 25 May 2023
<b>Subject Title:</b> Council Plan 2023 - 2028	
<b>1. DESCRIPTION</b>	
Is a policy or strategy being produced or revised:	Yes
Is a service being designed, redesigned or cutback:	No
Is a commissioning plan or contract specification being developed:	No
Is a budget being set or funding allocated:	No
Is a programme or project being planned:	No
Are recommendations being presented to senior managers and/or Councillors:	Yes
Does the activity contribute to meeting our duties under the Equality Act 2010 and Public Sector Equality Duty ( <b>Eliminating unlawful discrimination/harassment, advancing equality of opportunity, fostering good relations</b> ):	Yes
<p><b>Details of the matter under consideration:</b>            The assessment is for the draft Council Plan 2023-2028. The Council Plan details the Council's vision and priorities.</p> <p>The Council Plan is the overarching strategy for the Council and sets the vision and priorities for the Council. The Plan sets well-defined priorities to be used when shaping future budget decisions and during service planning. The plan actions may themselves involve service design, redesign or cutback, or contract specification development, or require budget considerations.</p> <p>The draft plan for consultation has been developed following review of the existing Council Plan and through initial targeted consultation with Councillors, key stakeholders and staff. The resulting draft Council Plan 2023-2028 is now proposed for wider public consultation.</p>	
<p><i>If you answered <b>Yes</b> to any of the above <b>go straight to Section 3</b></i>  <i>If you answered <b>No</b> to all the above <b>please complete Section 2</b></i></p>	
<b>2. RELEVANCE</b>	
Does the work being carried out impact on service users, staff or Councillors (stakeholders):	Yes
<p>If <b>Yes</b>, provide details of how this impacts on service users, staff or Councillors (stakeholders):  <i>If you answered <b>Yes</b> go to <b>Section 3</b></i></p>	<p>Delivery of the vision and priorities is through a broad range of actions. Specifying priorities assists with managing resources. Outcomes and outputs will impact on a variety of customers, service users, communities, Councillors and employees depending on the action.</p>
If you answered <b>No</b> to both Sections 1 and 2	

<p>provide details of why there is no impact on these three groups: <i>You do not need to complete the rest of this form.</i></p>	
<p><b>3. EVIDENCE COLLECTION</b></p>	
<p>Who does the work being carried out impact on, i.e. who is/are the stakeholder(s)?</p>	<p>Given the wide range of areas of focus covered by the Plan, there is unlikely to be a disproportionate effect on any single group with protected characteristics, or on any stakeholder group across the whole of the plan. The plan directly or indirectly impacts on all Council services and therefore all who work for the Council, those who use Council services or engage with the Council. Any specific actions that will be covered by the Plan that may impact upon equality groups should be subject to an individual EIA by the relevant service.</p>
<p>If the work being carried out relates to a universal service, who needs or uses it most? (Is there any particular group affected more than others)?</p>	<p>As above. The current wide-range of areas of focus included in the whole plan across many service areas means that there is unlikely to be ‘most relevant’ protected characteristics affected, or any particular group affected more than others. This may change with content in the lifetime of the plan.</p>
<p>Which of the protected characteristics are most relevant to the work being carried out?</p> <ul style="list-style-type: none"> <li>Age</li> <li>Gender</li> <li>Disability</li> <li>Race and Culture</li> <li>Sexual Orientation</li> <li>Religion or Belief</li> <li>Gender Reassignment</li> <li>Marriage and Civil Partnership</li> <li>Pregnancy and Maternity</li> </ul>	<p>No No No No No No No No No</p>
<p><b>4. DATA ANALYSIS</b></p>	
<p>In relation to the work being carried out, and the service/function in question, who is actually or currently using the service and why?</p>	<p>The plan applies borough-wide and beyond and will include work with partners. Given the strategic nature of the plan and the wide range of priorities and areas of focus included, the work outlined will therefore impact on a broad range of service users and stakeholders in different ways.</p>
<p>What will the impact of the work being carried out be on usage/the stakeholders?</p>	<p>By having a clear statement of priorities through a refreshed Plan, attention and resources can be effectively focussed on achieving the Council's core objectives. The overall impact should be positive since the priorities of the plan aim for a positive impact on the borough. Negative impact will be mitigated through individual EIAs conducted by the relevant service.</p>
<p>What are people’s views about the services? Are some customers more satisfied than others,</p>	<p>A draft Council Plan was developed through a review of the existing Council Plan, available insight</p>

### Appendix 3

and if so what are the reasons? Can these be affected by the proposals?	from various sources including the Citizen/Stakholder Suvey, and a targeted survey of Councillors, key stakeholders and staff during November-December 2022 for feedback on the current Council Plan. Emerging themes were then discussed through a cross-party Councillor workshop and this was then used to develop the proposed draft Plan for consultation.
What sources of data including consultation results have you used to analyse the impact of the work being carried out on users/stakeholders with protected characteristics?	As above. Individual projects that may impact upon equality groups should be the subject of EIAs themselves by the relevant service with involvement/consultation as appropriate. The final proposed Plan has been refined following consultation feedback.
If any further data/consultation is needed and is to be gathered, please specify:	A draft Plan is now proposed for wider public consultation during summer 2023 that will help assess whether the Council's draft Plan is proposing the right areas for our priorities and where to direct our resources. The results of this will be used to inform further development of the Council Plan 2023-2028. A delivery framework of specific actions and measures will then be used to achieve the priorities and areas of focus. The delivery framework will be subject to regular review.
<b>5. IMPACT OF DECISIONS</b>	
In what way will the changes impact on people with particular protected characteristics (either positively or negatively or in terms of disproportionate impact)?	Outlining the Council's priorities should provide reassurance that resources are being carefully managed. There is unlikely to be a disproportionate effect on any single group with protected characteristics, or on any stakeholder group. The plan can be provided in alternative formats on request. Impacts of changes resulting from individual actions will be dealt with by the relevant service.
<b>6. CONSIDERING THE IMPACT</b>	
If there is a negative impact what action can be taken to mitigate it? (If it is not possible or desirable to take actions to reduce the impact, explain why this is the case (e.g. legislative or financial drivers etc.).	Any initiatives within the plan that may impact upon equality groups should be subject to an individual EIA conducted by the relevant service.
What actions do you plan to take to address any other issues above?	The effectiveness and impact of Council priorities are assessed through responses to the annual Citizen/Stakeholder Survey.
<b>7. MONITORING AND REVIEWING</b>	
When will this assessment be reviewed and who will review it?	The assessment will be reviewed as part of the annual refresh process. This will include review by the senior management team.