

REPORT TITLE: COUNCIL PLAN 2020-2025 REFRESH

14 DECEMBER 2022

REPORT OF CABINET MEMBER: Cllr Martin Tod, Leader and Cabinet Member for Asset Management

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WARD(S): ALL

PURPOSE

The Council Plan 2020-25 was adopted at the meeting of Full Council on 24 February 2021 and outlines the strategic priorities and outcomes that the council aims to achieve by March 2025.

This report sets out a refreshed Council Plan which refines the actions and objectives for the coming years, taking into consideration both feedback from local people obtained during the council's district-wide 2022 Residents' Survey and changing economic circumstances.

RECOMMENDATIONS:

1. That the Council Plan 2020 to 2025: December 2022 update is recommended for adoption by Full Council.
2. That the 2023 strategic key performance indicators (KPIs) are adopted to measure progress against the Council Plan 2020 to 2025: December 2022 update, from 1 April 2023.

IMPLICATIONS:

1 COUNCIL PLAN OUTCOME

- 1.1 This report sets out the refreshed Council Plan and provides details of the activities the council will undertake to deliver the five priority outcomes included in the Council Plan, plus four particular areas of focus for the upcoming year.

2 FINANCIAL IMPLICATIONS

- 2.1 The activities in the Council Plan will guide officers to prioritise particular activities and is being taken into account as we look to develop our Medium Term Financial Strategy.

3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 There are no direct legal implications which arise directly from the attached plan, though individual projects and actions will be subject to review as required by Legal Services. The delivery and implementation of the Council Plan will need to take account of legally binding duties and responsibilities on the council.
- 3.2 To deliver the priorities in the Council Plan, resources will need to be considered and assigned as required across the council.

4 PROPERTY AND ASSET IMPLICATIONS

- 4.1 Asset management is an element of the council's activities and supports a number of priorities detailed in the Council Plan.

5 CONSULTATION AND COMMUNICATION

- 5.1 Winchester City Council's district-wide 2022 Residents' Survey was completed on 30 May 2022, 1,607 individuals responded and additional Young Persons' Survey completed on 10 March also captured the opinions of 500 residents aged from 18-24 years old.
- 5.2 The findings of these surveys affirmed that the existing five priorities of the last iteration of the Council Plan was still in line with residents' views around what mattered most. The results of this survey were published on Friday 25 November, and the updated Council Plan will be published upon adoption by Full Council in January 2023.
- 5.3 Cabinet Members have been consulted upon and have contributed to the content of the draft refreshed Council Plan and the Key Performance Indicators (KPI) that measure its progress.
- 5.4 Executive Leadership Board and senior managers have been consulted on the content of the draft refreshed Council Plan and the KPIs.

6 ENVIRONMENTAL CONSIDERATIONS

- 6.1 Tackling the climate emergency and reducing the carbon emissions across the district remain a key theme within all the priorities of the Council Plan.
- 6.2 All activities comprised in the Council Plan are required to be reviewed so their impact on the environment is understood, and where possible reduces the organisation and district's carbon footprint, or the impact is mitigated.

7 PUBLIC SECTOR EQUALITY DUTY

- 7.1 Understanding inequality in our district and looking at ways to address is listed as a challenge we are facing. A programme of activity is underway to improve our insight into all our residents' experiences of their council.
- 7.2 An Equality Impact Assessment (EqIA) has been undertaken to assess the impacts of the Council Plan see Appendix 3.
- 7.3 Individual Equality Impact Assessments will be undertaken on the individual projects that support delivery of the priorities included in the Council Plan as required.

