

Agenda No 5

AGENDA MANAGEMENT SHEET

Report Title:	Corporate Strategy 2025-35
Name of Committee:	Cabinet
Date of Meeting:	4 November 2024
Report Director:	Deputy Chief Executive
Portfolio:	Organisational Change
Ward Relevance:	All
Prior Consultation:	Cabinet
Contact Officer:	dan.green@rugby.gov.uk
Public or Private:	Public
Report Subject to Call-In:	Yes
Report En-Bloc:	No
Forward Plan:	Please select
Corporate Priorities: (C) Climate (E) Economy (HC) Health and Communities (O) Organisation	<p>This report relates to the following priority(ies):</p> <p><input checked="" type="checkbox"/> Rugby is an environmentally sustainable place, where we work together to reduce and mitigate the effects of climate change. (C)</p> <p><input checked="" type="checkbox"/> Rugby has a diverse and resilient economy that benefits and enables opportunities for all residents. (E)</p> <p><input checked="" type="checkbox"/> Residents live healthy, independent lives, with the most vulnerable protected. (HC)</p> <p><input checked="" type="checkbox"/> Rugby Borough Council is a responsible, effective and efficient organisation. (O)</p> <p>Corporate Strategy 2021-2024</p> <p><input type="checkbox"/> This report does not specifically relate to any Council priorities but</p>
Summary:	This report proposes adoption of a new corporate strategy for the organisation.
Financial Implications:	There are no direct financial implications arising from this report, but the Council's Medium-Term Financial Strategy will be directly informed by the Corporate Strategy.

Risk Management/Health and Safety Implications:	There are no risk management implications arising directly from this report.
Environmental Implications:	Protecting the environment and adapting to climate change are key elements of the draft corporate strategy. The strategy will provide clear strategic direction regarding these matters moving forward.
Legal Implications:	There are no legal implications arising directly from this report.
Equality and Diversity:	An Equalities Impact Assessment has been carried out and is attached to this report and is attached as Appendix B. This will be reviewed periodically as set out in the EQIA
Options:	<ul style="list-style-type: none"> i. To approve the recommendations as reported, or ii. To not approve the recommendations.
Recommendation:	<p>a) IT BE RECOMMENDED TO COUNCIL THAT the Corporate Strategy 2025-35 be adopted; and</p> <p>b) the Deputy Chief Executive in consultation with the Leader is granted delegated authority to make non material changes to the draft Corporate Strategy 2025-35, prior to consideration by Council.</p>
Reasons for Recommendation:	The proposed corporate strategy establishes revised strategic priorities for the organisation to inform future delivery.

Cabinet 4 November 2024

Corporate Strategy 2025-35

Public Report of the Deputy Chief Executive

Recommendation

- (a) IT BE RECOMMENDED TO COUNCIL THAT the Corporate Strategy 2025-35 be adopted; and
- (b) the Deputy Chief Executive in consultation with the Leader is granted delegated authority to make non material changes to the draft Corporate Strategy 2025-35, prior to consideration by Council.

1. INTRODUCTION

- 1.1 Following the local elections in May 2024, and as the current Corporate Strategy will expire at the end of 2024, it is now necessary to agree a new corporate strategy to set the Council's strategic direction moving forward.
- 1.2 The proposed Corporate Strategy 2025-35 (Appendix A) seeks to set out a new vision, mission and the strategic priorities for the organisation. The draft strategy has been developed by the Cabinet working in conjunction with the Liberal Democrat Group and the Council's Leadership Team.
- 1.3 It should be noted that Appendix A is a 'text only' version of the document, with a final designed version being prepared prior to consideration by Council

2. CORPORATE STRATEGY 2025-35

- 2.1 The strategy presents a vision for 2035 which is '**to achieve a more sustainable economy for all, where our natural environment, people and businesses are thriving.**'
- 2.2 It sets out a mission to '**develop policy and work in collaboration to protect the vulnerable, reduce inequalities, improve skills and access to skilled jobs, increase affordable housing, boost our infrastructure such as health services and education, and protect and nurture the natural environment.**'
- 2.3 The strategy is built upon the foundations of a strong organisation, where the Council's people are its greatest asset, recognising that by investing in our staff, promoting a wellbeing culture and delivering high quality services, the

council will become an employer of choice for the best talent, both local and from within the wider public sector.

2.4 The strategy focusses delivery against four new corporate priorities, namely:

- **A Healthier Rugby** - To support people to live healthier, longer, and more independent lives.
- **A Thriving Rugby** - To deliver a thriving economy which brings borough-wide investment and regenerates Rugby town centre.
- **A Greener Rugby** - To protect the environment and ensure the borough adapts to climate change
- **A Fair Rugby** - To reduce inequalities and improve housing across the borough.

2.5 For each of these priorities, the strategy sets out 'What We Will Achieve', 'How We Will Do This' and 'What Does Success Look Like?'.

3. DELIVERY PLAN AND ANNUAL REPORT

3.1 Previously, annual Corporate Strategy Delivery Plans have been produced, setting out the workstreams which will be implemented to deliver against corporate priorities. Such delivery plans have yielded limited success with capacity, clarity of priority and resourcing issues impacting on their deliverability.

3.2 Public finances remain under pressure in the short term and uncertain in the medium to long term and it is essential that the council ensures that all delivery plans are fully costed and affordable.

3.3 Therefore, Council will agree an annual delivery plan when setting its budget in February each year and will ensure that all projects committed to are fully resourced, are based on sound evidence and are deliverable within the agreed timescale.

3.4 Delivery against the Corporate Strategy will be reported each year in an Annual Report, outlining progress and refining strategic priorities, as required, for the following year.

3.5 Performance will be tracked against a set of strategic and organisational Key Performance Indicators (KPIs), which will be agreed at budget setting, reported against in quarterly finance and performance reports and reviewed in the annual report.

4. TIMESCALES ASSOCIATED WITH DECISION AND NEXT STEPS

4.1 Should the recommendations be approved by Cabinet, then the Deputy Chief Executive will ensure that a finalised strategy is considered by Council.

- 4.2 Subject to Council approval, the Leadership Team will then work with Cabinet to establish the key projects which will enable delivery against the outcomes described.
- 4.3 These projects will be brought together into a Corporate Strategy Delivery Plan, which will be reported to Council at budget setting. This delivery plan will include relevant Key Performance Indicators.
- 4.4 An annual reporting process will be established to ensure that transparent reporting of progress can take place each year
- 4.5 Where appropriate, sub-strategies (such as an Economic Strategy and Climate Adaptation Plan) will be accelerated and brought forward with delivery plans which underpin the outcomes and commitments set out within the corporate strategy.

Name of Meeting: Cabinet

Date of Meeting: 4 November 2024

Subject Matter: Corporate Strategy 2025-35

Originating Department: Deputy Chief Executive

DO ANY BACKGROUND PAPERS APPLY ☐ YES ☒ NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

The background papers relating to reports on planning applications and which are open to public inspection under Section 100D of the Local Government Act 1972, consist of the planning applications, referred to in the reports, and all written responses to consultations made by the Local Planning Authority, in connection with those applications.

☐ Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

APPENDIX A – CORPORATE STRATEGY (TEXT ONLY VERSION)

Vision

Our vision for 2035 is to achieve a more sustainable economy for all, where our natural environment, people and businesses are thriving.

Leaders Introduction

We are proud to present the new Corporate Strategy for Rugby Borough Council, outlining our plan to achieve a better, fairer, and greener Borough.

This strategy has been developed following joint working between the Labour and Liberal Democrat groups, recognising the commitments which they made to work collaboratively following the elections in May 2024. Both Groups remain fully committed to ensuring that Rugby Borough Council provides the people of the borough with services in an open and democratic way, and that the council has a strong, stable and open leadership.

Our vision for 2035 is to achieve a more sustainable economy for all, where our natural environment, people and businesses are thriving.

Our mission to achieve this is clear: we will develop policy and work in collaboration to protect the vulnerable, reduce inequalities, improve skills and access to skilled jobs, increase affordable housing, boost our infrastructure such as health services and education, and protect and nurture the natural environment.

Our love for Rugby and its villages is what drives this Corporate Strategy, placing our communities at its core. As Councillors, we take great pride in serving our borough and representing all residents, communities, and businesses. Our values guide every decision we make. We envision a transformed borough by 2035, recognising that our long-term vision requires immediate action and a strategic plan.

We have identified four key priorities, focusing on modernising the organisation to deliver high-quality outcomes across short-, medium-, and long-term goals.

A high-performing workforce is essential to our strategy, enabling us to provide efficient and effective services. By investing in our staff and attracting top talent, we can enhance our performance and leverage digital solutions, allowing residents to access services online 24/7.