8 DATA PROTECTION IMPACT ASSESSMENT

- 8.1 None

9 RISK MANAGEMENT

Risk	Mitigation	Opportunities
Financial Exposure	Financial planning and regular monitoring of expenditure and income ensures that the council maintains a balanced budget. All new projects require approval of a financial appraisal before they can commence.	New revenue streams derived from the outcomes included in the Council Plan contribute positively to the council's financial position
Exposure to challenge	Each significant action or project will be subject to its own legal consideration in appropriate reports	
Innovation	By exploring new ways of working, this increases the council's exposure to risk and alters its risk profile. This is mitigated by consideration and	

Risk	Mitigation	Opportunities
	approval of a robust business justification case before a project can commence.	
Reputation	The risk of not delivering the plan is mitigated through the monitoring of the outcome measures contained within the Strategy, and ensuring corrective action is taken. Not delivering on some of these items, especially some of the major projects will have a large financial risk to the council through impacting on future revenue streams.	This plan gives the opportunity for the council to enhance its reputation through establishing a more targeted ambition for the district that is based on clear measures. Success against these key measures will enhance the council's reputation to move key programmes of work forward.
Achievement of outcome	Regular monitoring reports are prepared to capture the progress the council is making to achieve the outcomes in the Council Plan and where required take remedial action to ensure successful delivery	
Property - none		
Community Support	Provide engagement opportunities especially through key projects	Further opportunities to engage with our residents and communities.
Timescales	Quarterly monitoring of the measures included in the Plan by officers, Performance Panel, The Scrutiny Committee and Cabinet.	
Project capacity	Project team resourcing across the council supports the delivery of the programmes and projects included in the plan. And is reviewed regularly by the	Ensuring that adequate resources are allocated to all new projects as part of the business justification case and before they commence.

Risk	Mitigation	Opportunities
	Programme and Capital Strategy (PAC) Board	
Other - none		

10 SUPPORTING INFORMATION:

- 10.1 The Council Plan 2020-25 was adopted at Full Council on 15 January 2020 and comprises five priority outcomes the council wants to achieve over the five year period to 31 March 2025. These are:
- Tackling the climate emergency and creating a greener district
 - Homes for all
 - Vibrant local economy
 - Living well
 - Your services, your voice
- 10.2 Refreshing the Council Plan provides the opportunity to refine some of the actions that the council will be undertaking and was last refreshed in February 2021.
- 10.3 This refresh of the Council Plan also outlines four areas of enhanced focus for the upcoming year. These are:
- a) Cost of living support – pivoting our services and resources to support our residents, businesses and voluntary organisations with the cost of living crisis
 - b) Greener faster – adding weight to our commitment to achieve our net zero targets for 2024 and 2030
 - c) Pride in place – making a visible difference to our places to delight residents and visitors
 - d) Listening better – being more effective at hearing the voice of residents and enabling them to influence our decision making
- 10.4 Progress against all the actions delivering the priorities in the Council Plan is included in the quarterly Finance and Performance report and monitored by the Performance Panel on behalf of Scrutiny Committee.
- 10.5 Owing to the availability of data provided by some third parties, officers have also reviewed the strategic key performance indicators that are used to measure the progress the council is making in achieving the priorities set out in the Council Plan.

- 10.6 Appendix 2 provides details of the proposed strategic key performance indicators that includes a number of short and long term measures and supports understanding of the progress being achieved. The long-term trackers are indicators with data available on an annual basis. These are supported by a number of practical real-time measures that will provide more frequently available data, typically monthly or quarterly and demonstrate progress against the priorities.
- 10.7 To support the understanding of progress demonstrated by the strategic key performance indicators, officers are working with Cabinet Members to develop where appropriate, targets for each of the indicators in Appendix 2 and these will be reported to a future meeting of the Performance Panel before formal reporting starts in April 2023.
- 11 OTHER OPTIONS CONSIDERED AND REJECTED
- 11.1 The council could choose not to refresh the Council Plan, however it is deemed prudent to refine the actions that contribute to the delivery of the priorities periodically to ensure that the plan outcomes remain achievable and fit for purpose.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

CAB3286 Annual Council Plan Refresh 2021/22 Cabinet 11 February 2021

Other Background Documents:-

None

APPENDICES:

Appendix 1 – Council Plan 2020 – 25 (2023 edition)
Appendix 2 – Strategic Key Performance Indicators
Appendix 3 – Equality Impact Assessment