As the fastest-growing town in the West Midlands—and one of the fastest in the UK—we face both exciting opportunities and increasing demands on our services.

While the council is not immune to the challenges posed by public finance pressures and impacts of the cost-of-living crisis, we are committed to addressing these issues through innovation and by seizing opportunities to bolster our financial resilience.

This Corporate Strategy reinforces our dedication to being at the heart of our communities. We will collaborate with residents, businesses, the community and voluntary sectors, and other partners to realise our aspirations for the borough.

Together, by implementing this Corporate Strategy, we can build a better, greener, and fairer Rugby for all - and one that we are ever prouder to call home.

We are Ambitious

We are Proud

We are Rugby

Our Mission

We will develop policy and work in collaboration to protect the vulnerable, reduce inequalities, improve skills and access to skilled jobs, increase affordable housing, boost our infrastructure such as health services and education, and protect and nurture the natural environment.

Foundations of the Corporate Strategy

The ambitious aims and priorities set out in this Corporate Strategy require the council's staff and councillors to work collaboratively, with an emphasis on developing, supporting and empowering our staff to reach their full potential.

By investing in our staff, promoting a wellbeing culture and delivering high quality services, we aim to become an employer of choice for the best talent, both local and from within the wider public sector.

The council must continue to be well run, with a focus on delivering the maximum benefit for residents, businesses and communities from the resources available.

To achieve this, we will ensure the council is financially resilient while introducing new approaches to the way we do business. For example, securing new funding to maintain the highest standards of service or making best use of technology to better meet residents' needs.

The council will maintain good governance across the organisation to ensure effective decision-making, the best use of resources and the development of policies and strategies with our communities and stakeholders.

A Healthier Rugby

To support people to live healthier, longer, and more independent lives.

What will we achieve?

- Improve access to health and wellbeing services for residents, with a focus on prevention.
- Reduce health inequalities in our communities.
- Support residents to live well by promoting healthy behaviours and lifestyles.
- Improve physical and mental health support for young people.
- Bring together our residents through cultural festivals and community events.

How will we do this?

- Work closely with stakeholders to increase access to health services across the borough.
- Ensure the provision of services meets the growing population.
- Increase health prevention via the Rugby Health Partnership Delivery Plan.
- Invest in community and voluntary groups to improve mental health support.
- Work with businesses and within the Council to support workplace health and wellbeing.
- Ensure that residents have access to quality parks and open spaces.
- Provide access to leisure, cultural and outreach services to reduce isolation.

What does success look like?

- A Health and Wellbeing Partnership Strategy with measurable success.
- Increased social value generated across the borough through Council involvement.
- A robust network of volunteer and community groups working alongside the Council.

A Thriving Rugby

To deliver a thriving economy which brings borough-wide investment and regenerates Rugby town centre.

What will we achieve?

- A thriving town centre with a mix of retail, leisure, residential and community spaces.
- Attract and grow innovative and sustainable businesses, benefitting local employment.
- Support and grow pride in everything great about Rugby borough.

How will we do this?

- Develop a Town Centre Delivery Plan, together with a long-term investment plan, setting out key priorities and next steps.
- Develop a cultural quarter in the town centre which brings together independent businesses and entertainment with local artists.
- Deliver an expanded local events programme to drive increased borough-wide footfall, including a new 'Love Rugby' festival.
- Encourage tourism into the Borough, focussing on day tourists within a 25-mile radius.
- Work with businesses and education providers to increase participation and build skills.
- Deliver a Local Plan which embeds our vision for sustainable growth.
- Develop a new and ambitious Economic Strategy for the borough and provide support to businesses.
- Work with partners to develop opportunities for green energy jobs and skills development.

What does success look like?

- A broad scope economic strategy which drives growth by focussing on town and village centres, health and wellbeing, skills and training, and leisure, events and culture.
- A support package for local businesses as they progress from start-up to established companies.
- A thriving and attractive town centre with an improved public realm.

A Greener Rugby

To protect the environment and ensure the borough adapts to climate change

What will we achieve?

- Reduce the Council's negative impact on the environment.
- Support residents, businesses, and communities to adapt to the changing climate.
- Support nature's recovery and increase biodiversity in the Borough.

How will we do this?

- Reduce the Council's reliance on fossil fuels in line with our net-zero target.
- Develop and implement a Climate Adaptation Plan for the borough of Rugby.
- Reduce climate inequality and provide support for vulnerable residents.
- Support schools and assist them in delivering environmental initiatives and learning.
- Increase tree and wildflower meadow planting across the Borough, creating more liveable neighbourhoods.
- Ensure that transport infrastructure supports active and sustainable travel.
- Improve and enhance waste management practices to create a circular economy.