Council Plan – Strategic Key Performance Indicators

COUNCIL PLAN PRIORITIES

Priority: Tackling the climate emergency and creating a greener district

Long range trackers

1. Carbon emissions for the council [annual]
2. Carbon emissions for the district [annual]

Practical real-time measures

1. Percentage of household waste sent for reuse, recycling and composting [monthly]
2. Residual household waste per household (kg/household) [monthly]
3. Energy usage (kWh) at corporate buildings [monthly]
4. Renewable energy generated (kWh) from solar panels installed on council operational buildings [monthly]
5. Number of houses which have received retrofit adjustments [quarterly]

Priority: Living well

Long range trackers

1. Percentage of adults participating in 150+ minutes of sport or physical activity per week within the Winchester district [annual]
2. Number of unemployed (source: Economic Activity data) [quarterly]

Practical real-time measures

1. Number of Winchester Sport and Leisure Park and Meadowside Leisure Centre visitors, [monthly]
2. Number of concessionary rate visitors to Winchester Sport & Leisure Park and Meadowside Leisure Centre [monthly]
3. Number of housing benefit claimants - caseload [monthly]
4. Number of Council tax reduction claimants – caseload [monthly]
5. Average time taken to process new housing benefit claims [monthly]
6. Percentage of housing tenants in arrears owing 4 months or more [monthly]
7. Number of reported fly-tips, graffiti, litter [monthly]

Priority: Homes for all

Long range trackers

1. Net total WCC new build completions across the district – [annual]
2. Homelessness – numbers recorded as rough sleepers, [annual]
3. Percentage of all WCC homes achieving energy efficiency rating of C or above [annual]

Practical real-time measures

1. Number of new homes started by the council [quarterly]
2. Number of new homes completed by the council [quarterly]

3. Number of residents in B&B/hotel accommodation [monthly]
4. Numbers on housing waiting list [monthly]

Priority: Vibrant local economy

Long range trackers

1. Percentage of economically active people in employment (aged 16-64 - source: NOMIS) [quarterly]
2. Business counts (micro, small, medium, large – source: NOMIS) [annual]

Practical real-time measures

1. Percentage of WCC revenue spend with local suppliers [quarterly]
2. Residents claiming out-of-work benefits [monthly]
3. City centre high street footfall metrics [monthly]

Priority: Your services, your voice

Long range trackers

1. Residents' satisfaction with the way the council runs things (Residents' Survey) [biannual]
2. Percentage of Residents' Survey respondents that feel the council involves residents when making decisions [biannual]
3. Value for Money - total net expenditure per head (via annual LGA Value for Money toolkit) [annual]

Practical real-time measures

1. Percentage complaints responded to within 10 working days [monthly]
2. Percentage of upheld and partially upheld complaints [monthly]
3. Number of My Council Services forms submitted to the council [monthly]
4. Speed of deciding planning applications - Percentage of major, minor and other planning applications decided within time [monthly]
5. Number of respondents to council consultations [monthly]



Section 1 - Data Checklist

When undertaking an EqIA for your policy or project, it is important that you take into consideration everything which is associated with the policy or project that is being assessed.

The checklist below is to help you sense check your policy or project before you move to Section 2.

		Yes/No	Please provide details
1	Have there been any complaints data related to the policy or project you are looking to implement?	No	
2	Have all officers who will be responsible for implementing the policy or project been consulted, and given the opportunity to raise concerns about the way the policy or function has or will be implemented?	Yes	Cabinet Members played a key part in contributing to the refreshed plan and the key performance indicators (KPIs) that measure its progress. ELB and senior managers have also been consulted on the refreshed plan's content and have shared with their teams, giving them the opportunity to seek clarification and review the proposed measures from an operational perspective. During the various stages of drafting the plan all key staff therefore had the opportunity to raise any concerns and suggest improvements.
3	Have previous consultations highlighted any concerns about the policy or project from an equality impact perspective?	No	No, our Residents' Survey and Youth Surveys, undertaken in the spring of 2022, identified that 90% of respondents agreed with the five key priorities set out in the original Council Plan, taken from a representative sample by age, gender and rural/urban classification. We are therefore not anticipating any EDI concerns.
4	Do you have any concerns regarding the	No	This plan refresh is largely based on results from our

		Yes/No	Please provide details
	<p>implementation of this policy or project?</p> <p><i>(i.e. Have you completed a self-assessment and action plan for the implementation of your policy or project?)</i></p>		<p>district-wide Residents' Survey which was a representative sample of our district.</p> <p>As the proposed plan has been created to reflect the expressed needs wishes of our residents, and the activities comprised have been agreed from a resource and operational perspective by officers, it is expected that its implementation is achievable and should be beneficial for a broad range of residents and businesses.</p>
5	Does any accessible data regarding the area which your work will address identify any areas of concern or potential problems which may impact on your policy or project?	No	<i>See Residents' Survey results above.</i>
6	Do you have any past experience delivering similar policies or projects which may inform the implementation of your scheme from an equality impact point of view?	Yes	The council as a whole has previous experience in creating and publishing corporate plans, including Council Plans. This Council Plan has been assessed via this dedicated EqIA, and the individual initiatives in the plan are subject to their own EqIAs. This ensures that this refresh is truly reflective of our resident's priorities and the results of our consultation exercises.
7	Are there any other issues that you think will be relevant?	No	In addition to considering the protected characteristics under the Equality Act 2010, we also consider potential issues impacting other disadvantaged groups (in line with WCC's Equality, Diversity and Inclusion (EDI) Statement of Policy and the EDI Action Plan that will be developed and reviewed by our EDI Forum. Particularly in the case of the Council Plan, this involves considering the different experience of rural and urban residents and businesses.

		Yes/No	Please provide details
			Our Residents' Survey sample was designed to be representative of the rural/urban split across the Winchester district and our ward breakdown allows us insights which officers are reviewing with a view to engaging in location specific engagement activities.

Section 2 - Your EqIA form

Directorate: Corporate	Your Service Area: Strategic Support	Team: Policy	Officer responsible for this assessment: Anna Bodman Simon Howson	Date of assessment: 11.11.2022
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	Question	Please provide details
1	What is the name of the policy or project that is being assessed?	Council Plan 2020-2025 (2023 Refresh) (CAB3370)
2	Is this a new or existing policy?	Existing – this plan serves as a refresh and update of our existing 2020-2025 plan.
3	Briefly describe the aim and purpose of this work.	<p>The Council Plan 2020-2025 was first adopted at the meeting of Full Council on the 15 January 2020 and outlines the strategic priorities and outcomes that the council aims to achieve by March 2025.</p> <p>This refresh is intended to refine the actions and objectives for the coming years, taking into consideration both feedback from local people obtained during the council's district-wide Residents' Survey in 2022 and the changing economic circumstances facing the district and the nation.</p>
4	What are the associated objectives of this work?	<ul style="list-style-type: none"> • To refine the existing council plan document to provide further detail on the activities the council will undertake to deliver the priority outcomes, as well as any progress that has already been made. • Provide four areas of additional focus for the upcoming year to more closely reflect the priorities identified by the Residents' Survey: <ul style="list-style-type: none"> ○ Greener faster

		<ul style="list-style-type: none"> ○ Cost of living support ○ Pride in place ○ Listening better ● To ensure the council plan reflects the current economic position of the council and its residents
5	Who is intended to benefit from this work and in what way?	<p>Residents will directly benefit from having their voices and opinions heard via their contribution to our Residents’ Survey, their responses to our various consultations and their day-to-day interactions with officers and members.</p> <p>They will also benefit from the updated public-facing document with associated KPIs which are shared publicly, thus allowing us to be held to account in our progress towards the priority areas.</p> <p>The creation of new priority areas – particularly cost of living support and listening better – also serve to provide more targeted action towards the district’s most vulnerable and disadvantaged communities.</p> <p>Officers and senior management across the council will also benefit from a renewed sense of direction and greater focus on priority areas – the CAB3370 report states that “the activities in the council plan will guide officers to prioritise particular activities”, making management and day-to-day council decision making easier and more effective.</p>
6	What are the outcomes sought from this work?	<ul style="list-style-type: none"> ● To create an updated public-facing Council Plan that demonstrates to residents that they are being listened to, and that the council is responding to their stated needs and expressed preferences in the context of a changing and challenging national situation. ● To create a set of Key Performance Indicators (KPIs)