What does success look like?

- Active management of our green spaces to mitigate flooding and boost biodiversity.
- Provide regular updates on our work on climate change and become a champion of information sharing for our communities
- Reduce the Council's carbon footprint.

A Fair Rugby

To reduce inequalities and improve housing across the borough.

What will we achieve?

- Work with our communities and partners to reduce inequality across the borough of Rugby.
- Improve availability of quality housing to meet local needs.
- Create safe communities where diversity is celebrated.

How will we do this?

- Utilise existing stock condition survey data to inform a new 30-year strategy to manage and maintain the housing provision across the borough of Rugby.
- Ensure consistency in private sector housing by creating ~~Create~~ a Landlord Forum and Landlord Charter.
- Establish a new Rugby Partnership Board with the shared ambition of reducing inequality significantly
- Support key voluntary and community organisations working to tackle inequality, by developing a long-term support plan.
- Enable new services which support residents to access affordable food and warmth.
- Developing an improved understanding of the social value of our actions.
- Develop and implement an Equality and Diversity Strategy.

What does success look like?

- Levels of inequality and poverty across the borough of Rugby have been reduced.
- We understand and act upon the social impact of our interventions.
- A strong and robust network of community groups and partnerships working together.

How We Deliver

To deliver this strategy, we will:

- Operate as a modern and effective organisation with optimised ways of working.
- Be a financially sustainable organisation which adopts best practice and commercial principles.
- Make best use of the resources we have to transform services and processes.
- Be the best organisation we can be, with clear ways of recognising success.
- Embrace a culture of innovation, where staff are empowered to make decisions.
- Become An employer of choice with a focus on staff health and wellbeing.

How We Measure Performance

From February 2026 Rugby Borough Council will publish an Annual Report, outlining our progress and refining our strategic priorities for the following year.

We will track our progress against a set of strategic and organisational Key Performance Indicators (KPIs).

You can find a list of our most recent KPIs **here**.

EQUALITY IMPACT ASSESSMENT (EqIA)

Context

1. The Public Sector Equality Duty as set out under section 149 of the Equality Act 2010 requires Rugby Borough Council when making decisions to have due regard to the following:
 - eliminating unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act,
 - advancing equality of opportunity between people who share a protected characteristic and those who do not,
 - fostering good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.
2. The characteristics protected by the Equality Act are:
 - age
 - disability
 - gender reassignment
 - marriage/civil partnership
 - pregnancy/maternity
 - race
 - religion/belief
 - sex/gender
 - sexual orientation
3. In addition to the above-protected characteristics, you should consider the crosscutting elements of the proposed policy, such as impact on social inequalities and impact on carers who look after older people or people with disabilities as part of this assessment.
4. The Equality Impact Assessment (EqIA) document is a tool that enables RBC to test and analyse the nature and impact of what it is currently doing or is planning to do in the future. It can be used flexibly for reviewing existing arrangements but in particular should enable identification where further consultation, engagement and data is required.
5. The questions will enable you to record your findings.
6. Where the EqIA relates to a continuing project, it must be reviewed and updated at each stage of the decision.
7. Once completed and signed off the EqIA will be published online.
8. An EqIA must accompany all **Key Decisions** and **Cabinet Reports**.
9. For further information, refer to the EqIA guidance for staff.
10. For advice and support, contact:

Rebecca Ewers
Corporate Equality and Diversity Officer
rebecca.ewers@rugby.gov.uk
01788 533509

Equality Impact Assessment

Service Area	All
Policy/Service being assessed	Corporate Strategy 2025-35
Is this a new or existing policy/service? If existing policy/service please state date of last assessment	This is a new strategy which affects all service areas
EqlA Review Team – List of members	Dan Green, Deputy Chief Executive
Date of this assessment	22nd October 2024
Signature of responsible officer (to be signed after the EqlA has been completed)	Dan Green (Signature not included for public version)

A copy of this Equality Impact Assessment report, including relevant data and information to be forwarded to the Corporate Equality and Diversity Officer.