		<p>which reflect the renewed priorities and can help assess the progress made (to be monitored by the Performance Panel).</p>
7	<p>What factors/forces could contribute or detract from the outcomes?</p>	<p>The Council Plan is a high-level piece of council work that impacts the direction of every department, <i>meaning it is not possible to foresee every potential disruption to its implementation. However the risk management table included in the CAB3370 report provides details relating to risks that we are able to identify and mitigate.</i></p> <p>A few notable examples could include:</p> <ul style="list-style-type: none"> • Further changes within the national economy • Changes in policy from central government • Upcoming local elections
8	<p>Who are the key individuals and organisations responsible for the implementation of this work?</p>	<p>Every council department is responsible for contribution to the delivery of the Council Plan priorities as part of their day to day service delivery.</p> <p>This includes managers (Corporate Heads of Service, Service Leads, team managers and leaders and our wider teams.</p> <p>Cabinet takes responsibility for overseeing the general delivery and progress towards the council plan, with support of the Performance Panel to monitor progress against KPIs.</p>
9	<p>Who implements the policy or project and who or what is responsible for it?</p>	<ul style="list-style-type: none"> • Winchester City Council via: <ul style="list-style-type: none"> ○ Cabinet Members ○ ELB / senior leadership ○ All team members

		Please select your answer in bold . Please provide detail here.	
10a	Could the policy or project have the potential to affect individuals or communities on the basis of race differently in a negative way?	N	The refreshed Council Plan will not impact communities on the basis of race differently in a negative way. It will likely have a net positive effect due to the new emphasis placed on “listening better” which includes a focus on actively listening to and representing groups such as ethnic minorities across the district.
10b	What existing evidence (either presumed or otherwise) do you have for this?	Our EDI Action Plan (part of our response to the new “listening better” priority) states that all future consultations must contain questions on protected characteristics which will include race. This will allow the council to monitor satisfaction with council services by race and identify any issues. This EIA will be updated with mitigating actions if any such issues are identified.	
11a	Could the policy or project have the potential to affect individuals or communities on the basis of sex differently in a negative way?	N	The Council Plan refresh will not impact individuals on the basis of their sex in a negative way. An individual’s sex has no impact on their ability to receive, comment on and differentially benefit from the Council Plan priorities.
11b	What existing evidence (either presumed or otherwise) do you have for this?	The Residents’ Survey evenly engaged with both sexes – respondents were 49% male and 51% female – meaning that the results upon which this refresh were based are the views of both sexes in line with the proportion of each gender as measured via the 2021 Census.	
12a	Could the policy or project have the potential to affect individuals or communities on the basis of disability differently in a negative way?	Y	Our renewed focus on “listening better” and our EDI Action Plan are intended to better understand and value the needs of people with disabilities. We have committed to offering

	<p><i>you may wish to consider:</i></p> <ul style="list-style-type: none"> • <i>Physical access</i> • <i>Format of information</i> • <i>Time of interview or consultation event</i> • <i>Personal assistance</i> • <i>Interpreter</i> • <i>Induction loop system</i> • <i>Independent living equipment</i> • <i>Content of interview)</i> 			<p>simplified documentation to support vital activities within the plan to remove barriers to accessing and understanding key services. As set out below, this includes a commitment to publishing a simplified version of the Council Plan.</p>
12b	<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<p>Previous consultations across the council (e.g., the Housing Team’s Tenant Satisfaction Survey) found that disability can prove a barrier to accessing important council documents.</p> <p>In our EDI Action Plan we commit to publishing an “easy read” version of the updated Council Plan to help those with learning difficulties to access the document. This will also benefit those with memory problems, visual impairments, and those that speak English as an additional language. It will also be made clear on the document itself that alternative formats are available, as well as clear instructions on how to access them. This includes large print (for those with sight impairments) and plain text (for those that rely on screen readers).</p>		
13a	<p>Could the policy or project have the potential to affect individuals or communities on the basis of sexual orientation differently in a negative way?</p>		<p>N</p>	<p>The Council Plan refresh will not impact communities on the basis of sexual orientation in a negative way. It will likely have a net positive effect due to the new emphasis placed on “listening better” which include a focus on listening to and representing traditionally underrepresented groups such as the LGBTQ+</p>