Details of Strategy/ Service/ Policy to be analysed

<u>Stage 1 – Scoping and Defining</u>	
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	The Corporate Strategy sets a vision, mission and priorities for the Council. It will lead to the production of subsequent delivery plans and sub-strategies which will inform service delivery throughout the organisation.
(2) How does it fit with Rugby Borough Council's Corporate priorities and your service area priorities?	It defines the corporate priorities and will inform all subsequent strategies and plans.
(3) What are the expected outcomes you are hoping to achieve?	<p>The strategy seeks to align and guide council activity around the delivery of four new corporate outcomes, namely:</p> <ul style="list-style-type: none"> • A Healthier Rugby - To support people to live healthier, longer, and more independent lives. • A Thriving Rugby - To deliver a thriving economy which brings borough-wide investment and regenerates Rugby town centre. • A Greener Rugby - To protect the environment and ensure the borough adapts to climate change • A Fair Rugby - To reduce inequalities and improve housing across the borough. <p>It will achieve this through the production of subsequent delivery plans</p>
(4) Does or will the policy or decision affect: <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	The strategy affects customers, employees, businesses, community groups and partner organisations in the Borough.

Appendix B

<u>Stage 2 - Information Gathering</u>	As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, e.g. service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).
(1) What does the information tell you about those groups identified?	<p>Rugby is home to diverse communities with a number of faiths, nationalities and ethnicities represented.</p> <p>The last census showed 82% of residents were born in the UK; 92% were born within Europe; 2% Africa; 4% Middle East and Asia; 1% Americas and the Caribbean; and less than 1% Antarctica and Oceania</p> <p>Census data shows a population which is 86% white; 7% Asian, Asian British or Asian Welsh; 3% Black, Black British, Black Welsh, Caribbean or African; 3% mixed or multiple ethnic groups; and 1% defined as other ethnic groups.</p> <p>The census shows religions within the Borough as 51% Christian; 42 % no religion; 3% Hindu; 3% Muslim; 1% Sikh and <1% of each Jewish, and Buddhist,</p> <p>Age demographics demonstrate a population made up of 18% under 15 years old; 64% 15-64 years old and 18% over 64 years old</p> <p>Furthermore, Rugby has a broad socioeconomic profile with significant variation between levels of deprivation being experienced</p>
(2) Have you consulted or involved those groups that are likely to be affected by the strategy/ service/policy you want to implement? If yes, what were their views and how have their views influenced your decision?	No

Appendix B

(3) If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary.

It is expected that specific projects arising from the Corporate Strategy will seek to consult those affected groups as appropriate.

The corporate strategy will be made available in a number of formats and languages to ensure it is accessible to all.

Stage 3 – Analysis of impact

Appendix B

(1) <u>Protected Characteristics</u>	RACE	DISABILITY	GENDER
<p>From your data and consultations is there any positive, adverse or negative impact identified for any particular group, which could amount to discrimination?</p> <p>If yes, identify the groups and how they are affected.</p>	<p>No specific impacts in adopting the Corporate Strategy, however subsequent strategies, workstreams and projects will be assessed individually.</p> <p>The strategy commits to producing a new equality and diversity strategy which will underpin future work to support and promote race equality.</p> <p>We will continue to work with key partners such as EQUIP as workstreams are progressed</p>	<p>No specific impacts in adopting the Corporate Strategy, however subsequent strategies, workstreams and projects will be assessed individually</p> <p>The strategy commits to producing a new equality and diversity strategy which will underpin future work to support and promote disability equality.</p> <p>The strategy gives rise to workstreams (for example Town Centre Regeneration, access to greenspaces and learning/ skills provision) relating to a variety of matters which could disproportionately impact on people with disabilities. It is therefore essential that disability is considered in all workstreams arising from the corporate strategy</p>	<p>No specific impacts in adopting the Corporate Strategy, however subsequent strategies, workstreams and projects will be assessed individually</p> <p>The strategy commits to producing a new equality and diversity strategy which will underpin future work to support and promote gender equality</p>

Appendix B

	<p>MARRIAGE/CIVIL PARTNERSHIP</p> <p>No specific impacts in adopting the Corporate Strategy, however subsequent strategies, workstreams and projects will be assessed individually.</p> <p>There is no obvious element of the strategy which relates to marriage/ civil partnership inequalities, but the strategy does seek to deliver a 'fair rugby', meaning that marriage/ civil partnership status must be considered in all work.</p>	<p>AGE</p> <p>No specific impacts in adopting the Corporate Strategy, however subsequent strategies, workstreams and projects will be assessed individually</p> <p>The four key priorities all have age specific implications, for example ensuring wellbeing for older people, supporting learning opportunities for younger people or addressing climate issue for future generations. It is therefore essential that age related implications are considered in all future work arising from the Corporate Strategy</p>	<p>GENDER REASSIGNMENT</p> <p>No specific impacts in adopting the Corporate Strategy, however subsequent strategies, workstreams and projects will be assessed individually.</p> <p>The strategy commits to producing a new equality and diversity strategy which will underpin future work to support and promote gender reassignment equality.</p> <p>We will continue to work with key partners such as EQUIP and Warwickshire Pride as workstreams are progressed</p>
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Appendix B