				community.
13b	What existing evidence (either presumed or otherwise) do you have for this?	Our EDI Action Plan states that all future consultations must contain questions on protected characteristics which will include sexuality. This will allow the council to monitor satisfaction with council services by sexual orientation and identify any issues. This EIA will be updated with mitigating actions if any such issues are identified.		
14a	Could the policy or project have the potential to affect individuals on the basis of age differently in a negative way?	Y		Age could pose a barrier to accessing and understanding the new Council Plan document. We have mitigated this risk by undertaking a Youth Survey as part of the consultation programme which informed the content of the new plan.
14b	What existing evidence (either presumed or otherwise) do you have for this?	<p>Results from consultations across the council provide strong evidence that age is one of the most striking axes of difference in our district. Therefore, careful attention was paid throughout the development process to mitigate against discrimination during the Council Plan refresh.</p> <ul style="list-style-type: none"> • A separate, condensed “Chatterbox” survey was conducted alongside the formal Residents’ Survey in order to capture the views of young people in the district. This was adjusted to increase participation rates among younger generations – for example street interviews were held in locations most likely to attract students such as The Brooks Shopping Centre. • As a result of this as well as careful sampling in the rest of the survey, the age groups of respondents was broadly reflective of the district’s profile – 23% of respondents were 18-24 (24% of the population), 32% 		

		<p>were 35-54 (32% of the population), and 44% were 55+ (44% of the population).</p> <ul style="list-style-type: none"> • Our report still paid close attention to any statistical differences in results based on age and highlighted the following patterns: <ul style="list-style-type: none"> ○ Older residents were less likely to agree that the council provides value for money. ○ Younger residents were more likely to see the council in a positive light, perhaps reflecting different service expectations and needs by age. ○ Those aged 18-24 were least likely to agree with the ordering of priorities within the existing Council Plan and raised additional areas such as the lack of a 'scene' as part of the evening economy ○ Residents aged 65+ were marginally less likely to state that climate change is important to them. • Previous results from WCC's "Barriers Survey" showed that older people are significantly less likely to have access to the internet and feel less comfortable using the council's website. This was also reflected in the Residents' Survey – as age increased, so does the likelihood of receiving information via residents' newsletters and local newspapers. <p>The council ensures that the refreshed plan is presented in a hard copy format in order to mitigate any potential imbalance relating to its exposure to particular groups.</p>		
15a	<p>Could the policy or project have the potential to affect individuals or communities on the basis of religious belief differently in a negative way?</p>		<p>N</p>	<p>The Council Plan refresh will not impact communities on the basis of their religion or belief differently in a negative way. It will likely</p>

				have a net positive effect due to the new emphasis placed on “listening better” which includes the development of an EDI Forum and Action Plan and the stated intent to focus on listening to community faith groups.
15b	What existing evidence (either presumed or otherwise) do you have for this?	Our EDI Action Plan and “listening better” strategy state that all future consultations must contain questions on protected characteristics which will include religious belief. This will allow the council to monitor satisfaction with council services by religion and identify any issues. This EIA will be updated with mitigating actions if any such issues are identified.		
16a	Could this policy or project have the potential to affect individuals on the basis of gender reassignment differently in a negative way?		N	The Council Plan refresh will not impact communities on the basis of gender reassignment in a negative way. It will likely have a net positive effect due to the new emphasis placed on “listening better” which includes a focus on seeking out the views of those undergoing gender reassignment and non-binary residents.
16b	What existing evidence (either presumed or otherwise) do you have for this?	As part of our efforts to ‘listen better’, our EDI Action Plan states that all future consultations must contain questions on protected characteristics which will include gender identity. This will allow the council to monitor satisfaction with council services by gender and identify any issues. This EIA will be updated with mitigating actions if any such issues are identified.		
17a	Could this policy or project have the potential to affect individuals on the basis of marriage and civil partnership differently in a negative way?		N	The Council Plan refresh will not impact individuals on the basis of marriage and civil partnership in a negative way. An individual’s relationship status has no impact on their ability to receive, comment on and differentially benefit from the council plan priorities.