	<p>RELIGION/BELIEF</p> <p>No specific impacts in adopting the Corporate Strategy, however subsequent strategies, workstreams and projects will be assessed individually</p> <p>The strategy commits to producing a new equality and diversity strategy which will underpin future work to support and promote religion/ belief equality. We will continue to work with key partners such as EQUIP and the various faith communities as workstreams are progressed</p>	<p>PREGNANCY MATERNITY</p> <p>No specific impacts in adopting the Corporate Strategy, however subsequent strategies, workstreams and projects will be assessed individually</p>	<p>SEXUAL ORIENTATION</p> <p>No specific impacts in adopting the Corporate Strategy, however subsequent strategies, workstreams and projects will be assessed individually</p> <p>The strategy commits to producing a new equality and diversity strategy which will underpin future work to support and promote sexual orientation equality. We will continue to work with key partners such as EQUIP and Warwickshire Pride as workstreams are progressed</p>
<p>(2) <u>Cross cutting themes</u></p> <p>(a) Are your proposals likely to impact on social inequalities e.g. child poverty, geographically disadvantaged communities? If yes, please explain how?</p> <p>(b) Are your proposals likely to impact on a carer who looks after older people or people with disabilities? If yes, please explain how?</p>	<p>a. One of the strategies key priorities is to address social inequality and support a 'fair rugby'. This means that tackling social inequalities becomes one of the very purposes of the strategy and will be considered in all work arising from it.</p> <p>Furthermore, individual projects may propose specific actions which relate to social inequalities – for example the development of an economic strategy, addressing cost of living pressure or specific housing related projects. Full consideration of this will be given as the individual projects are brought forward to programme board.</p> <p>b. Yes, individual projects will consider their impacts on carers.</p>		
<p>(3) If there is an adverse impact, can this be justified?</p>	<p>No immediate adverse impacts identified</p>		

Appendix B

(4) What actions are going to be taken to reduce or eliminate negative or adverse impact? (This should form part of your action plan under Stage 4.)	No immediate adverse impacts identified
(5) How does the strategy/service/policy contribute to the promotion of equality? If not, what can be done?	Equality, Diversity and Inclusion is fundamental to the Corporate Strategy and will be at the heart of all projects arising from it. Within the document is a commitment to produce a new Equality, Diversity and Inclusion Strategy. This will drive forward the organisations work in this area Individual project management arrangements will ensure that opportunities to enhance Equality, Diversity and Inclusion are maximised – both within individual projects and across interdependent projects.
(6) How does the strategy/service/policy promote good relations between groups? If not, what can be done?	As above. This is fundamental to the strategy and work to promote and encourage good relations between groups will be taken forward in all work arising from the strategy
(7) Are there any obvious barriers to accessing the service? If yes how can they be overcome?	Language and literacy. Potential to ensure that any related communications and publicity are delivered in a manner which is understood by speakers of other languages and by those with lower literacy.

<u>Stage 4 – Action Planning, Review and Monitoring</u>	
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If No Further Action is required then go to – Review and Monitoring

(1) Action Planning – Specify any changes or improvements that can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.

EqIA Action Plan

Action	Lead Officer	Date for completion	Resource requirements	Comments
New EDI Strategy to be produced	Aftab Razzaq	By April 2025	In place	
EQIA to be reviewed during production of delivery plan	Dan Green	By Feb 2025	N/a	
EQIA and equality impacts observed to be reviewed at each annual report	Dan Green	Initially by April 2026	N/A	
Individual projects arising from strategy to undergo EQIA	Dan Green	Ongoing	N/A	
Council's E&D Steering Group to monitor on ongoing basis	Aftab Razzaq	Ongoing		

(2) Review and Monitoring State how and when you will monitor policy and Action Plan	As above
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Please annotate your policy with the following statement:

'An Equality Impact Assessment on this policy was undertaken on (date of assessment) and will be reviewed on (insert review date).'