17b	What existing evidence (either presumed or otherwise) do you have for this?	N/A								
18a	Could this policy or project have the potential to affect individuals on the basis of pregnancy and maternity differently in a negative way?		N	The Council Plan refresh will not impact individuals on the basis of pregnancy and maternity in a negative way. An individual's pregnancy or maternity period has no impact on their ability to receive, comment on and differentially benefit from the council plan priorities.						
18b	What existing evidence (either presumed or otherwise) do you have for this?	N/A								
19	Could any negative impacts that you identified in questions 10a to 15b create the potential for the policy to discriminate against certain groups on the basis of protected characteristics?		N	Both the Council Plan and the Resident's Survey upon which it is based have been carefully designed to mitigate negative impacts and ensure the refreshed priorities are reflective of and accessible to all residents in our district. We plan to continually assess and gather feedback on its corporate direction, and this EIA will be updated if any unforeseen impacts are identified.						
20	Can this negative impact be justified on the grounds of promoting equality of opportunity for certain groups on the basis of protected characteristics? Please provide your answer opposite against the relevant protected characteristic.		Y	<table border="1"> <tr> <td>Race: No negative impact identified</td> </tr> <tr> <td>Sex: No negative impact identified</td> </tr> <tr> <td>Disability: No (see below for action plan)</td> </tr> <tr> <td>Sexual orientation: No negative impact identified</td> </tr> <tr> <td>Age: Yes (for example, having a specific survey solely aimed at young people helps to ensure young people's voices are heard) – see below for action plan.</td> </tr> <tr> <td>Gender reassignment: No negative impact</td> </tr> </table>	Race: No negative impact identified	Sex: No negative impact identified	Disability: No (see below for action plan)	Sexual orientation: No negative impact identified	Age: Yes (for example, having a specific survey solely aimed at young people helps to ensure young people's voices are heard) – see below for action plan.	Gender reassignment: No negative impact
Race: No negative impact identified										
Sex: No negative impact identified										
Disability: No (see below for action plan)										
Sexual orientation: No negative impact identified										
Age: Yes (for example, having a specific survey solely aimed at young people helps to ensure young people's voices are heard) – see below for action plan.										
Gender reassignment: No negative impact										

				identified
				Pregnancy and maternity: No negative impact identified
				Marriage and civil partnership: No negative impact identified
				Religious belief: No negative impact identified
21	How will you mitigate any potential discrimination that may be brought about by your policy or project that you have identified above?			<p>Please see table above for full outlines and justifications of action taken in response to this EIA. In short, however, the following must be done/already is taking place to ensure the council plan is in accordance with the Equality Act and Public Sector Equality Duty:</p> <ul style="list-style-type: none"> • Publish an easy read version of the council plan on our website • Make it clear that other alternative formats are available such as large print, plain text, and translation services • Publicise the renewed council plan outside of the internet and social media – have hard copies available and promote their availability at consultation and engagement events and on residents’ newsletters/local newspapers • Ensure Residents’ Survey sampling is representative of the district itself and identify any cases where protected characteristic causes statistically differentiated trends. <p>Commit to monitoring the profile of all consultation respondents in order to identify any patterns in dissatisfaction or opinions.</p>
22	Do any negative impacts that you have identified above impact on your service plan?		N	<p>Following this EIA, the Council Plan refresh can go ahead as planned. If the Plan is adopted, the new “listening better” priority will have a notable positive impact on</p>

				those possessing characteristics that would otherwise disadvantage them. Progress towards the council plan priorities will be monitored by a set of KPIs which provide useful data to continually review this assessment.
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Signed by completing officer	Simon Howson
Signed by Service Lead or Corporate Head of Service	Ellen Simpson